2022



2022 Approved Budget

2022 Operating and Capital Budgets
2023-2031 Capital Forecast

burlington.ca/budget

CITY OF Burlington

22-035

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CITY OF
Burlington

2022 Approved Budget

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Overview

City of Burlington

Located on the northwest shore of Lake Ontario, Burlington, with its population of 186,948, is a place where our people, our nature and our businesses thrive.

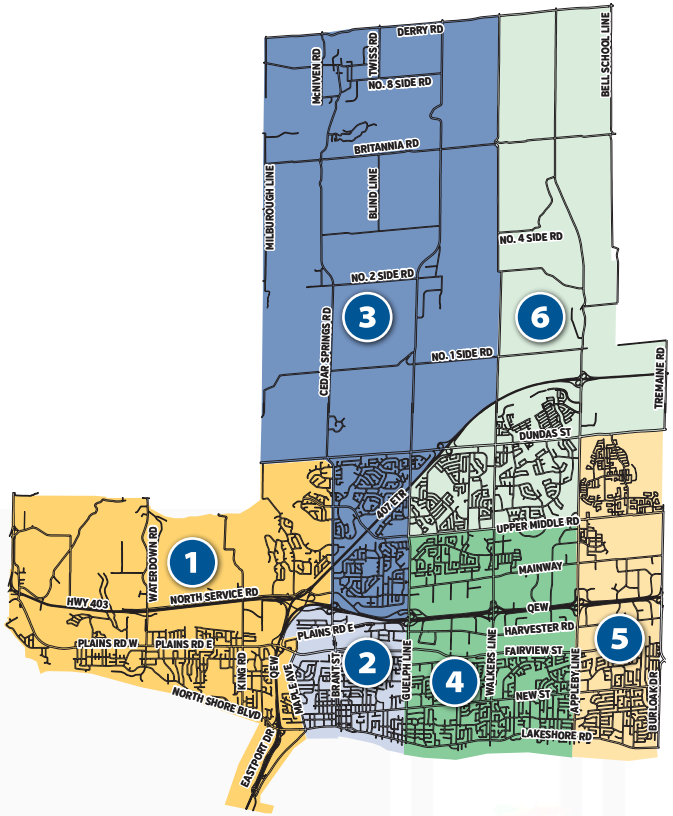
As a community of the Greater Toronto/Hamilton area, Burlington is close to major transportation and the U.S. border. To the south, Burlington is fortunate to have a beautiful and publicly accessible waterfront along the shores of Lake Ontario and in the north, through the cliffs of the Niagara Escarpment, the City has a UNESCO world biosphere reserve.

Burlington boasts great employment opportunities, low crime rates and a community feel. More than half of the city is protected rural space. Burlington is proud of its green city heritage with more than 581 hectares (1,436 acres) of parkland and some of the best hiking in the world on the Bruce Trail and the Niagara Escarpment.

The city offers world-class urban amenities, including shopping and dining and is home to some of Ontario's top festivals and events. Attractions include the world-renowned Royal Botanical Gardens and the Burlington Performing Arts Centre.







Burlington City Council

The City of Burlington is a place where people, nature and business thrive. Burlington Council and the Burlington Leadership Team work towards common objectives in partnership with our community to address our changing city and contribute to the quality of life for residents.

Together we commit.



2018–2022 Burlington's Plan: From Vision to Focus

Burlington's 2015–2040 Strategic Plan is a long-term vision for the future. It is a framework for critical decision-making and guide to how we manage our resources today to position Burlington for the future. It is the result of a year of engagement that included residents, businesses, community groups, City employees and members of Burlington City Council.

The 2018–2022 Burlington's Plan: From Vision to Focus document is our corporate workplan that prioritizes key strategic directions from Burlington's long-term 25-year Strategic Plan and details key goals and strategic actions required to move these priorities forward during this term of Council.

Vision to Focus includes 5 Focus Areas:



Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth Management



Focus Area 2 - Improving Integrated City Mobility



Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment



Focus Area 4 - Building More Citizen Engagement, Community Health and Culture



Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

About the Plan

Our Focus 2018–2022

- Increasing economic prosperity and community responsive city growth management.
- Improving integrated city mobility.
- Supporting sustainable infrastructure and resilient environment.
- Building more citizen engagement, community health and culture.
- Delivering customer centric services with a focus on efficiency and technology transformation.

Our Vision 2040+

Where People, Nature and Business Thrive

- **A City that Grows**
- **A City that Moves**
- **A Healthy and Greener City**
- **An Engaged City**



Vision to Focus and the Budget Process

The City's strategic plan clearly sets forth initiatives to plan for the future. It is staff's responsibility to resource, administer and deliver strategies and initiatives laid out in the plan.

It is important to ensure that resources and funding are aligned with the four-year V2F Plan and ultimately to the long-term Strategic Plan. During budget development, the V2F needs were balanced against the current pressures facing the budget as a result of the COVID-19 pandemic. These decisions about resources and pacing of implementation of the V2F Plan initiatives were evaluated by the Strategy and Risk Team.

Establishing priorities for existing and new city investment was a key step in developing the budget this year. Linking Vision to Focus to the budget provides accountability between what is achieved and the value to the taxpayer. This process provides a clear link between the long-term strategy, the four-year vision, the cost of implementing the initiatives and the responsibility of staff to deliver on the City's priorities.

The budget is one mechanism that brings the V2F Plan to life through specific initiatives.



How the Budget is Developed

Framework Report

The budget process began with a Budget Framework Report. This was presented to Council for consideration and approval, after which staff began the preparation of the budget.

Internal Staff Review

The next step was a comprehensive review of the budget by internal staff teams.

The operating budget underwent a line-by-line review by the Chief Financial Officer and Service Leads. This review checked the operating budgets for reasonableness and adjusted where appropriate to find budget savings and reduce costs. This review ensured the operating budget was submitted and aligned with the City's financial policies. This review resulted in approximately $1.35 million in budget reductions.

The capital budget was reviewed by the Corporate Infrastructure Committee which is made up of the Asset Category Leads and members of the Finance team. This review ensures the capital budget was submitted and aligned with the City's financial policies and that capital projects were prioritized according to the City's Asset Management Plan and coordinated across asset categories.

Strategy and Risk Team (SRT) Review

Following the internal staff review, a corporate/strategic review by the SRT was also conducted. This review, which included alignment to strategic objectives, resulted in the recommendation of specific risk mitigation measures in the 2022 Budget, amounting to $1.2 million.

Public Engagement

The City is continuously looking for ways to improve and increase transparency with the public. Staff continue to use the city's website and engagement platform and a variety of communication vehicles, including videos, online events, and surveys.

A budget survey was available on the city's Get Involved Burlington Website from July 5, 2021 to Sept. 30, 2021. A total of 539 responses were received. A summary of the survey responses can be found in the 2022 Budget Engagement process report [F-37-21], Appendix B.

The "Budget Basics" video continues to be available on the website, explaining how the city develops its budget.

This year, the City is again using a budget simulation tool, Balancing Act, to educate the public on the City's budget and highlight the challenge of maintaining and improving services to the public, with limited sources of revenue. Using this tool, the public can simulate where they would recommend City Service budgets be amended to either increase or reduce overall spending and revenues.

In addition, a revised version of Burlington Open Budget, on the city's website, is available to the public to allow residents to view the city's budget data in an intuitive and illustrative form.

A virtual budget townhall using the TEAMS Live format was held on Nov. 22, 2021. A comprehensive report outlining the 2022 Budget Engagement process (Report F-37-21) was presented to Committee on Nov. 30, 2021.



How the Budget is Approved

Following the internal staff review process, the budget was presented to the Corporate Services, Strategy, Risk and Accountability Committee for their review. To assist in the decision-making process, Council was provided with a budget overview report, presentation and a proposed budget book.

In the past, staff organized Council Information Sessions which provided council the opportunity to ask questions regarding the proposed budget to city staff. These sessions were scheduled after the budget was developed and presented to Committee. This year the format of these sessions has been altered and the timing advanced to earlier in the budget development process to start our journey around Integrated Business Planning and Budgeting.

In September, eight Council Workshop sessions were scheduled over four days to allow the City Services to present overviews of their business plans to Council. Each of the City Services were grouped into the eight sessions by themes somewhat aligned to the Strategic Plan.

These workshop presentations included:

- A summary of current financial investment by service
- An overview of current service delivery including known financial gaps and service needs
- An overview of the asset investment required for service delivery
- Key Performance Indicators (KPIs)
- An overview of service goals and objectives

How the Budget is Approved

In addition, an opening presentation on the first day provided an overview of the incremental budget investments including staffing that have been made during this term of Council (2019–2021). As well, Committee received a closing presentation on the last day, which included a summary of the main themes presented during the workshop and an update on the overall Designing and Evolving Our Organization (DEOO) process.

In previous years, Budget Action Request (BAR) Forms were completed by Members of Council to propose amendments to the budget which would then be consolidated to form the agenda for the budget review meeting(s).

This form worked well to provide for public transparency and ensure appropriate staff were available to speak to proposed budget amendments during the budget review meetings however it had limitations. The traditional form did not have an area for a Member of Council to outline their rationale for proposing a budget amendment. Additionally, some Members of Council felt that this process led to a short-term focus on achieving a desired tax increase rather than changes required to deal with the longer-term operational or strategic goals of the organization.

For the 2022 Budget, the BAR form process was amended. Prior to the meetings scheduled for budget review, each Member of Council was requested to prepare a memo (similar to the Motion Memorandum) outlining the various budget amendments they wish to propose. This memo included the rationale for each proposed budget amendment. Attached to this motion memorandum was a form similar to the traditional BAR form which summarized each Member of Council's proposed amendments and amounts.

All proposed amendments were consolidated into one document to form the agenda for the budget review meetings. Individual memos were included within the budget review meeting package materials to ensure appropriate public disclosure.

The addition of the Motion Memorandum provided other Members of Council and most importantly the public, greater clarity as to why an amendment is being proposed and the rationale for the budget change request.

A Committee meeting to review the budget was scheduled for Nov. 30 and Dec. 2, 2021. Preliminary budget approval was granted at this committee level, followed by a formal approval of the budget at the subsequent Council meeting on Dec. 14, 2021.

The approval of both the operating and capital portions of the budget in advance of the budget year allows for early tendering of capital projects which can result in more favourable pricing.

Budget Process



Key Budget Dates

The following meetings were scheduled for the review and approval of the Budget:

Date	Meeting	Item
Nov. 3, 2021	CSSRA Committee	Budget Overview Report
Nov. 22, 2021	TEAMS Live	Virtual Budget Town Hall
Nov. 30, Dec. 2 and Dec. 9, 2021	CSSRA Committee	Budget Review and Approval
Dec. 14, 2021	Council	Budget Approval

Note: CSSRA is Corporate Services, Strategy, Risk and Accountability

Budget at a Glance

The City of Burlington's 2022 Budget represents a public investment of $362.1 million to provide infrastructure and daily services to its residents, while advancing Council's priorities and long-term objectives.

$362.1
million (gross)

Invested in services

$284.7
million (gross)

Operating Budget

$77.4
million (gross)

Capital Budget



Service Structure of the City

The City of Burlington has multiple lines of business. For business planning purposes, they are organized into 43 distinct services. Of these, 25 services are delivered directly to the public, 11 are internally focused support services and 7 are managed externally by distinct governance structures but receive a portion of their funding from the city. For budget presentation purposes the 43 services have been grouped into 7 service categories.



A City that Grows

- Building Code Permits and Inspection
- Burlington Economic Development
- Community Design and Development Review



A City that Moves

- Parking Management
- Road and Sidewalk Maintenance
- Roads and Structures - Design and Construction
- Specialized Transit
- Traffic Operations Management
- Transit
- Transportation Planning



A Healthy and Greener City

- Cemetery
- Environment and Energy
- Organized Sport Support
- Parks and Open Space - Design and Development
- Parks and Open Space - Maintenance
- Recreation
- Surface Water Drainage
- Urban Forestry



An Engaging City

- Art Gallery of Burlington
- Arts and Culture
- Burlington Museums
- Burlington Performing Arts Centre
- Burlington Public Library
- Corporate Communications and Engagement
- Tourism Burlington



A Safe City

- Animal Services
- By-Law Enforcement and Licensing
- Emergency and Continuity Management
- Fire Protection and Prevention
- Halton Court Services



Good Governance

- Corporate Legal
- Corporate Strategy
- Internal Audit
- Legislative Services
- Mayor and Council



Enabling Services

- Asset Management
- Corporate Customer Experiences - Service Burlington
- Facilities and Buildings - Design and Construction
- Financial Management
- Fleet Management
- Geographic Information and Mapping
- Human Resources
- Information Technology
- Sign Production

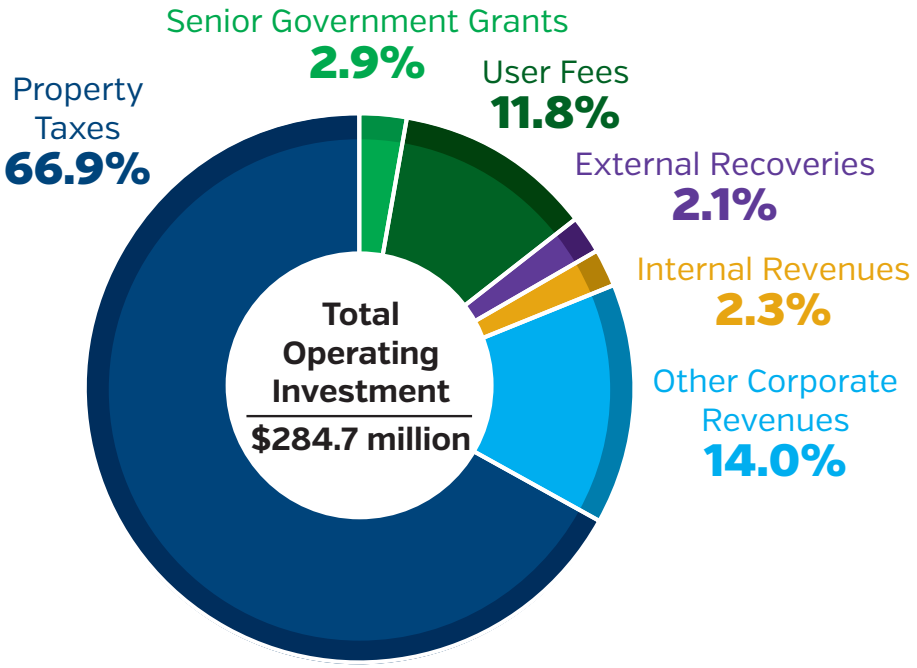
Investment in City Services

The chart below illustrates where the City invests the revenue it receives from property taxes for these service categories.

	 A City that Grows	 A City that Moves	 A Healthy and Greener City	 An Engaging City	 A Safe City	 Good Governance	 Enabling Services
Total Operating Investment	$13.2	$54.5	$43.4	$19.0	$37.7	$8.5	$26.2
Portion Funded by Property Taxes	$3.2	$39.0	$28.5	$18.5	$34.2	$7.3	$19.4
Total Capital Investment	$0.9	$37.7	$28.5	$1.8	$3.4	$0.0	$5.1

**values in millions*

How the Operating Budget is Funded



Property Taxes

The single largest portion of City funding comes from property taxes.

Senior Government Grants

These grants are provided by provincial and federal governments and are tied directly to legislated cost sharing arrangements. It should be noted that these revenues "flow through" the operating budget and are directly transferred into reserve funds until such time as they may be used for their designated purpose. As such these grants contribute to higher gross revenues and gross expenditures but have no impact on the City's net operating budget.

External Recoveries

External Recoveries are the revenues associated with doing work for other agencies such as other levels of government and the school boards. The largest of the recoveries are work the City performs for Halton Region followed by services performed for other municipalities.

User Fees

In accordance with the *Municipal Act, 2001*, the City of Burlington has by-laws which impose fees and charges for services or activities provided. Examples include: transit fares, permit fees, registration fees and rental revenue for the use of City facilities.

Internal Revenues/Charges

Internal Revenues are related to Internal Charges in that they are the revenues for work done for other services that are internal to the organization. The largest driver of these revenues is the revenue that Fleet Services receives for the work it performs for the other services within the City of Burlington. Other large drivers are the revenue that the City receives from Halton Court Services for a share of the revenue generated as well as the work of some City Services such as Information Technology, Finance and Human Resources perform for the functioning of the Halton Courts.

Other Corporate Revenues

These Revenues include returns from the investment portfolio, managed by the Finance department, as well as the dividend and interest the City receives from Burlington Hydro. Other large items include Payments in Lieu of Taxation, Penalty and Interest on Taxes and Supplementary Taxes.

How the Capital Budget is Funded

Funding from Internal Sources

Cash

- **Infrastructure Renewal Reserve Fund (IRRF)**
  This funding source is cash (tax levy) transferred from the dedicated infrastructure levy in the operating budget based on the Asset Management Plan. It is used to fund infrastructure renewal projects. Also included is a $2.1 million draw from the Hydro Reserve Fund.
- **Capital From Current (CFC)**
  This funding source is cash (tax levy) transferred from the operating budget to the capital budget. It is used to fund all types of capital projects.

Debentures (Debt)

Debentures are a source of financing whereby funds are borrowed and repaid with interest over time from the tax levy. Debt is an important part of the City's strategy for investment in assets that have a long-term useful life.

City Reserve Funds

The City maintains reserve funds for the purpose of financing certain future expenditures including the following:

- Vehicle Depreciation Reserve Funds
- Recreation, Community and Culture Facility Renewal Reserve Funds

Capital reserve funds are used extensively by the City in financing the capital program for the building of infrastructure and replacement of existing infrastructure.

Funding from External Sources

Development Related

- **Development Charges (DC)**
  Development charges provide for a recovery from developers toward eligible growth related infrastructure. The City collects development charges to pay for increased capital costs (transportation, storm drainage, parks and recreation, library, transit and fire) arising from development. Development charges are established through a legislated background study and by-law process that occurs on a five-year cycle.
- **Park Dedication**
  The City collects cash in lieu of parkland dedication. These funds are used for parkland acquisition and capital assets for public recreational purposes in accordance with governing legislation and municipal policy.

How the Capital Budget is Funded

Senior Government Funding

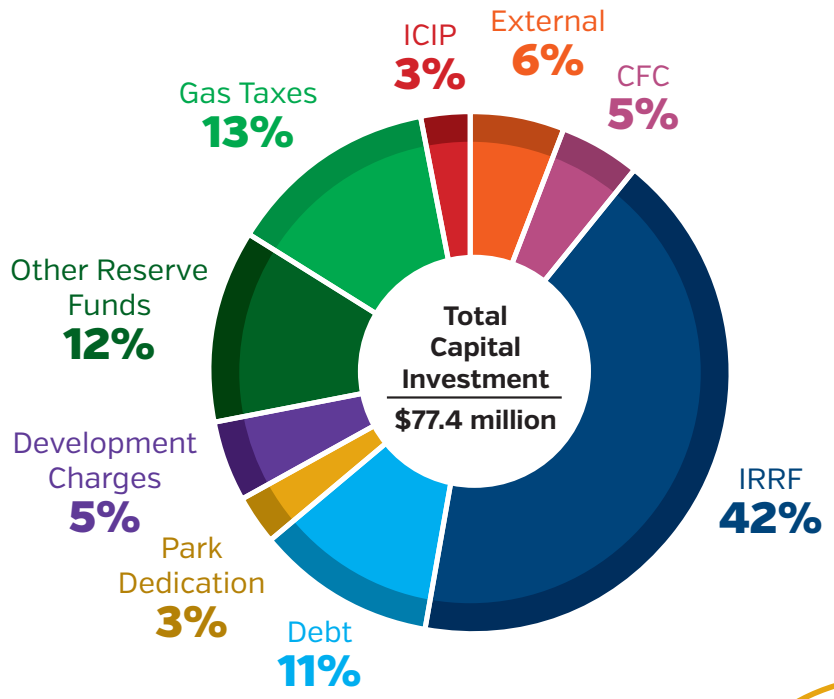
The city receives funding from senior levels of government, which includes the Provincial and Federal Government.

- **Provincial Gas Tax (PGT)**
  This program was introduced in 2004 and provides funding to municipalities for transit capital and operating expenditures. Of the approximately $2.38 million total funding received, the City uses $880,000 to support transit operating expenditures with the balance used to support the transit capital expenditures.
- **Canadian Community Building Fund (formerly known as the Federal Gas Tax program)**
  The Canadian Community Building Fund was introduced in 2005 and provides approximately $5.8 million of funding annually for infrastructure renewal. Of the total money received, 75% is used to fund road projects while the remaining 25% supports the conventional transit bus replacement program.
- **Investing in Canada Infrastructure Program (ICIP)**
  The ICIP is a national cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and other recipients. There are three streams of funding in this program for which the City is eligible to receive funding:
  - Public Transit
  - Community, Culture and Recreation
  - Green

External Recoveries

The city receives funding from other area municipalities, school boards, other levels of government and agencies.

- **Recoveries from the Region of Halton and Other Municipalities**
  The City receives funding to recover the costs of expenditures incurred on jointly procurred projects with other municipalities or for work performed on their assets. The largest of these recoveries are received from the Region of Halton for water and wastewater works and our neighbouring municipalities of Oakville and Hamilton for work performed on boundary roads.



Budget Format – Two Budgets in One

The COVID-19 pandemic continues to impact our city. Not only does it pose an immediate health concern for people, it is expected to continue to have wide-reaching economic impacts on individuals and business.

It represents one of the most significant financial challenges municipalities have ever faced. The financial impacts are the result of restrictions designed to reduced transmission of the virus within our community. As reported monthly since early 2020, the financial impacts of COVID-19 on the City are significant.

As a result of the financial pressures of the ongoing COVID-19 pandemic, the 2022 budget was again presented as two budgets in one. Similar to the 2021 budget, the steps to develop the 2022 budget were as follows:

- **Base Budget -** The budget was first built under traditional business as usual assumptions with city services adjusting their ongoing base budgets to reflect service efficiencies and standard inflationary pressures offset with "normal" changes to revenues based on fee changes and volumes.
- **COVID Budget -** All city services were asked to separately identify one-time budget adjustments required as a result of COVID-19. These adjustments include one-time reductions in budgeted revenues and changes in expenses to recognize temporary service redesign plans required to protect the health and wellbeing of residents, businesses and staff. Finally, services were asked to make further one-time budget adjustments to expenditures reflecting continued travel restrictions and additional savings resulting from remote working such as decreases in professional development given virtual training opportunities, meeting expenses and mileage.

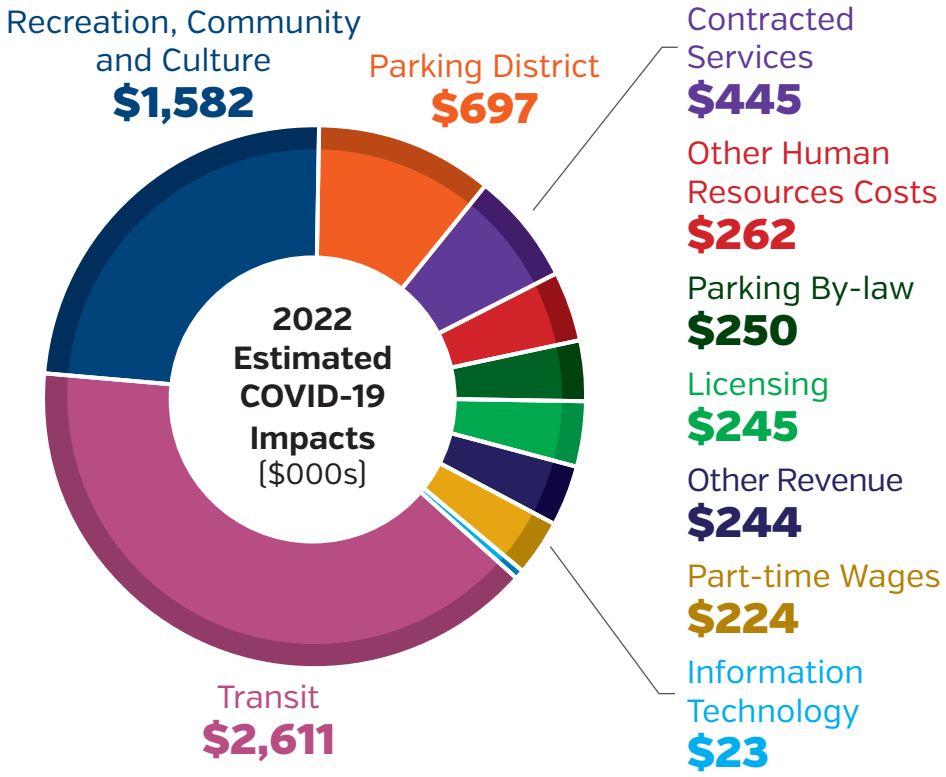
The net result of these one-time COVID-19 impacts have been shown separately from the ongoing base budget throughout the budget book.

The ongoing budget results in a tax increase while the one-time COVID budget has been offset by temporary cost savings and a one-time funding plan.

2022 Estimated COVID-19 Impacts

Budgetary pressures associated with the COVID-19 pandemic are expected to continue into 2022. The largest of these impacts relate to decreased revenues particularly in Recreation programs and facility rentals and Transit fares. Staff have spent considerable time reviewing the financial impacts on Services experienced during 2021 and recognize similar conditions will continue well into 2022 with gradual improvement as the year progresses and current restrictions continue to ease. Unlike the Federal and Provincial Governments, the City cannot budget for a deficit and therefore must budget/fund revenue shortfalls.

The projected total 2022 revenue impact of COVID-19 is $5.63 million due to modified operations of various programs and services and reduced capacity limits in place to protect the health and safety of residents. Additionally, there is a one-time increase of $485,975 in human resource costs in areas such as part-time staffing and overtime as well as $468,180 of other increased expenditures. This is directly related to addressing COVID related service modifications to protect public health and continue to maintain adequate service levels during the pandemic. The actual impact will depend on the duration of the pandemic and the extent to which province-wide restrictions and measures impact City services and operations. Close monitoring and monthly financial impact reporting to Committee will continue for the foreseeable future.



2022 Estimated COVID-19 Impacts

Decrease in Revenues/ Increase in Expenditures	2022 COVID-19 Impact	Assumptions/Comments
Transit	$ 2,611,050	Ridership levels continue to be below normal as a result of the COVID-19 environment and remote work arrangements. Ridership is anticipated to increase as restrictions are eased.
Recreation, Community and Culture	$ 1,581,776	Revenue impacts across Ice Rentals (20% reduction in Q1, 10% reduction in Q2); Admissions overall decrease $25K; Registered Programs (60% reduction in Q1, 30% reduction in Q2); Facility Rentals (50% reduction in Q1, 25% reduction in Q2); Pool Rentals (10% reduction in Q1); Skyway Arena revenue loss of $155K for closure and space repurposed for staff and $104K decline in Seniors Bistro concession revenues expected (offset with decreased expenses).
Parking District	$ 696,975	Anticipated 25% reduction in downtown Daily Parking Revenues due to reduced travel and remote work arrangements and a 50% reduction in Parking Fines.
Contracted Services	$ 444,800	Contracted Services costs are expected to increase to maintain and comply with regulations.
Other Human Resource Costs	$ 262,100	Additional Human Resources costs are mainly due to overtime in areas such as Fire Suppression.
Parking By-law	$ 250,000	Lower Fine Revenues are attributed to a number of factors associated with the COVID-19 Pandemic, namely remote work arrangements reducing parking activity. To capture the impact on the 2022 budget, staff have recommended a 15% one-time decrease in Parking By-law Fine Revenues. 2021 saw the relaxing of proactive enforcement throughout the City. Staff anticipate a return to normal enforcement levels in 2022.
Licensing	$ 245,000	General and Lottery Licensing Revenues are expected to be below normal conditions as COVID-19 restrictions continue.
Other Revenue Impacts	$ 244,110	Various other minor reductions across a number of areas based on 2021 experience.
Part-time Wages	$ 223,875	Additional Part-time costs are incurred mostly in Recreation Programming. As some class structures were modified to provide appropriate physical distancing, additional staff resources are warranted.
Information Technology Impacts	$ 23,380	Increased IT costs for resources to accommodate remote working environment.
Total Impact	**$ 6,583,066**	

Safe Restart Agreement Funding

The City has been fortunate to receive approximately $19.8 million of Safe Restart Funding from senior levels of government.

Approximately $6.9 million of this funding was used to offset 2020 losses. Although the 2021 budget forecasted significant COVID impacts and relied on over $6.7 million of Safe Restart Funding, current projections estimate that a further $3.7 million of Safe Restart Funding will be required to offset year-end COVID impacts.

Under these assumptions, approximately $2.46 million of Safe Restart Funding will be available to offset the 2022 estimated COVID impacts.

This funding will help municipalities like Burlington protect the health and well-being of our residents, while continuing to deliver critical public services to our community and assist with economic recovery. It will also provide immediate relief from transit pressures, such as lower ridership, reduced revenues and new costs due to COVID-19, such as enhanced cleaning and personal protective equipment for staff.



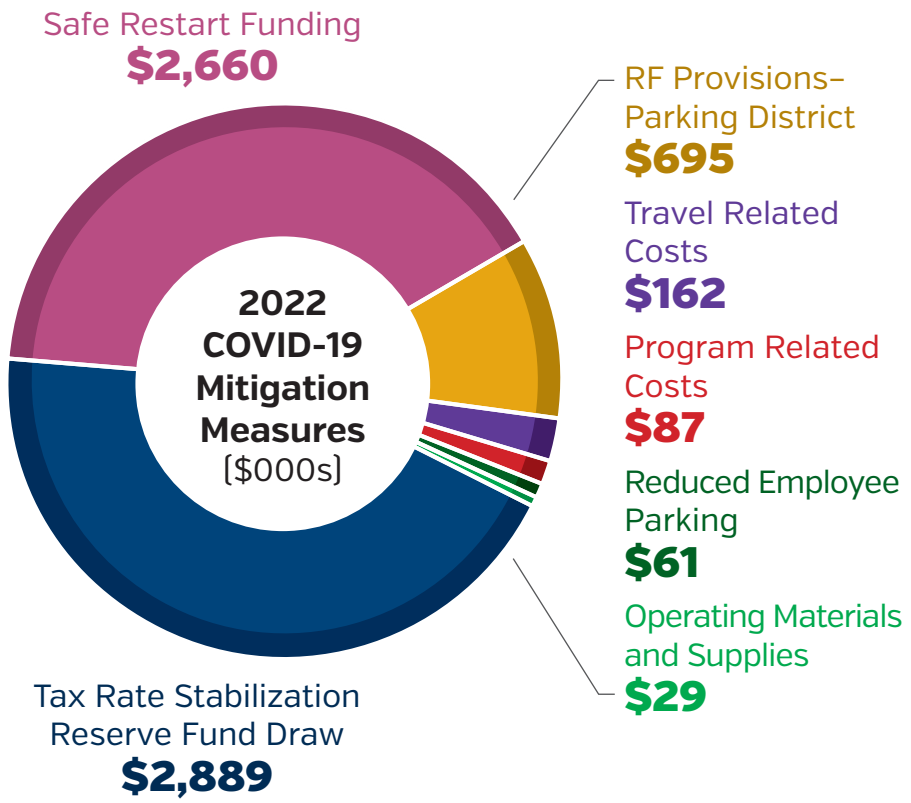
COVID-19 Mitigation Measures

In order to help offset the impacts related to the pandemic, Services have continued to identify temporary mitigation savings in 2022 given continued restrictions and a remote working environment. These savings are considered to be temporary in nature and have a minimal impact on service delivery.

Overall, a total of $1.03 million in one-time mitigation measures have been incorporated into the 2022 budget which include:

- Savings in program supplies – $86,537
- Savings in office supplies, mileage, professional development and other miscellaneous expenses as a result of work from home arrangements and virtual training opportunities – $252,092
- Reduced provision to reserve funds as a result of decreased revenues – $695,475

To offset the balance of the impacts, the remaining $2.66 million of Safe Restart Funding will be used as well as require a draw of $2.88 million from the Tax Rate Stabilization Reserve Fund. Should additional Safe Restart Funding be provided by senior levels of government, the draw from Tax Rate Stabilization Reserve Fund can be reduced or eliminated.



COVID-19 Mitigation Measures

Mitigation Measures	2022 COVID-19 Impact	Assumptions/Comments
Savings in Other Operating Materials and Supplies	$ (29,114)	Other minor savings in areas such as printing and utilities.
Reduced Employee Parking Costs	$ (60,568)	Savings in parking costs as a result of continued remote working.
Reduced Program Related Costs	$ (86,537)	Savings are mainly due to reduced food inventory expenses as a result of closed concessions, including The Bistro at the Senior Centre.
Reduced Travel Related Costs	$ (162,410)	Savings in professional development, meeting expenses and other travel related costs given continued remote working environment.
Reduced Parking District Reserve Fund Provisions	$ (695,475)	Reduced provision to Parking District Reserve Fund as a result of decreased revenues.
Safe Restart Funding	$ (2,660,350)	Carry over of Safe Restart funding to support one-time 2022 COVID impacts.
Tax Rate Stabilization Reserve Fund Draw	$ (2,888,612)	Additional draw of city funding required to offset.
Total Mitigation Measures	**$ (6,583,066)**	
Net Financial Impact	**$ 0**	

Budget Pressures, Financial Sustainability and Budget Risks

The City continues to closely monitor revenue sources and financial strategies to maintain financial sustainability as outlined in the objectives of the city's long-term financial plan. There are a number of issues that the City will need to be mindful of in 2022 and future years.

These pressures include:

Human Resource Management, Labour Market and Workforce

Municipalities are service organizations that rely heavily on human resources to deliver the range and quality of services that residents have come to expect.

A significant risk to the corporation is the attraction and retention of talent within the Greater Toronto/Golden Horseshoe area. The following realities create a labour market and workforce risk:

- Number of staff eligible to retire;
- Number of municipal job opportunities within one-hour commute of Burlington and the new environment that supports remote work for non-front-line functions making it easier for people to live and work in different locations;
- Increasing challenge to retain and attract employees across a range of professional and technical job classes;
- Ability to hire qualified candidates;
- Labour market shortages; and
- A compensation system which has become less competitive within our market comparators.

The above pressures all remain relevant and even more so within a COVID environment. Employers, including the City of Burlington, have responded to COVID with increased digitalization and automation of workplace practices, and employees now have more opportunity to consider working for companies who are no longer within commuting distance. This adds to the labour market risk, putting additional pressure on the city's competitiveness from a culture, compensation and leading practices perspective.

Labour market and staff retention risk has been identified as the number one enterprise risk for the City. While additional staff positions were added to the 2021 budget, financial constraints prevented many other pent-up needs from being incorporated. This results in deficiencies in human capital, difficulties servicing a growing population and leads to risk in operations and compliance with legislation.

Designing and Evolving our Organization (DEOO)

Since 2019, a corporate-wide strategic initiative has been undertaken to engage Council and staff in refining the organizational design through DEOO. The City of Burlington is at a tipping point related to risk management particularly with respect to City operations and internal capacity to effectively implement and execute strategy. These risks were highlighted during the Service Information Workshops held this past September.

DEOO has allowed the City of Burlington to continue to evolve to meet the changing environment, address the strengths and weaknesses of the organization in a comprehensive and strategic manner and most importantly prepare for the future.

Management is working across and throughout the organization to stabilize and enhance our competency, capability and capacity through resource needs – from people, process and technology – to be a customer-centered organization and to effectively deliver on our commitments.

Budget Pressures, Financial Sustainability and Budget Risks

Annually, DEOO will include the following process:

- Assessing current state of resources based on risks and City Service needs
- Updating the plan including resource rationalization and process improvement
- Presenting the plan for review and approval in principle
- Recommending Council consideration and approval of updated DEOO Plan and related budget implications

By following these steps, DEOO becomes part of our natural process of aligning our resources to the achievement of strategic objectives and effective and efficient service delivery while managing risk. Through this process, resource needs will be identified and prioritized, giving consideration to rationalization where it makes sense and process improvements. These decisions are reflected in an annually updated DEOO plan and incorporated into the budget.

In advance of the 2022 budget, a total of 15 new Full-time Equivalent (FTE) staff positions and three staff conversions were approved as part of Revenue Funded Positions for Development Services report (PL-46-21). These positions have been reflected in the 2022 base budget and are outlined separately in the Human Resources Summary included in the budget book. The costs have been fully offset with additional budget revenues within the Community Design and Development Review and Building Permit and Inspection Services. As a result, they to do not impact the 2022 tax increase.

Four additional staffing requests for 2022 as part of DEOO are reflected in the risk mitigation measures under the category of Sustaining City Services.

Building a 21st Century Workforce

There are several technology related projects currently underway to modernize the delivery of city services and provide ongoing operational efficiencies and improved data analytics. Some of these projects include:

- The city's new Enterprise Resource Planning (ERP) system;
- A new Enterprise Asset Management System (EAMS);
- The continued expansion of the new Customer Relationship Management (CRM) system; and
- Operationalizing the city's new Business Intelligence (BI) platform.

Each of these major initiatives require financial and staffing resources to ensure a successful implementation and as well as ongoing operational support. Included in the DEOO item above, a permanent resource is being requested to support the strategy, processes and technology for the BI platform.

Controllable Revenues

In 2022, the City is forecasting $5.63 million shortfall in revenues beyond those included in the budget across city operations as a result of the COVID-19 pandemic. While it is difficult to predict the long-term impact, it is expected that there will once again be a significant reduction in revenues as these are highly dependent on the phased recovery of services and the future participation in city programs and services by residents and businesses. For 2022, anticipated revenue reductions have continued to be reflected as one-time impacts. Should a portion of these revenue reductions prove to be longer in nature, they will need to be incorporated as permanent adjustments to future budgets.

Budget Pressures, Financial Sustainability and Budget Risks

Assessment Growth

The impacts from growth accounts for a portion of the city's increased costs year over year. These cost increases have been offset by assessment growth which allows a municipality to finance increased costs without increasing taxes.

The Framework report assumed assessment growth at 0.60% however, the weighted assessment growth for the 2022 budget is 0.47%. This provides approximately $862,762 of additional revenue to offset inflation and growth-related costs in the base budget. The 0.47% represents net assessment growth, as changes in assessment resulting from Assessment Review Board decisions and Requests for Reconsideration are included in the overall change.

To mitigate the impact of the reduced assessment growth a one-time revenue draw from the Tax Rate Stabilization Reserve Fund of $240,000 for assessment growth stabilization equivalent to 0.13% has been included in the budget.

Over the past five years, net assessment growth has ranged from a high of 1.07% to a low of 0.34% for an average of 0.59%.

Year	Net Assessment Growth
2018	0.41%
2019	0.64%
2020	1.07%
2021	0.34%
2022	0.47%
2018–2022 Average	**0.59%**

Local Boards

Local Boards include the Burlington Public Library, Burlington Museums, Art Gallery of Burlington, The Burlington Performing Arts Centre (BPAC), Tourism Burlington and Burlington Economic Development. For 2022, a base budget increase of 1.75% was provided for local boards, equating to $278,890.

Budget Pressures, Financial Sustainability and Budget Risks

Planning for the Future – Reserve Funds

Reserves and reserve funds, when used in conjunction with debt policies, are a critical component of a municipality's long-term financial plan and financial health.

Reserves and reserve funds provide tax rate and cash flow stability when the City is faced with unforeseen or uncontrollable events such as the COVID-19 Pandemic. It ensures cash flows are sustained and allows for internal financing for temporary or one-time expenditures. Furthermore, these funds provide the City flexibility to manage debt levels and plan for future liabilities.

- **Stabilization Reserve Funds –** These reserve and reserve funds are used to mitigate the risk of raising taxes or reducing service levels due to unforeseen or temporary events. In order to continue to build the balance and to maintain a prudent level, the City is targeting an uncommitted balance in stabilization reserve and reserve funds of between 10–15% of net revenues.

  As of December 2021, the consolidated balance of these reserves and reserve funds is at the lower end of the target at 10.7%

- **Capital Reserve Funds –** Annual contributions to capital funds that are consistent and predictable is vital for the future rehabilitation and replacement of assets. The City is targeting a minimum balance of 2% of the total asset replacement value. Based on the City's total asset replacement value of $5.2 billion, this equates to an estimated $104 million.

  As of December 2021, the City's uncommitted consolidated year-end balance in capital reserve funds is approximately $39.4 million, below the intended target.

- **Corporate Reserves and Reserve Funds –** These reserves and reserve funds are used to manage costs that will be transferred to future generations, as the City incurs liabilities that do not have to be paid immediately. Reserves and reserve funds in this category include Employee Accident (self-insured WSIB), Benefits and Insurance costs.

  Contributions to corporate reserves and reserve funds should take into consideration the liability associated with these funds. A sufficient budget allocation is required to fund WSIB costs and post-employment benefits so that the Employee Accident Reserve Fund and Benefits Reserve Fund can eventually be replenished to cover the future liabilities.

Additional Base Budget Items

A summary of the major drivers contributing to the base budget increase can be found in the Additional Analysis section of this document.

Budget Pressures, Financial Sustainability and Budget Risks

Climate Emergency

There are several ways in which climate change can impact the budget. For example, increasing extreme weather events such as wind, freezing rain, extreme heat and cold can result in operational expenditures due to clean-up costs potentially requiring a review of the Severe Weather Reserve Fund and impacts to infrastructure resulted in unbudgeted expenses to repair and/or replace.

Similarly, efforts to mitigate climate change can have a budgetary impact. Investments in renewable energy and electric vehicle charging infrastructure to help reduce greenhouse gas emissions require higher upfront investments but save the city on operating costs in the longer-term.

In 2019, City Council declared a climate emergency, prioritizing the fight against climate change by applying a climate lens to the City's plans, actions and the budget. Since that time Council has:

- Approved a Corporate Energy and Emissions Management Plan (2019) with a target for city operations to be net carbon neutral by 2040
- Approved Climate Action Plan (2020) with a target to become a net carbon neutral community by 2050
- Received a Climate Projections Report (2021) based on available science, outlining how Burlington's climate has and is projected to change
- Received a Warmer, Wetter & Wilder Story Map to illustrate past events that have taken place and how they have impacted the community
- Joined the Global Covenant of Mayors on Energy and Climate Change (2020) and began to disclose climate action initiatives and data through the Carbon Disclosure Project in 2021

Recent Accomplishments

- Cycling Plan approved in 2021
- Joseph Brant Museum – achieved LEED Platinum certification from Canada Green Building Council

What's next?

- Climate Resilient Burlington – A Plan for Adapting to Our Warmer, Wetter and Wilder Weather – to assess the risks and vulnerabilities to climate change, identify gaps in taking action and determining future priorities
- Integrated Mobility Plan – to support sustainable transportation options in our community
- Home Energy Retrofit Program – to support homeowners to improve energy efficiency and comfort of homes
- Electric Mobility Strategy – a partnership with BurlingtonGreen to identify actions to support the transition to electric vehicles
- Renewable Energy – research project with McMaster University to assess municipal best practices to support green energy options
- City View Park Pavillion – designed to be net carbon neutral with a solar installation

Budget Pressures, Financial Sustainability and Budget Risks

Infrastructure Funding Deficit and Asset Management Plan

The need to renew, upgrade and expand our infrastructure to support residents and businesses is significant and growing. Asset renewal is an investment in the future of our city and an important factor in achieving good value for money by maintaining and where possible extending the operational lifespan of City assets.

At the Nov. 15 Environment, Infrastructure & Community Services (EICS) committee, Council received the 2021 Asset Management Plan (ES-47-21), which has been revised and refined significantly to meet legislative requirements and provides the City's most comprehensive and detailed asset management plan to date. The Asset Management Plan was presented along with the Asset Management Financing Strategy (F-34-21).

Staff continue to support the dedicated infrastructure levy as the most sustainable and prudent approach to managing the needs of our city assets. For 2022, this represents a 1.25% levy ($2.28 million).

Net New Additions to the Asset Base

The City's asset base is constantly growing through the construction and acquisition of new infrastructure. In addition, existing assets have been identified and added to the asset register. Examples include underground servicing in parks, where existing records were not complete.

With the introduction of new regulations (O.Reg. 588/17), the city will be required to integrate inventory and value of green infrastructure, including natural assets which will impact both the state of infrastructure and corresponding financing plan.

Level of Service (LOS) Impacts

The City's existing inventory of assets which forms the basis of the Asset Management Financing Plan is based on renewing or replacing assets at similar function or equivalent utility.

Much of the City's infrastructure is following an "incurred standard," meaning that in the absence of a defined level of service, there is an expected level of service that the City has been delivering on. This expectation supports projects that are aligned to the City's Vision to Focus initiatives and overall Strategic Plan. This trend is most evident in the facilities and parks categories. As service levels increase, the infrastructure needed to support service delivery will be costlier and will be reflected in the financial analysis. For the City's core assets, the current service level will be assessed and the required infrastructure needs identified for sustainable service delivery.

Budget Pressures, Financial Sustainability and Budget Risks

Several examples of incurred service level change, include:

- In roadways, the goal of increasing modal split and transforming the transportation network into more “complete streets”;
- Improving environmental sustainability and building climate resiliency, by incorporating vulnerability considerations and adaptation responses into existing and planned capital projects (e.g. increasing infrastructure capacity, incorporating natural and green infrastructure);
- For facilities, more complex and intricate design has led to increased costs associated with project administration, achieving environmental and efficiency targets (LEED, carbon-neutral, geo-thermal) and meeting legislative standards (e.g. accessibility); and
- New buildings, the renewal of existing buildings or building expansions are not designed or constructed to a similar function or equivalent utility. Facilities are undergoing a significant and costly transition, where previous design standards are no longer desired.

Annual capital investments strive to maximize the long-term benefits to the community while minimizing risk and ensuring assets continue to provide services at levels expected by the public.

Inflationary Pressures

Much of the capital program is tied to the costs of construction related materials and supplies which are impacted by market conditions and more recently significant price volatility during the COVID-19 pandemic. This results in the construction price index increasing higher than the rate of inflation. This has had a significant impact on the capital program.

Economic Considerations

The City has a number of purchases that are paid for using United States (US) dollars such as fire trucks and software maintenance. The foreign exchange risk can cause fluctuations in the market value of these goods at any time during the year given changing economic conditions. Legislation limits the City in its ability to protect itself against this risk as it is restricted in the amount of US dollars it can purchase in advance and prohibited from entering into foreign exchange contracts. However, the City operates within the statutory limitations to maintain flexibility and ensure prudent fiscal management.

Legislative Changes

On July 21, 2020, the Province approved Bill 197, *COVID-19 Economic Recovery Act*. As part of this new legislation, staff will be required to update the Development Charges background study, alternative parkland dedication and develop a Community Benefits Charge strategy by September 18, 2022. The update will allow the City to collect growth-related revenue on additional services, remove the 10% discount on soft services and collect a percentage of land value on high density developments, potentially increasing our revenue potential however, not creating revenue neutrality.

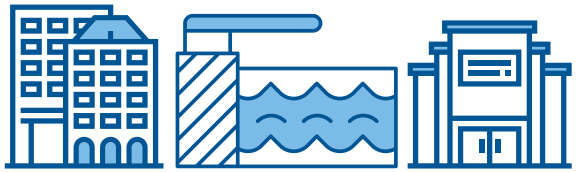
City's Asset Portfolio

The City has assets with an estimated combined replacement value of $5.2 billion. Approximately 70% of the 10 year capital program addresses the renewal needs of these assets. The Asset Management Financing Plan includes incremental increases to infrastructure renewal funding using a dedicated levy which provides increased annual funding to the capital renewal program. It is the largest funding source for these types of projects and helps the city ensure its assets are in a state of good repair.



$99.1m
fleet and equipment

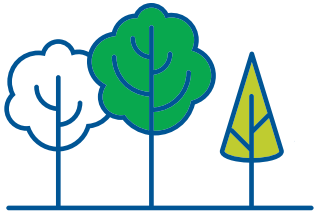
$5.2 billion
total replacement value



$1.1b
facilities and buildings



$146m
stormwater



$253m
parks and natural assets



$3.5b
roadways



$65.8m
information technology

City of Burlington Reserves and Reserve Funds

As at Dec. 31, 2021

Capital Related Reserves and Reserve Funds	Uncommitted Balance	
Development Related Reserve and Reserve Funds	$	30,961,391
Vehicle and Equipment Reserve Funds	$	3,170,825
Transit Related Reserve Funds	$	4,036,154
Other Capital Reserve Funds	$	40,760,203
Total Capital Related Reserves and Reserve Funds	**$**	**78,928,573**

Operating Related Reserves and Reserve Funds	Uncommitted Balance	
Stabilization Reserve and Reserve Funds	$	26,837,065
Corporate Reserve Funds	$	10,027,847
Corporate Reserves	$	83,726
Total Operating Related Reserves and Reserve Funds	**$**	**36,948,638**

Local Boards and Program Specific Reserves and Reserve Funds	Uncommitted Balance	
Program Specific Reserve Funds	$	17,230,736
Local Boards Reserve Funds	$	8,849,704
Program Specific Reserves	$	37,718
Total Local Boards and Program Specific Reserves and Reserve Funds	**$**	**26,118,158**

Total Reserves	**$**	**9,276,167**
Total Reserve Funds	**$**	**132,719,202**

Total Reserves and Reserve Funds*	**$ 141,995,369**

** Subject to final review*

City of Burlington's Debt Policy

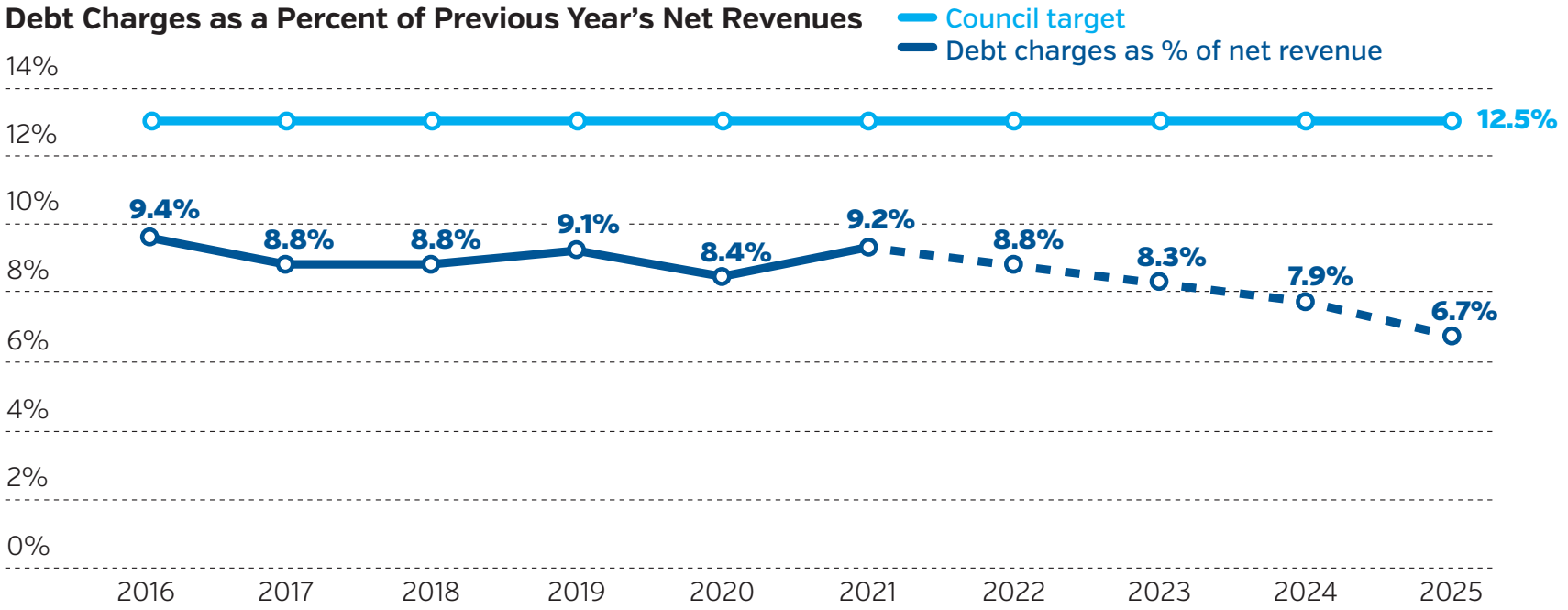
The Province of Ontario legislates a municipal debt limit of no greater than 25% of revenues. Consistent with the City of Burlington's Long-Term Financial Plan, the City's debt policy limits the total debt charges and liabilities to 12.5% of revenues (half of the Provincial limit).

The City's total debt charges as a percentage of own source revenue is estimated to be 9.3%, which is below the Council approved policy of 12.5%, and below the provincial limit of 25%.

The City has an estimated $82 million in total principal debt outstanding. Taking into consideration principal debt repayments of $13.8 million, this year's debt issuance of $6.7 million, as well as $18.1 million in debt which has been approved and not issued, total City principal debt outstanding at year end 2021 is forecasted at approximately $93 million.

An effective debt policy is an important part of having a responsible financial plan. By controlling debt levels, it allows the City to make the necessary spending choices. It is also designed to keep our city financially stable and sustainable, while allowing the flexibility to borrow money in the future as unexpected capital needs arise.

Staying at or below the targeted debt limit gives Burlington the flexibility to manage the financing of much needed capital expenses in the future.



Note: Chart excludes other long-term liabilities

2022 Risk Mitigation Measures

Risk mitigation measures are proposed variations in the budgeted expenditures or revenues for which separate budget disclosure is warranted.

In 2022, these risk mitigation measures have been divided into three categories as follows:

Sustaining City Services

- Additional funding for on-going recreation facility maintenance to meet lifecycle requirements and reduce risk.
- One-time funding to support a Gypsy Moth spraying program.
- One-time funding to extend the contracts of two By-law Enforcement Officers.
- Four additional staffing positions recommended as part of the Designing and Evolving Our Organization (DEOO) process.

Enhancing Services

- Operating expenses of the new Orchard Community Hub.
- Funding to make the Free Transit for Seniors pilot a permanent program.

Modifications to Services to Address COVID

- Funding to make the bus cleaning pilot program permanent.

The details of these Risk Mitigation Measures can be found in the Risk Mitigation Measures section of this book.

Property Tax Impact

The 2022 budget reflects service efficiencies, leveraging non-tax revenue sources, addressing risk, and continuing on a path towards long-term financial sustainability.

For 2022, this consists of a base amount of $190,485,311 plus approved risk mitigation measures of $1,107,196 for a total net tax levy of $191,592,507. This net tax levy represents 66.9% of total operating revenues in 2022.

Overall, the 2022 budget maintains the city's financial position, addresses corporate risk and ensures residents continue to receive the programs and services that provide for the high quality of life in Burlington.

The budget focuses on maintaining service levels; ensuring our assets are maintained in a good state of repair; continuing to provide strategic investments aligned to Vision to Focus; and upholding legislative requirements while ensuring competitive property taxes.

The budget is presented as follows:

- The city's base budget is presented with a 1.75% tax increase which reflects standard inflationary impacts.
- Assessment growth (new residential units and businesses) of 0.47% as well as a one-time draw from the tax rate stabilization reserve fund of $240,000 (0.13%) to achieve an overall 0.6% net assessment growth. This reduces the base budget tax impact to 1.14%.
- Additional budget pressures required to address labour market risk and a decrease in Halton Court Services revenues add 0.71%.
- Impacts of prior and pending Council decisions result in a tax increase of 0.43%.
- The operating impacts of previously approved capital projects result in an additional tax increase of 0.48%.
- The dedicated infrastructure levy of $2.28 million results in an additional tax increase of 1.25%.

This brings the total city tax increase to 4.01% before approved risk mitigation measures.

Included in the 2022 budget are three categories of risk mitigation as follows:

- Sustaining city services ($685,333) results in an additional tax increase of 0.37%
- Enhancing services ($199,130) results in an additional tax increase of 0.11%
- Modifications to city services to address COVID ($222,733) results in a tax increase of 0.12%

Inclusion of these categorized Risk Mitigation measures brings the total city tax increase to 4.62%. When combined with the Region of Halton increase and the Boards of Education, the overall tax increase is 2.84% equivalent to $22.18 per $100,000 of residential current value assessment (CVA).

Property Tax Impact

The following table provides a breakdown of the City's tax increase:

	Budget Change	Tax Impact	One-time COVID Impact	Tax Impact
City Services	$ 2,185,394	1.19%		
Corporate Revenues and Expenditures	$ 1,016,323	0.55%		
Base Impact	**$ 3,201,717**	**1.75%**		
Assessment Growth		(0.47%)		
One-time funding to address Assessment Growth Lower than projected for 2022	$ (240,000)	(0.13%)		
Revised Base Impact	**$ 2,961,717**	**1.14%**		
Additional budget pressures	$ 1,300,000	0.71%		
Prior and pending impacts of Council decisions	$ 785,666	0.43%		
Previously approved Capital Projects	$ 883,540	0.48%		
Infrastructure Levy	$ 2,278,000	1.25%		
One-time COVID impact			$ 5,468,962	2.99%
One-time COVID funding			$ (5,468,962)	(2.99%)
Cumulative Impact	**$ 8,208,923**	**4.01%**	**$ 0**	**(0.00%)**
Sustaining City services	$ 685,333	0.37%		
Enhancing City services	$ 199,130	0.11%		
Modifications to services to address COVID	$ 222,733	0.12%		
Total Impact	**$ 9,316,119**	**4.62%**	**$ 0**	**0.00%**
Estimated Overall Tax Impact* (City, Region, Education)**		**2.84%**		

** After Risk Mitigation Measures ** Halton Region 2.13% and Board of Education 0.00%*

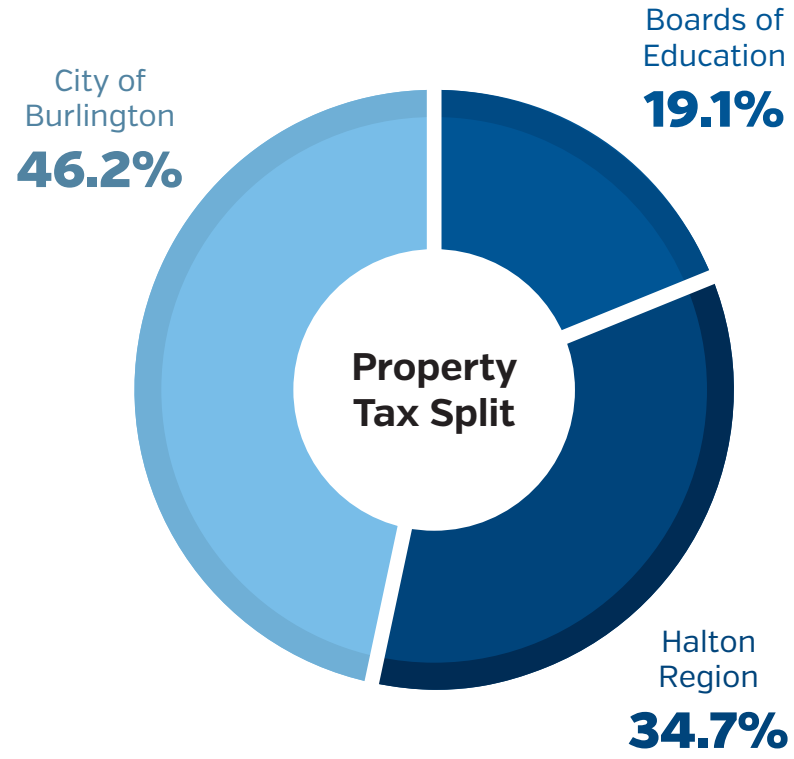
Property Tax Impact

Property Tax Split

The City of Burlington collects taxes for the City, Halton Region and Halton School Boards. For each $1.00 in residential taxes collected, approximately 46.2% stays with the City, 34.7% goes to Halton Region and 19.1% goes to the Halton School Boards.

City Tax Rate Calculation

Taxpayers across the whole city are responsible for paying their proportionate share of those services charged to the entire city. The net cost of these services is approximately $167.5 million. In addition to the "whole city" services, urban area taxpayers are also responsible for paying for certain unique services that have traditionally been charged to urban residents only. These services include such things as transit, storm sewers, sidewalks, etc. resulting in an additional net cost of approximately $24.1 million. The total net costs are then divided by the total assessment base to determine the tax rates for each property class.



	2021 Share of Tax Bill	2022 Share of Tax Bill	2021 Taxes	2022 Tax Increase	2022 Taxes	$ Impact on Tax Bill	% Impact on Tax Bill
Burlington	45.4%	46.2%	$ 354.01	4.62%	$ 370.39	$ 16.38	2.10%
Halton	35.0%	34.7%	$ 272.57	2.13%	$ 278.37	$ 5.80	0.74%
Education	19.6%	19.1%	$ 153.00	0.00%	$ 153.00	$ –	0.00%
TOTAL *	**100%**	**100%**	**$ 779.58**	**3.18%**	**$ 801.76**	**$ 22.18**	**2.84%**

** Per $100,000 urban residential assessment. Numbers may not add due to rounding.*

Property Tax Impact

Property Taxes

Property taxes remain the largest and most important revenue source for municipalities. The two components required for determining property taxes are:

- The current assessed value of the property
- The tax rate applied to the property class

Assessment

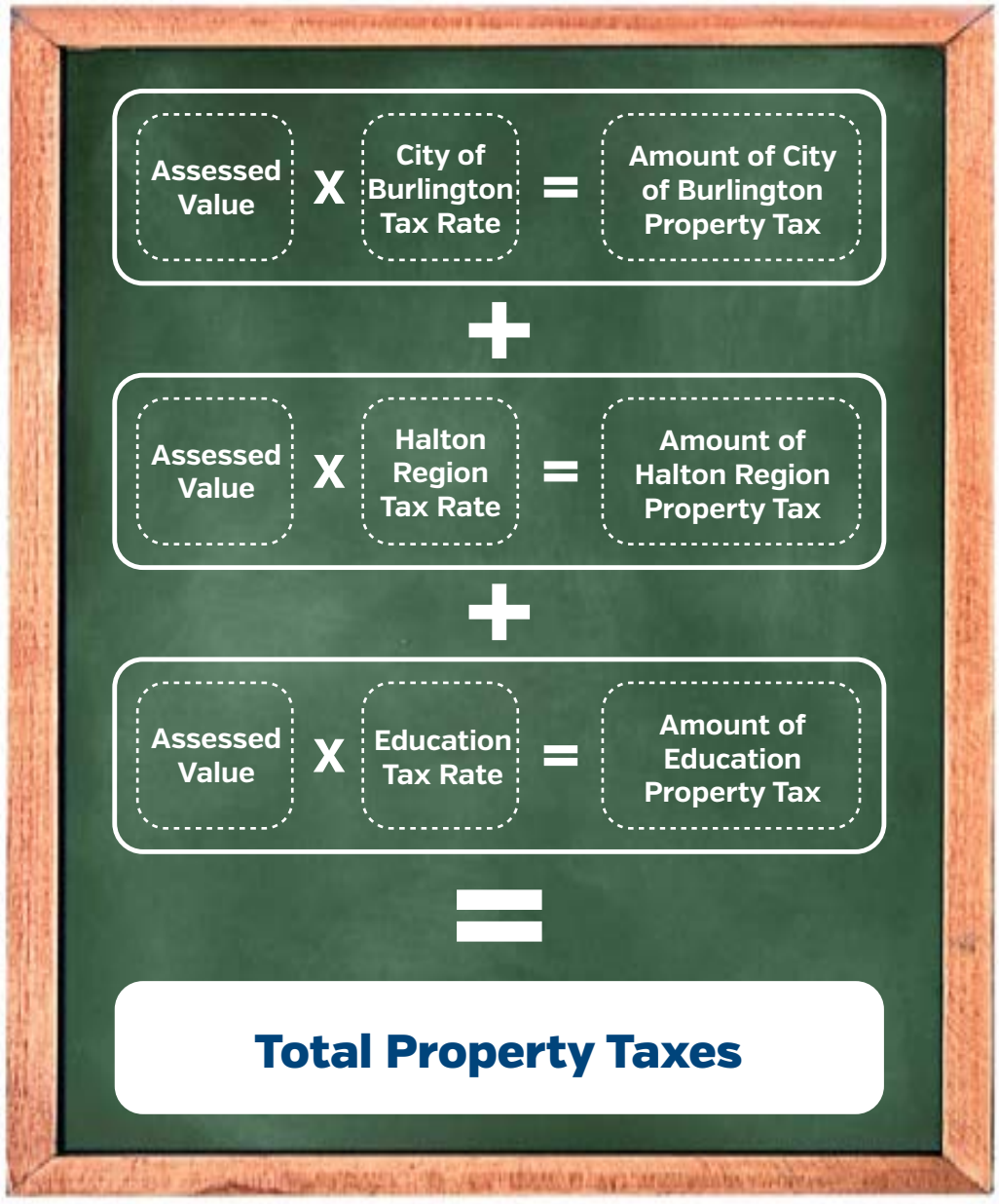
Current value assessment is the amount of money that a property would sell for, if sold at arm's length, by a willing seller to a willing buyer. The Municipal Property Assessment Corporation (MPAC) is responsible for setting assessment values for all properties in Ontario.

Residential Tax Rate

The tax rate consists of three components: The City of Burlington, Halton Region and The Halton Boards of Education. The city and regional portions are based on budgetary needs while the education portion is based on the provincial education funding requirements. The residential tax rate is determined by dividing the budgetary needs by the total assessment base. Tax rates are set for each property class.

Calculating Property Taxes

Property taxes are calculated using the property's assessed value, the municipal tax rates (City and Region) and the Education tax rate:



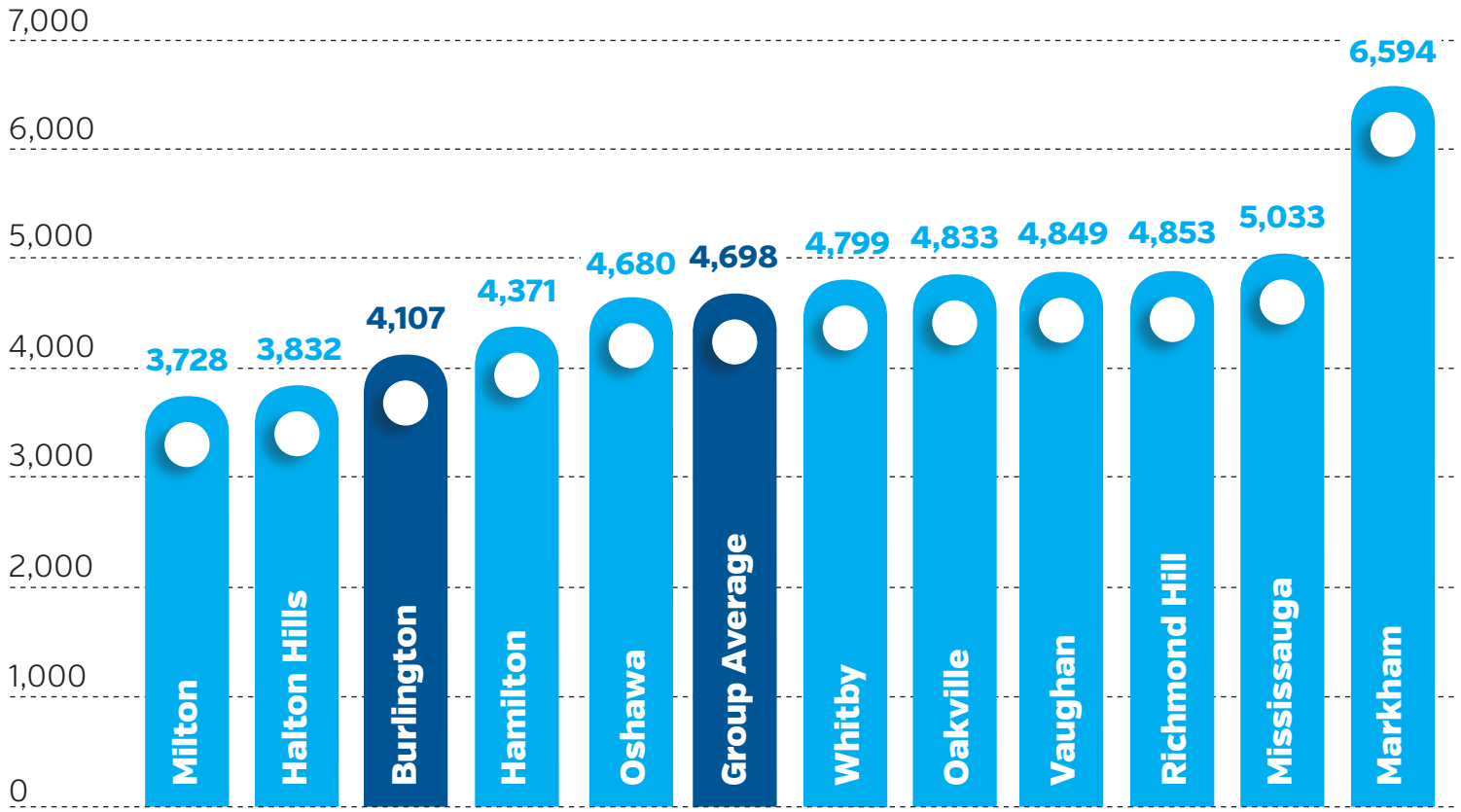
Property Tax Comparison

Burlington's taxes are competitive

As with all municipalities, the City of Burlington strives to strike the right balance for its residents: maintaining existing services, programs and infrastructure and sometimes enhancing services, while managing tax increases. In a climate of increasing costs and significantly reduced user-fee revenues, this can be a challenge. Burlington's residential property taxes remain below the group average when compared to similar homes in municipalities across the Greater Toronto Area (GTA).

Residential Property Tax Burdens

Detached Bungalow - BMA Management Consulting Inc. - Municipal Study 2020




CITY OF
Burlington

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

Risk Mitigation Measures

City of Burlington
Summary of 2022 Risk Mitigation Measures

REF #	Service	Description	2022 Cost	One time Funding/ Revenue Recovery	2022 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
		Base Budget Increase			**$ 3,202**	**1.28%**		
		Additional Base Budget Items	**$ 5,007**	**$ -**	**$ 5,007**	**2.73%**		
		Total Budget Before Risk Mitigation Measures			**$ 8,209**	**4.01%**		
		Sustaining City Services						
2022-039	Organized Sport Support	Maintaining Assets in Recreation Services to meet lifecycle requirements and reduce risk	$ 100	$ -	$ 100	0.05%		
2022-065	Urban Forestry	Gypsy Moth Control Program	$ 35	$ (35)	$ -	0.00%		
2022-066	Municipal Bylaw	Additional Bylaw Enforcement Officers - One time	$ 232	$ (232)	$ -	0.00%	2.0(C)	
2022-040	Corporate Expenditure	Stabilizing Management Structures and Managing Risk	$ 585	$ -	$ 585	0.32%	4.0(P)	
		Sub - Total Sustaining City Services	**$ 952**	**$ (267)**	**$ 685**	**0.37%**	**2.0 (C) 4.0 (P)**	
		Enhancing Services						
2022-048	Organized Sport Support	New Orchard Community Hub - Operating Impacts of Approved Capital Project	$ 104	$ -	$ 104	0.06%		1.25(P)
2022-055	Transit	Free Transit for Seniors	$ 95	$ -	$ 95	0.05%		
		Sub - Total Enhancing Services	**$ 199**	**$ -**	**$ 199**	**0.11%**		**1.25(P)**
		Modifications to Services to Address COVID						
2022-047	Transit	Operationalization of Bus Cleaning pilot	$ 223	$ -	$ 223	0.12%	6.0(P)	1.6(P)
		Sub - Total Modifications to Services to Address COVID	**$ 223**	**$ -**	**$ 223**	**0.12%**	**6.0(P)**	**1.6(P)**
		Total Risk Mitigation Measures	**$ 1,374**	**$ (267)**	**$ 1,107**	**0.60%**	**2.0 (C) 10.0 (P)**	**2.85 (P)**
		Total Budget Increase			**$ 9,316**	**4.62%**		

Risk Mitigation Measure - Maintaining Assets in Recreation Services to meet lifecycle requirements and reduce risk

Number:	2022-039	**Service:**	Recreation
		Business Case Type	Service Enhancement

Purpose

Description

Parks and Recreation operates and maintains 28 assets, including arenas, community centres, pools, specialty, and corporate facilities, and supports 17 joint venture facilities. These assets provide residents and visitors with opportunities for sport, recreation, and leisure activities, and have a replacement asset value (RAV) of $193.5 M (City's Asset Management Plan, 2016).

Proper maintenance is essential for enjoyment of our facilities to meet (operating budget) or extend (capital budget) the lifespan of these identified assets; however, our existing funding between operating and capital is $3.12 M representing a shortfall of approximately $750,000.

In 2021, a phased approach was endorsed, allocating $300,000 over 3 years (2021-2023) to address this shortfall. This business case focuses on phase 2 (2022) and addresses portions of the operating budget funding gap amounting to $100,000.

As noted in the 2021 business case, the operating budget for facility operations maintenance is not adequate for the needs of the business. Part of the City's budget process involves the provision of targets and guidelines for service areas, which may or may not adequately address all areas of the business and which are subject to many pressures, including HR and utility increases.

Under-budgeting puts the City at risk for unplanned repairs and adversely impacts customers. These repairs are typically costly, involving overtime and emergency procurement. Customer impacts are significant, as closures for emergency repairs are, by their nature, short-notice cancellations, causing great inconvenience for user groups, and disappointment for program participants.

An example of this is the Mainway compressor failure in the 2016/17 ice season. The repairs necessitated by this

Risk Mitigation Measure - Maintaining Assets in Recreation Services to meet lifecycle requirements and reduce risk

	breakdown caused an emergency closure lasting 10 days, resulting in 140 hours of lost ice time for user groups, and 3 cancelled public skates at a cost pf $121,000 for repairs and lost revenue of $19,500. Providing appropriate funding for regularly scheduled preventative maintenance significantly reduces the risk of system failure and emergency repairs. Insufficient budget allocation for preventative maintenance also impacts the Capital budget, as assets need to be replaced or require significant capital repairs ahead of their planned lifecycle.
Justification	
V2F Workplan Initiative / Strategic Alignment	Focus Area 3 – Supporting Sustainable Infrastructure and a Resilient Environment Providing additional funding for asset maintenance relieves pressure on the capital budget by allowing assets to reach their full lifecycle potential. This business case aligns to the identified challenge in V2F of the current gap in funding for asset maintenance.
Benefits of Implementation	A focus on asset maintenance prevents costly repairs and in-season closures and maintains the lifespan of assets for the enjoyment of Burlington residents, protecting their investment. Implementing a complete preventative maintenance program should result in decreased capital dollars required to repair or replace assets before their end of life.
Consequences / Risks of Not Implementing	Continuous under-funding puts the City at risk for unplanned repairs and adversely impacts customers. These repairs are typically costly, involving overtime and emergency procurement. Customer impacts are significant, as closures for emergency repairs are, by their nature, short-notice cancellations, causing great inconvenience for user groups, and disappointment for program participants. Insufficient budget allocation for preventative maintenance also impacts the Capital budget, as assets need to be replaced or require significant repairs ahead of their planned lifecycle.
Environmental Impact	Potential favourable impact on the environment as old equipment and assets would be maintained with more current environmentally conscious equipment. Environmentally responsible parts and materials would be selected while doing preventative maintenance. This would provide for more proactive and sustainable maintenance practices at city facilities.

Risk Mitigation Measure - Maintaining Assets in Recreation Services to meet lifecycle requirements and reduce risk

Financial Impact

Account Category	2022 Budget
Purchased Services	$ 100,000
Total	**$ 100,000**
Net Total	**$ 100,000**

Capital Impacts

Implementing a comprehensive preventative maintenance program should result in decreased capital dollars required to repair or replace assets before their end of life.

Risk Mitigation Measure - Gypsy Moth Control Program

Number:	2022-065	**Service:**	Urban Forestry
		Business Case Type	Service Enhancement Approved

Purpose	
Description	In order to address a growing infestation of Gypsy Moth (Lymantria dispar dispar, LDD), a non-native, invasive forest pest, it is recommended that a comprehensive Gypsy Moth control program be continued by the Forestry section in 2022, including the application of Bacillus thuringiensis subspecies kurstaki (Btk) (Foray 48B Biological Insecticide Aqueous Suspension) Egg mass surveys are being completed in the fall of 2021 which will determine the level of defoliation expected within the City in 2022. A plan will be formulated based on the survey results, including the delineation of proposed spray blocks. This same scope of work was completed by the City in 2019 and 2021. Staff anticipate the need to spray approximately 100 hectares of public land. This program is designed using Integrated Pest Management Principles, and is considered best practice.

Justification	
V2F Workplan Initiative / Strategic Alignment	This program supports Vision to Focus, Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment.
Benefits of Implementation	The implementation of this program will provide an increased level of protection for publicly owned tree assets and reduce the likelihood of tree decline or mortality due to defoliation stress. By reducing pest populations below threshold levels by spraying in localized areas (spot spraying), the possibility of a widespread population explosion of the pest is unlikely.
Consequences / Risks of Not Implementing	If the program were not to be approved, it is anticipated that a number of deciduous trees will be impacted by the Gypsy Moth (LDD). Extensive defoliation causes stress to trees, with the potential for decline or whole tree mortality, dependent upon the trees existing condition. There is also potential for populations of the Gypsy Moth (LDD) to expand beyond areas of concern, yielding widespread impact to the urban forest (public/private lands).
Environmental Impact	The proposed biopesticide is safe for use and is licensed by the Pest Management Regulatory Agency. It composed of a bacteria found in the soil, and is safe for birds, bees, people and pets. It degrades rapidly in the natural environment due to sun exposure an weather. As a result, the non-target impact is low.

Risk Mitigation Measure - Gypsy Moth Control Program

Options Considered

If a spray program were not approved, Forestry staff recommend completing ground spray operations on a tree by tree basis, contingent on resourcing and level of impact. In addition, staff recommend monitoring the Gypsy Moth (LDD) population in 2022 and reporting back to council if applicable.

Financial Impact

Account Category	2022 Budget
Purchased Services	$ 35,000
Total	**$ 35,000**
General Revenues & Recoveries	$ 35,000
Total	**$ 35,000**
Net Total	**$ 0**

Capital Impacts

None

Risk Mitigation Measure - Additional Bylaw Enforcement Officers - One time

Number:	2022-066	**Service:**	By-law Enforcement and Licensing
		Business Case Type	Service Enhancement

Purpose

Description	The purpose of this business case is to add two additional By-law Enforcement Officer positions on a contract basis to aid with municipal law enforcement. Resources dedicated to by-law enforcement were last increased in 2019, however growth in the city and more specifically development intensification has increased the frequency and complexity of issues. In the last 5 years, the volume of regular calls to the By-law Section has increased by 150%. When compared to the other lower tier municipalities in the region, Burlington has approximately 50% less staff on a per capita basis. • Burlington – 1 by-law officer per 27,461 population • Milton – 1 by-law officer per 12,232 population • Oakville – 1 by-law officer per 10,065 pop • Halton Hills – 1 per 7,333 The COVID-19 pandemic has highlighted the importance of enforcement in maintaining public safety. The lack of staffing resources has made it difficult to maintain appropriate service levels during the pandemic and has increased the levels of staff fatigue. Adding additional by-law officers will increase capacity to work on administrative tasks such as implementing the Administrative Monetary Penalty System and updating outdated by-laws which are hindering prosecution (e.g. shipping container enforcement).

Justification

V2F Workplan Initiative / Strategic Alignment	Additional By-law Officers help us achieve Focus Area #5 of Vision to Focus - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation. Specifically, it allows us to maintain a reasonable customer service level response.
Benefits of Implementation	Improves ability to maintain customer service levels and provide coverage outside of business hours and focus on

Risk Mitigation Measure - Additional Bylaw Enforcement Officers - One time

	administrative tasks such as implementing the Administrative Monetary Penalty System (AMPS). AMPS is currently used for parking enforcement and expanding AMPS to encompass by-law enforcement items will improve cost recovery and shorten timelines for those seeking resolution to their cases.
Consequences / Risks of Not Implementing	Risk to Public Health/Safety and reduced customer service levels as staff are unable to address issues in a timely manner and there is not enough capacity to patrol outside of regular business hours. Potential for staff burnout, mental/physical illness, loss of experienced staff and inability to attract new staff due to workload pressures. Inability to improve cost recovery ratio as needed administrative tasks can't be actioned.

Financial Impact

Account Category	2022 Budget
Human Resources	$ 226,295
Operating & Minor Capital	$ 5,005
Purchased Services	$ 700
Total	**$ 232,000**
General Revenues & Recoveries	$ 232,000
Total	**$ 232,000**
Net Total	**$ 0**

Risk Mitigation Measure - Additional Bylaw Enforcement Officers - One time

Human Resource Impact

	2022 Budget FTE Impact
Full Time / Contract	2.00
Part Time	0.00
Total FTE	**2.00**
FTE Type	One-time / Contract
Position(s)	By-law Enforcement Officers

Risk Mitigation Measure - Stabilizing Management Structures and Managing Risk

Number:	2022-040	**Service:**	Corporate Strategy
Report Ref (if applicable)	CM-32-20 and HR-03-21	**Business Case Type**	Service Enhancement

Purpose

Description	The City's Leadership Team has worked to identify the staffing resources required over the next 5 years to stabilize and sustain operations and to enhance services. This work resulted in functional design and organizational structures approved by Council in December 2020. These proposed FTE positions are in keeping with the phased approach to align human capital investments with the multi-year budget framework. In stabilizing operations and sustaining operations, there is a need for FTE to address workload and capacity issues and for mitigating high risk areas, respectively. In 2022, the proposed management positions reflect the need to bolster our management structures within Human Resources and the Office of the City Clerk. Both of these departments are not properly structured and resourced to effectively provide the services to support the organization and Council. The proposed IT staff position reflects the need to operationalize the skilled positions needed to support and advance the work of the business intelligence program.

Justification

V2F Workplan Initiative / Strategic Alignment	Vision 2040 sees an engaging city aspiring to have a customer-centric approach in all City service areas, sound decision-making processes, and city information that is always available, among other aspirations. The services provided through Human Resources, the Office of the City Clerk and the Business Intelligence program all contribute to advancing the City closer through the initiatives identified in Vision to Focus, specifically in Focus Area 5 – delivering customer centric services with a focus on efficiency and technology transformation.
Benefits of Implementation	The Manager, Total Rewards & Analytics is a key role with responsibility for compensation, job evaluation (high data focus) and data analysis. This position also is responsible for work with the Human Capital Management tool selected as part of the Enterprise Resource Planning (ERP) process and realizing the return on the investment from these programs. The implementation of Workday (the City's ERP System) and the implementation of a hybrid

Risk Mitigation Measure - Stabilizing Management Structures and Managing Risk

	workforce are corporate programs with broad impact on all employees and this position will be key in supporting the City in its ability to attract and retain staff. The pandemic has shown the importance of a stable approach to maintaining the health and safety of our employees and our community. It has also advanced our ability and need to support employees in working remotely. The Manager, Health and Safety is a key role in refining and enhancing our strategy, processes and practices to ensure our city continues to be protected and compliant with health and safety legislation, whether employees are working in a City facility, out in the field or remotely. Council operations are critical to the democratic process and is one of the services delivered by the Office of the City Clerk. The Manager, Committee Services/Deputy Clerk position is a key role in seeing to the effective and efficient operations of Council. This portfolio not only includes supporting Council in its regular committee and council meeting responsibilities; but also includes sharing in the responsibility to facilitate the municipal election process to ensure the democratic right is provided to voters of Burlington. The City is using data to make plans and decisions and is increasingly seeing the need for more data to be warehoused for analysis. The Business Intelligence Specialist is a skilled position with the ability to get full use of the functionality and capability of our business intelligence application. This ability translates into support for the services in using their data effectively to help manage their services and meet the needs of their customers. This position furthers the IT strategy in building a tech savvy corporate culture and using information as an asset.
Consequences / Risks of Not Implementing	The City faces significant impact from not having these management structures and key positions stabilized: 1. Human Resources: - inability to effectively carry out the stewardship and execution of people strategies, processes, and policies to support attraction, recruitment and retention of staff, - unable to fully analyze and utilize the data and see the return on investment of the implementation of Workday in strategic decision making, - decreased ability to manage our employment brand on social media leading to a degradation in our reputation and not being able to achieve our objective of being an employer of choice,

Risk Mitigation Measure - Stabilizing Management Structures and Managing Risk

	- inability to create the strategies and plans necessary to be proactive in providing leadership and support to staff, - burnout, mental and physical fatigue in those staff carrying out the responsibilities normally performed in this role. 2. Office of the City Clerk: - lack of oversight and decreased accountability for business process changes and how we share information is diminished without sufficient leadership resources to effectively guide committee services, - burnout, mental and physical fatigue in those staff carrying out the responsibilities normally performed in this role; this is especially relevant given the 2022 municipal election and subsequent inauguration of council, - slower advancement of the work and support for advisory committees who research and advocate on behalf of specific areas at the request of Council. 3. Business Intelligence: - loss of significant knowledge and skill developed over the course of the project implementation and transition to operations, - decrease in the confidence of staff in the City's ability to effectively transition projects to operations, - inability to utilize data driven decision making for operations.
Environmental Impact	Not applicable

Options Considered

The Strategy & Risk Team considered a number of other positions to include in 2022 as identified through our Designing & Evolving our Organization process. The need to stabilize management structures in Human Resources and Office of the City Clerk is the strategic decision so future years can be based on a solid structure.

Risk Mitigation Measure - Stabilizing Management Structures and Managing Risk

Financial Impact

Account Category	2022 Budget
Human Resources	$ 583,213
Purchased Services	$ 2,120
Total	**$ 585,333**
Net Total	**$ 585,333**

Capital Impacts

Not applicable

Human Resource Impact

	2022 Budget FTE Impact
Full Time / Contract	4.00
Part Time	0.00
Total FTE	**4.00**

FTE Type On-going / Permanent

Position(s)
Manager Total Rewards & Analytics - Grade 13
Manager Health, Safety & Wellness - Grade 13
Manager Committee Services/Deputy Clerk - Grade 13
Business Intelligence Specialist - Grade 10

Risk Mitigation Measure - New Orchard Community Hub - Operating Impacts of Approved Capital Project

Number:	2022-048	**Service:**	Organized Sport Support
Report Ref (if applicable)	Staff Direction SD-4-18	**Business Case Type**	Service Enhancement

Purpose

Description

An approved capital project will modify existing space inside a school in the Orchard Hub neighbourhood - St. Christopher Catholic Elementary School. Initiated and led by engaged residents from this neighbourhood, this strategic partnership of the school, the City, and residents will retrofit an area inside the school to be a community hub space focused on providing gathering space for youth on evenings and weekends.

The nearest community centres for the Orchard neighbourhood are Tansley Woods and Haber, however parents have expressed reluctance to allow their children to walk that far.

Community hubs have demonstrated improved health, social, and economic outcomes, protection of public assets, and stronger communities. (https://www.ontario.ca/page/building-evidence-base-foundation-strong-community-hub). The benefits of community hubs are well documented, especially when done in partnership at the grass roots level where they:

- have flexibility to respond to the needs and desires of the neighbourhood
- can offer extended hours of service, foster connections, and adopt flexible design strategies to meet program needs

The cost of retrofitting the school has already been approved though the City's capital budget process; this business case focuses on the operating costs for the Hub.

Justification

V2F Workplan Initiative / Strategic Alignment

This business case directly aligns to Focus Area 4 - Building More Citizen Engagement, Community Health and Culture and specifically ties to the key action of developing a Neighbourhood Strategy.

Risk Mitigation Measure - New Orchard Community Hub - Operating Impacts of Approved Capital Project

	The Orchard neighbourhood has been part of a pilot project in neighbourhood development, supported by the Mohawk Leadership Program. The model developed with residents of the Orchard is one staff hope to learn from and transfer to other neighbourhoods in the City. The Orchard neighbourhood has long expressed the need for walkable community space; this new model supports staff working with residents, empowering them to service the needs in their neighbourhood. This new community development model addresses the targets of this focus area by: - following through on the results of past engagement in the Orchard neighbourhood - fostering ongoing engagement through a strategic partnership with residents, the school, and the City - increasing the number of volunteers supporting City service delivery - working with the community to meet targets relating to increasing recreation programming across the City
Benefits of Implementation	Implementing the new Orchard Community Hub will increase citizen engagement and improve outcomes for the neighbourhood, especially for youth. It provides additional recreational programming in a flexible, grassroots way and creates important connections in the community to support future engagement, address community risk factors, and develop social safety nets and supports. Community Hubs have many far reaching benefits and are an important strategy for strengthening community and social investment within a city or region.
Consequences / Risks of Not Implementing	If the operating costs for the orchard community hub are not approved, the benefits will not be realized and the approved capital project will not have operating dollars to support its intent. There is a reputational risk to the City if the operating budget is not approved for this capital business case, as an agreement has already been signed with the school board. The community is also excited for this initiative, as they are aware of the approval of the capital project.

Risk Mitigation Measure - New Orchard Community Hub - Operating Impacts of Approved Capital Project

Environmental Impact	Partnering with the community to offer programming often yields environmental benefits as residents become further invested in their neighbourhoods, taking ownership for the properties around them, whether they are public or private. This can be seen, for example, in reductions in vandalism associated with engaged communities. This project also makes use of existing, less utilized space within a school facility, negating the requirement for a new build on greenspace.

Options Considered

NA as this business case is the outcome of an approved capital project.

Financial Impact

Account Category	2022 Budget
Human Resources	$ 79,930
Operating & Minor Capital	$ 5,000
Purchased Services	$ 19,200
Total	**$ 104,130**
Net Total	**$ 104,130**

Capital Impacts

Capital Project FB-CC-1912 has already been approved and this business case is for the operating budget from the approved capital project.

Human Resource Impact

	2022 Budget FTE Impact
Full Time / Contract	0.00

Risk Mitigation Measure - New Orchard Community Hub - Operating Impacts of Approved Capital Project

Part Time	1.25
Total FTE	**1.25**
FTE Type	On-going / Permanent
Position(s)	1.0 grade 4 program instructors and 0.25 grade 7 recreation programmer

Risk Mitigation Measure - Free Transit for Seniors

Number:	2022-055	**Service:**	Transit
		Business Case Type	Service Enhancement

Purpose

Description

As part of the 2019 Operating Budget, Council approved a motion that provided free transit for adults 65 years of age and older between 9 a.m. and 2:30 p.m. on weekdays. This program started June 3, 2019 and was to continue until December 31, 2020 (program was extended given COVID-19). During the 2021 budget discussions, this program was extended until the end of 2021. This business case is to make the program permanent.

Prior to the start of the pilot, seniors accounted for approximately nine percent of the ridership on Burlington Transit. The free fare policy was introduced to increase senior ridership, particularly for those on fixed incomes, and to increase capacity on buses during the off-peak hours. Prior to the pandemic, from June 2019 to September 2019 over 2,000 PRESTO cards were provided to seniors; and over 2,400 Free65 passes were loaded onto cards.

Pre-pandemic successes include:
- Almost 70,000 rides were provided for seniors for free from June to December 2019
- Mid-day boardings increased by over 2.5 times, this is directly co-related to the increase in the number of seniors using transit
- Ridership did not change outside of the free period, seniors who already used transit did not shift their travel times to the free period
- Senior ridership increased by 41% between June 2019 and February 2020
- The growth in seniors made up approximately 35% of Burlington Transit's overall ridership growth from 2018 to 2019

While the pandemic reduced the number of seniors travelling on transit, there is a clear co-relation to the number of senior riders and the opening of the economy throughout 2020 and 2021. During the summer of 2021, senior ridership increased to 63% of pre-pandemic levels.

Risk Mitigation Measure - Free Transit for Seniors

	Based on the success of the Free65 program, in increasing ridership among the senior population during the off peak hours, it is recommended to continue this program on a permanent basis. Transit is a viable option for seniors, making it free makes it compelling. Burlington Transit has made great strides with the senior community within the City of Burlington.
Justification	
V2F Workplan Initiative / Strategic Alignment	• Improve integrated city mobility
Benefits of Implementation	Making the program permanent would allow seniors, who are currently enjoying free transit, to continue using transit in the off-peak hours; it would also enable Burlington Transit staff to further analyse the impact of COVID-19 on senior travel patterns. The success of the pilot program demonstrates that Seniors enjoyed and used transit during this time. Some seniors have opted to give up their drivers licenses to take transit, providing free transit gives them the opportunity to go to appointments, get groceries, go to the mall and socialize. One of the purposes of allowing seniors to ride for free during the off peak hours, was to fill up buses during the day time hours. The pilot program was successful in achieving this.
Consequences / Risks of Not Implementing	The risks and consequences of not continuing the program could cause some senior riders, who may not be able to afford transit, to not fully be able to participate within society. Free transit for seniors eliminates barriers and empowers seniors to use transit. Seniors who have to pay for transit may remain isolated and not be able to enjoy Burlington and fully participate in the life of the community.
Environmental Impact	Public transit plays a critical role in local climate mitigation by providing seniors with the opportunity to utilize public transit for free. The goal is to decrease greenhouse gas emissions from automobiles for single use trips. This program ensures that transit remains a viable and stable option and promote the goals identified in the City's Climate Change Action Plan

Risk Mitigation Measure - Free Transit for Seniors

Financial Impact	
Account Category	**2022 Budget**
Controllable Revenues	($ 95,000)
Total	**($ 95,000)**
Net Total	**$ 95,000**

Risk Mitigation Measure - Operationalization of Bus Cleaning pilot

Number:	2022-047	**Service:**	Transit
		Business Case Type	Service Enhancement

Purpose

Description	In August 2020, Council approved the one year pilot of in-source cleaning of transit vehicles. This program commenced in December 2020 with the hiring of staff to conduct transit vehicle cleaning. Since the pilot started, a total of 6 full time and 4 part time General Service Persons (GSPs) were hired to perform the duties that were only partially completed by an external contracted service. The vehicle cleaning program has developed into an efficient process resulting in exceptionally clean buses. Every night approximately 75 vehicles are cleaned, disinfected, fueled and have fluids topped up. On a rotational basis, every vehicle is also given a monthly deep clean and a bi-annual enhanced detailed cleaning. Staff hired have been trained and the quality of cleaning is consistent and exceptional. The GSPs also do other assigned work including change offs and other janitorial services like cleaning the wash bay and garage. An RFI recently issued noted that the costs associated with daily cleaning, monthly and bi-annual cleaning are comparable if not higher than doing the work in house. A significant increase to the budget would be required to do this externally.

Justification

V2F Workplan Initiative / Strategic Alignment	• Improve integrated city mobility • Deliver customer centric services with a focus on efficiency and technology transformation
Benefits of Implementation	The benefits of hiring staff to perform this work is that staff are accountable and work is tied to performance. The GSPs hired have been trained on this process and provide consistent cleaning. Benefits include: • The quality of the interior and external cleaning far exceeds the work completed by external contractors, as has been demonstrated through regular audits and spot checking. • Equipment and vehicle damage caused by the contractors' employees have been eliminated. • Fluid levels are now checked daily which was not being performed by the contractor and has resulted in less on

Risk Mitigation Measure - Operationalization of Bus Cleaning pilot

	street breakdowns. • Internal stakeholders, which include CUPE 2723 executive and operators, have expressed appreciation on the cleanliness of driver areas and overall cleanliness of the fleet. Operators feel safer and more protected when driving a clean bus. • Staff take ownership and pride in the work that they do and are pleased at being recognized for doing a great job in keeping the transit fleet clean. This was evident in a letter to Hamilton Spectator who referenced the cleanliness of the Burlington Transit fleet. • Consistency in the execution of the work being conducted including checklists and tracking of all the vehicles cleaned daily, monthly and semi-annually. No vehicle is missed and everything on checklist must be completed. This includes ensuring all fluids are topped up on all vehicles. • This level of cleaning is necessary to ensure customers feel comfortable using public transit. • Staff are accountable to the work being conducted and is linked to performance.
Consequences / Risks of Not Implementing	Based on an RFI issued in June 2021, the costs to outsource the cleaning tasks, that are now performed by in-house staff, would increase the cost to the City. Of the 10 responses returned, only 1 was less than the current insource cost by $25000. Nine responses noted a significant increase in the yearly costs of hundreds of thousands of dollars. The consequences of not doing major detailed cleaning can lead to potential safety issues including corrosion of metal fasteners, issues with accessibility ramps and added dust and dirt in the vehicles HVAC systems.

Risk Mitigation Measure - Operationalization of Bus Cleaning pilot

Options Considered

For well over a decade, Burlington Transit has opted to use contracted services to perform vehicle cleaning. As noted earlier, due to budget constraints over the years the service level for cleaning decreased, to sustain the annual fees. This meant that detailed monthly and bi-annual cleaning were removed from the task list, to control costs and as a result the condition of the fleet was poor.

In June 2021, a request for information was issued to allow companies, who specialize in vehicle cleaning, the opportunity to provide information to the City.

The RFI contained the detailed task list which outlined the required tasks for daily cleaning, refueling, and topping up of vehicle fluids, as well as tasks required for monthly and bi-annual cleaning.

The respondents were asked to provide a daily rate for cleaning of 75 vehicles a day, monthly interior deep cleaning of 77 vehicles per month, and labour costs for bi-annual cleaning of 77 vehicles. In addition, they were to provide the estimated staff hours required for weekday and weekend/holiday as well as the number of staff required to fulfill this work daily.

There were 10 responses to the RFI. The responses varied in terms of price per day, to the number of staff required and the number of hours per day. Based on the responses, the labour required to clean 75 vehicles per day ranged from 6 staff to 30 staff. The number of hours ranged from 7 to 280 hours a day. Most responses had costs which were at least double the costs of what is being provided internally today. While this exercise was a way to obtain information, it also identified that most contracted services do not fully comprehend the full scope of work required to clean vehicles.

Based on experience, contracted services typically hire staff at low rates, usually minimum wage which causes challenges in staff retention. High staff turnover was an issue that was identified previously. This causes new staff to be trained regularly which impact quality and efficiency.

Financial Impact

Account Category	2022 Budget
Human Resources	$ 452,703
Purchased Services	($ 229,970)
Total	**$ 222,733**
Net Total	**$ 222,733**

Risk Mitigation Measure - Operationalization of Bus Cleaning pilot

Human Resource Impact

	2022 Budget FTE Impact
Full Time / Contract	6.00
Part Time	1.60
Total FTE	**7.60**
FTE Type	On-going / Permanent
Position(s)	General Service Persons

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

A City that Grows

A City that Grows

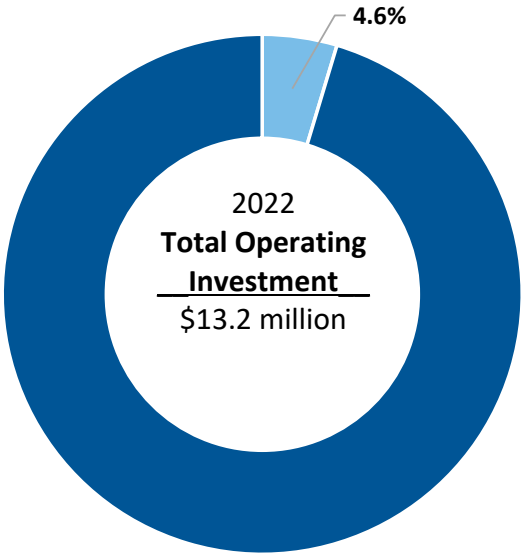
The City of Burlington attracts talent, good jobs and economic opportunity while having achieved intensification and a balanced, targeted population growth for youth, families, newcomers and seniors.

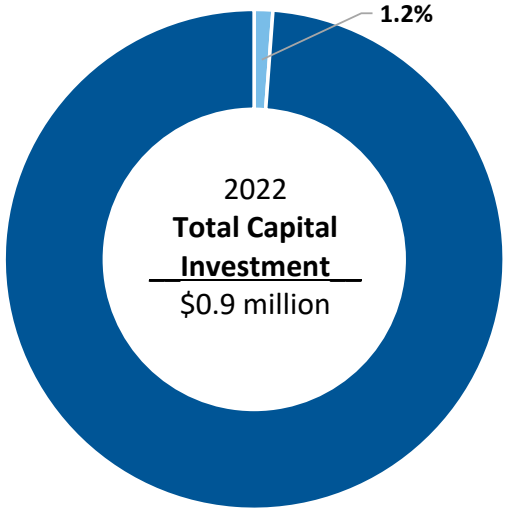
Key Priorities and Goals

- Focused and directed population growth to lay the foundation for a larger economy, more jobs, fiscal sustainability, better infrastructure and public transportation
- Higher densities in key areas to build neighbourhoods that are environmentally friendly, infrastructure-efficient, walkable, bikeable and transit-oriented
- A clear and focused economic development vision to help sustain a prosperous and complete city
- Attraction of younger people and newcomers to help sustain the fiscal, social, environmental and cultural fabric of the city



Percentage of 2022 Budget





A City that Grows

Operating Investment

Including One time COVID Impacts

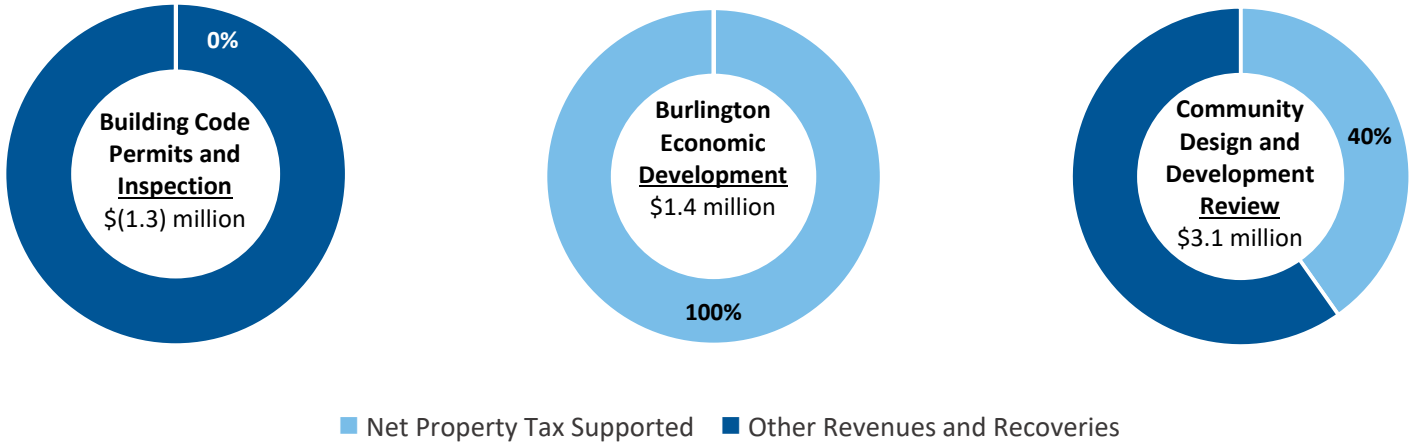
Services	2021 Net Budget	2022 Budget Total Expenses	2022 Budget Total Revenues	2022 Budget Net Budget	$ Change	% Change
Building Code Permits and Inspection	$ (1,231)	$ 4,075	$ (5,399)	$ (1,324)	$ (93)	(7.5)%
Burlington Economic Development *	$ 1,416	$ 1,441	$ -	$ 1,441	$ 25	1.7%
Community Design and Development Review	$ 3,026	$ 7,688	$ (4,597)	$ 3,091	$ 65	2.2%
Total City that Grows	**$ 3,211**	**$ 13,205**	**$ (9,996)**	**$ 3,209**	**$ (3)**	**(0.1)%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

* Represents the City's grant to this externally managed Local Board

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Building Code Permits and Inspection

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	3,413	3,899	486		3,899	486	14.3%
Operating & Minor Capital	44	44			44		(1.1%)
Purchased Services	101	53	(48)		53	(48)	(47.4%)
Corp. Expenditures / Provisions	66	69	3		69	3	4.4%
Internal Charges & Settlements	10	10			10		0.0%
TOTAL EXPENDITURES	**3,634**	**4,075**	**441**		**4,075**	**441**	**12.1%**
Controllable Revenues	4,816	5,409	594	(10)	5,399	584	12.1%
General Revenues & Recoveries	50		(50)			(50)	0.0%
TOTAL REVENUES	**4,866**	**5,409**	**544**	**(10)**	**5,399**	**534**	**11.0%**
NET OPERATING BUDGET	**(1,231)**	**(1,334)**	**(103)**	**10**	**(1,324)**	**(93)**	**(7.5%)**

Budget Commentary

Human Resource increase reflects the impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Also included are the HR impacts of 4 additional staff and 3 staff reallocations approved as part of Report PL-46-21. These costs were fully offset by a budgeted increase in Building Permit revenues. Decrease in purchased services relating to the removal of the one-time funding for the plumbing grant program provided in 2021. In addition to the budgeted increase to offset the new fee funded positions, building permit revenues are increasing based on the annual fee indexation increase as well the anticipation for a busy construction period in 2022.

One-time COVID Impacts

One-time loss is anticipated in Property Report Revenues

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Burlington Economic Development

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Corp. Expenditures / Provisions	1,416	1,441	25		1,441	25	1.7%
TOTAL EXPENDITURES	**1,416**	**1,441**	**25**		**1,441**	**25**	**1.7%**
NET OPERATING BUDGET	**1,416**	**1,441**	**25**		**1,441**	**25**	**1.7%**

Budget Commentary

For 2022 a budget increase of 1.75% to the city's provision was provided for all local boards.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Community Design and Development Review

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	6,092	7,546	1,454	(25)	7,521	1,429	23.5%
Operating & Minor Capital	48	36	(12)		36	(12)	(24.0%)
Purchased Services	78	81	3	50	131	53	67.4%
TOTAL EXPENDITURES	**6,218**	**7,663**	**1,445**	**25**	**7,688**	**1,470**	**23.6%**
Controllable Revenues	3,192	4,597	1,405		4,597	1,405	44.0%
TOTAL REVENUES	**3,192**	**4,597**	**1,405**		**4,597**	**1,405**	**44.0%**
NET OPERATING BUDGET	**3,026**	**3,066**	**40**	**25**	**3,091**	**65**	**2.2%**

Budget Commentary

Human Resource increase is related to the Designing and Evolving our Organization costs, as well as standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Also included is the HR impacts of the additional positions for Development Services approved as part of Report PL-46-21. The impacts of these new positions were fully offset by increased budgeted Development Application revenues. In addition to the increases required to offset the new positions, revenues were increased to reflect an inflationary increase to fees.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment. These savings are offset by increase consulting costs.

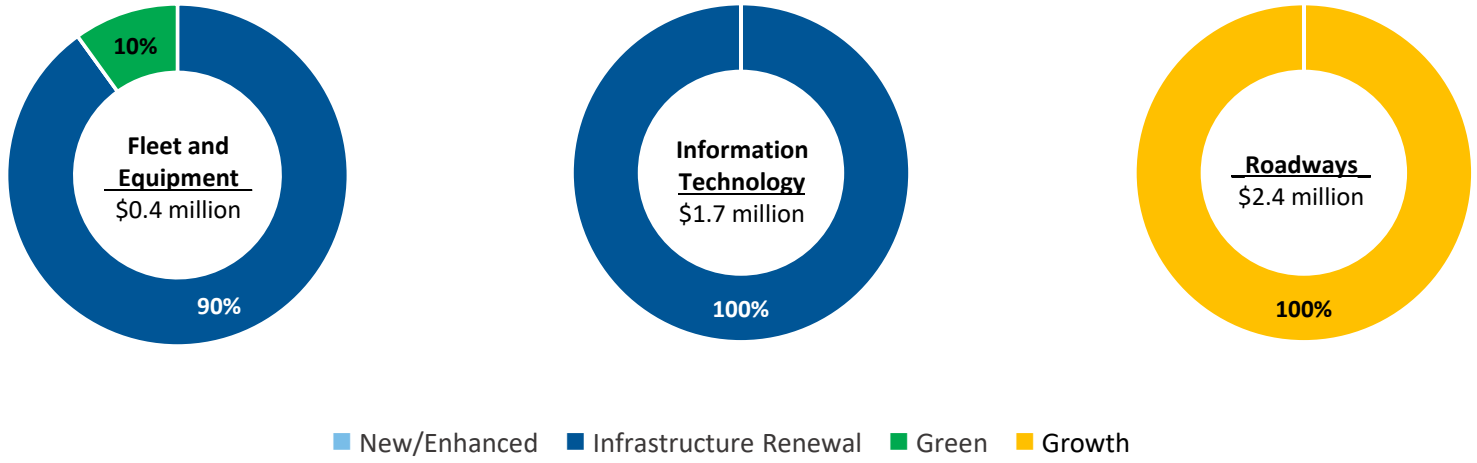
A City that Grows

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Fleet Vehicles, Accessories and Equipment	$ -	$ 33	$ -	$ -	$ 50	$ 227	$ -	$ 78	$ -	$ 33	$ 421
Information Technology	$ 731	$ 500	$ 500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,731
Roadways	$ 200	$ 200	$ 200	$ 200	$ 400	$ 200	$ 200	$ 200	$ 200	$ 400	$ 2,400
Total City that Grows	**$ 931**	**$ 733**	**$ 700**	**$ 200**	**$ 450**	**$ 427**	**$ 200**	**$ 278**	**$ 200**	**$ 433**	**$ 4,552**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
1	2023	**Building Permits and Inspection - Vehicle Replacement** VE-VR-1943 Infrastructure Renewal **Building and By-law,** 2023, 2026, 2027, 2029, 2031 Scheduled replacement of owned vehicles and equipment in Building Permits and Inspection service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds		33			388	421
			External						
			Gross Cost		33			388	421
A City that Grows - Fleet Vehicles, Accessories and Equipment			**Capital Total:**						
			Reserve Funds Total:		**33**			**388**	**421**
			External Total:						
			Gross Cost Total:	**0**	**33**	**0**	**0**	**388**	**421**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
2	2022	**Digital Online Review Services (DOoRS)** IT-CA-1993 Infrastructure Renewal **City Building - Planning, Building and Culture,** 2022, 2023, 2024 A project that transforms the low density site plan approval process (LDAP). This solution will be a foundational platform and a vehicle to ensure all development is performed in a fluid manner. Bringing these services online will enhance customer experience and creates a self-serve environment where applicant can apply, track application status and process payments online. This critical, time-sensitive project has a direct impact on the City's ability to increase revenue through tax base growth which in turn creates job and economic health. Internally, workflows that are currently disconnected, will be standardized and aligned to enable efficient service delivery and elevated customer experience. This standardization will also bring about quality data that can be used to develop KPI's and dashboards through the BI program. This quality data also provide management with the decision-making tools they need to continuously evolve the organization and its services. Investing in digital services will have a sustained positive impact on the environment which is of benefit to the City's Climate Emergency Declaration. This is achieved through the drastic reduction of traveled trips to City Hall, alleviating parking congestion in the downtown core, in addition, this solution will also eliminate our dependency on paper. Reduction in traffic will assist in reducing our GreenHouseGas emissions. The project requirements will be developed considering Service Delivery Review recommendations (Nov 2019), RTRC recommendations and a team of staff directly involved in the LDAP processes. Phase 1 of the project will be funded at $731 000. The scope of Phase 1 of the project would include an external (consultant) assessment to provide a high level review of AMANDA and alternative technology solutions and application architecture to show how this system will integrate with our CRM system and include a cleaning up of the backlog of AMANDA request in order to make the system more stable to	**Capital**	731	500	500			1,731
			Reserve Funds						
			External						
			Gross Cost	731	500	500			1,731

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
		support new business processes for online submission.							
A City that Grows - Information Technology			**Capital Total:**	**731**	**500**	**500**		**1,731**	**1,731**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**731**	**500**	**500**	**0**	**0**	**1,731**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
3	2022	**Legislated Development Charge Exemptions** RD-RL-1886 Growth **Finance,** 2022-2031 Under the Development Charges Act, 1997 the City is required to ensure that a higher development charge rate is not utilized to fund the share of growth costs that are related to the development of land that is exempt in the DC By-law. The funding accounts for growth costs resulting from exemptions. In order to ensure compliance with the legislation, the City funds development charge exemptions that are provided during the year through this project account utilizing non development charge funding sources. The estimated annual cost of exemptions is based on a review of historical trends and projected development activity.	**Capital**	200	200	200	200	1,200	2,000
			Reserve Funds						
			External						
			Gross Cost	200	200	200	200	1,200	2,000
4	2026-2031	**Development Charges Study** RD-RL-327 Growth **Finance,** 2026, 2031 A City Wide Development Charge (DC) Background Study was completed in 2019 with a DC by-law enacted June 1, 2019. Since the passage of the DC By-law, More Homes, More Choice Act, 2019 (Bill 108), received Royal Assent June 6, 2019 amending the Development Charges Act (DCA). Further, the COVID-19 Economic Recovery Act (Bill 197) was proclaimed by the Ontario Legislature on September 18, 2020 which contains further amendments to the DCA as well replaced current community benefit provisions under the Planning Act (s.37 and s. 37.1). As a result, the DC by-law was amended and enacted April 1, 2022. Funds have been budgeted in the forecast to complete a full background study every five years as required by legislation.	**Capital**					40	40
			Reserve Funds					360	360
			External						
			Gross Cost					400	400

Related Projects

RD-RL-1443 Integrated Mobility Plan

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
A City that Grows - Roadways			Capital Total:	200	200	200	200	2,040	2,040
			Reserve Funds Total:					360	360
			External Total:						
			Gross Cost Total:	200	200	200	200	1,600	2,400
A City that Grows - Total			Capital Total:	931	700	700	200	1,240	3,771
			Reserve Funds Total:	0	33	0	0	748	781
			External Total:	0	0	0	0	0	0
			Gross Cost Total:	931	733	700	200	1,988	4,552

* Report values in thousands


CITY OF
Burlington

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

A City that Moves

A City that Moves

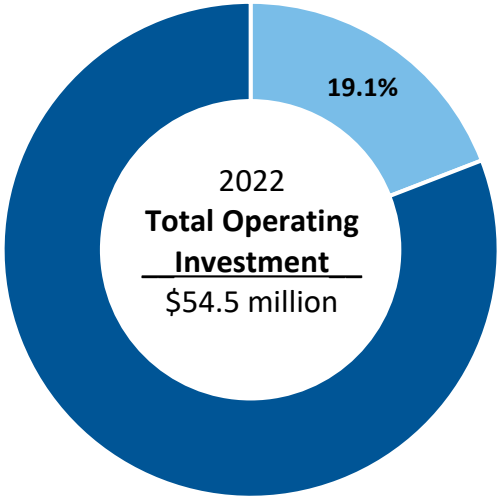
People and goods move through the city more efficiently and safely. A variety of convenient, affordable and green forms of transportation that align with regional patterns are the norm. Walkability within new/transitioning neighbourhoods and the downtown are a reality.

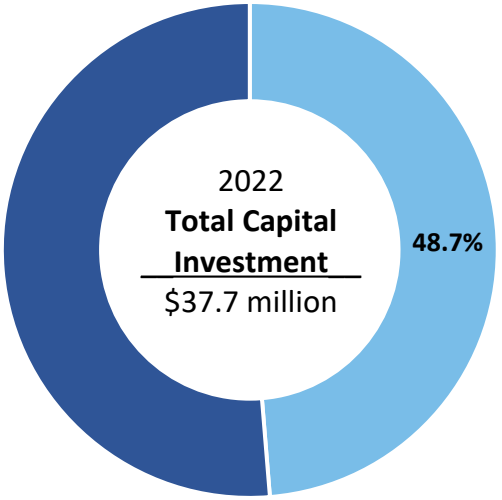
Key Priorities and Goals

- More mobility choice within the city and region through improved public transportation, active transportation and community responsive growth management to allow more residents to get where they need to go efficiently



Percentage of 2022 Budget





A City that Moves

Operating Investment

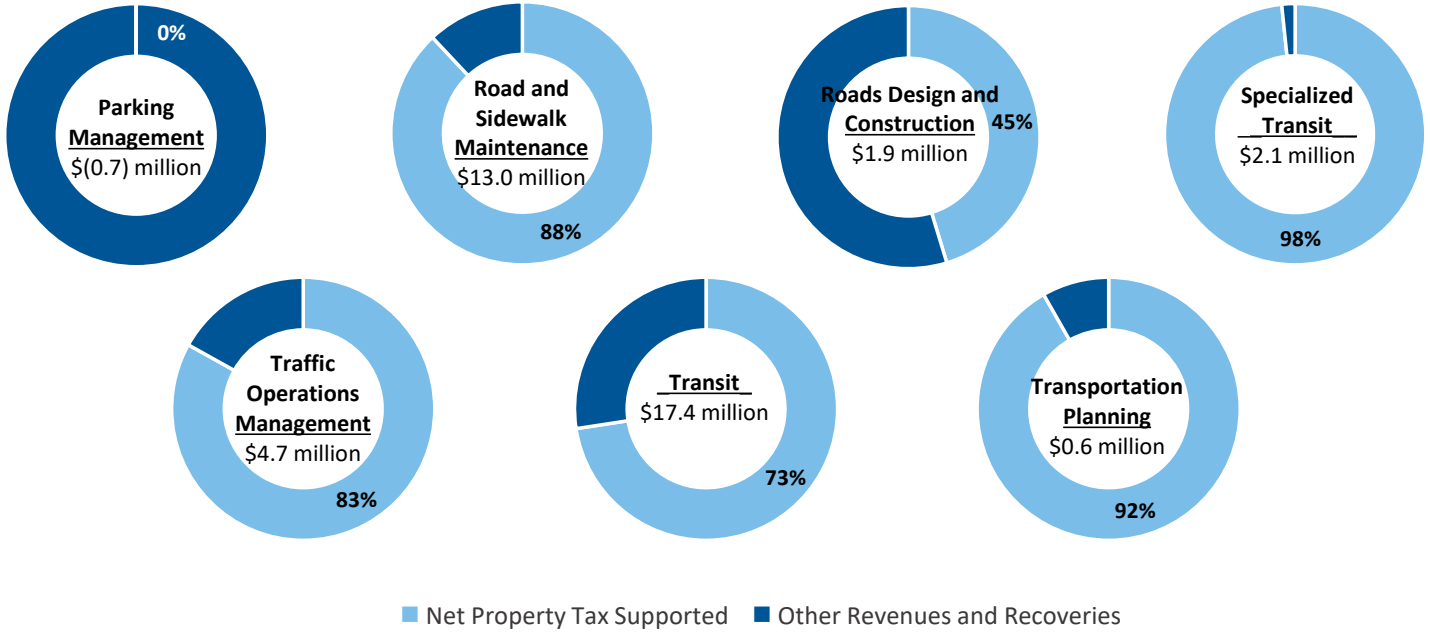
Including One time COVID Impacts

Services	2021 Net Budget	2022 Budget Total Expenses	2022 Budget Total Revenues	2022 Budget Net Budget	$ Change	% Change
Parking Management	$ (602)	$ 3,055	$ (3,714)	$ (658)	$ (57)	(9.4)%
Road and Sidewalk Maintenance	$ 12,222	$ 14,745	$ (1,768)	$ 12,977	$ 755	6.2%
Roads and Structures - Design and Construction	$ 1,888	$ 4,256	$ (2,329)	$ 1,927	$ 39	2.1%
Specialized Transit	$ 1,917	$ 2,127	$ (35)	$ 2,092	$ 176	9.2%
Traffic Operations Management	$ 4,652	$ 5,615	$ (950)	$ 4,665	$ 13	0.3%
Transit	$ 17,066	$ 23,983	$ (6,575)	$ 17,408	$ 342	2.0%
Transportation Planning	$ 495	$ 677	$ (56)	$ 622	$ 127	25.6%
Total City that Moves	**$ 37,638**	**$ 54,458**	**$ (15,425)**	**$ 39,032**	**$ 1,394**	**3.7%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Parking Management

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	737	678	(59)	74	752	14	2.0%
Operating & Minor Capital	136	144	8		144	8	5.9%
Purchased Services	897	856	(42)	21	877	(21)	(2.3%)
Corp. Expenditures / Provisions	1,045	1,433	388	(695)	738	(307)	(29.4%)
Internal Charges & Settlements	513	545	32		545	32	6.2%
TOTAL EXPENDITURES	**3,329**	**3,656**	**327**	**(601)**	**3,055**	**(274)**	**(8.2%)**
Controllable Revenues	3,306	4,083	777	(1,006)	3,077	(228)	(6.9%)
General Revenues & Recoveries	625	556	(69)	80	636	11	1.8%
TOTAL REVENUES	**3,931**	**4,639**	**709**	**(926)**	**3,714**	**(217)**	**(5.5%)**
NET OPERATING BUDGET	**(602)**	**(983)**	**(382)**	**325**	**(658)**	**(57)**	**(9.4%)**

Budget Commentary

Human Resources increase is comprised of a unionized position re-classification, provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Increases in Operating and Minor Capital Equipment are largely due to an increase in Hydro as a result of new vehicle charger installations. Reductions in external contract s and advertising expenses partially offset by increased costs resulting from a new snow removal contract. Increased chargebacks from other areas within the City lead to a rise Internal Charges & Settlements.

One-time COVID Impact Commentary

Reduced activity from COVID closures and remote working result in a one-time reduction in expected rental revenues and parking fines. This is partially offset by a reduced provision to the Parking District Reserve Fund. In response to the COVID-19 pandemic, Parking Services was directed to implement a temporary 90-minute free parking initiative in the Downtown with the intent of offering an immediate emergency measure to inspire customer confidence in the business community and mitigate revenue loss expected by the Downtown Businesses. The program resulted in significant loss of revenue and as such, staff are recommending cessation of the 90-minute free program for 2022.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Road and Sidewalk Maintenance

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	7,388	8,079	691	30	8,109	721	9.8%
Operating & Minor Capital	1,337	1,394	57		1,394	57	4.3%
Purchased Services	3,904	3,997	93	(38)	3,959	55	1.4%
Internal Charges & Settlements	1,335	1,282	(53)		1,282	(53)	(4.0%)
TOTAL EXPENDITURES	**13,964**	**14,752**	**789**	**(8)**	**14,745**	**781**	**5.6%**
Controllable Revenues	1,732	1,763	32	(5)	1,758	26	1.5%
General Revenues & Recoveries	10	10			10		0.0%
TOTAL REVENUES	**1,742**	**1,773**	**32**	**(5)**	**1,768**	**26**	**1.5%**
NET OPERATING BUDGET	**12,222**	**12,979**	**757**	**(2)**	**12,977**	**755**	**6.2%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, estimated unionized increases, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

Operating and Minor Capital increase is the result of the estimated annual requirement of road salt for winter maintenance as well as increased utility costs.

Purchased Services increase is due to the contractually agreed to annual increase for winter maintenance contractors

One time COVID savings are anticipated in professional development, printing and meeting expenses.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Roads and Structures - Design and Construction

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	3,658	3,788	130	(7)	3,781	123	3.4%
Operating & Minor Capital	60	58	(2)		59	(2)	(2.7%)
Purchased Services	401	401			401		0.0%
Internal Charges & Settlements	15	15			15		0.0%
TOTAL EXPENDITURES	**4,134**	**4,263**	**129**	**(7)**	**4,256**	**122**	**2.9%**
Controllable Revenues	212	224	12	(8)	216	4	1.9%
General Revenues & Recoveries	2,033	2,112	79		2,112	79	3.9%
TOTAL REVENUES	**2,246**	**2,336**	**91**	**(8)**	**2,329**	**83**	**3.7%**
NET OPERATING BUDGET	**1,888**	**1,926**	**38**	**1**	**1,927**	**39**	**2.1%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Controllable Revenues are up slightly due to an increase in the Excavation Permit Fee and General Revenues and Recoveries increase as a result of higher expected recoveries for staff time expended on Capital Projects.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses, general office supplies and mileage given travel restrictions and the remote working environment. This is offset by a one-time decrease in Excavation Permit Fee revenues, as lower volume expected due to COVID.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Specialized Transit

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,450	1,575	125		1,575	125	8.6%
Operating & Minor Capital	227	243	15		243	15	6.7%
Purchased Services	238	253	15		253	15	6.2%
Corp. Expenditures / Provisions	28	57	28		57	28	100.2%
TOTAL EXPENDITURES	**1,944**	**2,127**	**183**		**2,127**	**183**	**9.4%**
Controllable Revenues	28	60	32	(25)	35	8	27.3%
TOTAL REVENUES	**28**	**60**	**32**	**(25)**	**35**	**8**	**27.3%**
NET OPERATING BUDGET	**1,917**	**2,067**	**151**	**25**	**2,092**	**176**	**9.2%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits as well as the addition of 1 operator for a new specialized transit vehicle approved in the 2021 capital budget.

Operating/Minor Capital increase is mainly due to increases in equipment and parts costs and fuel to support the additional specialized vehicle. These increased costs are partially offset by increased revenues resulting from the additional vehicle.

One-time COVID Impact Commentary

A one-time decrease in fare revenue is forecasted as ridership gradually recovers.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Traffic Operations Management

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	3,586	3,711	125	(14)	3,697	111	3.1%
Operating & Minor Capital	1,204	1,106	(98)		1,106	(98)	(8.2%)
Purchased Services	684	684			684		0.0%
Internal Charges & Settlements	128	128			128		0.0%
TOTAL EXPENDITURES	**5,602**	**5,629**	**27**	**(14)**	**5,615**	**13**	**0.2%**
Controllable Revenues	751	770	20		770	20	2.6%
General Revenues & Recoveries	199	179	(20)		179	(20)	(10.1%)
TOTAL REVENUES	**950**	**950**			**950**		**0.0%**
NET OPERATING BUDGET	**4,652**	**4,679**	**27**	**(14)**	**4,665**	**13**	**0.3%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits This is partially offset by savings in utility costs and increased recovery from the province for work performed on their behalf.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development and meeting expenses given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Transit

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	14,891	15,352	461	19	15,371	480	3.2%
Operating & Minor Capital	3,683	3,666	(17)	(48)	3,618	(65)	(1.8%)
Purchased Services	1,978	2,185	206	(178)	2,006	28	1.4%
Corp. Expenditures / Provisions	2,858	2,877	19		2,877	19	0.7%
Internal Charges & Settlements	110	110			110		0.0%
TOTAL EXPENDITURES	**23,520**	**24,189**	**669**	**(207)**	**23,983**	**462**	**2.0%**
Controllable Revenues	3,305	5,932	2,627	(2,623)	3,309	4	0.1%
General Revenues & Recoveries	3,150	3,265	116		3,265	116	3.7%
TOTAL REVENUES	**6,455**	**9,197**	**2,743**	**(2,623)**	**6,575**	**120**	**1.9%**
NET OPERATING BUDGET	**17,066**	**14,992**	**(2,074)**	**2,416**	**17,408**	**342**	**2.0%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Operating/Minor Capital increase is mainly due to anticipated increase in oil costs partially offset by savings in utilities.

COVID Impact Commentary

The decrease in Transit revenue experienced due to COVID is anticipated to recover at a gradual pace during 2022 with anticipated full recovery in 2023 as remote working in response to COVID returns to more on-site working, and therefore increased commuting activity for work and school. The budget year 2022 anticipates some increased ridership and continues to reflect fewer transit charters. Advertising revenues continue to be strong and help to offset the recovery of ridership.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Transportation Planning

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	489	643	154		643	154	31.6%
Operating & Minor Capital	2	2			2		0.0%
Purchased Services	130	33	(97)		33	(97)	(74.8%)
TOTAL EXPENDITURES	**620**	**678**	**57**		**677**	**57**	**9.2%**
General Revenues & Recoveries	125	56	(69)		56	(69)	(55.5%)
TOTAL REVENUES	**125**	**56**	**(69)**		**56**	**(69)**	**(55.5%)**
NET OPERATING BUDGET	**495**	**622**	**127**		**622**	**127**	**25.6%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. In addition the HR costs reflect the addition of one new position approved as part of Report PL-46-21 which is fully offset by an increase in the Development Application fees budgeted within the Community Design and Development Review Service. An increase in expected internal recoveries lead to higher General Revenues and Recoveries

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as meeting expenses given travel restrictions and the remote working environment.

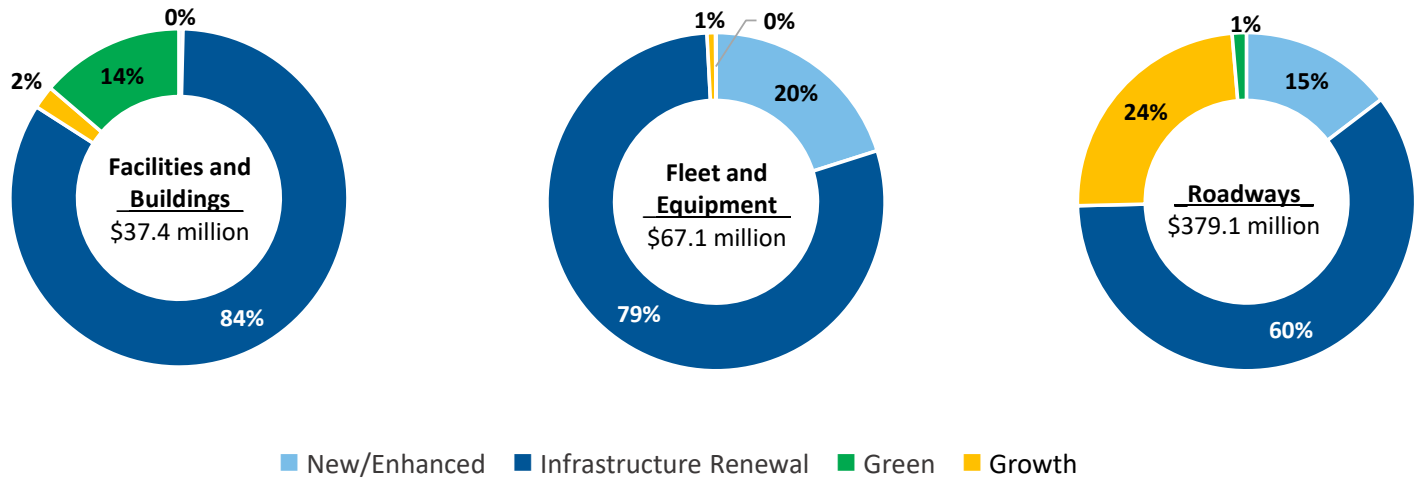
A City that Moves

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Facilities and Buildings	$ 2,438	$ 2,864	$ 14,186	$ 10,244	$ 272	$ 374	$ 362	$ 1,411	$ 1,751	$ 3,537	$ 37,438
Fleet Vehicles, Accessories and Equipment	$ 7,737	$ 8,976	$ 7,770	$ 8,354	$ 3,443	$ 3,950	$ 5,824	$ 6,175	$ 7,287	$ 7,553	$ 67,070
Roadways	$ 27,515	$ 25,242	$ 26,464	$ 29,095	$ 46,963	$ 31,990	$ 56,420	$ 39,648	$ 31,934	$ 63,849	$ 379,120
Total City that Moves	**$ 37,690**	**$ 37,083**	**$ 48,420**	**$ 47,694**	**$ 50,678**	**$ 36,315**	**$ 62,606**	**$ 47,234**	**$ 40,971**	**$ 74,939**	**$ 483,628**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
1	2022	**Burlington Operations Centre Campus - Repair and Renewal** FB-BD-3 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 The Burlington Operations Centre is a centralized facility used to provide repair and maintenance services to roads, sidewalks, parks & open spaces, and surface water drainage. This location also provides forestry, traffic operations management, sign production, vehicle fleet maintenance, transportation, and bylaw enforcement inspection services. An Operations Centre Outdoor Review was completed which reviewed environmental regulations, best practices, health and safety, security, and appropriate phasing & coordination of required works. This program is being implemented and completed on a phased approach over the next 10-year period. In 2018, a functional design review was completed to look at operational efficiencies within the space. Options from the review will be implemented when various building systems come up for renewal. Work completed to date includes replacement of the refueling system, parking & staging area renewal, LED lighting enhancements, environmental surface water controls, enhanced security and renewals to the existing HVAC systems. 2022 Projects include: 1. Administration Building - Wash bay pressure washer unit replacement. 2. Administration Building - Roof system consulting & design for future replacement. 4. Administration Building - New electric vehicle charging stations. 5. Campus - General repairs and maintenance Campus buildings include the following: Name: Administration Building, 3330 Harvester Road Size: 50,084 SQFT, Originally Built: 1971, Major Renovation Dates: 1995 Facility Condition Index (FCI): 0.11	**Capital**	252	1,534	214	335	1,758	4,092
			Reserve Funds						
			External						
			Gross Cost	252	1,534	214	335	1,758	4,092

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL

Part 'BD': Buildings and Operations

Name: Guard Shack Building, 3330 Harvester Road
Size: 130 SQFT, Originally Built: 1995, Major Renovation Dates: 2019
Facility Condition Index (FCI): 0.00

Name: West Storage Building, 3330 Harvester Road
Size: 4800 SQFT, Originally Built: 1969, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.04

Name: Sand/Salt Domes, 3330 Harvester Road
Size: 10,010 SQFT, Originally Built: 1999, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.01 (for 3 domes)

Name: East Storage Building, 3330 Harvester Road
Size: 10,290 SQFT, Originally Built: 2005, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.00

Name: Brine Station, 3330 Harvester Road
Originally Built: 2003, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.99

Name: Weigh Scale Station, 3330 Harvester Road
Originally Built: 1995, Major Renovation Dates: 2019
Facility Condition Index (FCI): 0.00

Related Projects

FB-BD-1727	Burlington Operations Centre Campus - Revitalization
FB-BD-1915	RPF New Materials Storage Facility - Operations Centre

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
2	2022	**Burlington Operations Centre Campus - Revitalization** FB-BD-1727 Infrastructure Renewal **Facility Assets,** 2022-2025, 2027, 2029, 2031 Purpose of this funding is for the planned review, design and stabilization of the Burlington Operations Centre Campus building(s) to meet service delivery levels and yard operational requirements. Campus buildings include the following: Name: Administration Building, 3330 Harvester Road Size: 50,084 SQFT, Originally Built: 1971, Major Renovation Dates: 1995 Facility Condition Index (FCI): 0.11 Name: Guard Shack Building, 3330 Harvester Road Size: 130 SQFT, Originally Built: 1995, Major Renovation Dates: 2019 Facility Condition Index (FCI): 0.00 Name: West Storage Building, 3330 Harvester Road Size: 4800 SQFT, Originally Built: 1969, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.04 Name: Sand/Salt Domes, 3330 Harvester Road Size: 10,010 SQFT, Originally Built: 1999, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.01 (for three domes) Name: East Storage Building, 3330 Harvester Road Size: 10,290 SQFT, Originally Built: 2005, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.00 Name: Brine Station, 3330 Harvester Road Originally Built: 2003, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.99	**Capital**	1,780	1,265	1,217	408	4,730	9,400
			Reserve Funds		40				40
			External						
			Gross Cost	1,780	1,305	1,217	408	4,730	9,440

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
		Name: Weigh Scale Station, 3330 Harvester Road Originally Built: 1995, Major Renovation Dates: 2019 Facility Condition Index (FCI): 0.00							
Related Projects									
FB-BD-3		Burlington Operations Centre Campus - Repair and Renewal							
3	2022	**Burlington Transit Operations Centre and Downtown Terminal - Repair and Renewal** FB-BD-39 Infrastructure Renewal **Transit,** 2022-2031 The Burlington Transit Operations Centre at 3332 Harvester Road and the Downtown Transit Terminal at 430 John Street requires funding for the ongoing renewal to various aged building systems with green initiatives and in-year breakdown coverage to maintain the facilities in an operational state. 2022 Projects include: 1. Transit Operations Centre - Vehicle maintenance air compressor repairs. 2. Transit Operations Centre - Eight exterior doors repair and renewals. 3. Transit Terminal and Operations Centre - General repair and maintenance. Facility Descriptions: Name: Downtown Transit Terminal, 430 John Street Size: 721 SQFT, Originally Built: 1987, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.08 Name: Transit Operations Centre, 3332 Harvester Road Size: SQFT, Originally Built: 1978, Major Renovation Dates: 2010 Facility Condition Index (FCI): 0.15	**Capital**	406	25	380	1,402	1,219	3,432
			Reserve Funds						
			External						
			Gross Cost	406	25	380	1,402	1,219	3,432

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
4	2024	**Burlington Transit Operations - Expansion** FB-BD-1863 Growth **Transit,** 2024, 2025 The Burlington Transit Operations Centre at 3332 Harvester Road requires this funding for the planned facility expansion in future years. Transit growth projections have been forecast and there are existing space restrictions on the current site that will not allow future storage for buses. The funding is a placeholder and subject to senior government funding (ICIP) and future directions on transit expansion program. This project includes an expansion of the Harvester Road Facility and will be incorporated with the Transit/RPF Operations Campus Master Plan. Development of the plan is currently ongoing. Facility Descriptions: Name: Transit Operations Centre, 3332 Harvester Road Size: SQFT, Originally Built: 1978, Major Renovation Dates: 2010 Facility Condition Index (FCI): 0.15	**Capital**			2,805	1,836		4,642
			Reserve Funds			495	324		819
			External			9,075	5,940		15,014
			Gross Cost			12,375	8,100		20,475
A City that Moves - Facilities and Buildings			**Capital Total:**	**2,438**	**2,824**	**4,616**	**3,981**	**21,565**	**21,565**
			Reserve Funds Total:		**40**	**495**	**324**		**859**
			External Total:			**9,075**	**5,940**		**15,014**
			Gross Cost Total:	**2,438**	**2,864**	**14,186**	**10,244**	**7,706**	**37,438**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'EN': Equipment - New									
5	2022	**Transit Signal Priority - Technology on Buses** VE-EN-1902 New / Enhanced **Transit,** 2022-2024 Transit Signal Priority systems prioritizes the flow of transit vehicles at signalized intersections that give transit vehicles additional green light time or less red light time at traffic signals to make the transit trip more efficient, and to adhere to transit scheduling. This project would be a proof of concept pilot to test technology on traffic lights and buses on a busy corridor within the City of Burlington. The goal of this pilot would be to encourage transit usage on major corridors to cut down on traffic congestion. This project is for outfitting all Burlington Transit buses with transit signal priority devices. The majority of buses would be outfitted in 2021/2022 with funding put aside for expansion buses in 2023/2024. The bulk of the funding for this project would come from ICIP (Investing in Canada Infrastructure Program), which is 40% Federal contribution, 33.33% Provincial contribution and 26.67% City of Burlington contribution.	**Capital**	45	11	11			67
			Reserve Funds						
			External	125	29	29			183
			Gross Cost	170	40	40			250

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'ER': Equipment - Replacement									
6	2023	**GFI Fare Collection System Refurbishment** VE-ER-403 Infrastructure Renewal **Transit,** 2023 This fare collection system is currently used for ridership data and for verification of cash and tickets. This refurbishment is necessary to ensure the accuracy of the data received through the fare boxes. The verification of data is a requirement as outlined in the internal audit direction regarding fare collection and reconciliation. Fareboxes were last refurbished in 2014 and it is anticipated that the next cycle will be required in 2023.	**Capital**						
			Reserve Funds		200				200
			External						
			Gross Cost		200				200
7	2023	**Transit Revenue Processing Equipment - Replacement** VE-ER-775 Infrastructure Renewal **Transit,** 2023 This is to replace the coin sorter and wrapping equipment required for processing transit cash revenues based on the manufacturer's scheduled life cycle for this equipment. A volume analysis of cash fares will also be done to determine level of replacement equipment required and the functionality of new Presto devices.	**Capital**						
			Reserve Funds		45				45
			External						
			Gross Cost		45				45

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'ER': Equipment - Replacement									
8	2025	**Video Cameras on Buses** VE-ER-1839 Infrastructure Renewal **Transit,** 2025 Asset life cycle replacement of video surveillance equipment installed on buses in 2018 to provide evidence for passenger complaints and evidence to support insurance claims. Replacement in 2025 based on 7 year asset life cycle.	**Capital**						
			Reserve Funds				180		180
			External						
			Gross Cost				180		180

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VN': Vehicle - New									
9	2022	**Conventional Transit Vehicles - Expansion**	**Capital**	610	610	610	610		2,439
		VE-VN-1503 Growth	**Reserve Funds**	125	125	125	125		499
		Transit, 2022-2025	**External**	2,020	2,020	2,020	2,020		8,078
			Gross Cost	2,754	2,754	2,754	2,754		11,016

Expansion vehicles are required to improve Transit service to levels needed to achieve the strategic goal of "A City that Moves". These are conventional expansion buses (40ft costs). A growth strategy and 5 year business plan was developed in 2020 to support this forecast and determine staffing needs for 2020 and beyond.

The bulk of the funding for this expansion would come from ICIP (Investing in Canada Infrastructure Program), which is 40% Federal contribution, 33.33% Provincial Contribution and 26.67% City of Burlington contribution.

2022: 4 buses - operating impact: 8 FTE operators
2023: 4 buses - operating impact: 8 FTE operators
2024: 4 buses - operating impact: 8 FTE operators
2025: 4 buses - operating impact: 8 FTE operators

Each of these operating impacts will be deferred to the year following the capital investment recognizing the length of time required to procure a bus and put it into service.

Operating Budget Impact

2022	Exp/(Rev)	836.0
	FTE Impact	8.0
2023	Exp/(Rev)	836.0
	FTE Impact	8.0
2024	Exp/(Rev)	836.0
	FTE Impact	8.0
2025	Exp/(Rev)	836.0
	FTE Impact	8.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VN': Vehicle - New									
10	2022	**Road and Sidewalk Maintenance - New Vehicles**	**Capital**	400	760				1,160
		VE-VN-1830 New / Enhanced	**Reserve Funds**						
		Roads, Parks and Forestry, 2022, 2023	**External**						
		New vehicles are required for road maintenance to improve response times and efficiency, as well as to keep up levels of service. Council has recently approved the upgrade of local priority roads to secondary roads, meaning there is a greater need for functional vehicles during a winter event.	**Gross Cost**	400	760				1,160

Operating Budget Impact

2022	Exp/(Rev)	52.5
2023	Exp/(Rev)	53.5

2022 Vehicles include:
1. Plow/Salter - $400K

2023 Equipment includes:
1. Road Grader - $400K
2. Loader-mounted Asphalt Grinder - $250K
3. Sidewalk Machine - $110K

2022 - The plow/salter is required for business continuity, specifically during winter control operations. As the City improves its road clearing mandates (local priorities converted to secondary roads), more equipment is required to maintain these assets to meet our legislated Minimum Maintenance Standards. If not acquired, our service levels will decline.

2023 - Road grader is required for both summer and winter operations. For summer months, we currently rent a grader for approx. $60k per summer, plus when it is needed in the winter after a large storm. Owning one would mitigate high cost for rental. Asphalt grinder is needed for ongoing road repairs. We currently rent one for summer months at a cost of about $24k. Owning one would mitigate high cost for rental.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VN': Vehicle - New									
11	2022	**Specialized Transit Vehicles (Handi-Van) - Expansion**	**Capital**	50		50	50	50	200
		VE-VN-1502 Growth	**Reserve Funds**	10		10	10	236	266
		Transit, 2022, 2024-2026, 2028	**External**	165		165	165	165	661
			Gross Cost	225		225	225	451	1,127

Expansion vehicles are required for accessible transit services in order to respond to the increasing demand for specialized transportation services. As per the Specialized Transit Service Review (TT-05-10) and AODA requirements, this requires the expansion of services and service.

A portion of the funding for this expansion would come from ICIP (Investing in Canada Infrastructure Program), which is 40% Federal contribution, 33.33% Provincial contribution and 26.67% City of Burlington contribution.

2022: 1 bus - operating impact: 1 FTE operator
2024: 1 bus - operating impact: 1 FTE operator
2025: 1 bus - operating impact: 1 FTE operator
2026: 1 bus - operating impact: 1 FTE operator
2028: 1 bus - operating impact: 1 FTE operator

Each of these operating impacts will be deferred to the year following the capital investment recognizing the length of time required to procure a specialized vehicle and put it into service.

Operating Budget Impact

2022	Exp/(Rev)	135.0
	FTE Impact	1.0
2024	Exp/(Rev)	135.0
	FTE Impact	1.0
2025	Exp/(Rev)	135.0
	FTE Impact	1.0
2026	Exp/(Rev)	135.0
	FTE Impact	1.0
2028	Exp/(Rev)	135.0
	FTE Impact	1.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VN': Vehicle - New									
12	2025	**Transit 5 Year Business Plan Update** VE-VN-1901 Growth **Transit,** 2025, 2030 Burlington Transit will update the Five-Year Business Plan from 2020-2024 to 2025-2029 to continue to guide the long-term improvement and expansion of Burlington's transit system. The plan will follow the visions of the City's Strategic Plan, Official Plan, Vision 2 Focus and other related policy documents. This Business Plan is being updated to continue to meet the City's public transit needs in an efficient and innovative manner, identify and implement industry best practices, and determine a growth strategy looking at both Capital and Operating Budget requirements. The Five-Year Business Plan will include an industry scan, staffing review, resource management review (including capital requirements), an implementation plan and a financial impact analysis. The funding is a placeholder and subject to senior government funding (ICIP).	**Capital**				55		55
			Reserve Funds				11		11
			External				183	250	433
			Gross Cost				250	250	500
Part 'VR': Vehicle - Replace									
13	2022	**Conventional Transit Vehicle - Repair and Renewal Program** VE-VR-405 Infrastructure Renewal **Transit,** 2022-2031 Part of a multi-year program to perform required major body repairs and engine/drive train rebuilds to conventional transit fleet. This program is based on historical experience and the vehicle replacement schedule (refer to VE-VR-399) for conventional buses. This type of major repair work is necessary in order to maintain the lifecycle of the transit vehicles.	**Capital**							
			Reserve Funds	206	206	206	206	1,236	2,060
			External						
			Gross Cost	206	206	206	206	1,236	2,060

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
14	2022	**Conventional Transit Vehicles - Vehicle Replacement** VE-VR-399 Infrastructure Renewal **Transit,** 2022-2025, 2027-2031 A 12 year life cycle supports the industry standard for conventional buses currently in place for the Metrolinx Joint Procurement Program. To smooth out the replacement schedule staff reviews large component replacements and determines if the bus life can be extended. 2022: 5 conventional replacements 2023: 5 conventional replacements 2024: 6 conventional replacements 2025: 6 conventional replacements 2027: 5 conventional replacements 2028: 5 conventional replacements 2029: 4 conventional replacements 2030: 8 conventional replacements 2031: 8 conventional replacements Total replacements - 52	**Capital**						
			Reserve Funds	3,382	3,382	4,058	4,058	20,292	35,173
			External						
			Gross Cost	3,382	3,382	4,058	4,058	20,292	35,173

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
15	2022	**Parking - Vehicle Replacement** VE-VR-1959 Infrastructure Renewal **Transportation,** 2022, 2025, 2029, 2030 Scheduled replacement of owned vehicles and equipment in Parking service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. One support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds	34			94	128	255
			External						
			Gross Cost	34			94	128	255

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
16	2022	**Road and Sidewalk Maintenance - Vehicle Replacement** VE-VR-1947 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 Scheduled replacement of owned vehicles and equipment in Road Maintenance service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. Vehicles scheduled for replacement are as follows: One Supervisor Pickup truck One 5 ton Lowbed for road work + road patrol One loader-mounted snowblower Multiple towed implements and small equipment	**Capital**						
			Reserve Funds	335	989	385	395	8,081	10,185
			External						
			Gross Cost	335	989	385	395	8,081	10,185
17	2022	**Specialized Transit Vehicles (Handi-Van) - Vehicle Replacement** VE-VR-401 Infrastructure Renewal **Transit,** 2022, 2023, 2025, 2026, 2028-2031 This program replaces specialized (Handi-Van) vehicles that have reached the end of the 7 year life cycle, based on the industry standard currently in place for the Metrolinx Joint Procurement Program for low-floor specialized transit vehicles. 2022: 1 bus 2023-2030: 15 buses	**Capital**						
			Reserve Funds	191	191		191	2,681	3,255
			External						
			Gross Cost	191	191		191	2,681	3,255

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
18	2022	**Transit Support - Vehicle Replacement** VE-VR-1961 Infrastructure Renewal **Transit,** 2022-2024, 2026-2031 Scheduled replacement of owned vehicles and equipment in Transit service , with consideration to life cycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	**Capital**						
			Reserve Funds	40	45	65		235	385
			External						
			Gross Cost	40	45	65		235	385
19	2023	**Traffic Operations - Vehicle Replacement** VE-VR-1946 Infrastructure Renewal **Transportation,** 2023, 2024, 2026, 2027, 2029, 2031 Scheduled replacement of owned vehicles and equipment in Traffic Signals service , with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles.	**Capital**						
			Reserve Funds		363	36		560	958
			External						
			Gross Cost		363	36		560	958

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
20	2026-2031	**Road Design and Construction - Vehicle Replacement** VE-VR-1948 Infrastructure Renewal **Engineering Services,** 2027, 2029 Scheduled replacement of owned vehicles and equipment in Road Design and Construction service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds					320	320
			External						
			Gross Cost					320	320

A City that Moves - Fleet Vehicles, Accessories and Equipment	**Capital Total:**	**1,105**	**1,380**	**670**	**715**	**3,920**	**3,920**
	Reserve Funds Total:	**4,323**	**5,547**	**4,886**	**5,271**	**33,767**	**53,794**
	External Total:	**2,309**	**2,049**	**2,214**	**2,368**	**415**	**9,356**
	Gross Cost Total:	**7,737**	**8,976**	**7,770**	**8,354**	**34,233**	**67,070**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
21		**Railway Crossing Reserve Fund Contribution** RD-RA-481 Growth **Engineering Services,** 2022-2031 The City has identified future railway crossing needs. Funding is dedicated to a reserve fund in order to provide for the long term construction of grade separations at level crossings. Note: This is a transfer of funding from reserve funds to the Railway Crossing Reserve Fund (RCRF) from 2022-2031	**Capital**		400			500	900
			Reserve Funds		-400			-500	-900
			External						
			Gross Cost						
		Related Projects RD-RA-681 Cumberland Avenue Railway Underpass RD-RA-769 Mainway Grade Separation RD-RA-1116 Burloak Drive - Grade Separation at C.N.R.							
22	2022	**Burloak Drive - Grade Separation at C.N.R.** RD-RA-1116 Growth **Engineering Services,** 2022, 2023 The construction of a six-lane underpass structure (road-under-rail) to replace the existing at-grade crossing. The new underpass will optimize traffic flow and enhance pedestrian and vehicular safety. An environmental assessment and feasibility study were completed to provide the recommended geometric plan, identify land requirements, and update costs. This project is in partnership with Metrolinx and the Town of Oakville, $60M in funding is required for the project. The City's contribution totals $16M for this project, there was $8.502 M budgeted in previous years.	**Capital**						
			Reserve Funds	3,750	3,750				7,500
			External						
			Gross Cost	3,750	3,750				7,500
		Related Projects RD-RA-481 Railway Crossing Reserve Fund Contribution RD-BG-1423 Drury Lane Pedestrian Bridge							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
23	2022	**Guelph Line Renewal** RD-RA-1856 Infrastructure Renewal **Engineering Services,** 2022, 2024 Guelph Line has been identified as requiring renewal from Lakeshore Road to St.Clair Avenue. This project includes the removal and replacement of the asphalt surface and base, localized rehabilitation of the storm drainage system, curb renewal, and deficient sidewalk replacement. This section of roadway provides a connection from Lakeshore Road to New Street and the Centennial Trail , and the project will include minor functional improvements to support active transportation.	**Capital**	100		2,147			2,247
			Reserve Funds						
			External						
			Gross Cost	100		2,147			2,247

2022: Location= Detailed Design
2024: Location= Lakeshore Road - St. Clair Avenue

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
24	2022	**Lakeshore Road Resurfacing and Multi-Use Pathway Renewal** RD-RA-1544 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2025, 2027 Sections of Lakeshore Road have been identified as requiring renewal, the project will be constructed in three phases; Guelph Line to Walkers Line, Appleby Line to Burloak Drive, and Brant Street to Torrance Avenue. This project includes the removal and replacement of the wearing surface asphalt layer, localized rehabilitation of the storm drainage system, curb renewal, and deficient sidewalk replacement. This project also includes the replacement of the asphalt pathway along the south side of the project extents. Possible incorporation of public art at locations to be determined.	**Capital**	50	2,083		2,896	1,213	6,242
			Reserve Funds	100	651				751
			External						
			Gross Cost	150	2,734		2,896	1,213	6,993
		Related Projects RD-BG-1512 Lakeshore Road Culvert (#120030) Rehabilitation RD-BG-1513 Pine Cove Bridge (#110006) Replacement 2022: Location=Detailed Design 2023: Location=Guelph Line - Walkers Line 2025: Location=Appleby Line - Burloak Drive 2027: Location=Brant Street - Torrance Avenue							
25	2022	**Miscellaneous Land** RD-RA-199 Growth **Engineering Services,** 2022-2031 Financial resources are required for the acquisition of small parcels of land and associated legal costs.	**Capital**	10	10	10	10	60	100
			Reserve Funds	10	10	10	10	60	100
			External						
			Gross Cost	20	20	20	20	120	200

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
26	2022	**Pavement Management System Software and Data Update** RD-RA-347 Infrastructure Renewal **Engineering Services,** 2022, 2027 In order to keep the Pavement Management Application (PMA) current, a consultant will be retained to undertake a comprehensive condition assessment and data collection of all city roadways. This assessment is done on a 5-year interval and is typically carried out jointly with other municipal partners. The data provided is used to update the PMA (RoadMatrix) as well as integrate with the city's Enterprise Asset Management Solution (EAMS) platforms.	**Capital**	120				120	240
			Reserve Funds						
			External						
			Gross Cost	120				120	240

2022: Location=City wide data collection
2027: Location=City wide data collection

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
27	2022	**Plains Road West Renewal**	**Capital**	5,630			3,617	2,711	11,958
		RD-RA-1749 Infrastructure Renewal	**Reserve Funds**	299			123	1,014	1,436
		Engineering Services, 2022, 2025, 2029	**External**						
			Gross Cost	5,929			3,740	3,725	13,394

Plains Road from Shadeland Avenue to York Boulevard has been identified as requiring renewal, the project will be constructed in three project phases; Waterdown Road to Spring Gardens Road, Shadeland Avenue to Waterdown Road, and Spring Gardens Road to York Boulevard including the section of York Boulevard to the City Limit. This project includes resurfacing the road, replacement of deficient curbs and sidewalk, localized rehabilitation of the storm drainage system, bus stop upgrades, cycling facilities, and traffic signal infrastructure upgrades.

Corridor enhancements are recommended within each phase of the project, including protected cycling facilities on both sides of the road. Plains Road has been identified as part of the spine network in the City's draft Cycling Plan. The spine network is defined as a network of connected facilities across the City that provides a higher order of protection for cyclists and can be utilized by all ages and abilities.

The first phase of the Plains Road West Renewal project (Waterdown Road to Spring Gardens Road) had funding approved in 2020 and 2021 for the detailed design and utility relocation ($4.03M). Construction of the roadwork and cycling facility is budgeted in 2022. The estimated cost associated with this phase of cycling facility is $4.89M.

Not included in the project costs is $2.891M in 2025 and $1.734M in 2029, the funding for protected cycling facilities on both sides of the road, as recommended in the City's draft Cycling Plan. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. This funding is pending approval of the Integrated Mobility Plan, including a funding source.

Related Projects

RD-BG-1866 Wolfe Island Bridge Rehabilitation

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
2022: Location=Construction (Waterdown Road to Spring Gardens Road)									
2025: Location=Shadeland Avenue to Waterdown Road									
2029: Location=Spring Gardens Road to York Boulevard, York Boulevard (Plains Road West to City Limit), Intersection Improvements									
28	2022	**South Service Road Renewal** RD-RA-1964 Infrastructure Renewal **Engineering Services,** 2022 The South Service Road has been identified as requiring renewal from Harvester Road to Century Drive. This project includes full depth asphalt removal and replacement, replacement deficient curbs and sidewalks, localized rehabilitation of the storm drainage system. The project will include the addition of a pedestrian facility on the south side of the road and minor functional improvements to address any safety/operational issues.	**Capital**	1,250					1,250
			Reserve Funds	579					579
			External						
			Gross Cost	1,829					1,829
2022: Location=Harvester Road - Century Drive									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
29	2022	**Walkers Line (Fairview Street to Dundas Street) Renewal** RD-RA-1962 Infrastructure Renewal **Engineering Services,** 2022, 2025, 2027, 2028 Walkers Line from Fairview Street to Dundas Street has been identified as requiring renewal, the project will be constructed in three phases; Fairview Street to the QEW Interchange, Mainway to Dundas Street (the scope may be affected by the Halton Region Dundas Street Improvements project), and North Service Road to Mainway. This work will likely involve the removal and replacement of the asphalt surface and asphalt base, replacement of deficient curb and sidewalk, localized rehabilitation of the storm drainage system, and streetlight upgrades. This multi-phase project will include transit stop enhancements, minor functional improvements to address any safety/operational issues and the conversion of the existing asphalt pathways into active transportation facilities. These sections of Walkers Line were identified in 2015 to be transferred to the Region of Halton. The sections of Upper Middle Road from Guelph Line to Appleby Line were to be transferred to the City. Those transfers have not been ratified to-date. If and when the transfers are complete, the responsibility for future capital renewal will be transferred as well. Walkers Line has been identified as part of the spine network in the City's draft Cycling Plan. The spine network is defined as a network of connected facilities across the City that provides a higher order of protection for cyclists and can be utilized by all ages and abilities. Included in the project costs is funding for the conversion of the existing deficient asphalt pathways adjacent to the sidewalk into protected cycling facilities on both sides of the road.	**Capital**	60			1,938	6,238	8,236
			Reserve Funds				214	830	1,044
			External						
			Gross Cost	60			2,152	7,068	9,280

Related Projects

RD-RA-1609	Fairview Street Resurfacing
RD-RA-1854	Walkers Line (Lakeshore Road - Fairview Street) Resurfacing
RD-RR-1918	Walkers Line at Dundas Street Intersection Realignment (City's Share)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
2022: Location=Detailed Design									
2025: Location=Fairview Street - Interchange									
2027: Location=Mainway - Dundas Street									
2028: Location=North Service Road - Mainway									
30	2022	**Walkers Line (Lakeshore Road - Fairview Street) Resurfacing** RD-RA-1854 Infrastructure Renewal **Engineering Services,** 2022, 2025 Walkers Line has been identified as requiring resurfacing from Lakeshore Road to Fairview Street. This project will include road resurfacing with the possibility of full depth asphalt removal in selected areas, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and traffic signal upgrades. The project will also include functional improvements to address any safety/operational issues and modifications to support active transportation.	**Capital**	100			3,315		3,415
			Reserve Funds				911		911
			External						
			Gross Cost	100			4,226		4,326
Related Projects									
RD-RA-1962 Walkers Line (Fairview Street to Dundas Street) Renewal									
2022: Location=Detailed Design									
2025: Location=Lakeshore Road to Fairview Street									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
31	2022	**Waterdown Road North Rehabilitation and Capacity Improvements** RD-RA-1004 Infrastructure Renewal **Engineering Services,** 2022 Improvements for Waterdown Road and King Road were initially identified in Phase 2 of the Waterdown/Aldershot Transportation Master Plan, endorsed by Council on July 3, 2007 (CD-117-07-1). The improvements for Waterdown Road were finalized during Phases 3 and 4 of the Waterdown/Aldershot Transportation Master Plan EA Study. Traffic growth projections will necessitate widening of the current two lane configuration. The improvements will include building a 4-lane roadway that would be initially marked as 3-lanes providing on road bike lanes, a multi-use pathway on one side, streetscaping and traffic calming. The limits of the project are from Craven Avenue to Mountain Brow Road. There is a cost sharing agreement in place with the City of Hamilton. Installation or relocation of utilities has commenced with roadway reconstruction to follow. Detailed design is nearing completion, due to refinements in the design and construction estimate additional funding is required in 2022.	**Capital**	300					300
			Reserve Funds						
			External						
			Gross Cost	300					300

Related Projects

RD-RL-230	Flatt Road Reconstruction
RD-RL-765	Horning Road Reconstruction

2022: Location=North Service Road - Mountain Brow Road - Additional Funding

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
32	2024	**Cedar Springs Road Resurfacing** RD-RA-1776 Infrastructure Renewal **Engineering Services,** 2024, 2026, 2027, 2029 Arterial resurfacing is necessary where significant deterioration of the pavement condition (i.e. surface distress and/or ride quality) has occurred. Arterial road resurfacing typically involves removal and replacement of 100mm of asphalt. Resurfacing at the optimum time in the pavement's life-cycle is a cost-effective method of rejuvenating the road asset. The scope of work for this section of Cedar Springs Road will include necessary replacement or rehabilitation of culvert crossings. It will also include the addition of paved shoulders that will facilitate active transportation (both cycling and walking) and improve overall user safety.	**Capital**			200		4,171	4,371
			Reserve Funds					2,733	2,733
			External						
			Gross Cost			200		6,904	7,104

2024: Location=Project Design, Permitting and Partial Funding
2026: Location=No. 2 Side Road to Britannia Road
2027: Location=Project Design and Permitting
2029: Location=Dundas Street to No. 2 Side Road

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
33	2024	**Fairview Street Resurfacing** RD-RA-1609 Infrastructure Renewal **Engineering Services,** 2024, 2026 The City's investment in infrastructure renewal provides an opportunity to improve the overall condition of the City's roadway assets at a reduced cost. Arterial road resurfacing typically involves removal and replacement of 100mm of asphalt, installation of a heavy-duty binder and other necessary minor rehabilitation of storm sewers, replacement of deficient curbs and sidewalk. In addition, this project includes funding for a full traffic signal rebuild and island elimination at the intersection of Fairview Street and Walkers Line. Fairview Street has been identified as part of the spine network in the City's draft Cycling Plan and protected cycling facilities will be considered during the planning of the project. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**			100		3,812	3,912
			Reserve Funds						
			External						
			Gross Cost			100		3,812	3,912

Related Projects

RD-RA-1962 Walkers Line (Fairview Street to Dundas Street) Renewal

2024: Location=Detailed Design
2026: Location=Walkers Line - Appleby Line

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
34	2024	**King Road Rehabilitation (King Forest Court to Top of Escarpment)** RD-RA-1108 Growth **Engineering Services,** 2024, 2028 King Road from King Forest Court to the City limit requires nominal geometric (horizontal and vertical curve) improvements to provide for a safe connection between the east end of the Waterdown South development lands and the North Service Road. An Environmental Assessment was previously completed for the project.	**Capital**			180		6,147	6,327
			Reserve Funds			20		683	703
			External						
			Gross Cost			200		6,830	7,030
		2024: Location=Detailed Design and Permitting 2028: Location=Reconstruction (King Forest Court-Top of Escarpment)							
35	2024	**North Service Road Renewal** RD-RA-1967 Infrastructure Renewal **Engineering Services,** 2024, 2026 The North Service Road has been identified as requiring renewal from King Road to Kerns Road. This process involves the removal and replacement of the asphalt and base, localized rehabilitation of the storm drainage system, and the replacement of any deficient curbs and sidewalks. The project will include the additions/ improvements to support active transportation and minor functional improvements to address any safety/ operational issues. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**					2,596	2,596
			Reserve Funds			100			100
			External						
			Gross Cost			100		2,596	2,696
		2024: Location=Detailed Design 2026: Location=King Road - Kerns Road							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
36	2024	**Upper Middle Road Renewal** RD-RA-1963 Infrastructure Renewal **Engineering Services,** 2024, 2026, 2029 Upper Middle Road from Guelph Line to Brant Street has been identified as requiring renewal, the project will be constructed in two phases; Guelph Line to the 407 ETR crossing, and Brant Street to the 407 ETR crossing. This includes the full depth removal and replacement of the asphalt surface and base, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalks, and streetlighting upgrades. The project will also include transit stop enhancements, minor functional improvements to address any safety/operational issues and infrastructure to support active transportation. Upper Middle Road has been identified as part of the spine network in the City's draft Cycling Plan. The spine network is defined as a network of connected facilities across the City that provides a higher order of protection for cyclists and can be utilized by all ages and abilities. Not included in the project costs is $1.247M of funding for protected cycling facilities on both sides of the road, as recommended in the City's draft Cycling Plan. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. This funding is pending approval of the Integrated Mobility Plan, including a funding source.	**Capital**					4,715	4,715
			Reserve Funds			100			100
			External						
			Gross Cost			100		4,715	4,815

2024: Location=Detailed Design
2026: Location=Guelph Line to 407 Crossing
2029: Location=Brant Street to 407 Crossing

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
37	2025	**Appleby Line Renewal** RD-RA-1969 Infrastructure Renewal **Engineering Services,** 2025, 2027 Appleby Line has been identified as requiring renewal from Lakeshore Road to Fairview Street. This project will involve the full depth removal and replacement of the asphalt surface and base, localized rehabilitation of the storm drainage system, replacement of deficient curb and sidewalk, and streetlighting upgrades. The project will also include transit stop enhancements, and minor functional improvements to address any safety/operational issues and to support active transportation.	**Capital**				100	3,276	3,376
			Reserve Funds					1,047	1,047
			External						
			Gross Cost				100	4,323	4,423

2025: Location=Detailed Design
2027: Location=Lakeshore Road to Fairview Street

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
38	2025	**King Road (Future South Service Road to North Service Road)** RD-RA-776 Growth **Engineering Services,** 2025, 2028 This project includes the reconstruction and widening of King Road, from the future South Service Road to the North Service Road, including the bridge twinning over Highway 403 and intersection widening at King Road and North Service Road. This project will be carried out in coordination with the Ministry of Transportation . Funding for an environmental assessment was approved in the 2012 capital budget. The environmental assessment study has been completed. The geometric improvements along King Road will be necessary to provide additional roadway capacity requirements resulting from the development of employment lands in this area. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**						
			Reserve Funds				750	9,919	10,669
			External				250	7,361	7,611
			Gross Cost				1,000	17,280	18,280

2025: Location=Land Acquisition & Detailed Design
2028: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
39	2026-2031	**Arterial Road Resurfacing** RD-RA-482 Infrastructure Renewal **Engineering Services,** 2030, 2031 Arterial resurfacing is necessary where significant deterioration of the pavement condition (i.e. surface distress and/or ride quality) has occurred. Arterial road resurfacing typically involves removal and replacement of 100mm of asphalt, installation of a heavy-duty binder and minor rehabilitation to storm sewers, curb & gutter and sidewalks. Resurfacing at the optimum time in the pavement's life-cycle is a cost-effective method of rejuvenating the road asset. This funding in 2030 is presented in block form and will be assigned to specific projects in future budget preparations based on arterial corridor life-cycle condition assessments and priority projects identified in the Integrated Mobility Plan (IMP).	**Capital**					4,500	4,500
			Reserve Funds					1,000	1,000
			External						
			Gross Cost					5,500	5,500
40	2026-2031	**Cumberland Avenue Railway Underpass** RD-RA-681 Growth **Engineering Services,** 2027 Cumberland Avenue presently dead-ends at the CNR crossing. Through the QEW Prosperity Corridor Block Plan and Implementation Study, the need for an extension of Cumberland Avenue from Fairview Street to Harvester Road was identified. As such, a grade-separated crossing of the rail line is required. The extension will accommodate vehicular, transit and active modes of transportation.	**Capital**					220	220
			Reserve Funds					4,180	4,180
			External						
			Gross Cost					4,400	4,400

Related Projects

RD-RA-481 Railway Crossing Reserve Fund Contribution

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
41	2026-2031	**Mainway Grade Separation** RD-RA-769 Growth **Engineering Services,** 2029, 2031 There are significant delays to vehicles using Mainway due to the existing CNR crossing. The CNR Halton sub carries up to 40 trains per day. The removal of the current at grade crossing will eliminate potential car/rail conflicts as well as greatly improve emergency response times in this area. The environmental assessment study and preliminary design were undertaken by the Engineering Services Department. The environmental assessment study will provide the recommended geometric plan, identify land requirements, updated costs and establish the final scope of the project. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**					2,676	2,676
			Reserve Funds					22,824	22,824
			External						
			Gross Cost					25,500	25,500

Related Projects

RD-RA-481 Railway Crossing Reserve Fund Contribution

2029: Location=Detailed Design, Storm & Utilities
2031: Location= Mainway @ CNR

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
42	2026-2031	**Rural Road Renewal** RD-RA-1992 Infrastructure Renewal **Engineering Services,** 2031 The previously funded Rural Active Transportation (AT) Strategy is intended to guide the City in developing a rural AT network, recognizing that the rural areas are sparsely populated and important destinations are spread out across longer distances. The study will provide a framework for embedding AT infrastructure into the transportation network as well as guide the prioritization and implementation of infrastructure as part of future capital works. This funding in 2031 is presented in block form and will be assigned to specific projects in future budget preparations based on the results of the strategy.	**Capital**					750	750
			Reserve Funds					750	750
			External						
			Gross Cost					1,500	1,500
43	2026-2031	**South Service Road Construction (Aldershot GO Station to Development Boundary)** RD-RA-964 Growth **Engineering Services,** 2028 This project involves the construction of the South Service Road extension across the Aldershot GO Station property and provides for the City's share of a new bridge at the future crossing of South Service Road and Falcon Creek. The remainder of the South Service extension to King Road will be constructed through development, as it relates to the prosperity corridor. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**						
			Reserve Funds					2,870	2,870
			External						
			Gross Cost					2,870	2,870

2028: Location=Construction of South Service Road extension across Aldershot GO Station
2028: Location=City's Share of bridge at Falcon Creek

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RA': Arterial Roads									
44	2026-2031	**Walkers Line Widening** RD-RA-787 Growth **Engineering Services,** 2030 Walkers Line from Hwy 407 to No. 1 Sideroad provides two lanes of surface treated pavement. This project is for the reconstruction of this section of road with hot mix pavement, maintaining the two through lanes with some pavement widening to provide improved pedestrian/cyclist safety and movement. The city will accommodate for active transportation needs along the project which is part of a broader plan for the surrounding area. The scope of work for this section of rural road considers the addition of paved shoulder enhancements that would facilitate active transportation (both cycling and walking) as well as improve the overall safety for all users.	**Capital**					1,466	1,466
			Reserve Funds					367	367
			External						
			Gross Cost					1,833	1,833
		2030: Location=Walkers Line (Highway 407 to No. 1 Sideroad)							
Part 'BG': Bridges and Culverts									
45	2022	**Ironstone Drive Culvert Rehabilitation** RD-BG-1971 Infrastructure Renewal **Engineering Services,** 2022 The Ironstone Drive Culvert (220045) is a steel plate corrugated steel pipe arch culvert that was constructed in 1980. During the City's recent structural inspections, the culvert was identified as requiring replacement. Trenchless lining methods will be considered during design.	**Capital**	400					400
			Reserve Funds	400					400
			External						
			Gross Cost	800					800
		2022: Location=Construction (Ironstone Drive @ Appleby Creek)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
46	2022	**Minor Bridge and Culvert Rehabilitation at Various Locations** RD-BG-619 Infrastructure Renewal **Engineering Services,** 2022-2024, 2027, 2029-2031 Minor bridge and culvert rehabilitation needs are established from biennial visual inspections conducted in accordance with the Ontario Structure Inspection Manual (OSIM). Minor rehabilitation should be undertaken in a timely manner in order to extend the service life of these structures. The visual inspections completed in 2020 & 2022 will be utilized to identify future rehabilitation needs. **Related Projects** RD-BG-320 Bridge Detailed Condition Survey and Engineering	**Capital**	400	400	300		1,600	2,700
			Reserve Funds						
			External						
			Gross Cost	400	400	300		1,600	2,700
47	2022	**Pine Cove Bridge (#110006) Replacement** RD-BG-1513 Infrastructure Renewal **Engineering Services,** 2022, 2023 The Pine Cove Bridge, crossing over Roseland Creek, requires a full structure replacement. The bridge was originally constructed in 1915. A detailed structure condition survey was completed in 2014, it highlighted several issues with the bridge and recommended the replacement. A Municipal Class Environmental Assessment was completed by Aquafor Beech in 2018 for the Roseland Creek. Funding was approved in 2019 for detailed design. **Related Projects** RD-RA-1544 Lakeshore Road Resurfacing and Multi-Use Pathway Renewal SM-SM-1617 Roseland Creek Culvert Upgrade at New Street 2022: Location=Gas Main and Communication Utility Relocation 2023: Location=Construction (Lakeshore Road @ Roseland Creek)	**Capital**	200	1,973				2,173
			Reserve Funds	50	944				994
			External						
			Gross Cost	250	2,917				3,167

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
48	2022	**Structure Condition Assessments and Inspections** RD-BG-321 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2025, 2027, 2029, 2031 The City is required to conduct detailed visual inspection of bridges and culverts within its jurisdiction every two years. These inspections are completed in accordance with the Ontario Structures Inspection Manual (OSIM) and carried out by a qualified Engineering consultant. Visual inspections are conducted on all bridges and culverts (greater than 3 metre span) to determine the condition state. A summary of recommendations is provided to the City following inspections and the report acts as a basis for the rehabilitation program. Visual inspections of bridge and culvert structures may reveal deteriorating conditions that require a more detailed investigation. Detailed condition surveys are undertaken by a qualified structural engineering consulting firm. Final reports outline the scope of work required and identify the associated construction and engineering costs to rehabilitate or replace the bridge or structural culvert.	**Capital**	140	140		140	420	840
			Reserve Funds						
			External						
			Gross Cost	140	140		140	420	840

Related Projects

PO-PR-1381 Pedestrian Bridge Assessment

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
49	2023	**Lakeshore Road Culvert (#120030) Rehabilitation** RD-BG-1512 Infrastructure Renewal **Engineering Services,** 2023 The culvert structure on Lakeshore Road (at Tuck Creek) is in need of various concrete repairs. A detailed condition survey was completed in 2014 and identified the scope of rehabilitation work required, including repairs to the barrels and soffit. It is now recommended that removal and replacement of the east barrel should be considered. Culvert replacement will precede future resurfacing or reconstruction of this section of Lakeshore Road. Funding was approved in 2019 for the detailed design of the proposed work.	**Capital**		1,058				1,058
			Reserve Funds						
			External						
			Gross Cost		1,058				1,058

Related Projects

RD-RA-1544 Lakeshore Road Resurfacing and Multi-Use Pathway Renewal

2023: Location=Construction (Lakeshore Road @ Tuck Creek)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
50	2023	**New Street Bridge (#110047) Rehabilitation** RD-BG-1511 Infrastructure Renewal **Engineering Services,** 2023 The bridge on New Street, passing over Shoreacres Creek, was originally constructed in 1960. The structure is in need of repairs to the deck, barriers and railings. A detailed condition survey was carried out in 2014 which identified the scope of work for the project. New Street has been identified as part of the spine network in the City's draft Cycling Plan. Included in the project costs is funding for protected cycling facilities on both sides of the road. At the New Street crossing of Shoreacres Creek, the current structure is too narrow to accommodate cycle lanes being added to the cross-section. The additional funding for the project is to for the construction of two new structures on either side of the bridge. This will enable continuous flow of the proposed cycle track facilities (referenced in Council report TS-11-17) without potential conflicts between cyclists and pedestrians. Previous funding of $620,000 was approved for the detailed design, land, permitting and construction of the new structures.	**Capital**		333				333
			Reserve Funds						
			External						
			Gross Cost		333				333

2023: Location=Additional Funding

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
51	2024	**No. 8 Side Road Culvert Replacement** RD-BG-1970 Infrastructure Renewal **Engineering Services,** 2024, 2026 The No. 8 Side Road culvert (320022) is a corrugated steel pipe arch culvert that was constructed in 1968. During the City's recent structural inspections, the culvert was identified as requiring replacement.	**Capital**			100		650	750
			Reserve Funds						
			External						
			Gross Cost			100		650	750
2024: Location=Detailed Design & Permitting 2026: Location=Construction (No. 8 Side Road at Bronte Creek)									
52	2025	**Britannia Road Culvert Replacement** RD-BG-1972 Infrastructure Renewal **Engineering Services,** 2025, 2027 The Britannia Road culvert (120070) is a hybrid corrugated steel pipe and concrete box culvert that was originally (partially) installed in 1978. During the City's recent structural inspections, the culvert was identified as requiring replacement. Trenchless technologies will be considered during design.	**Capital**				100	1,000	1,100
			Reserve Funds						
			External						
			Gross Cost				100	1,000	1,100
2025: Location=Detailed Design & Permitting 2027: Location=Construction (Britannia Road @ Bronte Creek)									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
53	2025	**Corporate Drive Culvert Construction (between Appleby Line and Burloak Drive)** RD-BG-229 New / Enhanced **Engineering Services,** 2025 This culvert construction at Corporate Dr and Sheldon Creek is necessary to continue Corporate Drive across to the Bronte Meadows development. This work will be coordinated with any future development for this site.	**Capital**						
			Reserve Funds				150		150
			External				750		750
			Gross Cost				900		900
		2025: Location=Corporate Drive (Between Appleby Line and Burloak Drive)							
54	2026-2031	**Bell School Line Culvert Replacement** RD-BG-2037 Infrastructure Renewal **Engineering Services,** 2027, 2028 The Bell School Line culvert (320009) is a soil steel multi plate culvert that was constructed in 1975. During the City's recent structural inspection medium to severe corrosion below the waterline was observed throughout the structure and replacement was recommended. This project will be coordinated with the Town of Milton.	**Capital**					1,200	1,200
			Reserve Funds						
			External						
			Gross Cost					1,200	1,200
		2027: Location=Detailed Design 2028: Location=Bell School Line (Between No. 2 Side Road and Britannia Road)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
55	2026-2031	**CNR Plains Road Bridge Rehabilitation** RD-BG-2031 Infrastructure Renewal **Engineering Services,** 2027, 2028 The bridge on Plains Road (110008) over the Canadian Nation Railway (CNR) tracks was originally constructed in 1964. The structure is a five span, 104m long slab on concrete girder bridge. The bridge carries 4 lanes of vehicular traffic, two bike lanes and a sidewalk over two CNR tracks. The overall structure width is 21.4m and the total deck area is 2,226m2. A detailed condition survey was completed in 2017 and included concrete and asphalt sampling, a bridge rehabilitation was recommended based on the results of the assessment. 2027: Location=Detailed Design 2028: Location=Plains Road (Between Brant Street and Queensway Drive)	**Capital**					295	295
			Reserve Funds					325	325
			External						
			Gross Cost					620	620
56	2026-2031	**Elizabeth Street Rambo Creek Culvert Rehabilitation** RD-BG-2033 Infrastructure Renewal **Engineering Services,** 2027, 2029 The culvert structure on Elizabeth Street (220009) is a concrete rigid box structure constructed in 1985. During the City's recent structural inspection extensive leakage between the concrete units and areas of severe to very severe spalling and delamination were recorded. A major rehabilitation to the structure was recommended, and would include the repair or replacement of the concrete box units that are in poor condition. 2027: Location=Detailed Design 2029: Location=Elizabeth Street (Between Caroline Street and Maria Street)	**Capital**					1,020	1,020
			Reserve Funds						
			External						
			Gross Cost					1,020	1,020

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
57	2026-2031	**James Street Culvert Rehabilitation** RD-BG-2032 Infrastructure Renewal **Engineering Services,** 2027, 2029 The James Street culvert (220011) is comprised of six different sections, the structure types include; concrete rigid frame, concrete arch, corrugated steel pipe and a cast in place concrete rigid frame. During the City's recent structural inspection spalling, corrosion, leaks, and deterioration were recorded and a major rehabilitation was recommended. The rehabilitation work would include repairing or replacing section 3 (cast in place concrete rigid frame) and replacing section 5 (corrugated steel pipe). 2027: Location=Detailed Design 2029: Location=James St (Between Pearl and Martha Street)	**Capital**					1,092	1,092
			Reserve Funds					28	28
			External						
			Gross Cost					1,120	1,120
58	2026-2031	**Major Bridge Rehabilitation** RD-BG-1553 Infrastructure Renewal **Engineering Services,** 2027, 2029, 2030, 2031 Major bridge and culvert rehabilitation needs are established from biennial visual inspections conducted in accordance with the Ontario Structure Inspection Manual (OSIM). Bridge rehabilitation works need to be undertaken in a timely manner in order to extend the service life of these structures. The visual inspections will be utilized to identify future rehabilitation needs. **Related Projects** RD-BG-320 Bridge Detailed Condition Survey and Engineering	**Capital**					3,835	3,835
			Reserve Funds					915	915
			External						
			Gross Cost					4,750	4,750

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
59	2026-2031	**Mountainside Culvert Renewal** RD-BG-2035 Infrastructure Renewal **Engineering Services,** 2026, 2028 The Mountainside Drive culvert (220042) is a concrete box culvert that was constructed in multiple phases likely in the 1960's. During the City's recent structural inspections, the wingwalls and the surrounding embankment were identified as requiring rehabilitation. Given the invasive nature of the required wingwall and embankment work and the relatively short remaining lifespan of the culvert, rehabilitation and full replacement will be assessed during design.	**Capital**					550	550
			Reserve Funds						
			External						
			Gross Cost					550	550

Related Projects

RD-RL-2021 Mountainside Drive and Mount Forest Drive Renewal

2026: Location=Detailed Design
2028: Location=Construction (Mountainside Drive @ Hwy 407 Diversion Creek)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BG': Bridges and Culverts									
60	2026-2031	**Wolfe Island Bridge Rehabilitation** RD-BG-1866 Infrastructure Renewal **Engineering Services,** 2029 The Wolfe Island Bridge (#110010) was built in 1974 and is the city's largest bridge structure. The estimated replacement value exceeds $80 million. It is prudent to invest funds at the right time in order to maximize the lifecycle. Due to its size, height and accessibility challenges, rehabilitation work on this structure is challenging. In 2018 a consultant carried out a visual inspection and assessment of all bridge elements. A 50 year Bridge Management Plan for Wolfe Island was developed and is being used to program life-cycle activities and costs into corporate asset management systems and the Capital Budget and Forecast. It was determined that this structure required immediate repairs to the bridge deck soffit. This work was undertaken in 2019. Future rehabilitation includes resurfacing and repairs to the bridge deck.	**Capital**					500	500
			Reserve Funds						
			External						
			Gross Cost					500	500

Related Projects

RD-RA-1749 Plains Road West Renewal

2029: Location=Deck Resurfacing & Minor Rehabilitation

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RC': Collector Roads									
61	2024	**Spruce Avenue Renewal** RD-RC-1968 Infrastructure Renewal **Engineering Services,** 2024 Spruce Avenue (Walkers Line to Goodram Drive), Goodram Drive (Spruce Avenue - New Street), Shoreacres Place, and Mackay Court have been identified as requiring renewal. This work will likely involve the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, streetlighting upgrades, and additional pavement markings and signage for cycling.	**Capital**			2,310			2,310
			Reserve Funds			1,750			1,750
			External						
			Gross Cost			4,060			4,060
		2024: Location=Spruce Avenue (Walkers Line - Goodram Drive), Goodram Drive (Spruce Avenue - New Street), Shoreacres Place, Mackay Court							
62	2026-2031	**Corporate Drive and Sutton Drive Area Renewal** RD-RC-2026 Infrastructure Renewal **Engineering Services,** 2030 Corporate Drive and Sutton Drive Area has been identified as requiring renewal . This work will likely involve the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, and replacement of deficient curbs and sidewalk.	**Capital**					4,424	4,424
			Reserve Funds					1,106	1,106
			External						
			Gross Cost					5,530	5,530
		2030: Location=Ironstone Drive (Corporate Drive - Appleby Line), Sutton Dr (Mainway - QEW), John Lucas Drive, Pachino Court, Clay Avenue, Corporate Drive (QEW - Ironstone Drive)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RC': Collector Roads									
63	2026-2031	**Deerhurst Drive Renewal** RD-RC-2029 Infrastructure Renewal **Engineering Services,** 2028 Deerhurst Drive has been identified as requiring renewal. This work will likely involve the removal and replacement of the asphalt surface and base, localized rehabilitation of the storm drainage system, and replacement of deficient curbs and sidewalk.	**Capital**						
			Reserve Funds					1,348	1,348
			External						
			Gross Cost					1,348	1,348
		2028: Location=Deerhurst Drive							
64	2026-2031	**Kern's Road Reconstruction** RD-RC-1988 Infrastructure Renewal **Engineering Services,** 2028 The section of Kerns Road from the Reservoir to Dundas Street has been identified as requiring renewal. This future work will involve the removal and replacement of the asphalt surface and base, replacement of deficient curb and sidewalk and replacement of sections of deficient storm infrastructure. Timing and scope will be influenced by adjacent development in Waterdown.	**Capital**					972	972
			Reserve Funds					1,328	1,328
			External						
			Gross Cost					2,300	2,300
		2028: Location=Kerns Road from Reservoir to Dundas Street							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RC': Collector Roads									
65	2026-2031	**Pine Cove Road Renewal** RD-RC-2028 Infrastructure Renewal **Engineering Services,** 2029 Pine Cove Road and Myer's Lane have been identified as requiring renewal. This work will likely involve the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, and replacement of deficient curbs and sidewalk.	**Capital**					1,093	1,093
			Reserve Funds					1,000	1,000
			External						
			Gross Cost					2,093	2,093
		2029: Location=Pine Cove Road (New Street - Lakeshore Road), Myer's Lane							
Part 'RR': Joint Region Road Projects									
66	2022	**Autumn Hill Area Renewal** RD-RR-1926 Infrastructure Renewal **Engineering Services,** 2022 The Autumn Hill area has been identified as requiring renewal. This project will include the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and streetlighting upgrades. The Region of Halton has water servicing needs and the work will be delivered as a joint project.	**Capital**	1,250					1,250
			Reserve Funds	1,509					1,509
			External	143					143
			Gross Cost	2,901					2,901
		2022: Location=Autumn Hill Crescent (Driftwood Drive - Snowhill Court), Carncastle Gate, Fontana Court, Park Knoll Court, Flanagan Court, Driftwood Drive (Guelph Line- Hemlock Court, Autumn Hill - Cul-de-sac)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
67	2022	**James Street and Martha Street Reconstruction** RD-RR-1719 Infrastructure Renewal **Engineering Services,** 2022, 2027 The asphalt pavement, curbs and sidewalks on James Street from Brant street to Martha Street, are in poor condition and warrant reconstruction. This is a busy arterial route from the East of Downtown to City Hall. Streetscape improvements and hydro burial at a cost of $647,000 are included in this project. Reconstruction involves the removal and replacement of all road asphalt and the replacement of deficient curbs and sections of sidewalk where required. Halton Region has identified a need to replace one or more services under the road during the project. Transportation Services will be leading a study to assess the intersection of Martha Street and James Street to determine the final configuration of the intersection.	**Capital**	175				1,625	1,800
			Reserve Funds					1,329	1,329
			External					90	90
			Gross Cost	175				3,044	3,219

Related Projects

RD-RR-1046 John Street Reconstruction and Streetscaping (James Street - Caroline Street)
RD-RR-1454 John Street Reconstruction and Streetscaping (Lakeshore Road - James Street)

2022: Location= Study
2027: Location=James Street, Martha Street

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
68	2022	**Palmer Drive Renewal** RD-RR-1927 Infrastructure Renewal **Engineering Services,** 2022 Palmer Drive (Guelph Line to Michael Crescent) has been identified as requiring renewal. The road section will undergo full reconstruction, with removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and additional pavement markings and signage for cycling. This project will be delivered as a joint project with the Halton Region, they are replacing water services.	**Capital**	648					648
			Reserve Funds	600					600
			External	25					25
			Gross Cost	1,273					1,273
2022: Location=Palmer Drive (Guelph Line - Michael Crescent)									
69	2022	**Wicklow Road and Belfast Avenue Renewal** RD-RR-1604 Infrastructure Renewal **Engineering Services,** 2022 Wicklow Road and Belfast Avenue have been identified as requiring renewal . This project will include the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and streetlighting upgrades. This project will be delivered as a joint project with the Halton Region, they are replacing water and wastewater services.	**Capital**	1,132					1,132
			Reserve Funds	202					202
			External	127					127
			Gross Cost	1,461					1,461
2022: Location=Wicklow Road (Limerick Road - Cul-de-Sac), Belfast Avenue (Wicklow Road - Tipperary Avenue)									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
70	2023	**Prospect Street and Dynes Road Renewal** RD-RR-1748 Infrastructure Renewal **Engineering Services,** 2023, 2025 Prospect St has been identified as requiring resurfacing. This project includes the removal and replacement of the asphalt surface, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, streetlighting upgrades, and the reconstruction of the traffic signals for both Prospect Street at Dynes Road and Prospect Street at Regency Court. In addition, Halton Region has identified a need to replace water and wastewater services in the area, and the project will be delivered as a joint project. Prospect Street has been identified as part of the spine network in the City's draft Cycling Plan. The spine network is defined as a network of connected facilities across the City that provides a higher order of protection for cyclists and can be utilized by all ages and abilities. Not included in the project costs is $3.627M, the funding for protected cycling facilities on both sides of the road, as recommended in the City's draft Cycling Plan. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. This funding is pending approval of the Integrated Mobility Plan, including a funding source.	**Capital**		200		3,315		3,515
			Reserve Funds				2,945		2,945
			External				470		470
			Gross Cost		200		6,730		6,930

2023: Location=Detailed Design
2025: Location=Prospect Street (Brant Street - Cumberland Avenue), Dynes Road, Regency Court

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
71	2023	**Tyandaga Park Drive Renewal** RD-RR-1743 Infrastructure Renewal **Engineering Services,** 2023 Tyandaga Park Drive area has been identified as requiring renewal. This project includes the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, minor streetlight upgrades, and additional pavement markings and signage for cycling. This project will be delivered as a joint project with the Halton Region, they are replacing water services.	**Capital**		1,543				1,543
			Reserve Funds		978				978
			External		202				202
			Gross Cost		2,723				2,723
		2023: Location=Tyandaga Park Drive, Fairway Court, Frontenac Place, Wakefield Crescent							
72	2023	**Walkers Line at Dundas Street Intersection Realignment (City's Share)** RD-RR-1918 Growth **Engineering Services,** 2023 The Halton Region completed an environmental assessment study for Dundas Street, the study provided recommendations for geometric improvements, identified land requirements, established project costs, and determined the preliminary scope of the project. The Halton Region is leading a detailed design to implement the study recommendations. This project represents the City's share of funding for geometric improvements at the Walkers Line and Dundas intersection, the intersection is jointly owned.	**Capital**		30				30
			Reserve Funds		570				570
			External						
			Gross Cost		600				600
		Related Projects RD-RA-1962 Walkers Line (Fairview Street to Dundas Street) Renewal							
		2023: Location=Construction (City Share)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
73	2024	**Bromley Road Area Minor Reconstruction** RD-RR-1635 Infrastructure Renewal **Engineering Services,** 2024 Bromley Road area has been identified as requiring renewal. This project includes the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and streetlight upgrades. This project will be delivered as a joint project with the Halton Region, they are replacing water services. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking and trees will all be considered during the design process.	**Capital**			1,400			1,400
			Reserve Funds			2,600			2,600
			External			210			210
			Gross Cost			4,210			4,210

Related Projects

RD-SW-1611 Bromley Road Sidewalk Construction

2024: Location=Bromley Road, Brewer Court, Broughton Crescent, Verhoeven Road, Linwood Crescent, Maureen Court
2024: Location=Construction of Sidewalk on Bromley Road, Linwood Crescent and Maureen Court

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
74	2024	**Havendale Boulevard Renewal** RD-RR-1928 Infrastructure Renewal **Engineering Services,** 2024 Havendale Boulevard and Sitwell Court have been identified as requiring renewal. This project includes the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and streetlight upgrades. This project will be delivered as a joint project with the Halton Region, they are replacing water services.	**Capital**			2,318			2,318
			Reserve Funds						
			External			301			301
			Gross Cost			2,619			2,619

2024: Location=Havendale Boulevard (Brant Street - End), Sitwell Court

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
75	2024	**Mainway Resurfacing (Guelph Line-Burloak Drive)** RD-RR-1741 Infrastructure Renewal **Engineering Services,** 2024, 2026, 2028 Mainway from Guelph Line to Burloak Drive has been identified as requiring renewal, the project will be constructed in two phases; Guelph Line to Walkers Line, and Walkers Line to Burloak Dr. This project includes resurfacing the road, curb and sidewalk replacement, localized rehabilitation of the storm drainage system, minor streetlight upgrades, bus pads, cycling facilities, and bus stop upgrades. Halton Region has indicated that they will be replacing one or more services between Guelph Line and Walkers Line. Mainway has been identified as part of the spine network in the City's draft Cycling Plan. The spine network is defined as a network of connected facilities across the City that provides a higher order of protection for cyclists and can be utilized by all ages and abilities. Not included in the project cost is the funding associated with the construction of protected cycling facilities on both sides of the road, as recommended in the City's draft Cycling Plan. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. This funding is pending approval of the Integrated Mobility Plan, including a funding source. A future detailed design of the facilities will estimate the total cost, as well as take into consideration impact to trees, utilities and the existing vehicle lane configuration of the road.	**Capital**			100		6,073	6,173
			Reserve Funds					2,176	2,176
			External					261	261
			Gross Cost			100		8,510	8,610

2024: Location=Detailed Design
2026: Location=Guelph Line-Walkers Line
2028: Location=Walkers Line-Burloak Drive

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
76	2025	**John Street Reconstruction and Streetscaping (James Street - Caroline Street)**	**Capital**				100	1,991	2,091
			Reserve Funds					1,587	1,587
			External					33	33
			Gross Cost				100	3,611	3,711

RD-RR-1046 Infrastructure Renewal

Engineering Services, 2025, 2027

The limits of this project are John Street, from Caroline Street to James Street. This section will be done in conjunction with redevelopment and will include burying the existing above-ground hydro as well as streetscaping. The cost of streetscaping and burial of existing hydro is $1,900,000. Halton Region has identified a need to replace one or more services under the road during the project.

Related Projects

RD-RR-1719 James Street and Martha Street Reconstruction

2025: Location=Detailed Design

2027: Location=Reconstruction (James Street to Caroline Street)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
77	2026-2031	**Appleby Line at Harvester Road Intersection Improvements and Widening** RD-RR-167 Growth **Engineering Services,** 2028, 2029 Geometric capacity improvements are necessary at this major signalized intersection in order to reduce delay and improve traffic movement during peak times. The environmental assessment study has provided the recommended geometric plan, identified land requirements, updated costs and has established the final scope of the project. The study area covers a distance of approximately 1.2 km along Harvester Road from Zelco Drive to Century Drive and approximately 300 m north and south of the intersection on Appleby Line. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**					251	251
			Reserve Funds					4,778	4,778
			External					5,029	5,029
			Gross Cost					10,058	10,058

Related Projects

RD-RA-1250 Harvester Road Reconstruction & Widening (Appleby Line to Century Drive)

2028: Location=Utility Relocation
2029: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
78	2026-2031	**Glenwood School Drive Area Renewal** RD-RR-1468 Infrastructure Renewal **Engineering Services,** 2026 Reconstruction of Glenwood School Drive area to urban standards including the construction of a new storm sewer, curb & gutter and sidewalks. This work is being completed to bring the road segment to urban standards in order to accommodate pedestrian traffic and improve drainage. This project includes the resurfacing of Brenda Crescent and Queensway Drive. The Region of Halton has stated that they have water and/or waste water servicing needs and the work will be delivered as a joint project. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**					4,097	4,097
			Reserve Funds					313	313
			External					177	177
			Gross Cost					4,587	4,587

Related Projects

RD-RR-763	Harvester Road at Guelph Line Intersection Improvements and Widening
RD-RL-1790	QEW Prosperity Corridor Study

2026: Location=Glenwood School Drive (Queensway - West End), Brenda Crescent, Queensway Drive (Cul-de-sac to Cul-de-sac), City Share of Queensway Drive (Brenda Crescent - Guelph Line)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
79	2026-2031	**Harvester Road at Guelph Line Intersection Improvements and Widening** RD-RR-763 Growth **Engineering Services,** 2026 Geometric capacity improvements are necessary at this major signalized intersection in order to improve traffic movement during peak periods. The Halton Region is leading an environmental assessment study in conjunction with the City's Transportation Services Department. The environmental assessment will determine the recommended geometric plan, identify land requirements and provide a planning level cost. Final project configuration/scope is to be determined following discussions with MTO and the Halton Region. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**					51	51
			Reserve Funds					960	960
			External					1,010	1,010
			Gross Cost					2,020	2,020

Related Projects

RD-RA-1113	Harvester Road Widening (Guelph Line to Walkers Line)
RD-RR-1468	Glenwood School Drive Area Renewal

2026: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
80	2026-2031	**Harvester Road at Walkers Line Intersection Improvements and Widening** RD-RR-184 Growth **Engineering Services,** 2028 Geometric capacity improvements are necessary at this major signalized intersection in order to reduce delays and improve traffic movement during peak traffic periods. An environmental assessment was carried out in 2009/10 and provided the necessary geometric plan which has identified significant land requirements. The detailed design was completed in 2013, and land acquisition proceeded in 2015 with previously approved funding. The timing, scope and limits of these proposed works may be impacted by the findings of the forthcoming QEW Prosperity Corridor Block Plan and Implementation Study.	**Capital**					145	145
			Reserve Funds					2,755	2,755
			External					2,900	2,900
			Gross Cost					5,800	5,800
		Related Projects RD-RA-1113 Harvester Road Widening (Guelph Line to Walkers Line)							
		2028: Location=Utility Relocation & Construction							
81	2026-2031	**John Street Reconstruction and Streetscaping (Lakeshore Road - James Street)** RD-RR-1454 Infrastructure Renewal **Engineering Services,** 2026, 2027 The limits of this project are John Street, from Lakeshore Road to James Street. This section will be done in conjunction with redevelopment and will include burying the existing above-ground hydro as well as streetscaping. The cost of streetscaping and burial of existing hydro is $2,100,000. Halton Region has identified a need to replace one or more services under the road during the project.	**Capital**					1,449	1,449
			Reserve Funds					2,048	2,048
			External					33	33
			Gross Cost					3,530	3,530
		Related Projects RD-RR-1719 James Street and Martha Street Reconstruction							
		2026: Location=Detailed Design & Utility Relocation (Lakeshore Road to James Street) 2027: Location=Reconstruction (Lakeshore Road to James Street)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RR': Joint Region Road Projects									
82	2026-2031	**Local and Collector Joint Projects** RD-RR-2013 Infrastructure Renewal **Engineering Services,** 2031 The City coordinates with the Halton Region on all upcoming state of good repair projects. Where both the City and the Region have roadway and servicing needs that align, the work is delivered as a single joint contracted construction project. The benefits of joint road reconstruction include overall project cost savings, and minimizing long-term disruption and construction-related impacts on residents. City and Region state of good repair needs in later years of the Capital Forecast are reviewed and prioritized, but typically not programmed in the Capital Forecast. Once timing and scope of work are confirmed, projects are individually identified and presented.	**Capital**					1,144	1,144
			Reserve Funds					356	356
			External						
			Gross Cost					1,500	1,500
Part 'RL': Locals									
83	2022	**Bartlett Court Renewal** RD-RL-2018 Infrastructure Renewal **Engineering Services,** 2022 Bartlett Court has been identified as requiring renewal. The project includes full depth asphalt removal, replacement of deficient curbs, and storm infrastructure improvements.	**Capital**	284					284
			Reserve Funds	144					144
			External						
			Gross Cost	428					428

2022: Location=Bartlett Court

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
84	2022	**Design Services (External)** RD-RL-326 Growth **Engineering Services,** 2022, 2024, 2026, 2028, 2030 To engage external services to provide engineering data for projects in the budget year and beyond (i.e. geotechnical investigations, design level testing etc.)	**Capital**	45		45		135	225
			Reserve Funds	15		15		45	75
			External						
			Gross Cost	60		60		180	300

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
85	2022	**Downtown Streetscape Infrastructure Renewal** RD-RL-1931 New / Enhanced **Engineering Services,** 2022, 2024, 2026, 2028, 2030 The City has brought forward a new Downtown Streetscape Guidelines (DSG), which establishes a new vision, framework, and a set of design principles and strategies for the downtown. The DSG will provide guidance for the consistent application and renewal of the various downtown streetscapes. This may include the reconstruction of surface works such as sidewalks, curbs, cross-walks, and roadways together with the replacement or refurbishment of streetscape elements such as street trees, street lighting, and furnishings (e.g. benches, waste receptacles, bike racks, bus shelters, and bollards). The guidelines are intended to help enhance and strengthen the public realm and contribute to the Downtown as an accessible, cohesive, identifiable and vibrant destination within the city. Implementation of the DSG will occur gradually over time through private sector development and/or public sector development (e.g. road right-of-way capital projects). Funding as part of this project will allow for minor capital improvements and enhancements to be constructed or installed. Examples would include: accessibility improvements, pedestrian crossings, transit stops, trees, lighting, public art and public furnishings.	**Capital**	300		300		900	1,500
			Reserve Funds						
			External						
			Gross Cost	300		300		900	1,500

Related Projects

RD-SW-1981 Downtown Civic Square Revitalization

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
86	2022	**Guiderail Renewal and Replacement** RD-RL-1793 Infrastructure Renewal **Transportation,** 2022-2031 Review and replace guide rail as required through annual inspections as per American Association of State Highway and Transportation Officials (AASHTO) and Manual for Assessing Safety Hardware (MASH) guidelines.	**Capital**	60	50	20	20	120	270
			Reserve Funds						
			External						
			Gross Cost	60	50	20	20	120	270
87	2022	**Local Roads Resurfacing Program** RD-RL-1452 Infrastructure Renewal **Engineering Services,** 2022-2025, 2027-2031 The Local Road Resurfacing (shave and pave) program is an annual program to resurface asphalt roadways before further deterioration leads to weakening of the base and sub-base courses of the road, requiring a more costly partial or full reconstruction of the roadway. Replacement of the asphalt surface at the optimal time in the pavement lifecycle will extend the service life by many years and delay more costly treatments. The roads included in the program each year are prioritized based on the pavement condition, storm and Regional servicing material and age, pavement thickness, curb condition, and future sidewalk and active transportation requirements.	**Capital**	1,022	2,000	1,920	1,000	11,250	17,192
			Reserve Funds	979					979
			External						
			Gross Cost	2,000	2,000	1,920	1,000	11,250	18,170

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
88	2022	**Park Avenue Area Renewal**	**Capital**	268	2,627				2,895
		RD-RL-1768 Infrastructure Renewal	**Reserve Funds**		1,976				1,976
		Engineering Services, 2022, 2023	**External**						
		Park Avenue East, Park Avenue West and Aldershot Place and LaSalle Park Road (North Shore Boulevard to South End) have been identified as requiring renewal including full urbanization of the area. This process involves the removal and replacement of the asphalt roadway with the addition of lengths of curbing to improve drainage, storm sewers and sidewalk.	**Gross Cost**	268	4,603				4,871
		New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process.							
		Additionally, LaSalle Park Road has been identified for renewal from North Shore Boulevard to LaSalle Marina at the south end. This work will include the construction of a new sidewalk along the length of the road.							

2022: Location=Watermain Relocation
2023: Location=Park Ave East, Park Ave West, Aldershot Place, LaSalle Park Road (North Shore Boulevard - South End)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
89	2022	**Planning, Design and Survey of Future Year Projects** RD-RL-325 Growth **Engineering Services,** 2022, 2024, 2026, 2028, 2030 Funding is intended for pre-engineering studies, assessments, survey and design activities for projects in the Capital Forecast.	**Capital**	50		50		150	250
			Reserve Funds	50		50		150	250
			External						
			Gross Cost	100		100		300	500
90	2022	**Road - Renewal and Maintenance** RD-RL-912 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 This project includes a number of maintenance and minor rehabilitation projects necessary to extend the life cycle of the City's roadway assets and defer the need for more costly reconstruction. Specific programs include surface treatment of rural roads, crack sealing, and localized milling and paving.	**Capital**	508	861	658	573	4,255	6,855
			Reserve Funds				67		67
			External						
			Gross Cost	508	861	658	640	4,255	6,922

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
91	2022	**Snake Road Renewal** RD-RL-1966 Infrastructure Renewal **Engineering Services,** 2022, 2024 Snake Road from Old York Road to the City Limit has been identified as requiring renewal. This work will involve the removal and replacement of all road asphalt and, where feasible, the widening of the road platform to install paved shoulders to support active transportation, as identified in the City's draft Cycling Plan. Minor functional improvements and installation of guardrails to address potential safety/operational issues will also be in scope. 2022: Location=Detailed Design & Permitting 2024: Location=Old York Road - City Limit	**Capital**	100		2,310			2,410
			Reserve Funds						
			External						
			Gross Cost	100		2,310			2,410
92	2022	**Storm Drainage Infrastructure Video Assessment** RD-RL-355 Infrastructure Renewal **Engineering Services,** 2022-2031 The City inspects the storm sewer system on a ten year cycle and utilizes the condition data to identify infrastructure requirements. The City also inspects the storm sewer infrastructure prior to roadway capital projects to determine the condition and to identify any requirements that should be addressed during road construction.	**Capital**	200	200	200	200	1,200	2,000
			Reserve Funds						
			External						
			Gross Cost	200	200	200	200	1,200	2,000

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
93	2022	**Storm Sewer Minor Renewal** RD-RL-1798 Infrastructure Renewal **Engineering Services,** 2022-2025, 2027-2031 This project includes a number of rehabilitation activities selected to significantly extend the life cycle of the City's Storm Sewer Network and defer the need for more costly repairs. Works may include trenchless technologies and small stretches of pipe replacement.	**Capital**	200	200	200	200	1,250	2,050
			Reserve Funds						
			External						
			Gross Cost	200	200	200	200	1,250	2,050
94	2023	**Thomas Court Renewal** RD-RL-1716 Infrastructure Renewal **Engineering Services,** 2023 Thomas Court has been identified as requiring renewal. This project includes the removal and replacement of all road asphalt, replacement of deficient curbs and storm infrastructure improvements	**Capital**		458				458
			Reserve Funds						
			External						
			Gross Cost		458				458

2023: Location=Thomas Court (Bromley Road - North End)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
95	2025	**Blair Road and Landmark Road Minor Reconstruction** RD-RL-1425 Infrastructure Renewal **Engineering Services,** 2025 The City's investment in infrastructure repair provides an opportunity to enhance the condition of the City's roadway assets at a reduced cost. Minor Reconstruction involves the removal and replacement of all road asphalt and the replacement of deficient curbs and sections of sidewalk where required. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process.	**Capital**				1,161		1,161
			Reserve Funds					290		290
			External							
			Gross Cost					1,451		1,451

2025: Location=Blair Road, Landmark Road

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
96	2026-2031	**Cumberland Avenue and Woodview Road Area Renewal** RD-RL-2024 Infrastructure Renewal **Engineering Services,** 2030 The Cumberland Avenue and Woodview Road area has been identified as requiring renewal. The project will likely include the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and additional pavement markings and signage for cycling	**Capital**					5,311	5,311
			Reserve Funds						
			External						
			Gross Cost					5,311	5,311

2030: Location=Cumberland (Fairview Street - New Street), Woodview (Rexway Drive - New Street), Clairmont Court, Keswick Court, Ryerson Road, Harmony Avenue, Old Coach Road, Rosedale Crescent

97	2026-2031	**Flatt Road Reconstruction** RD-RL-230 New / Enhanced **Engineering Services,** 2031 Reconstruction to urban cross section including sidewalk, this upgrade will be necessary as a result of future development in Eagle Heights Area. A developer recovery is included in the amount of $1,294,500. The developer is expected to coordinate the functional plan for the project which may affect the required funding contribution.	**Capital**					1,295	1,295
			Reserve Funds						
			External					1,295	1,295
			Gross Cost					2,590	2,590

Related Projects

RD-RA-1004 Waterdown Road North Rehabilitation and Capacity Improvements

2031: Location=Waterdown Road to Flatt Road extension

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
98	2026-2031	**Francis Road and Greenwood Drive Area Renewal** RD-RL-2027 Infrastructure Renewal **Engineering Services,** 2029 The Francis Road and Greenwood area has been identified as requiring renewal. This project will likely include the removal and replacement of all road asphalt, urbanization in some areas, the replacement of deficient curbs and sidewalks, stormwater infrastructure improvements, and bus stop upgrades. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process. This project will be coordinated with the Community Planning Department to ensure development in the area doesn't impact the scope of the project.	**Capital**					5,666	5,666
			Reserve Funds					392	392
			External						
			Gross Cost					6,058	6,058

2029: Location=Marley Crescent, Marley Court, Cloverleaf Drive, Glen View Avenue, Warwick Court, Francis Road (Cedar Avenue - North Shore Boulevard), Earl Crescent, Greenwood Drive

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
99	2026-2031	**Horning Road Reconstruction** RD-RL-765 New / Enhanced **Engineering Services,** 2031 Modified Urban section to accommodate a sidewalk. Pending new development in Eagle Heights area. A developer recovery is included in the amount of $719,500. The developer is expected to coordinate the functional plan for the project which may affect the required funding contribution.	**Capital**					720	720
			Reserve Funds						
			External					720	720
			Gross Cost					1,439	1,439

Related Projects

RD-RA-1004 Waterdown Road North Rehabilitation and Capacity Improvements

2031: Location=Construction

100	2026-2031	**Integrated Mobility Plan** RD-RL-1443 Growth **Transportation,** 2027 The Integrated Mobility Plan (IMP) is a policy document that is being developed to guide future decision making and identify key actions required to support multi modal transportation to the 2041 horizon. The IMP considers, builds upon and connects several existing plans and initiatives at both the regional and local level. Carrying out the policies and actions of the IMP will enable Burlington to work towards realizing the many transportation related goals identified in the 2018 – 2022 Burlington's Plan From Vision to Focus – Improving Integrated City Mobility.	**Capital**					240	240
			Reserve Funds					160	160
			External						
			Gross Cost					400	400

Related Projects

RD-RL-327 Development Charges Study

RD-SW-1850 Rural Active Transportation Study

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
101	2026-2031	**Linden Avenue and Hawthorne Drive Area Renewal** RD-RL-2025 Infrastructure Renewal **Engineering Services,** 2030 Linden Avenue and Hawthrone Drive area has been identified as requiring renewal. This project will likely include the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and additional pavement markings and signage for cycling. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions : A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process.	**Capital**					4,694	4,694
			Reserve Funds						
			External						
			Gross Cost					4,694	4,694

2030: Location=Hawthorne Drive, Linden Avenue, Elm Crescent, Juniper Avenue, Tremineer Avenue, Concord Place

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
102	2026-2031	**Mayzel Road, Edith Avenue, and Karen Drive Area Renewal** RD-RL-2030 Infrastructure Renewal **Engineering Services,** 2029 Mayzel Road, Edith Avenue, and Karen Drive have been identified as requiring renewal. This project will likely involve the removal and replacement of the asphalt surface and base, replacement of deficient curbs, and stormwater infrastructure improvements. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process.	**Capital**					784	784
			Reserve Funds						500	500
			External							
			Gross Cost						1,284	1,284

2029: Location=Mayzel Road, Edith Avenue, Karen Drive

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
103	2026-2031	**Mountainside Drive and Mount Forest Drive Renewal** RD-RL-2021 Infrastructure Renewal **Engineering Services,** 2028 Mountainside Drive and Mount Forest Drive Area has been identified as requiring renewal. This project will likely involve the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, replacement of deficient curbs and sidewalk, and additional pavement markings and signage for cycling. New sidewalks have been identified on Davidson Court. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions : A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process.	**Capital**					3,780	3,780
			Reserve Funds						
			External						
			Gross Cost					3,780	3,780

Related Projects

RD-BG-2035 Mountainside Culvert Renewal

2028: Location=Mountainside Drive (Mount Forest - Industrial), Mount Forest Drive (Brant Street - Fisher Avenue), Colonsay Drive, Davidson Court

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
104	2026-2031	**Spruce Avenue Area Renewal (Pine Cove Road - Walkers Line)** RD-RL-2023 Infrastructure Renewal **Engineering Services,** 2030 The Spruce Avenue (Pine Cove Road to Walkers Line) area has been identified as requiring renewal. This project will likely include the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, and replacement of deficient curbs and sidewalk. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's warrant policy and are supported by the City's strategic directions : A City that Moves and A Healthy and Greener City. The installation location of these sidewalks will be designed and presented as part of the project public information centre. Factors such as vegetation, right of way width, pedestrian counts and impacts on driveways/parking will all be considered during the design process.	**Capital**					2,272	2,272
			Reserve Funds						1,944	1,944
			External							
			Gross Cost						4,216	4,216

2030: Location=Spruce Ave (Pine Cove Road - Walkers Line), Lakeview Avenue, Monica Crescent, Rubens Court, Aurora Crescent, Swinburne Road, Rankin Road

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
105	2026-2031	**Turner Drive Area Renewal** RD-RL-1985 Infrastructure Renewal **Engineering Services,** 2029 The Turner Drive area has been identified as requiring renewal. This project will likely include the removal and replacement of all road asphalt, localized rehabilitation of the storm drainage system, and replacement of deficient curbs and sidewalk. This project will be coordinated with identified storm water management projects in the same area.	**Capital**					3,197	3,197
			Reserve Funds						
			External						
			Gross Cost					3,197	3,197

2029: Location=Turner Drive (Longmoor Drive-Bennett Road), Louise Drive (Chamberlain Road-Bennett Road), Bennett Road (Longmoor Drive-Appleby Line), Limerick Road (Belfast Avenue-Tipperary Avenue), Tipperary Avenue (New Street-Longmoor Drive)

Part 'PK': Parking									
106	2022	**Defined Parking Area Lot - Repair and Renewal** RD-PK-1296 Infrastructure Renewal **Transportation,** 2022-2031 Required renewal of downtown municipal parking lots to address Health and Safety issues, and to address preventative maintenance of these assets, as per the Capital Works conditional assessment Audit. During the design stage, a new stall layout will be considered which may allow for additional parking spaces. 2022-2031: Locations as required.	**Capital**						
			Reserve Funds	15	15	15	20	120	185
			External						
			Gross Cost	15	15	15	20	120	185

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PK': Parking									
107	2022	**Electric Vehicle Charging Stations - Downtown**	**Capital**						
		RD-PK-1795 New / Enhanced	**Reserve Funds**	100	100				200
		Transportation, 2022, 2023	**External**						
		As of 2019, the City of Burlington has installed 29 electric vehicle charging stations (dual head and single head) in our downtown parking lots. By 2022, EV chargers should be installed in all city run paid parking lots located in the parking district to help support the Community Energy Plan and strategic goal of making transportation less carbon intensive. In order to provide a faster option for visitors to the downtown, one Level 3 Charger will be installed in a location to be determined by staff. This charger can be up to 5 times faster than regular chargers allowing for a greater turnover for users.	**Gross Cost**	100	100				200
		Staff intended to install (1) level 3 charger and (2) level one chargers in downtown Burlington in 2021 but due to COVID this was put on hold. Staff have applied for Government funding to help fund the purchase and install of these chargers and intend to install in 2022.							

Operating Budget Impact		
2022	Exp/(Rev)	5.0
2023	Exp/(Rev)	5.0

2022: Location= Level 3 charger (1) in Lot 5 and (2) Level 1 chargers in Lot 8 and Lot 1
2023: Location= Other locations as required

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PK': Parking									
108	2022	**Parking Garage - Repair and Renewal** RD-PK-1471 Infrastructure Renewal **Transportation,** 2022-2031 This funding is intended to complete Parking Garage remedial repair works. Items include concrete repair, crack sealing, elevator refurbishment, security and safety measures.	**Capital**						
			Reserve Funds	250	25	25	25	150	475
			External						
			Gross Cost	250	25	25	25	150	475

Related Projects

FB-BD-525 City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal

2022: Location= Elevator Refurbishment & Gate Installation on 7th floor for security and safety.

109	2022	**Parking Pay Stations - Repair and Renewal** RD-PK-1214 Infrastructure Renewal **Transportation,** 2022-2031 The City currently has 108 parking pay stations located on street and in downtown parking lots. This funding is for any new or replacement equipment (including software upgrades) required for general maintenance or non-warranty issues. Full replacement is estimated in 2026 as the machines will reach their 10-year life cycle. The pay machines are in good working condition.	**Capital**						
			Reserve Funds	25	25	25	25	1,185	1,285
			External						
			Gross Cost	25	25	25	25	1,185	1,285

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PK': Parking									
110	2022	**Parking Standards Review Update** RD-PK-2019 Infrastructure Renewal **Transportation,** 2022-2031 On-going surveys to determine parking demand and utilization for various land uses required to update the City's Parking Standards. Appropriate parking rates will enable future development to provide an adequate supply of off-street parking which will reduce the impact to the municipal parking supply. This study will evaluate the current utilization of the provided parking at a number of representative locations and will determine both the residential and visitor parking demands, on-street impacts and consider the potential implementation of pay stations for recreational uses.	**Capital**						
			Reserve Funds	25	25	25	25	150	250
			External						
			Gross Cost	25	25	25	25	150	250

Related Projects

RD-TC-1710 City-Wide Parking Standards Review Study

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PK': Parking									
111	2025	**Future Downtown Public Off-Street Parking Facilities** RD-PK-87 New / Enhanced **Transportation,** 2025, 2026 Additional off-street parking facility(s) based upon the need identified in the Burlington Downtown Parking Study Report September 2011 TS-37-11. This report was refreshed by the Carl Walker Report in 2013 (TS-07-13) confirming the requirement of a downtown garage facility in the future. A parking needs analysis study was to commence in 2020. However, due to COVID-19, Parking Services determined that the study should be deferred. The outcome of this study, along with statistical analysis of our parking occupancy equipment will determine the need, location and timing of any additional parking facilities. Staff recommend that the feasibility study should be conducted in 2022 once existing conditions are determined and there is a better understanding of the requirements from the business community and City.	**Capital**					6,125	6,125
			Reserve Funds					1,400	10,975	12,375
			External							
			Gross Cost					1,400	17,100	18,500

2022: location=Feasibility Study Update
2025: location=Facility Design
2026: location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
112	2022	**Active Transportation Initiatives and Infrastructure** RD-SW-265 New / Enhanced **Transportation,** 2022-2031 Responding to the important role of active and sustainable transportation within the overall transportation system, this program addresses the need and justification for new active transportation facilities, minor improvements to existing infrastructure, City-led initiatives to realize the intent of the Cycling Plan, as well as education and promotional programs aimed at fostering a culture of active and sustainable transportation within the City. This program is required to provide funding for initiatives and projects that are not otherwise implemented as part of a specific road renewal project, and may include; localized improvements (increasing connectivity, filling in minor "missing links" within the existing network, new protected facilities, new signage etc.), maintenance of the Bike Map, increasing the supply of bike parking, annual data management, development and expansion of programs to support active transportation, transportation demand management (TDM) measures and promotion of the City's Active Transportation strategy through various education and awareness campaigns (i.e. Active & Sustainable School Travel, Smart Commute).	**Capital**	60	60	60	60	360	600
			Reserve Funds						
			External						
			Gross Cost	60	60	60	60	360	600

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
113	2022	**Downtown Civic Square Revitalization** RD-SW-1981 New / Enhanced **Engineering Services,** 2022, 2024 This project is a transformation of the Civic Square space in the downtown. The primary objectives of this project are to achieve current AODA (Accessibility of Ontario Disabilities Act) requirements, revitalize and enhance a space that is inclusive and for people of all ages and abilities, support changing community needs, and demonstrate how successful public spaces can be built with an environmental approach (through low impact design). The general scope of work will include the replacement of existing pavement and stairs to an accessible, barrier free surface. It will also include upgrading the outdoor electrical system to support community programming, major festivals and events, as well as casual use of the public space. A new interactive water feature, site furniture and new tree plantings with structural cells to support healthy tree growth will also be incorporated. The revitalization of Civic Square will allow for both the continuation of existing uses and programs, as well as open up new opportunities that will improve the overall quality of, and public experience in, a key downtown space. This project was approved for Investing in Canada Infrastructure: Community, Culture & Recreation Stream funding (Council report CS-10-21).	**Capital**	106		1,217			1,323
			Reserve Funds						
			External	291		3,348			3,639
			Gross Cost	397		4,565			4,962

Related Projects

RD-RL-1931 Downtown Streetscape Infrastructure Renewal

2022: Location=Detailed Design
2024: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
114	2022	**Public Art Installation for Marginalized Groups** RD-SW-2036 New / Enhanced **Engineering Services,** 2022 Public Art installations that support marginalized groups in the community.	**Capital**	45					45
			Reserve Funds						
			External						
			Gross Cost	45					45
		To be determined.							
115	2022	**Retaining Wall Rehabilitation** RD-SW-1051 Infrastructure Renewal **Roads, Parks and Forestry,** 2022, 2023, 2025, 2027-2031 A biannual allocation to repair or replace retaining walls, as required. Specific locations are prioritized based on condition for either repair or replacement.	**Capital**	500	20		200	100	820
			Reserve Funds						
			External						
			Gross Cost	500	20		200	100	820

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
116	2022	**Sidewalk Renewal and Maintenance** RD-SW-1182 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 Annual replacement and repair of sidewalk at various locations to improve pedestrian safety and reduce liability. City-wide sidewalk inspection is completed each May to identify defects in accordance with legislated maintenance standards of the Municipal Act. This is followed by concurrent contracts for repairs. Project also includes construction of sidewalk ramps at intersections to improve access and safety in accordance with AODA standards.	**Capital**	700	850	850	850	5,100	8,350
			Reserve Funds						
			External						
			Gross Cost	700	850	850	850	5,100	8,350

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
117	2026-2031	**Active Transportation Crossing of QEW** RD-SW-1286 New / Enhanced **Transportation,** 2030, 2031 The first phase of this project in 2018/19 involved a staff feasibility review and conceptual design work based on preliminary options in the draft Cycling Plan. The draft plan recommends a preferred crossing location from a network perspective, in addition to a number of alternatives. Staff will then undertake a study that satisfies the Municipal Class EA for an Active Transportation crossing of the QEW. This study will examine in greater detail the various alignments, identify any land requirements, confirm the crossing type, identify environmental and property impacts, and prepare a more detailed preliminary cost estimate. This study will also consist of completing the preliminary design of the crossing which will position the City so that if/when senior level government funding becomes available, the crossing can be put forward for consideration. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. Future budget amount is a placeholder for construction and senior government funding is dependent on an as yet unannounced funding program. Prior-approved funding is in place to initiate review and conceptual design.	**Capital**					6,000	6,000
			Reserve Funds						
			External					10,000	10,000
			Gross Cost					16,000	16,000

2030: Location=Detailed Design
2031: Location=City Share of Construction (TBD)

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
118	2026-2031	**New Street Cycle Tracks** RD-SW-1859 New / Enhanced **Transportation,** 2031 New Street has been identified as part of the spine network in the City's draft Cycling Plan. The spine network is defined as a network of connected facilities across the City that provides a higher order of protection for cyclists and can be utilized by all ages and abilities. Included in the project costs is funding for protected cycling facilities on both sides of the road, as recommended in the City's draft Cycling Plan. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. This funding is pending approval of the Integrated Mobility Plan, including a funding source. As referenced in Council report TS-11-17, this project is the construction of dedicated off-road cycling paths between the curb and the sidewalk along both sides of New Street from Guelph Line to Burloak Drive.	**Capital**					5,196	5,196
			Reserve Funds						
			External						
			Gross Cost					5,196	5,196

Related Projects

RD-BG-1860 New Street Cycle Structures @ Shoreacres Creek

2031: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'ST': Streetlights									
119	2022	**Street Lighting Infrastructure Renewal** RD-ST-156 Infrastructure Renewal **Transportation,** 2022-2031 Annual replacement of aging overhead/underground street light infrastructure including: poles, arms, fixtures, cabling and conduit.	**Capital**	200	200	200	200	1,200	2,000
			Reserve Funds						
			External						
			Gross Cost	200	200	200	200	1,200	2,000
Part 'TC': Traffic Control									
120	2022	**Annual Traffic Studies Program** RD-TC-360 Infrastructure Renewal **Transportation,** 2022-2031 Funding is for traffic data collection to gather information on travel times, speeds, volumes and delays. Data is used for traffic warrants, signal timing optimization, traffic control and pavement management.	**Capital**	60	60	60	60	360	600
			Reserve Funds						
			External						
			Gross Cost	60	60	60	60	360	600

Various locations throughout the City.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'TC': Traffic Control									
121	2022	**Traffic Calming Projects** RD-TC-268 New / Enhanced **Transportation,** 2022-2031 As per the Council approved Traffic Calming Policy, funding is for the installation of horizontal and vertical treatments to address speeding and aggressive driving.	**Capital**	45	45	45	45	270	450
			Reserve Funds						
			External						
			Gross Cost	45	45	45	45	270	450

Various locations within the City.

122	2022	**Traffic Operational Improvements** RD-TC-269 Infrastructure Renewal **Transportation,** 2022-2031 Projects that arise throughout the year as a result of Council directions, public complaints or staff evaluations. Improvements are generally small scale and localized in nature, i.e. lane reconfigurations, curb-cuts, pavement markings, island modifications or other smaller scale capital construction installations.	**Capital**	30	30	30	30	180	300
			Reserve Funds						
			External						
			Gross Cost	30	30	30	30	180	300

Various locations throughout the City.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'TC': Traffic Control									
123	2022	**Traffic Signage** RD-TC-570 Infrastructure Renewal **Transportation,** 2022-2031 Installation of new traffic control signage at various locations throughout the City.	**Capital**	35	35	35	35	210	350
			Reserve Funds						
			External						
			Gross Cost	35	35	35	35	210	350
Part 'TS': Traffic Signals									
124	2022	**New Traffic Signal/Intersection Pedestrian Signal** RD-TS-772 Growth **Transportation,** 2022-2031 New traffic and Intersection Pedestrian Signals (IPS) are installed once the warrants for a new signal are satisfied.	**Capital**	8	8	8	8	45	75
			Reserve Funds	143	143	143	143	855	1,425
			External						
			Gross Cost	150	150	150	150	900	1,500

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'TS': Traffic Signals									
125	2022	**Traffic Signal Infrastructure Renewal** RD-TS-157 Infrastructure Renewal **Transportation,** 2022-2031 Annual replacement of ageing traffic signal infrastructure including: controllers (based on a 12 year life span), pedestrian traffic signal heads, poles and arms (based on a 25-40 year life span) and cabling/conduit (as required). Annual programs are developed following the annual signal inspection program.	**Capital**	175	175	175	175	1,050	1,750
			Reserve Funds						
			External						
			Gross Cost	175	175	175	175	1,050	1,750
126	2022	**Traffic Signals - Minor Improvements/Modifications** RD-TS-287 Growth **Transportation,** 2022-2031 Funds for traffic signal modifications and enhancements such as advance green phases, accessible pedestrian signals, countdown pedestrian signals, additional detectors and implementation of other new technology.	**Capital**	35	35	35	35	210	350
			Reserve Funds	35	35	35	35	210	350
			External						
			Gross Cost	70	70	70	70	420	700

Various locations throughout the City.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'TR': Transit Shelters									
127	2022	**Bus Stop Improvements** RD-TR-1903 Growth **Transit,** 2022 This project is to improve various stop locations in the City to align with accessibility design requirements and Burlington Transit's standard designs. Project also includes improved passenger amenities at high boarding locations including signs, shelters and heaters.	**Capital**						
			Reserve Funds	200					200
			External						
			Gross Cost	200					200
128	2022	**Bus Stop Upgrades and Maintenance** RD-TR-270 Growth **Transit,** 2022-2031 This program ensures a state of good repair of bus stops, passenger amenities, compliance with accessibility requirements and upgrades to passenger amenities. Accessibility continues to be a high priority at Burlington Transit. We are constantly striving to improve our services, and a large part of this is to ensure that our system is accessible to all users. This focus extends to ensuring all new stops are designed and built with accessibility in mind, and that all existing stops with inadequate accessibility are upgraded to meet or exceed AODA guidelines. Funding is used to cover maintenance, repairs and upgrades (including; transit shelters, landing pads, benches, and signage) at all Burlington Transit bus stops.	**Capital**						
			Reserve Funds	450	110	110	110	660	1,440
			External						
			Gross Cost	450	110	110	110	660	1,440

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
A City that Moves - Roadways			Capital Total:	17,001	16,083	17,582	20,382	225,322	225,322
			Reserve Funds Total:	9,928	8,957	5,022	7,242	87,624	118,774
			External Total:	586	202	3,859	1,470	28,908	35,024
			Gross Cost Total:	27,515	25,242	26,464	29,095	270,804	379,120
A City that Moves - Total			Capital Total:	20,544	20,288	22,868	25,078	162,028	250,806
			Reserve Funds Total:	14,251	14,544	10,403	12,838	121,391	173,427
			External Total:	2,895	2,250	15,148	9,778	29,323	59,394
			Gross Cost Total:	37,690	37,083	48,420	47,694	312,743	483,628

* Report values in thousands

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

A Healthy and Greener City

A Healthy and Greener City

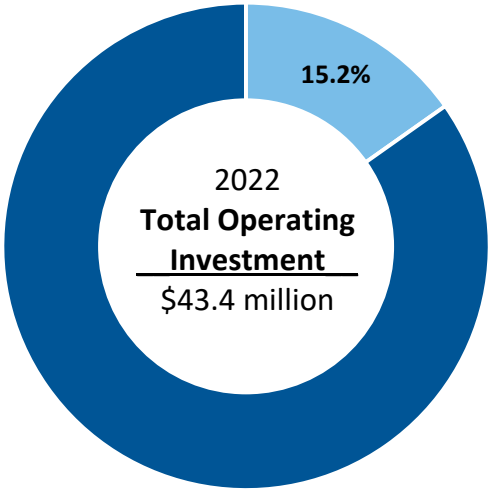
The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.

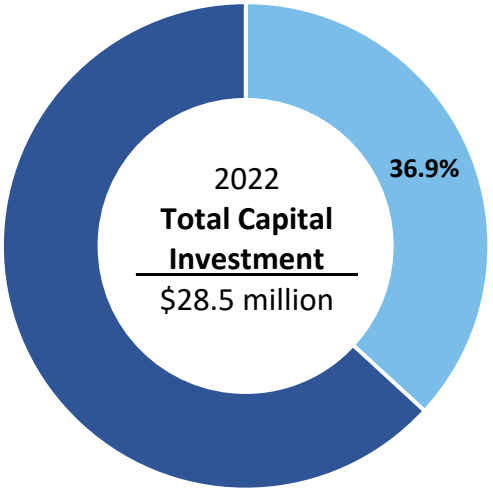
Key Priorities and Goals

- Better environmental outcomes to help combat climate change, improve quality of life and economic competitiveness and foster civic pride
- Better physical and mental health of residents to positively impact resiliency and quality of life



Percentage of 2022 Budget





A Healthy and Greener City

Operating Investment

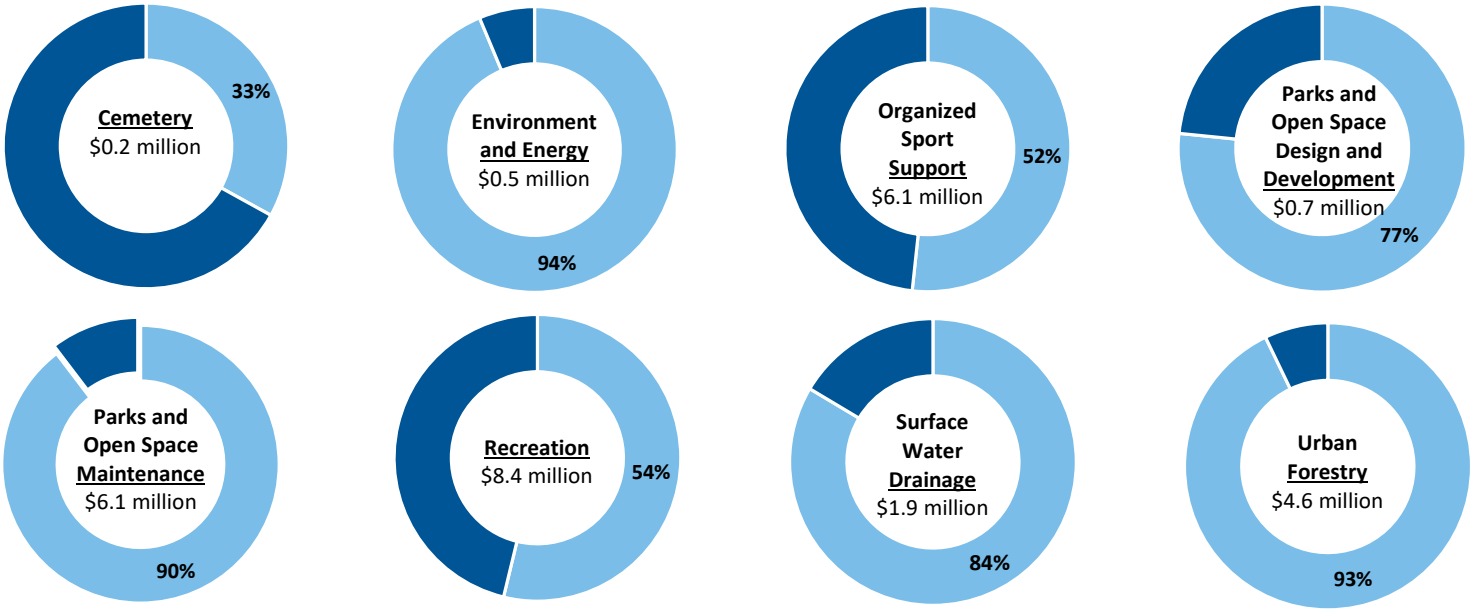
Including One time COVID Impacts

Services	2021 Net Budget	2022 Budget Total Expenses	2022 Budget Total Revenues	2022 Budget Net Budget	$ Change	% Change
Cemetery	$ 130	$ 464	$ (311)	$ 154	$ 23	18.0%
Environment and Energy	$ 489	$ 556	$ (35)	$ 521	$ 32	6.6%
Organized Sport Support	$ 7,918	$ 11,711	$ (5,649)	$ 6,062	$ (1,856)	(23.4)%
Parks and Open Space - Design and Development	$ 709	$ 946	$ (221)	$ 725	$ 16	2.3%
Parks and Open Space - Maintenance	$ 5,966	$ 6,841	$ (706)	$ 6,135	$ 168	2.8%
Recreation	$ 9,871	$ 15,643	$ (7,225)	$ 8,418	$ (1,453)	(14.7)%
Surface Water Drainage	$ 1,922	$ 2,314	$ (381)	$ 1,933	$ 11	0.6%
Urban Forestry	$ 4,218	$ 4,909	$ (351)	$ 4,558	$ 340	8.1%
Total Healthy and Greener City	**$ 31,223**	**$ 43,384**	**$ (14,879)**	**$ 28,506**	**$ (2,717)**	**(8.7)%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Cemetery

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	317	342	25	(1)	341	24	7.5%
Operating & Minor Capital	34	37	3		37	3	8.7%
Purchased Services	2	3			3		13.8%
Internal Charges & Settlements	86	84	(2)		84	(2)	(2.3%)
TOTAL EXPENDITURES	**439**	**465**	**26**	**(1)**	**464**	**25**	**5.7%**
Controllable Revenues	244	250	6	(2)	248	4	1.6%
General Revenues & Recoveries	65	62	(2)		62	(2)	(3.8%)
TOTAL REVENUES	**309**	**312**	**4**	**(2)**	**310**	**2**	**0.5%**
NET OPERATING BUDGET	**130**	**153**	**22**	**1**	**154**	**23**	**18.0%**

Budget Commentary

Human Resources increase is comprised provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

Operating and Minor Capital increase is related to materials for structures and grounds maintenance.

Controllable Revenues increase per the anticipated sale of cemetery plots and columbariums based on recent activity.

General Revenues decrease is due to current economic conditions in which a return on investments of perpetual care funds is not being realized.

One time COVID Impact Commentary

One time COVID savings are anticipated in professional development.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Environment and Energy

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	491	510	18	(2)	508	16	3.3%
Operating & Minor Capital	2	2	1		2	1	60.0%
Purchased Services	44	44		(1)	43	(1)	(2.1%)
Corp. Expenditures / Provisions	3	4	1		4		16.7%
TOTAL EXPENDITURES	**540**	**560**	**20**	**(3)**	**556**	**17**	**3.1%**
Controllable Revenues	35	35			35		0.0%
General Revenues & Recoveries	16		(16)			(16)	0.0%
TOTAL REVENUES	**51**	**35**	**(16)**		**35**	**(16)**	**(31.0%)**
NET OPERATING BUDGET	**489**	**525**	**36**	**(3)**	**521**	**32**	**6.6%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, advertising, special events, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Organized Sport Support

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	5,748	6,137	389	20	6,157	409	7.1%
Operating & Minor Capital	2,397	2,413	16	(16)	2,397	(1)	0.0%
Purchased Services	1,267	1,639	372	(4)	1,634	368	29.0%
Corp. Expenditures / Provisions	792	791	(1)		791	(1)	(0.2%)
Internal Charges & Settlements	720	732	12		732	12	1.6%
TOTAL EXPENDITURES	**10,924**	**11,712**	**788**	**(1)**	**11,711**	**787**	**7.2%**
Controllable Revenues	2,518	6,126	3,608	(679)	5,447	2,929	116.3%
General Revenues & Recoveries	488	202	(286)		202	(286)	(58.6%)
TOTAL REVENUES	**3,006**	**6,328**	**3,322**	**(679)**	**5,649**	**2,643**	**87.9%**
NET OPERATING BUDGET	**7,918**	**5,383**	**(2,534)**	**678**	**6,062**	**(1,856)**	**(23.4%)**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Also included is the operating expenses related to the newly opened Pavilion in City View Park including new staffing (2.15 FTE) and and utilities. The balance of base budget adjustments reflect the reversal of 2021 COVID impact adjustments and do not impact the 2022 tax increase.

One time COVID Impact Commentary

- Includes decrease in overall discretionary spending related to staff working remotely
- Increase in part-time HR costs to address staffing shortages and mitigate potential service delivery impacts
- Decrease in expenses and revenues given Skyway is not available for use by the community
- Ice rental revenue loss for Q1 & Q2 due to ongoing restrictions during winter, when demand for ice is the highest
- Decreased room rental revenues attributed to restrictions including capacity limits

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Parks and Open Space - Design and Development

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	891	928	36	(6)	922	30	3.4%
Operating & Minor Capital	12	3	(8)	1	4	(7)	(62.2%)
Purchased Services	20	20			20		2.0%
Internal Charges & Settlements	1		(1)			(1)	0.0%
TOTAL EXPENDITURES	**923**	**951**	**28**	**(5)**	**946**	**23**	**2.5%**
Controllable Revenues							0.0%
General Revenues & Recoveries	215	221	6		221	6	3.0%
TOTAL REVENUES	**215**	**221**	**6**		**221**	**6**	**3.0%**
NET OPERATING BUDGET	**709**	**730**	**21**	**(5)**	**725**	**16**	**2.3%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Operating/Minor Capital decrease is due to reduced computer hardware costs. General Revenues and Recoveries increase as cost of staff time expended on capital projects increase in line with wages.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Parks and Open Space - Maintenance

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	4,238	4,425	187	(3)	4,422	184	4.4%
Operating & Minor Capital	586	598	12		598	12	2.0%
Purchased Services	817	740	(77)	80	820	3	0.4%
Internal Charges & Settlements	992	1,001	9		1,001	9	0.9%
TOTAL EXPENDITURES	**6,633**	**6,764**	**131**	**77**	**6,841**	**208**	**3.1%**
Controllable Revenues	172	197	25		197	25	14.7%
General Revenues & Recoveries	495	509	15		509	15	3.0%
TOTAL REVENUES	**666**	**706**	**40**		**706**	**40**	**6.0%**
NET OPERATING BUDGET	**5,966**	**6,058**	**91**	**77**	**6,135**	**168**	**2.8%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Operating and Minor Capital increase is due to utility costs (water) at the new Tansley Woods splash pad. General Revenues have increased based on recoveries for sport field mowing and Roads Parks and Forestry work for other departments (corporately net zero)

One Time COVID Impact Commentary

Savings are anticipated for professional development
One time COVID costs are anticipated for increased rental costs of portable washrooms and associated maintenance

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Recreation

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	9,639	10,816	1,177	145	10,962	1,323	13.7%
Operating & Minor Capital	1,919	1,916	(2)	(53)	1,864	(55)	(2.9%)
Purchased Services	1,447	1,565	118	381	1,947	499	34.5%
Corp. Expenditures / Provisions	244	650	406		650	406	166.2%
Internal Charges & Settlements	244	221	(23)		221	(23)	(9.5%)
TOTAL EXPENDITURES	**13,493**	**15,169**	**1,676**	**474**	**15,643**	**2,149**	**15.9%**
Controllable Revenues	3,206	7,762	4,556	(789)	6,973	3,767	117.5%
General Revenues & Recoveries	416	252	(164)		252	(164)	(39.5%)
TOTAL REVENUES	**3,623**	**8,014**	**4,391**	**(789)**	**7,225**	**3,602**	**99.4%**
NET OPERATING BUDGET	**9,871**	**7,155**	**(2,716)**	**1,263**	**8,418**	**(1,453)**	**(14.7%)**

Budget Commentary

- Includes standard increases for HR costs and utilities
- Increased Fee Assistance to support the community accessing programs and services
- Decrease in tenant lease revenues due to vacancy
- Discontinued membership revenue stream will be recovered through broad-based redistribution of blended fees across all Adult Programs

One time COVID Impact Commentary

- Includes decrease in overall discretionary spending related to staff working remotely
- Increase in part-time HR costs to address staffing shortage and mitigate potential service delivery impacts
- Decrease in expenses and revenues for Seniors Centre Bistro (overall unfavourable impact)
- Program revenue loss for Aquatics, Adult and Youth Programs due to forecasted ongoing program restrictions
- Decreased room rental revenues attributed to restrictions including capacity limits
- Decrease in admission revenues for Seniors Centre and Recreational Swims based on restrictions

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Surface Water Drainage

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,241	1,284	43	(3)	1,282	40	3.3%
Operating & Minor Capital	64	68	4	3	71	7	11.1%
Purchased Services	899	871	(28)		871	(28)	(3.1%)
Corp. Expenditures / Provisions							0.0%
Internal Charges & Settlements	95	91	(3)		91	(3)	(3.3%)
TOTAL EXPENDITURES	**2,298**	**2,314**	**16**		**2,314**	**16**	**0.7%**
Controllable Revenues	30	26	(4)		26	(4)	(12.7%)
General Revenues & Recoveries	346	355	9		355	9	2.6%
TOTAL REVENUES	**376**	**381**	**5**		**381**	**5**	**1.4%**
NET OPERATING BUDGET	**1,922**	**1,933**	**11**		**1,933**	**11**	**0.6%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Increased material costs for culvert repairs. Operating/Minor Capital increase is related to increased costs in contracted services for annual catching basin cleaning program and a higher volume of materials required. The decrease in Internal Charges and Settlements is due to reduced costs for vehicle usage, corporately net zero as is offset by reduced revenue to the Fleet Service.

One-time COVID Impact Commentary

One time COVID costs savings are anticipated in areas such as professional development and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Urban Forestry

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	2,169	2,293	124	(4)	2,290	120	5.5%
Operating & Minor Capital	50	42	(8)		42	(8)	(15.7%)
Purchased Services	2,108	2,131	23	78	2,209	101	4.8%
Internal Charges & Settlements	352	369	17		369	17	4.9%
TOTAL EXPENDITURES	**4,679**	**4,835**	**156**	**74**	**4,909**	**230**	**4.9%**
Controllable Revenues	401	401		(100)	301	(100)	(24.9%)
General Revenues & Recoveries	60	50	(10)		50	(10)	(16.7%)
TOTAL REVENUES	**461**	**451**	**(10)**	**(100)**	**351**	**(110)**	**(23.9%)**
NET OPERATING BUDGET	**4,218**	**4,384**	**166**	**174**	**4,558**	**340**	**8.1%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

Operating/Minor Capital decrease reflects lower expenses due new to Forestry personnel hired last year now being fully equipped.

Purchased Services increase is due to the need to rent an aerial truck as the delivery of the purchased replacement vehicle is delayed due to current world wide production conditions.

Internal Charges increases are due to annual costs associated with vehicles and equipment in this service which are corporately net zero as they are offset by recovery of these costs in Fleet

Controllable Revenues decrease as revenue from existing Tree By-law fees have been lower than expected.

General Revenues decrease is due to a reduction of the draw from the reserve fund Future Services - Trees that reflect the state of the current balance available in the reserve fund.

One time COVID savings are anticipated in professional development and meeting expenses

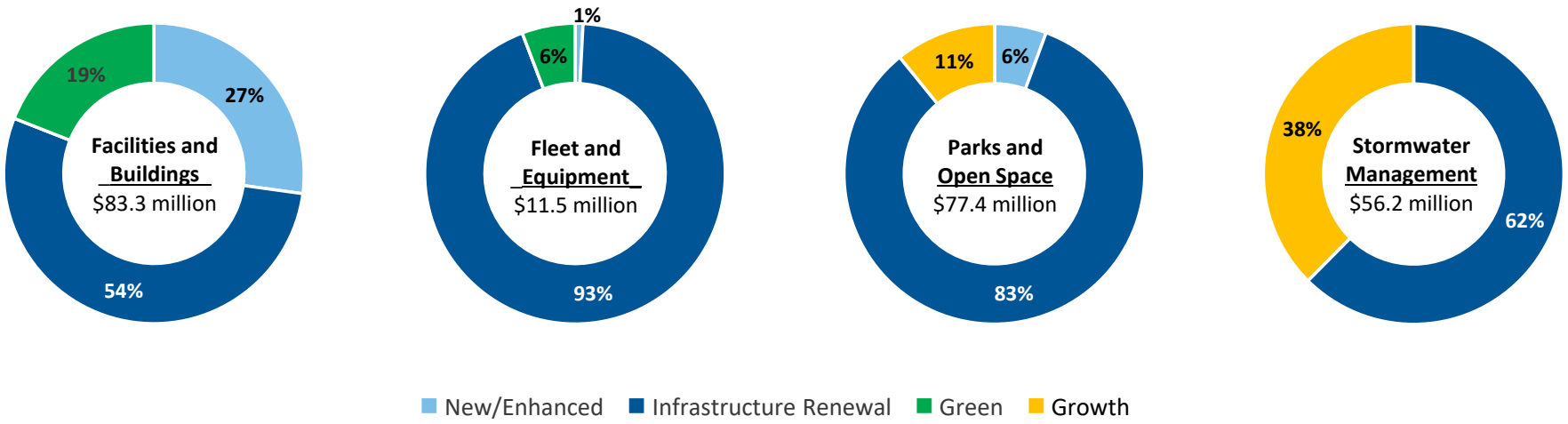
A Healthy and Greener City

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Facilities and Buildings	$ 13,254	$ 6,529	$ 8,485	$ 4,376	$ 6,443	$ 9,942	$ 6,253	$ 10,650	$ 8,592	$ 8,821	$ 83,345
Fleet Vehicles, Accessories and Equipment	$ 1,381	$ 1,447	$ 1,210	$ 637	$ 1,327	$ 728	$ 1,762	$ 825	$ 1,109	$ 1,109	$ 11,535
Parks and Open Space	$ 6,485	$ 7,385	$ 7,587	$ 7,351	$ 7,773	$ 8,079	$ 8,226	$ 7,961	$ 8,291	$ 8,250	$ 77,389
Stormwater Management	$ 7,399	$ 6,548	$ 6,440	$ 5,110	$ 4,054	$ 5,363	$ 5,782	$ 5,226	$ 5,007	$ 5,232	$ 56,162
Total Healthy and Greener City	**$ 28,519**	**$ 21,909**	**$ 23,721**	**$ 17,475**	**$ 19,597**	**$ 24,113**	**$ 22,023**	**$ 24,662**	**$ 22,999**	**$ 23,413**	**$ 228,430**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'AA': Arenas and Auditoriums									
1	2022	**Arenas - Repair and Renewal** FB-AA-1808 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing arena and arena related building systems to effectively maintain the lifecycle of the facility and to continue to provide a safe environment for patrons using the City of Burlington arena facilities. Example 2022 projects include: 1. Appleby Arena Plant A and Central Arena - Refrigeration control system software and system renewals 2. Mainway Arena - Brine pump and motor 1 and 2 replacement. 3. Central Arena - Consulting review and design for exterior cladding. 4. Central Arena - Compressor and brine pump and motor 1 and 2 replacement. 5. All Arenas - General facility and equipment repair and maintenance. Facility and Facility Condition Index (FCI) Descriptions: Appleby Ice Centre, 1201 Appleby Line, FCI 0.03 Aldershot Arena, 494 Townsend Avenue, FCI 0.02 Central Arena, 519 Drury Lane, FCI 0.06 Mainway Arena, 4015 Mainway. FCI 0.03 Skyway Arena, 129 Kenwood Avenue, FCI 0.32	**Capital**	640	262	2,168	1,135	10,065	14,269
			Reserve Funds	214	108				322
			External						
			Gross Cost	854	370	2,168	1,135	10,065	14,591

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'AA': Arenas and Auditoriums									
2	2022	**Skyway Community Recreation Complex** FB-AA-1134 Infrastructure Renewal **Recreation, Community and Culture,** 2022 The new facility and associated park renewal will provide the community and users with a facility that will meet current code and functional design standards. With the addition of community space and other amenities, Skyway will be a valued recreation facility in the south east area of the city. Currently, $9.2M in City funding has been approved for this project. Based on current cost estimates, an application has been made to the Green and Inclusive Community Building Program and the $2.9M in this years budget is for the City's portion of this grant. Facility Description: Skyway Arena, 129 Kenwood Avenue Size: 22,206 SQFT, Originally Built: 1974, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.32	**Capital**	1,580					1,580
			Reserve Funds	1,364					1,364
			External						
			Gross Cost	2,944					2,944

Operating Budget Impact

2024	Exp/(Rev)	303.7
	FTE Impact	4.5

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CC': Community Centres									
3	2022	**LaSalle Pavilion - Repair and Renewal** FB-CC-859 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 A designated heritage site, the banquet centre facility contains a large open catering area in the upper level as well as meeting room spaces in the lower level. The basement contains storage space for Roads, Parks and Forestry group maintenance equipment, park washrooms and the main mechanical room. The building functions as a banquet centre facility with a license agreement executed with Oakville Conference Centre expiring in 2022. The land at LaSalle Park is owned by the City of Hamilton and is leased to the City of Burlington who fully operates and maintains all of the park buildings and grounds. Funding is for emergency repairs to maintain the facility at the current level until the Land Agreement with City of Hamilton (which expires on December 31, 2022) is determined. The capital renewal budget is funded by its own reserve as per Council approved by-law 63-2015. 2022 Funding is for: 1. LaSalle Pavilion - Stabilization Funding Facility Description: Name: LaSalle Park Pavilion, 50 Northshore Blvd East Size: 17,804 SQFT, Originally Built: 1917, Major Renovation Dates: 1997 Facility Condition Index (FCI): 0.05	**Capital**						
			Reserve Funds	20	219	10	27	798	1,074
			External						
			Gross Cost	20	219	10	27	798	1,074

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CC': Community Centres									
4	2022	**Paletta Mansion - Repair and Renewal** FB-CC-860 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 A designated heritage site with a 3-story building and basement located at Paletta Lakefront Park. The building functions as a banquet centre facility. A 10 year license agreement was executed with Oakville Conference Centre expiring in 2025. Funding is intended to stabilize, replace or improve building components such as mechanical systems and interior/exterior finishes as well as address energy conservation items which will maintain effective life cycle planning. Capital renewal items are funded by reserve funds, as per Council approved by-law 64-2015. 2022 Projects include: 1. Roof Review and renewals for localized roof sections. 2. Renewal of gutters and downspouts. 3. General repairs and renewals. Facility Description: Name: Paletta Lakefront Park Mansion, 4250 Lakeshore Rd, Size: 12,949 SQFT, Originally Built: 1929, Major Renovation Dates: 2000 Facility Condition Index (FCI): 0.07	**Capital**						
			Reserve Funds	83	20	10	272	675	1,060
			External						
			Gross Cost	83	20	10	272	675	1,060

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CC': Community Centres									
5	2022	**Recreation / Community Centres - Repair and Renewal** FB-CC-1810 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing building systems to effectively maintain the life cycle of the facility and provide a safe environment for patrons using the city's Recreation/ Community Centre facilities. 2022 Projects include: 1. Nelson Recreation Centre - Heat Recovery Unit (Desuperheater) Renewal. 2. Nelson Recreation Centre - Roof Access Prevention Project. 3. Nelson Recreation Centre/ Tansley Woods Community Centre - Brick damage repairs around site. 4. Mountainside Recreation Centre - DVR replacement. 5. Tansley Woods Community Centre - Hot Water Storage Tanks Renewal and Relining. 6. Haber Recreation Centre - Office and Meeting Room Carpet Replacement. 7. Haber Recreation Centre - Asphalt Path and Concrete Tripping Hazard Repairs. 8. Mountainside Recreation Centre - Dehumidifier Desiccant Wheel replacement. 9. All Community Centres - General repair and maintenance. Facility and FCI Descriptions: 1. Brant Hills Community Centre, 2255 Brant Street, FCI 0.08 2. Haber Recreation Centre, 3040 Tim Dobbie Drive, FCI 0.01 3. Burlington Seniors' Centre, 2285 New Street, FCI 0.04 4. Tansley Woods Community Centre (Pool but excludes Library), 1996 Itabashi Way, FCI 0.12 5. Nelson Recreation Centre (Pool & Arena), 4235 New Street, FCI 0.07 6. Mountainside Recreation Centre (Pool & Arena), 2205 Mount Forest, FCI 0.22 7. Sherwood Forest Community Centre, 5270 Fairview St., FCI 0.18	**Capital**	351	667	714	934	9,971	12,636
			Reserve Funds	156	123	60	70	260	669
			External						
			Gross Cost	507	790	774	1,004	10,231	13,304

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CC': Community Centres									
6	2022	**Sherwood Community Centre Facility - Renewal / Enhancements** FB-CC-1135 Infrastructure Renewal **Recreation, Community and Culture,** 2022, 2023, 2024	**Capital**	1,279	2,184	2,752			6,214
			Reserve Funds	300	300				600
			External	3,456					3,456
			Gross Cost	5,035	2,484	2,752			10,270

In 2015, the City had significant engagement with the community regarding a Revitalization Plan for Sherwood Park. City staff have worked with two Joint venture groups, (the Centaur's Rugby Club and Burlington Youth Soccer Club), regarding the Sherwood Forest Community Centre.

The Sherwood Forest Community Centre is located within Sherwood Park and supports the use of the park, park maintenance, the Centaur's Rugby Club house and washrooms and changing facilities for the three indoor domes operated by Burlington Youth Soccer Club. The domes and the Centaurs clubhouse operate within a Joint Venture Agreement with the City. The building was originally built in 1977 with a second floor expansion in 1991 to accommodate the rugby clubhouse. The building has a gym with parquet flooring on concrete and a low ceiling which is ideal for sports such as basketball, ball hockey, cricket and skateboarding. In addition, there is equipment storage and staff space for parks maintenance staff.

The implementation of the park works will be phased over a number of years. The phasing for the facilities works will dovetail into the parks and open spaces works.

To accommodate the joint ventures, cost sharing of the facilities will occur. The extent of sharing is currently undergoing discussion. The original previous estimate of $10.8M (including prior approved funding) is being reviewed and will likely increase to account for carbon reduction items and green initiatives.

Facility Description:
Name: Sherwood Forest Community Centre, 5270 Fairview Street
Size: 8472 SQFT, Originally Built: 1977, Major Renovation Dates: 1991
Facility Condition Index (FCI): 0.36

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CC': Community Centres									
Related Projects									
PO-PR-1567		Sherwood Forest Park - West Side Renewal							
PO-PD-1593		Sherwood Forest Park - West Side Revitalization							
7	2022	**Waterfront Centre - Repair and Renewal** FB-CC-1107 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 The Waterfront Centre facility at Spencer Smith Park provides a significant focal point and landmark on the waterfront. The facility includes a restaurant and observatory, a banquet room on the main level, used for special events operated exclusively by Spencer's Restaurant, which is open to the public when not in use for a private event. The City capital renewal budget is funded from its own reserve fund as per council approved by-law 66-2015. 2022 Projects include: 1. Reflecting pond review. 2. Emergency Repairs Facility Description: Name: Waterfront Centre - Discovery Landing, 1340 Lakeshore Road Size: 15,296 SQFT, Originally Built: 2006, Major Renovation Dates: 2015 Facility Condition Index (FCI): 0.10	**Capital**						
			Reserve Funds	10	557	10	10	336	922
			External						
			Gross Cost	10	557	10	10	336	922
Related Projects									
PO-PR-1290		Spencer Smith Park							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
8	2022	**Energy Conservation Initiatives** FB-MB-728 Infrastructure Renewal **Facility Assets,** 2022-2031 Funding identified in this section is to implement Energy Conservation projects that will result in lowering the corporate facility energy consumption and reduce the City's carbon footprint. Implementation of energy measures are ongoing and include upgrades to: Lighting, HVAC, Building Envelope, including exterior walls, windows, roofs and the use of renewable energy sources. Included in the above is ongoing Operator training and commissioning of buildings. 2022 Projects include: 1. Facility recommissioning 2. Interval metering installations at Burlington Transit Natural Gas, Electrical and Water submetering systems 3. Measures from sustainable/ energy audits. 4. Planning and Installation of EV Charging Stations	**Capital**	171	707	1,115	1,377	8,486	11,856
			Reserve Funds						
			External						
			Gross Cost	171	707	1,115	1,377	8,486	11,856

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
9	2022	**Greenwood Cemetery and Other Cemetery Facilities - Repair and Renewal** FB-MB-445 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 The Greenwood Cemetery contains two small buildings used to support grounds maintenance and client services. The office building includes a washroom, client meeting room and staff area with small storage. The maintenance building provides space for minor maintenance and equipment storage. This project is for minor repair and renewals to maintain the ongoing operations of Greenwood Cemetery and Pioneer Cemeteries. 2022 Projects include: 1. Greenwood and Pioneer Cemeteries - Monument Repairs and Renewals 2. Ongoing Stabilization of Greenwood and Pioneer Cemeteries Facility Descriptions: Name: Greenwood Cemetery Office 1030 Greenwood Drive Size: 1098 SQ FT, Originally Built: 1968, Major Renovation Dates: 2013 Facility Condition Index (FCI): 0.01 Name: Greenwood Cemetery Maintenance Building 1030 Greenwood Drive Size: 882 SQ FT, Originally Built: 1968, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.00	**Capital**	25	25	25	34	192	301
			Reserve Funds						
			External						
			Gross Cost	25	25	25	34	192	301

Related Projects

PO-PD-1458 Greenwood Cemetery

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
10	2022	**Park Buildings - Repair and Renewal** FB-MB-8 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 Roads, Parks, Forestry (RPF) operates and maintains 31 small park buildings and structures in the City. Funding is intended to stabilize, replace or improve building components, and manage vandalism repairs. These renewals include but are not limited to replacement of urinals, toilets, sinks, tiles and flooring, fixtures, pumps, partitions, doors, lights and roofs. Energy efficiency initiatives are considered on renewal and replacement. 2022 Project Include: 1. Walkers Line Stormwater Pumphouse - Stormwater Pumps and Associated piping and valve replacements 2. Walkers Line Stormwater Pumphouse - Generator replacement.	**Capital**	657	65	81	39	732	1,574
			Reserve Funds	200					200
			External						
			Gross Cost	857	65	81	39	732	1,774

Related Projects

PO-PR-1626 Nelson Stadium

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
11	2022	**Park Buildings - Revitalization** FB-MB-1725 Infrastructure Renewal **Facility Assets,** 2022-2025, 2027-2031 Roads, Parks, Forestry (RPF) operates and maintains 31 small park buildings and structures within the City. The facilities consist of public washrooms, sport change rooms, and decentralized park maintenance facilities. Within this portfolio of buildings, a few are original construction dating back to the mid 1960's and require major renewal or replacement. Major renovations/revitalization are scheduled to align with the Parks Master Plan. Buildings at Central, Lowville and Nelson Parks are tentatively scheduled throughout the 10-year capital forecast pending completion of the Master Plan. The plan will assist city staff to prioritize works while actively engaging the community. Facilities being considered along with entire park space revitalization include: Name: Nelson Changeroom/Showers and Burlington Minor Football Association Leased Space, 4181 New Street Size: 3613 SQFT, Originally Built: 1968, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.15 Name: Nelson Maintenance and Burlington Minor Football (JV) Storage Building, 4181 New Street Size: 2207 SQFT, Originally Built: 1982, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.02 Name: Nelson North Washroom, 4181 New Street Size: 1905 SQFT, Originally Built: 1982, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.05 Name: Nelson South Washroom, 4181 New Street Size: 2400 SQFT, Originally Built: 1995, Major Renovation Dates: N/A	**Capital**	2,468	94	1,385	380	17,472	21,800
			Reserve Funds						
			External						
			Gross Cost	2,468	94	1,385	380	17,472	21,800

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL

Part 'MB': Miscellaneous Buildings

Facility Condition Index (FCI): 0.04

Name: Lowville Park North Washroom, 6207 Guelph Line
Size: 1647 SQFT, Originally Built: 1965, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.00

Name: Lowville Park Day Camp Storage Barn, 6207 Guelph Line
Size: 2347 SQFT, Originally Built: 1966, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.00

Name: Lowville Park Maintenance Building, 6207 Guelph Line
Size: 603 SQFT, Originally Built: 1947, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.00

Name: Central Park Maintenance Building, 2299 New Street
Size: 1260 SQFT, Originally Built: 1947, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.05

Name: Central Park South Storage Building, 2299 New Street
Size: 452 SQFT, Originally Built: 1947, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.01

Name: Central Park North Storage Building, 2299 New Street
Size: 775 SQFT, Originally Built: 1947, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.00

Name: Central Park Washroom Building, 2299 New Street
Size: 356 SQFT, Originally Built: 1947, Major Renovation Dates: 2005
Facility Condition Index (FCI): 0.03

Related Projects

PO-PR-1688	Nelson Park
PO-PR-2039	Parks, Recreation and Cultural Facilities Master Plan

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
Part 'PL': Pools									
12	2022	**Pool Facilities - Repair and Renewal** FB-PL-1809 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing building systems that will maintain the life cycle of the facility, and maintain a safe environment for patrons using the city's pool facilities. Green initiatives are considered when components are renewed/replaced. Mountainside and Nelson Recreation Centre's pool related projects are captured in FB-CC-1810 (Repair and Renewal - Recreation/Community Centres) 2022 Projects include: 1. LaSalle Wading Pool - Mechanical and electrical condition assessment. 2. All Pools - General repairs and maintenance Facility and Facility Condition Index (FCI) Descriptions: Collegiate Pools: 1. Aldershot Pool, Address: 5 Fairwood Place, FCI 0.02 2. Angela Coughlan Pool, Address: 2425 Upper Middle Road, FCI 0.06 3. Centennial Pool, Address: 5151 New Street, FCI 0.01 Outdoor Pools: 4. LaSalle Wading Pool Address: 50 Northshore Boulevard East, FCI 0.74	**Capital**	9	921	87		1,112	2,129
			Reserve Funds	5	172	64	84	231	555
			External						
			Gross Cost	14	1,093	151	84	1,342	2,684

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'TY': Tyandaga									
13	2022	**Tyandaga Golf Club - Repair and Renewal** FB-TY-153 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing building systems that will maintain the life cycle of the facility, and maintain a safe environment for patrons using Tyandaga Golf Course facilities. Green initiatives are considered when components are renewed/replaced. The capital renewal budget commencing 2022 funded by its corporate funds and supported by remaining reserve funds as per Council approved bylaw. 2022 Projects Include: 1. Tyandaga Proshop and Clubhouse - Parking lot and lighting renewal 2. Tyandaga Golf Course - Outdoor Benches and Ball washer replacement 3. Tyandaga Golf Course Maintenance Building - Emergency repairs Facility Descriptions: Name: Tyandaga Golf Course Pro Shop/Clubhouse 1265 Tyandaga Park Dr Size: 9,042 SQFT, Originally Built: 1998 Facility Condition Index (FCI): 0.07 Name: Tyandaga Golf Course Maintenance Bldg 1265 Tyandaga Park Dr Size: 6,000 SQFT, Originally Built: 1964 Facility Condition Index (FCI): 0.37	**Capital**	265	106	5	15	374	765
			Reserve Funds						
			External						
			Gross Cost	265	106	5	15	374	765

Related Projects

PO-PR-2041 Tyandaga Golf Course – Repair and Renewal

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
A Healthy and Greener City - Facilities and Buildings									
			Capital Total:	**7,445**	**5,030**	**8,331**	**3,913**	**73,122**	**73,122**
			Reserve Funds Total:	**2,353**	**1,498**	**154**	**463**	**2,299**	**6,767**
			External Total:	**3,456**					**3,456**
			Gross Cost Total:	**13,254**	**6,529**	**8,485**	**4,376**	**50,702**	**83,345**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'EN': Equipment - New									
14	2022	**Cemetery - New Equipment**	**Capital**	5	14				19
		VE-EN-2000 New / Enhanced	**Reserve Funds**						
		Roads, Parks and Forestry, 2022, 2023	**External**						
		The cemetery is looking for three pieces of small equipment to support cemetery maintenance operations.	**Gross Cost**	5	14				19

Projects for 2022 and 2023 include:

1. ECO 250 Top Dresser - $8.6K
2. De-Thatcher - $3.5K
3. Tombstone Jack - $7K

Self Propelled Top Dresser and Power rake Dethatcher will assist in turf maintenance. There are many obstacles at the Cemetery and maneuverable equipment is necessary, existing equipment is too large for fine turf care. Tombstone Jack is a safe and easy way to lift heavy tombstones to perform maintenance and repair. Currently use the backhoe with rigging and it is time consuming and difficult to navigate safely in tight spaces.

Operating Budget Impact

2022	Exp/(Rev)	0.6

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VN': Vehicle - New									
15	2022	**Parks Maintenance - New Vehicles** VE-VN-1910 New / Enhanced **Roads, Parks and Forestry,** 2022, 2023 New vehicles are required for park maintenance due to the expansion of FTEs, approved through 2019/2020 budget. 1) New 1/2 ton Pickup truck required for Central Park. Required for transport of extra staff (aq'd 2020) as well as improved efficiency for Park work. Currently borrows truck when needed from Apeldoorn. 2) New 1/2 ton Pickup truck required for City View Park as Sportsfields Maintenance team have been using the 3/4 ton pick up (belonging to City View) and forcing City View to rent for summer months. Existing 3/4 ton will be transferred to Sportsfields. Budgeting for new 2-way radios as well. No further upfitting required.	**Capital**	40	40				80
			Reserve Funds						
			External						
			Gross Cost	40	40				80

Operating Budget Impact

2022	Exp/(Rev)	7.4
2023	Exp/(Rev)	7.4

Related Projects

PO-PD-115 City View Park - Sportsfield Development

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
16	2022	**Cemetery - Vehicle Replacement** VE-VR-2001 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2028 Scheduled replacement of owned equipment in the Cemetery fleet. Equipment scheduled for replacement is evaluated as to their mechanical condition, departmental needs, and maintenance costs. Life cycles are then extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. Battery powered handheld equipment will be purchased where business needs allow and sufficient technology is available.	**Capital**						
			Reserve Funds	3	31	32	11	425	502
			External						
			Gross Cost	3	31	32	11	425	502
17	2022	**Organized Sport Support - Vehicle Replacement** VE-VR-2007 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 Scheduled replacement of owned vehicles and equipment in the Organized Sport Support service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Full electric Ice Resurfacer and several full electric Ice Edgers are to be replaced. Along with multiple towed implements.	**Capital**						
			Reserve Funds	198	458	261	284	882	2,083
			External						
			Gross Cost	198	458	261	284	882	2,083

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
18	2022	**Parks and Open Space Maintenance - Vehicle Replacement** VE-VR-2012 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2031 Scheduled replacement of owned vehicles and equipment in Parks and Open Space Maintenance service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Vehicles scheduled for replacement in 2022 include: Several Supervisor pick up trucks, most are like for like (including lighting upfitting), one is budgeted for a full electric pick up truck as a pilot (in tandem with Rec Services) One rear-pack refuse truck One 5-ton low bed truck One 3/4 ton pick up truck One towed beach groomer Two small ride-on mowers One wide area mower Various small equipment (to purchase battery powered where business needs allow for it and sufficient technology exists)	**Capital**						
			Reserve Funds	771	360	708	227	3,630	5,696
			External						
			Gross Cost	771	360	708	227	3,630	5,696

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
19	2022	**Recreation - Vehicle Replacement** VE-VR-1945 Infrastructure Renewal **Recreation, Community and Culture,** 2022, 2023, 2027, 2028, 2031 Scheduled replacement of owned vehicles and equipment in the Recreation service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. The intent is to pilot a full electric pick-up truck. One support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds	80	182			227	489
			External						
			Gross Cost	80	182			227	489
20	2022	**Surface Water Drainage - Vehicle Replacement** VE-VR-2009 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2024, 2029 Scheduled replacement of owned vehicles and equipment in Surface Water Drainage service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. One support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds	44	182	39		53	318
			External						
			Gross Cost	44	182	39		53	318

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
21	2022	**Tree Management - Vehicle Replacement** VE-VR-2010 Infrastructure Renewal **Roads, Parks and Forestry,** 2022-2024, 2026-2031 Scheduled replacement of owned vehicles and equipment in Tree Management service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. Hand-held equipment remains to purchased as gasoline powered due to safety concerns with available technology in chain saws and pole pruners. No hybrid technology exists in the market for brush chippers.	**Capital**						
			Reserve Funds	94	46	9		1,060	1,208
			External						
			Gross Cost	94	46	9		1,060	1,208
22	2022	**Tyandaga - Equipment Replacement** VE-VR-407 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 Scheduled replacement of owned equipment in the Tyandaga Municipal Golf Course Fleet. Equipment scheduled for replacement is evaluated as to their mechanical condition, departmental needs, and maintenance costs. Life cycles are then extended where possible. Support units scheduled for replacement in 2022 include: 2 - Toro Workman MDX 2WD Utility Vehicle 1 - Toro GM 3250 Greensmower 1 - Toro Groundsmaster 3500D, 72" Rough Mower 1 - Stihl KM131R Power Head, FS-KM Steel Blade Attachment	**Capital**						
			Reserve Funds	146	135	161	68	584	1,093
			External						
			Gross Cost	146	135	161	68	584	1,093

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
23	2025	**Environment and Energy - Vehicle Replacement** VE-VR-2003 Infrastructure Renewal **Engineering Services,** 2025 Scheduled replacement of owned vehicles and equipment in the Recreation service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds				47		47
			External						
			Gross Cost				47		47
A Healthy and Greener City - Fleet Vehicles, Accessories and Equipment			**Capital Total:**	45	54			99	99
			Reserve Funds Total:	1,336	1,393	1,210	637	6,860	11,436
			External Total:						
			Gross Cost Total:	1,381	1,447	1,210	637	6,860	11,535

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
24	2022	**Beachway Master Plan** PO-PD-1460 New / Enhanced **Engineering Services,** 2022-2031 The Region of Halton is the lead for the Burlington Beach Regional Waterfront Park Master Plan, with the City playing a key role in all aspects of the work. This project allocates funds to cover City staff project management costs for the studies , design and approvals and phased implementation of the Master Plan. Subject to the Region's capital budget and schedule, the anticipated timing is: 2022 - detailed design and approvals 2023 - 2031 - phased construction	**Capital**					20	20
			Reserve Funds	10	20	20	20	100	170
			External						
			Gross Cost	10	20	20	20	120	190

Related Projects

PO-PR-1570	Beachway Park
PO-PD-1590	Beachway - Implementation of Park Enhancements

1100 Lakeshore Rd.
Beachway is classified a City park, further it is a Regional waterfront park providing access to a dynamic beach, multi-use trail connection to the lift bridge, pavilion with comfort amenities and significant environmental features. Through report LPS54-15 Region Council approved master plan in 2015 which guides the development and renewal of this park

25	2022	**City Benches** PO-PD-1841 New / Enhanced **Engineering Services,** 2022-2031 This project is to implement the placement of new benches throughout the City. New benches locations will be determined annually by Council members.	**Capital**			40	40	240	320
			Reserve Funds	40	40				80
			External						
			Gross Cost	40	40	40	40	240	400

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
26	2022	**City View Park - Sportsfield Development** PO-PD-115 Growth **Engineering Services,** 2022-2028 This project implements the City View Park Master Plan and Development Strategy as reported in PR-31-07. 2022/2023 includes design and approval work for the baseball diamonds phase. 2024 includes the construction of 2 natural grass ball diamonds - one of them with lights and associated parking lot. 2025 to 2028 includes the design, approvals and construction of 2 natural grass soccer and/or cricket facilities, east parking lot and access to Dundas Street.	**Capital**						
			Reserve Funds	409	1,000	1,406	1,000	2,191	6,007
			External						
			Gross Cost	409	1,000	1,406	1,000	2,191	6,007
		Related Projects PO-PR-1577 City View Park - Renewal VE-VN-1910 Parks Maintenance - New Vehicles							
		City View is a City Park containing 3 artificial turf soccer fields, playground, washroom pavilion, stormwater pond, parking and significant naturalization planting.							
27	2022	**Leash Free Parks** PO-PD-2042 New / Enhanced **Engineering Services,** 2022, 2023, 2031 This project is for the construction of a new leash free areas. Public consultation on revised leash free area development criteria was conducted to inform on site selection and construction criteria. Report PR-12-19. 2022 - Ward 2 Leash Free Park(s)	**Capital**					100	100
			Reserve Funds	100	100				200
			External						
			Gross Cost	100	100			100	300

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
28	2022	**Tansley Woods Park - Water Play Feature** PO-PD-1887 New / Enhanced **Engineering Services,** 2022 2022 is for the construction of a new water play feature.	**Capital**						
			Reserve Funds	100					100
			External						
			Gross Cost	100					100

Operating Budget Impact

2022	Exp/(Rev)	30.0

Related Projects

PO-PR-1674 Tansley Woods Park

4100 Kilmer Dr.

Tansley Woods is classified a Community park providing 1 soccer field, 1 baseball diamond, creative playground, basketball court, pickleball court, washroom building and parking. Walkways connect to the adjacent Tansley Woodlot and Tansley Community Centre .

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
29	2022	**Windows to the Lake** PO-PD-1933 New / Enhanced **Engineering Services,** 2022, 2023 This project is for the design and construction work related to both shoreline and park improvements for future Window to the Lake properties at Green Street, Walker's Line and Appleby Place. Green Street 2022 – Construction (shoreline) 2023 - Construction (park) Walker's Line 2022 - Design and Approvals 2023 - Construction (park) Appleby Place 2022 - Design and Approvals 2023 - Construction (shoreline and park)	**Capital**	138	210				348
			Reserve Funds	233	260				493
			External						
			Gross Cost	371	470				841

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
30	2023	**General Brock Surplus School Land Park Construction** PO-PD-1461 New / Enhanced **Engineering Services,** 2023 Public engagement will take place in 2020/2021 to establish a park name and to develop a park plan through prior approved funding for this project. Detail Design to follow in 2021/2022. Funding identified in 2023 is a placeholder for construction and/or renewal of park amenities.	**Capital**		1,004				1,004
			Reserve Funds						
			External						
			Gross Cost		1,004				1,004

In 2011, the City obtained approximately 11 acres of the former General Brock School surplus school site for park purposes and is classified as a neighbourhood park. Currently the site provides 2 small baseball diamonds, 2 soccer fields that span city and school board property and extensive vegetation.

31	2024	**Community Garden Development** PO-PD-1562 New / Enhanced **Engineering Services,** 2024, 2026, 2028 This project is for the construction of a new community garden. An online survey, using Insight Burlington was conducted to inform preferred locations for community gardens. Public engagement will be conducted for a preferred location. Report CW 16-15. 2024 Location to be confirmed 2026 Location to be confirmed 2028 Location to be confirmed	**Capital**			100		100	200
			Reserve Funds					100	100
			External						
			Gross Cost			100		200	300

Related Projects

PO-PD-1593	Sherwood Forest Park - West Side Revitalization
PO-PR-1883	Community Gardens

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
32	2024	**Sherwood Forest Park - West Side Revitalization**	**Capital**			160			160
		PO-PD-1593 New / Enhanced	**Reserve Funds**			440			440
		Engineering Services, 2024	**External**						
		The Parks Recreation & Cultural Assets Master Plan (2009) directed the development of a renewal plan for this park. CW-10-16 Sherwood Forest Park Revitalization outlines the revitalization plan time and costs. Enhanced amenities (such as a splash pad and community garden) are being considered, with implementation as part of the renewal projects for contract efficiencies. All park construction work is coordinated with Sherwood Park facilities and parking lot renewal projects.	**Gross Cost**			600			600
		Work in 2024 includes construction of a splash pad, adult fitness equipment and community garden (on the west side of the park).							

Operating Budget Impact

2022	Exp/(Rev)	20.0

Related Projects

FB-CC-1135	Sherwood Community Centre Facility - Renewal / Enhancements
PO-PD-1562	Community Garden Development
PO-PR-1567	Sherwood Forest Park - West Side Renewal

5270 Fairview St.

Sherwood Forest Park is classified as a City Park. Currently it provides 6 soccer fields one of which is artificial turf, 3 soccer domes, 4 baseball diamonds, 1 rugby field, playground, community center, washroom building and parking facilities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
33	2025	**Recreational Multi-Use Trail** PO-PD-877 Growth **Engineering Services,** 2025, 2029, 2030 This project is for the staged implementation of the Recreational Trails strategy. Council approved the Community Trails Strategy in November 2015. The work is further supported by the Parks, Recreation and Cultural Assets Master Plan approved by Council in 2009 (PR-34-09). Is intended to make connections and be coordinated with the Cycling Plan. Connections to destinations and other trail providers such as Conservation Halton, Royal Botanical Gardens and Bruce Trail is a collaborative effort with our partners. 2025 Projects include: 1. Sheldon Creek Multi-use Trail - New pedestrian bridge and recreational trail connection between Orchard Road and Brada Woods Park over Sheldon Creek ($200,000) 2. A Community Trails Strategy update to forecast and prioritize recreational trail development in 2029 and 2030 ($200,000) Any proposed Recreational Trails will be reviewed to align projects with recommendations from the Cycling Plan as applicable.	**Capital**						
			Reserve Funds				400	2,000	2,400
			External						
			Gross Cost				400	2,000	2,400

Related Projects

PO-PR-1681	Crosstown Trail - Hydro Corridor North
PO-PR-1682	Recreational Multi-Use Trail - Centennial
SM-SD-1848	Sheldon Creek Erosion Control (Dryden Avenue to Blue Spruce Avenue)
PO-PD-1647	Palmer Trail - Mainway to Upper Middle Road
PO-PR-1650	Multi-Use Trail - Francis Road Bikeway
PO-PD-1872	Multi-Use Trail - Sutton to Bronte Creek Trail

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
34	2026-2031	**Eileen and John Holland Nature Sanctuary** PO-PD-1974 New / Enhanced **Engineering Services,** 2029, 2030 This project is for the development of an improved recreational trail system from donated lands by the John Holland family. The first phase included a parking lot, followed a second phase which was for the section of trail. 2029 and 2030 is work to expand the trail system, including a pedestrian bridge, which could be considered phase 3 of the larger project. 1401 Old York Road	**Capital**					460	460
			Reserve Funds					150	150
			External						
			Gross Cost					610	610
Part 'PR': Park Renewal									
35	2022	**Bridgeview Park** PO-PR-1702 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work includes design. 2023 work includes the removal of backstop, recreational trail, lighting, site furniture and replacement of playground. 1590 Norwood Ave. Bridgeview is classified a Neighborhood park providing a playground, walkways, baseball diamond and storage building.	**Capital**	20	180				200
			Reserve Funds						
			External						
			Gross Cost	20	180				200

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
36	2022	**Cavendish Park** PO-PR-1572 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2028, 2029 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 includes design work for the following year. 2023 is for the reconstruction of the ball diamond. 2028 includes design work for the following year. 2029 is for reconstruction of pathway and pedestrian bridge.	**Capital**	20	150			550	720
			Reserve Funds						
			External						
			Gross Cost	20	150			550	720
		2155 Cavendish Dr. Cavendish is classified a Neighbourhood park providing 1 baseball diamond, playground and recreational trail.							
37	2022	**Central Park** PO-PR-1569 Infrastructure Renewal **Engineering Services,** 2022, 2027, 2028 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work is for the inclusion of a new fully accessible swing as part of the playground facility. 2027 is design work for the following year. 2028 work is for the replacement ball diamond (D1), goal post replacements, irrigation improvements and recreational trails.	**Capital**	110				630	740
			Reserve Funds						
			External						
			Gross Cost	110				630	740
		2299 New Street Central is classed a Community park. It is a significant park providing park amenities and recreational and cultural buildings. The park provides 4 soccer fields, 2 baseball diamonds and shared cricket pitch, 2 playgrounds, community gardens, Rotary memorial forest, labyrinth and rose garden. Buildings include Central Library, Music/drama Centre, Rotary Youth Centre, Central arena, Burlington Curling Club, Burlington Tennis Club, Seniors Centre, Burlington Lawn Bowling Club RPF maintenance facility and parking.								

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
38	2022	**Emerson Park** PO-PR-1699 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design work. 2023 work includes the renewal of playground, swing, site furnishings, and recreational trail.	**Capital**	20	170				190
			Reserve Funds						
			External						
			Gross Cost	20	170				190
		2390 Sutton Dr. Emerson is classified a Neighbourhood park providing 1 baseball diamond, a playground, multi-use court, seating areas, recreational trails and parking							
39	2022	**Fairchild Parkette** PO-PR-1707 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design work. 2023 work includes the renewal of playground, swing, site furnishings, and recreational trail.	**Capital**	20	150				170
			Reserve Funds						
			External						
			Gross Cost	20	150				170
		2175 Fairchild Blvd. Fairchild is classified a Parkette providing a playground, seating area and recreational trails.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
40	2022	**Ireland Park**	**Capital**	45	70	574		1,624	2,313
		PO-PR-1564 Infrastructure Renewal	**Reserve Funds**	50	100	491		419	1,060
		Engineering Services, 2022, 2023, 2024, 2026, 2027, 2030	**External**						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	**Gross Cost**	95	170	1,065		2,043	3,373
		2022 includes the community garden renewal and improvements to irrigation mainline. 2023 includes the replacement of irrigation/drainage system on F1, lighting for tennis and design work for the following year. 2024 works include replacement of sportlighting systems (D1, D2) and irrigation systems on fields D1, D2 and D3. 2026 includes design work for the following year. 2027 works include replacement of pedestrian bridge and D4. 2030 work includes the reconstruction of the main parking lot with improved pedestrian connection (sidewalk) from Headon Forest Road. This renewal will result in improved accessibility, lighting, drainage, healthy trees and circulation.						

Related Projects

SM-SD-1358	Tuck Creek Erosion Control (Dundas Street to Hydro R.O.W.)
PO-PR-1819	Pedestrian Bridge Improvements

2315 Headon Forest Drive

Ireland is classified a community park providing 4 baseball diamonds, 4 soccer fields, tennis courts, 2 playgrounds, recreational trails, connecting to the Hydro recreational multi-use trails washroom facilities and parking.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
41	2022	**Kinsmen Park** PO-PR-1894 Infrastructure Renewal **Engineering Services,** 2022 2022 work includes the replacement of baseball diamond and soccer posts.	**Capital**	180					180
			Reserve Funds	25					25
			External						
			Gross Cost	205					205

2496 Cavendish Dr.
This park is classified as a neighbourhood park and is adjacent Bruce T. Lindley Public School. This park provides a soccer field, baseball field and playground.

42	2022	**Lampman Park** PO-PR-1697 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design for work the following year. 2023 work includes the renewal of playground, swing, site furnishings, soccer goal posts, recreational trail repairs multi use court.	**Capital**	20	210				230
			Reserve Funds						
			External						
			Gross Cost	20	210				230

1691 Lampman Ave.
Lampman is classified as a Neighbourhood park providing a playground, 1 soccer field, half basketball court, seating areas, recreational trail and parking. Lampman's walkways connect with walkways through the adjacent storm water management pond

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
43	2022	**Lansdown Park** PO-PR-1673 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 work is for the decommission of the ball diamond, new shade structure by the playground, upgraded soccer full size soccer field, irrigation system, parking, pathways and new splash pad.	**Capital**	200	955				1,155
			Reserve Funds	200	45				245
			External						
			Gross Cost	400	1,000				1,400
		Related Projects SM-SD-1472 Tuck Creek Erosion Control for Three Sections							
		3448 Hannibal Rd. Lansdown is classified a Neighbourhood park providing a playground, 1 baseball diamond, 1 soccer field and parking.							
44	2022	**Leighland Park** PO-PR-1684 Infrastructure Renewal **Engineering Services,** 2022, 2027 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work includes the replacement of ball diamond (D2), pathways, tennis court, basketball court, new water service and drainage improvements. 2027 work is for the renewal of recreational trails, ball diamond (D1) and parking lot improvements.	**Capital**	1,152				350	1,502
			Reserve Funds	18				350	368
			External						
			Gross Cost	1,170				700	1,870
		1200 Leighland Rd. Leighland is classified a Neighbourhood park providing 2 baseball diamonds, a playground, public access tennis courts, multi-use court and parking.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
45	2022	**Longmoor Park** PO-PR-1685 Infrastructure Renewal **Engineering Services,** 2022 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work includes the replacement of playgrounds, swings, pathway and site furnishings.	**Capital**	200					200
			Reserve Funds						
			External						
			Gross Cost	200					200

4501 Longmoor Dr.
Longmoor is classified a Neighbourhood park providing a playground, multi-use court, seating areas and recreational trails.

46	2022	**Maple Park** PO-PR-1565 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2028, 2029 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is for design work for the following year. 2023 includes the replacement of sport lighting system of soccer facility (F1) and irrigation improvements. 2028 is for design work for the following year. 2029 work is for the renewal of concrete skatepark.	**Capital**	30	400			900	1,330
			Reserve Funds						
			External						
			Gross Cost	30	400			900	1,330

Related Projects
PO-PD-1815 Maple Park Improvements

750 Maple Ave.
Maple is classed a Community park providing playground, skateboard facility, 2 baseball diamonds, 1 soccer field, parking, the Burlington Gymnastic Club and the Burlington Trampoline and Tumbling Club.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
47	2022	**Millcroft Park** PO-PR-1566 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2025, 2027, 2029 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 includes design work for 2023 2023 is work for replacement of smaller playground in the south area of the park 2025 includes design work for 2027 and 2029 2027 work includes the replacement of sports lighting systems/irrigation/drainage on two ball diamonds (D1 and D2), replacement of asphalt on the multi-use court, replacement of backstop and updated netting on ball diamond D2 2029 work includes renewal of ball diamond D3 and parking lot improvements	**Capital**	20	200		125	2,005	2,350
			Reserve Funds				100	545	645
			External						
			Gross Cost	20	200		225	2,550	2,995

4520 Millcroft Park Dr.
Millcroft is classified a Community park providing 3 baseball diamonds, 1 soccer field, washroom building, public access tennis courts, playground, spray pad, basketball court, shade structure, seating areas, recreational trails, parking and RPF maintenance building.

48	2022	**Mohawk Park - Pathway** PO-PR-2062 Infrastructure Renewal **Engineering Services,** 2022 The project is for the reconstruction of the existing gravel path to a fully accessible asphalt walkway connecting the park and adjacent school properties. Work to also include improved drainage.	**Capital**	60					60
			Reserve Funds						
			External						
			Gross Cost	60					60

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
49	2022	**Park - Repair and Renewal** PO-PR-101 Infrastructure Renewal **Engineering Services,** 2022-2031 Unanticipated infrastructure repair and renewal requirements of existing park assets (city has 117 parks) at various locations. Future Park Repair & Renewal budgets will be guided and informed by the Asset Management Services group. Years 2030 and 2031 funding is shown as block funding and will be assigned to asset replacement and in-year renewal needs in future budget preparations. Funding under this project will also maintain as-needed inventory and/or condition assessments of park infrastructure to support the City's park asset management program. In 2022 this funding will also be used to support work to repair tennis and pickle ball courts following condition reporting as well as recommendations for reducing noise disturbance from pickle ball courts.	**Capital**	120	130	70	100	10,152	10,572
			Reserve Funds		10	10	10	1,320	1,350
			External						
			Gross Cost	120	140	80	110	11,472	11,922

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
50	2022	**Parks, Recreation and Cultural Facilities Master Plan** PO-PR-2039 Infrastructure Renewal **Engineering Services,** 2022 The upcoming 2022 City of Burlington Parks, Recreation and Cultural Facilities Master Plan (PRCFMP) represents a comprehensive, thirty-year Plan covering the period 2022 to 2051 which is in keeping with other planning documents and Halton Region's Integrated Growth Management Strategy. The PRCFMP will provide strategic directions and specific initiative recommendations to staff and Council for future development and enhancement of parkland and indoor/outdoor recreational, community and cultural facilities over the short, medium and long term. The development of PRCFMP will be in direct alignment with the city's asset management planning and policies within the Burlington and Regional Official Plan(s) as well as other related corporate initiatives such, as but not limited, to Climate Resilient Burlington, the Urban Forest Management Plan and the Community Trails Strategy. The PRCFMP will require regular reviews to ensure continued alignment with key community participation trends, municipal policy initiatives, the resources availability and the strategic directions as established within the City's on-going Vision to Focus strategic planning program.	**Capital**	200					200
			Reserve Funds						
			External						
			Gross Cost	200					200

Related Projects

FB-MB-1725 Park Buildings - Revitalization

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
51	2022	**Port Nelson Parkette** PO-PR-1689 Infrastructure Renewal **Engineering Services,** 2022 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work is for the larger park renewal including replacement of playground, recreational trails and site furniture. Park construction will be scheduled following completion of the shoreline improvement work. 3000 Lakeshore Rd. Port Nelson is classified a Parkette providing a playground, recreational trails, seating areas and parking lot.	**Capital**	750					750
			Reserve Funds						
			External						
			Gross Cost	750					750
52	2022	**Queensway Park** PO-PR-1695 Infrastructure Renewal **Engineering Services,** 2022 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work includes the renewal of playground, swing, site furnishings, multi-use court and recreational trail. 2440 Glenwood School Dr. Queensway is classified a Neighbourhood park providing a playground and multi-use court.	**Capital**	410					410
			Reserve Funds	140					140
			External						
			Gross Cost	550					550

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
53	2022	**School Playground Improvement Strategy** PO-PR-133 Infrastructure Renewal **Engineering Services,** 2022-2029 This project implements the phased replacement/renewal of playground assets on school board property (PR-21-08 Playground Improvement Strategy) on a life cycle basis identified in the parks asset management plan. Over the next 10 years, approximately 13 playgrounds are scheduled for replacement. 2022 to 2024 Florence Meares School, Pineland School, Rolling Meadows School, Lakeshore Public School, Pauline Johnson Public School and Tom Thompson Public School.	**Capital**	550	380	200	180	1,000	2,310
			Reserve Funds						
			External						
			Gross Cost	550	380	200	180	1,000	2,310
54	2022	**Spencer Smith Park** PO-PR-1290 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design work for the following year. 2023 work is to replace the artificial turf surface and drainage layer and concrete repairs in/around splash pad area and significant renewal of various zones of park irrigation system.	**Capital**	50	600				650
			Reserve Funds	50	100				150
			External						
			Gross Cost	100	700				800

Related Projects

FB-CC-1107	Waterfront Centre - Repair and Renewal
PO-PR-1379	Spencer Smith Park - Brant Street Pier and Waterfront Promenade (Inspection and Remedial Work)

4100 Lakeshore Rd.
Spencer Smith is classified a City park and is part of the Regional Waterfront Park. This significant urban waterfront park provides large lawn area for special events, the pier, the promenade, playground, Dofasco spray pad, Rotary pond, Waterfront Centre, Navel monuments, Centennial terrace, gazebo, recreational trails and parking facilities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
55	2022	**Spencer Smith Park - Brant Street Pier and Waterfront Promenade (Inspection and Remedial Work)** PO-PR-1379 Infrastructure Renewal **Engineering Services,** 2022-2031 To ensure the integrity and longevity of the Brant Street Pier and Waterfront Promenade, there are regular condition inspections and remedial works planned. Inspections are typically below and above water and are on a 3-year cycle. Ongoing required maintenance and repair of minor deficiencies is undertaken by RPF. If more significant repairs are identified in the inspections, further capital funding will be required. Work in 2030 and 2031 includes resurfacing the Waterfront Promenade and accruing funding towards major seawall rehabilitation in later years beyond the 10-year forecast.	**Capital**	65	25	25	25	4,140	4,280
			Reserve Funds						
			External						
			Gross Cost	65	25	25	25	4,140	4,280

Related Projects

PO-PR-1290 Spencer Smith Park

4100 Lake shore Road. Spencer Smith Park is home to several unique assets including the Brant Street Pier and the Waterfront Promenade . The Brant Street Pier extends from the shoreline approximately 137 meters over Lake Ontario at the east end of the Park. The Waterfront Promenade is made of up the upper walkway , lower promenade, parapet wall and seawall which provides shoreline protection along the entire length of Spencer Smith Park.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
56	2022	**Tansley Woods Park** PO-PR-1674 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022, 2023 and 2024 include design work and construction for the renewal of lit pathway behind the community centre.	**Capital**	180	70	50			300
			Reserve Funds						
			External						
			Gross Cost	180	70	50			300

Related Projects

PO-PD-1887 Tansley Woods Park - Water Play Feature

4100 Kilmer Dr.

Tansley Woods is classified a Community park providing 1 soccer field, 1 baseball diamond, playground, multi-use court washroom building and parking. Walkways connect to the adjacent Tansley Woodlot and Tansley Community Centre.

57	2022	**Taywood Park** PO-PR-1655 Infrastructure Renewal **Engineering Services,** 2022 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is for the renewal of playground, swings, site furnishings and pathway renewal.	**Capital**	180					180
			Reserve Funds	100					100
			External						
			Gross Cost	280					280

4357 Millcroft Park Dr.

Taywood is classified a Neighbourhood park providing 1 soccer field, playground, multi-use court, seating areas, recreational trails and parking.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
58	2022	**Tuck Park** PO-PR-1686 Infrastructure Renewal **Engineering Services,** 2022, 2024, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work is for the replacement of playground area 2024 and 2025 includes work related to naturalization and trail improvements.	**Capital**	170		50	50		270
			Reserve Funds						
			External						
			Gross Cost	170		50	50		270
		Related Projects SM-SM-1623 Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)							
		3405 Spruce Ave. Tuck is classified a Neighbourhood park providing 1 baseball diamond, playground, woodlot and Tuck Creek							
59	2022	**Tyandaga Golf Course – Repair and Renewal** PO-PR-2041 Infrastructure Renewal **Engineering Services,** 2022, 2023, 2027, 2028 Funding is intended to stabilize, replace or make improvements to existing outdoor assets, and maintain a safe environment for patrons using Tyandaga Golf Course facilities. Green initiatives are considered when components are renewed/replaced. The capital renewal budget commencing 2022 funded by its corporate funds and supported by remaining reserve funds as per Council approved bylaw. 2022 and 2023 includes the preparation of a coordinated renewal schedule, detailed design and first phase of the construction. 2027 and 2028 includes the continued renewal.	**Capital**	100	200			630	930
			Reserve Funds		200			10	210
			External						
			Gross Cost	100	400			640	1,140
		Related Projects FB-TY-153 Tyandaga Golf Club - Repair and Renewal							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
60	2023	**Aldershot Park** PO-PR-1574 Infrastructure Renewal **Engineering Services,** 2023, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 work includes design. 2025 work includes replacement of the baseball backstop (D1), line fence, playground and the renewal of recreational trail and lighting system.	**Capital**		50		425		475
			Reserve Funds				375		375
			External						
			Gross Cost		50		800		850

1071 Gallagher Rd.
Aldershot is classified a Neighborhood park providing 2 baseball diamonds, a playground, recreational trails, parking and the Aldershot Tennis Club

61	2023	**Beachway Park** PO-PR-1570 Infrastructure Renewal **Engineering Services,** 2023, 2024, 2028 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 includes design. 2024 work is for the replacement of playground and safety surfacing. 2028 work is for the resurfacing of the Recreational Multi-Use Waterfront Trail.	**Capital**		16	300		200	516
			Reserve Funds					200	200
			External						
			Gross Cost		16	300		400	716

Related Projects

PO-PD-1460	Beachway Master Plan
PO-PD-1590	Beachway - Implementation of Park Enhancements

1100 Lakeshore Rd.
Beachway is classified a City park, further it is a Regional waterfront park providing access to a dynamic beach, multi-use trail connection to the lift bridge, pavilion with comfort amenities and significant environmental features. Through report LPS54-15, Region Council approved master plan in 2015 which guides the development and renewal of this park

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
62	2023	**Cleaver Park** PO-PR-1708 Infrastructure Renewal **Engineering Services,** 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 includes design. 2024 work includes the renewal of playground, swing, site furnishings, fencing and recreational trail.	**Capital**		20	270			290
			Reserve Funds						
			External						
			Gross Cost		20	270			290
2104 Cleaver Ave. Cleaver is classified a Neighbourhood park providing a playground, recreational trails and woodlot.									
63	2023	**Greenwood Park** PO-PR-1818 Infrastructure Renewal **Engineering Services,** 2023, 2024 2023 includes design for construction work the following year. 2024 includes replacement of soccer goal posts, backstop and accessible recreational trail connections to sportsfields.	**Capital**		30	150			180
			Reserve Funds						
			External						
			Gross Cost		30	150			180
Greenwood Park is a neighbourhood park that includes a soccer field, baseball field, parking and recreational trail connection to the Francis Road Bikeway.									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
64	2023	**Kerns Park** PO-PR-1571 Infrastructure Renewal **Engineering Services,** 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 is design for work the following year. 2024 work includes the replacement of playground, swings, site furniture and ball diamond.	**Capital**		40	400			440
			Reserve Funds						
			External						
			Gross Cost		40	400			440

Related Projects

SM-SD-1269 Rambo Creek Erosion Control (Melissa Crescent to Upper Middle Road)

1801 Kerns Rd.

Kerns is classified a Neighbourhood park providing a playground, 2 baseball diamonds, shade structure, recreational trails and parking lot.

65	2023	**Lowville Park** PO-PR-1594 Infrastructure Renewal **Engineering Services,** 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan and approved through the Lowville Master Plan Review PR-08-13 2023 work includes the detailed design for construction in the following year. 2024 work is for the renewal of playground, swings and ball diamond area.	**Capital**		20	600			620
			Reserve Funds						
			External						
			Gross Cost		20	600			620

6207 Guelph Line

Lowville is classified as a City park. It is a significant rural park located in the Bronte Creek valley. Lowville provides, 5 picnic areas, 1 baseball diamond, trail system, pedestrian bridges, a playground, park pavilion/washroom facilities, School House (designated Heritage building), parking and extensive natural vegetation associated with Bronte Creek.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
66	2023	**Newport Park** PO-PR-1668 Infrastructure Renewal **Engineering Services,** 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 includes design for work the following year. 2024 work is for the renewal of playground, swings, site furnishings, soccer goal posts and recreational trails.	**Capital**		20	200			220
			Reserve Funds						
			External						
			Gross Cost		20	200			220

3020 Headon Forest Dr.
Newport is classified a Neighbourhood park providing 1 soccer field, playground, seating area shade trellis and parking. The walkways connect to the Recreational Hydro Corridor multi-use trail.

67	2023	**Pinemeadow Park** PO-PR-1700 Infrastructure Renewal **Engineering Services,** 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 includes design work for the following year. 2024 work includes the renewal of playground, swing, site furnishings, soccer goal posts and recreational trail.	**Capital**		20	170			190
			Reserve Funds						
			External						
			Gross Cost		20	170			190

3171 Pinemeadow Rd.
Pinemeadow is classified a Neighbourhood park providing a playground, soccer field, recreational trail and seating area.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
68	2023	**Sherwood Forest Park - West Side Renewal**	**Capital**		165	1,000		225	1,390
		PO-PR-1567 Infrastructure Renewal	**Reserve Funds**			100		200	300
		Engineering Services, 2023, 2024, 2027, 2028	**External**						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan and on the phasing plan identified in the approved Sherwood Forest Revitalization Plan (CW-10-16).	**Gross Cost**		165	1,100		425	1,690
		The reconstruction of the community centre will dovetail into the park renewal schedules. 2023 is design work for the following year 2024 work includes implementation of west side improvements (phases 3, 4 and 5) - construction will be phased and implemented in 2024 and 2025 2027 is design work for the following year 2028 work includes the replacement of sports lighting system on soccer field F2								

Related Projects

FB-CC-1135	Sherwood Community Centre Facility - Renewal / Enhancements
PO-PD-1593	Sherwood Forest Park - West Side Revitalization
SM-SD-1360	Sheldon Creek Erosion Control (CNR to New Street)

5270 Fairview St.
Sherwood Forest Park is a city classed park. Currently it provides 6 soccer fields one of which is artificial turf, 3 soccer domes, 4 baseball diamonds, 1 rugby field, playground, community center, washroom building and parking facilities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
69	2023	**Tecumseh Park** PO-PR-1669 Infrastructure Renewal **Engineering Services,** 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design work for the following year. 2023 work includes the replacement of ball diamond and pathways.	**Capital**		25	245			270
			Reserve Funds						
			External						
			Gross Cost		25	245			270
		685 Regency Court Tecumseh is classified a Neighborhood park providing a baseball diamond and playground .							
70	2024	**Amherst Park** PO-PR-1666 Infrastructure Renewal **Engineering Services,** 2024, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 is design work for the following year. 2025 work is for the renewal of playground, swings, site furnishings.	**Capital**			20	170		190
			Reserve Funds						
			External						
			Gross Cost			20	170		190
		2030 Amherst Heights Court Amherst is classified a Neighbourhood park providing a playground, community gardens, seating areas and recreational trails.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
71	2024	**Burloak Park** PO-PR-1653 Infrastructure Renewal **Engineering Services,** 2024, 2025 2024 includes design for construction work the following year. 2025 includes the replacement of playground and safety surfacing.	**Capital**			20	200		220
			Reserve Funds				150		150
			External						
			Gross Cost			20	350		370

Burloak is a Regional Waterfront park, providing a playground, walkways, parking, extensive vegetation and unique environmental features. Shoreline protection work has been completed by the Region provide access to the lake. Through report LPS13-14, Region Council approved master plan in 2014 which guides the development and renewal of this park.

72	2024	**Fairfield Parkette** PO-PR-1694 Infrastructure Renewal **Engineering Services,** 2024, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 is design for work the following year. 2025 work includes the renewal of swings and site furnishings.	**Capital**			5	15		20
			Reserve Funds						
			External						
			Gross Cost			5	15		20

952 Gorton Avenue
Fairfield is classified a Parkette providing a playground, seating area and recreational trail.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
73	2024	**Forestvale Park** PO-PR-1678 Infrastructure Renewal **Engineering Services,** 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 work is for the design and replacement of the main playground slide	**Capital**			50			50
			Reserve Funds						
			External						
			Gross Cost			50			50
		1076 Forestvale Dr. Forestvale is classified a Special Resource Area providing a playground. The park is part of the grindstone creek tributary.							
74	2024	**LaSalle Pier Condition Inspection** PO-PR-1639 Infrastructure Renewal **Engineering Services,** 2024, 2029 This project includes an above and below water inspection of the public pier. These condition assessments are repeated on a 5-year cycle. This project informs the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	**Capital**			30		30	60
			Reserve Funds						
			External						
			Gross Cost			30		30	60
		LaSalle Park Drive The LaSalle Pier is part of LaSalle Park. The pier provides public parking, walkways, seating areas, the Burlington Sailing & Boating Club and 2 public launch ramps							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
75	2024	**Nelson Park** PO-PR-1688 Infrastructure Renewal **Engineering Services,** 2024, 2025, 2026, 2028, 2029 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 work includes the detailed design (for construction the following years) in coordination with Facilities and Buildings. 2025 work includes the replacement of playground. 2026 work includes improvements to recreational trail, ball diamond D1, parking lot and bleachers. 2028 work includes the detailed design (for construction the following years) 2029 work includes the renewal of the D3 ball diamond facility.	**Capital**			150	200	1,545	1,895
			Reserve Funds				200	800	1,000
			External						
			Gross Cost			150	400	2,345	2,895

Related Projects

FB-MB-1725 Park Buildings - Revitalization

4183 New Street

Nelson is Classified as a Community park providing 3 baseball diamonds, playground, 2 soccer fields, BMX dirt jump course, multi-use court, recreational trails connecting to the Recreational Centennial Multi-Use Trail, Nelson Arena and outdoor pool facility, washroom buildings, Appleby Tennis Club and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
76	2024	**Norton Park** PO-PR-1579 Infrastructure Renewal **Engineering Services,** 2024, 2025, 2026 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 includes design work for construction the following years. 2025 work includes the replacement of the north and south artificial turf fields. 2026 work includes the replacement of playground, swings, safety surfacing, skatepark and multi-use court renewal.	**Capital**			20	1,400	450	1,870
			Reserve Funds				25		25
			External						
			Gross Cost			20	1,425	450	1,895
		3035 Tim Dobbie Drive Norton is classified as a Community park providing 1 artificial turf soccer field, 1 artificial turf football/soccer/field hockey field, skateboard park, spray pad, multi-use court, playground, seating areas, recreational trails, washroom/shade pavilion with RPF maintenance facility, leash free area and parking							
77	2024	**Optimist Park** PO-PR-1705 Infrastructure Renewal **Engineering Services,** 2024, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 will include park engagement specific to upcoming park renewal initiatives. 2025 includes work for the renewal of multi-use court, playground and ball diamond.	**Capital**			50	645		695
			Reserve Funds			50	100		150
			External						
			Gross Cost			100	745		845
		2131 Prospect Street Optimist is classified a Neighbourhood park providing 1 baseball diamond, a playground, public access tennis courts, multi-use court, recreational trails, seating areas, Student Theatre facility, storage building and parking.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
78	2024	**Orchard Park** PO-PR-1568 Infrastructure Renewal **Engineering Services,** 2024, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 includes design work for the following year. 2025 work includes the replacement/renewal of the playground, swings, pathway, multi-use court and site furnishings.	**Capital**			20	275		295
			Reserve Funds				275		275
			External						
			Gross Cost			20	550		570

2255 Sutton Drive
Orchard is classified a Community park providing 1 artificial turf soccer field, 1 natural grass soccer field, a playground, spray pad, skateboard feature, recreational trails, seating areas, washroom/RPF maintenance facility and parking.

79	2024	**Sports Lighting - Relamping Program** PO-PR-1801 Infrastructure Renewal **Engineering Services,** 2024, 2025, 2027, 2028, 2029 Light bulb replacement program for sports lighting systems to maintain desired light levels. There are 30 sports lighting systems in operation.	**Capital**			60	60	150	270
			Reserve Funds					30	30
			External						
			Gross Cost			60	60	180	300

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
80	2024	**Thorpe Park** PO-PR-1692 Infrastructure Renewal **Engineering Services,** 2024, 2025 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 work includes detailed design. 2025 work includes the renewal of the ball diamond, recreational trail, playground, swing and site furnishings.	**Capital**			20	300		320
			Reserve Funds						
			External						
			Gross Cost			20	300		320
		1140 Stephenson Drive Thorpe is classified a Neighbourhood park providing 1 baseball diamond, multi-use court, playground, seating areas, recreational trails and parking							
81	2024	**Westbury Park** PO-PR-1693 Infrastructure Renewal **Engineering Services,** 2024, 2025, 2028, 2029 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2024 includes design work for construction the following year. 2025 includes the renewal of the playground, swing, site furnishings and recreational trail. 2028 is design work for the following year. 2029 includes renewal of pedestrian bridge and stairs along trail system.	**Capital**			10	160	550	720
			Reserve Funds			10			10
			External						
			Gross Cost			20	160	550	730
		1470 Westbury Avenue Westbury is classified a Neighbourhood park providing a playground , recreational trail and woodlot.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
82	2025	**Brant Hills Park** PO-PR-1691 Infrastructure Renewal **Engineering Services,** 2025, 2026 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2025 work includes detailed design. 2026 work includes the renewal of playground, swings, recreational trails, irrigation systems, drainage, bleachers, site furnishings, and replacement of ball diamond (D2).	**Capital**				150	725	875
			Reserve Funds				11	145	156
			External						
			Gross Cost				161	870	1,031

Related Projects

SM-SD-1269	Rambo Creek Erosion Control (Melissa Crescent to Upper Middle Road)
SM-SD-1769	Rambo Creek Erosion Control at Duncaster Road Construction

2300 Duncaster Drive
Brant Hills is classified a Community park providing 3 baseball diamonds, 3 soccer fields, playground, public assess tennis courts, skateboard feature, recreational trails and the Brant Hills Community Centre and Public Library.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
83	2025	**City View Park - Renewal** PO-PR-1577 Infrastructure Renewal **Engineering Services,** 2025-2028 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2025 includes design for construction the following year. 2026 work includes the replacement of playground, swings and safety surfacing and artificial turf carpet (east field). 2027 includes design work for the following year and replacement of artificial turf carpet (west field). 2028 works is for the replacement of artificial turf carpet (center field). Renewal of artificial turf fields to include new shock pad to reduce future capital costs when replacing the carpet surface, improved maintenance and reduced amount of rubber infill materials.	**Capital**				40	2,300	2,340
			Reserve Funds					475	475
			External						
			Gross Cost				40	2,775	2,815

Related Projects

PO-PD-115 City View Park - Sportsfield Development

2500 Kerns Road

City View is classified a City park located on the Niagara Escarpment. The park provides 3 artificial turf soccer fields, playground, stormwater management pond, recreational trails, internal roads and parking and an RPF maintenance facility. The Bruce Trails runs through the park.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
84	2025	**McCoy Common Parkette** PO-PR-1934 Infrastructure Renewal **Engineering Services,** 2025, 2026 2025 is design work for the following year. 2026 is renewal work to recreational trails, gardens, and site furniture.	**Capital**				15	50	65
			Reserve Funds						
			External						
			Gross Cost				15	50	65
		1795 McCoy Avenue - located in the Orchard Community.							
85	2025	**Mountainside Park** PO-PR-1822 Infrastructure Renewal **Engineering Services,** 2025, 2026 2025 includes design work. 2026 includes the replacement of playground and safety surfacing on east side of the park.	**Capital**				20	350	370
			Reserve Funds						
			External						
			Gross Cost				20	350	370
		Mountainside Park is community park located at 2205 Mount Forest Drive. The park includes an arena, skate feature, multi-use court, 2 playgrounds, parking and recreational trails.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
86	2025	**Palladium Park** PO-PR-1821 Infrastructure Renewal **Engineering Services,** 2025, 2026 2025 includes design for construction the following year. 2026 includes the replacement of playground, safety surfacing, repaving of the multi-use court, irrigation system and addition of trees.	**Capital**				20	300	320
			Reserve Funds						
			External						
			Gross Cost				20	300	320

Palladium Park is located at 4130 Palladium Way in the Alton Community. The park includes an intermediate soccer field, site furniture, recreational trails, playground, multi-use court and skate feature.

87	2025	**Pineland Park** PO-PR-1816 Infrastructure Renewal **Engineering Services,** 2025, 2026 2025 includes design work. 2026 includes the replacement of pedestrian bridge and recreational trail improvements.	**Capital**				50	500	550
			Reserve Funds						
			External						
			Gross Cost				50	500	550

Related Projects

SM-SD-512	Appleby Creek Erosion Control (South Service Road to Lake Ontario)
PO-PR-1819	Pedestrian Bridge Improvements

Pineland Park is a neighbourhood Park providing recreational trail connections, soccer and playground amenities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
88	2025	**Wellington Park** PO-PR-1826 Infrastructure Renewal **Engineering Services,** 2025, 2026 2025 includes design work for the following year. 2026 is for the replacement of playground, soccer goal posts and improved accessible recreational trails.	**Capital**				20	200	220
			Reserve Funds						
			External						
			Gross Cost				20	200	220

Wellington Park is a neighbourhood park on the west side of Central High School. The park contains a playground, small soccer field and pedestrian bridge.

89	2026-2031	**Apeldoorn Park** PO-PR-1937 Infrastructure Renewal **Engineering Services,** 2028, 2029 2028 is design work for the following year. 2029 includes renewal of playground.	**Capital**					180	180
			Reserve Funds						
			External						
			Gross Cost					180	180

1385 Elgin Street

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
90	2026-2031	**Bayshore Park** PO-PR-1890 Infrastructure Renewal **Engineering Services,** 2027, 2028 2027 is for design work for the following year. 2028 includes the replacement of site furniture, shoreline railing and parking lot.	**Capital**					650	650
			Reserve Funds					25	25
			External						
			Gross Cost					675	675

322 North Shore Boulevard East
Bayshore Park is classified as a parkette providing access to Lake Ontario. The parkette has one parking lot, site furniture and a large open grass area.

91	2026-2031	**Berton Park** PO-PR-1891 Infrastructure Renewal **Engineering Services,** 2027, 2028 This project is for the replacement of various park assets. 2027 is design work for the following year. 2028 work includes the replacement of playground, basketball court, goal posts, irrigation system and recreational trails.	**Capital**					625	625
			Reserve Funds					25	25
			External						
			Gross Cost					650	650

4050 Berton Avenue
Berton Park is classified as a neighbourhood park providing one soccer field, one half basketball court, a playground, parking lot and recreational trail connection to the Recreational Multi-Use Hydro Corridor Trail System.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
92	2026-2031	**Community Gardens** PO-PR-1883 Infrastructure Renewal **Engineering Services,** 2026 Work includes renewal at the following locations: 2026 Amherst and Francis Road Bikeway	**Capital**					60	60
			Reserve Funds						
			External						
			Gross Cost					60	60

Related Projects

PO-PD-1562 Community Garden Development

Amherst Park - 2030 Amherst Heights Court
Central Park - 2299 New Street
Francis Road Bikeway - 717 North Shore Boulevard East
Ireland Park - 2315 Headon Forest Drive
Maple Park - 750 Maple Avenue

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
93	2026-2031	**Crosstown Trail - Hydro Corridor North** PO-PR-1681 Infrastructure Renewal **Engineering Services,** 2026, 2028 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. This project includes the asphalt surface renewal (shave and pave) of the recreational multi use trail. 2026 includes design. 2028 construction (North Service Road to Berwick Drive).	**Capital**					920	920
			Reserve Funds					381	381
			External						
			Gross Cost					1,301	1,301

Related Projects

PO-PR-877 Recreational Multi-Use Trail
PO-PD-877 Recreational Multi-Use Trail

2211 Mountainside Drive
Crosstown Trail is classified as a Special Resource Area currently starting at Mountainside Drive and running to Berwick Drive ., providing a recreational multi-use trail, vehicle control bollards, wayfinding signage and seating areas.

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
94	2026-2031	**Doug Wright Park** PO-PR-1892 Infrastructure Renewal **Engineering Services,** 2027, 2028 2027 is design work for the following year. 2028 is for the replacement of irrigation system and the addition of trees.	**Capital**					260	260
			Reserve Funds					10	10
			External						
			Gross Cost					270	270

4725 Doug Wright Drive
This is classified as a neighbourhood park and provides a lit baseball diamond, playground, multi-use court and parking lot.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
95	2026-2031	**Duncaster Park** PO-PR-1935 Infrastructure Renewal **Engineering Services,** 2028, 2029 2028 is design work for the following year. 2029 includes the renewal of trails and pedestrian bridge.	**Capital**					514	514
			Reserve Funds					166	166
			External						
			Gross Cost					680	680

2259 Duncaster Drive in the Brant Hills Community.

96	2026-2031	**Earl Court Park** PO-PR-1825 Infrastructure Renewal **Engineering Services,** 2026, 2027 2026 includes the design. 2027 includes the replacement of playground, site furniture and recreational trails.	**Capital**					180	180
			Reserve Funds						
			External						
			Gross Cost					180	180

Earl Court Park is a neighbourhood park located in the Aldershot Community. The park includes a playground, swings, recreational trails and pedestrian bridge.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
97	2026-2031	**Fothergill Park** PO-PR-1704 Infrastructure Renewal **Engineering Services,** 2026, 2027 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2026 is design for work the following year. 2027 work includes the renewal of playground, swing, site furnishings, ball diamond D1 and pathways.	**Capital**					380	380
			Reserve Funds					15	15
			External						
			Gross Cost					395	395
		Related Projects SM-SD-1360 Sheldon Creek Erosion Control (CNR to New Street)							
		480 Fothergill Boulevard Fothergill Woods is classified a Neighbourhood park providing 1 baseball diamond, a playground, full basketball court, recreational trails and parking							
98	2026-2031	**Henderson Park** PO-PR-1936 Infrastructure Renewal **Engineering Services,** 2028, 2029 2028 is design for the following year. 2029 includes renewal of children's play area and new accessible recreational trails.	**Capital**					70	70
			Reserve Funds						
			External						
			Gross Cost					70	70
		328 Henderson Road							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
99	2026-2031	**Hidden Valley Park** PO-PR-1575 Infrastructure Renewal **Engineering Services,** 2027, 2028, 2029, 2030 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2027 is design work for the following year. 2028 work is for the replacement of ball diamond D1. 2029 is design work for the following year. 2030 includes renewal of playground area by splash pad.	**Capital** **Reserve Funds** **External** **Gross Cost**					640 640	640 640

Related Projects

SM-SD-295	Grindstone Creek Erosion Control (Waterdown Rd to Main Branch in Hidden Valley Park)
SM-SD-1260	Grindstone Creek Erosion Control (Unsworth Avenue to Sumac Drive)

1137 Hidden Valley Road
Hidden valley is classified a City park providing 2 playgrounds, picnic areas, 2 shade structures, 2 washroom buildings, spray pad, 1 baseball diamond, seating areas, recreational trails, the Model Train Club and parking. This park has significant woodlot with the Grindstone Creek running through the park.

100	2026-2031	**Kerncliff Park** PO-PR-1677 Infrastructure Renewal **Engineering Services,** 2026, 2028 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management 2026 is design work. 2028 work is for the renewal of wood boardwalk and pedestrian bridges.	**Capital** **Reserve Funds** **External** **Gross Cost**					325 25 350	325 25 350

2198 Kerns Road
Kerncliff is classified a Special Resource Area providing a significant woodlot on the Niagara Escarpment , reclaimed quarry, boardwalks, pedestrian creek bridges, trails, shade pavilion, and parking. Kerncliff is owned by Conservation Halton and developed and maintained by the city .

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
101	2026-2031	**Kilbride Park** PO-PR-1893 Infrastructure Renewal **Engineering Services,** 2027, 2029 2027 is for design work. 2029 for the replacement of the playground and sportsfield renewal.	**Capital**					525	525
			Reserve Funds					325	325
			External						
			Gross Cost					850	850

2175 Blessington Street
Kilbride park is classified as a community park providing two baseball diamonds, a playground, a parking lot and joint venture tennis club.

102	2026-2031	**Orchard Parkette(s)** PO-PR-1889 Infrastructure Renewal **Engineering Services,** 2026, 2027, 2028 2026 includes design for the following years 2027 is for renewal work at Apple Blossom and Dryden parkettes. 2028 is for renewal work at Avalon, Easton and Prescott parkettes.	**Capital**					730	730
			Reserve Funds					30	30
			External						
			Gross Cost					760	760

Apple Blossom Parkette - 5060 Dryden Avenue
Avalon Parkette - 2284 Avalon Drive
Dryden Parkette - 5043 Dryden Avenue
Easton Parkette - 2437 Whitehorn Drive
Prescott Parkette - 5120 Dryden Avenue

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
103	2026-2031	**Recreational Multi-Use Trail - Centennial**	**Capital**					930	930
		PO-PR-1682 Infrastructure Renewal	**Reserve Funds**					9	9
		Engineering Services, 2026, 2027	**External**						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. This project includes the asphalt surface renewal (shave and pave) of the recreational trail multi-use trail.	**Gross Cost**					939	939
		2026 is design work for the following year. 2027 and 2028 includes the pavement renewal construction work.							

Related Projects

SM-SD-1360	Sheldon Creek Erosion Control (CNR to New Street)
SM-SM-1623	Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)
SM-SM-1628	Tuck Creek Culvert Upgrade (Rexway Dr and Rockwood Dr)
SM-SM-1629	Appleby Creek Flood Mitigation (Fairview Street to Pinedale Avenue)
SM-SD-512	Appleby Creek Erosion Control (South Service Road to Lake Ontario)
PO-PR-877	Recreational Multi-Use Trail
SM-SD-1415	Appleby Creek Erosion Control (Dundas Street to Upper Middle Road)
PO-PD-877	Recreational Multi-Use Trail

423 Martha Street
Centennial multi-Use path is classified a Special Resource area providing a multi-use trail from Martha St. in the west to Burloak Dr. in the east, vehicle control bollards, wayfinding signage and seating areas.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
104	2026-2031	**Sinclair Park** PO-PR-1820 Infrastructure Renewal **Engineering Services,** 2026, 2027 2026 includes design work for the following year. 2027 includes the replacement of playground, safety surfacing, swings and improved accessible recreational trails.	**Capital**					170	170
			Reserve Funds					150	150
			External						
			Gross Cost					320	320

Sinclair is a neighbourhood park located at 2365 Sinclair Circle. The park includes a playground, open space and recreational trails.

105	2026-2031	**Sioux Lookout Park** PO-PR-1824 Infrastructure Renewal **Engineering Services,** 2028, 2029 2028 includes design. 2029 includes the replacement of seating areas, site furniture, recreational trails and lighting system.	**Capital**					150	150
			Reserve Funds						
			External						
			Gross Cost					150	150

Sioux Lookout is a lakeside parkette that includes a recreational trail connection to the Waterfront Trail, several seating areas and parking lot.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
106	2026-2031	**Strathcona Park** PO-PR-2038 Infrastructure Renewal **Engineering Services,** 2026, 2027, 2029, 2030 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2026 work includes design. 2027 work includes replacement of the baseball backstops (D1 & D2), line fence and pathways. 2029 work includes design. 2030 work includes replacement of playground.	**Capital**					590	590
			Reserve Funds					10	10
			External						
			Gross Cost					600	600
Part 'PA': Parkland Acquisition									
107		**Park Acquisition Fund** PO-PA-1079 Growth **Engineering Services,** 2022-2031 Funding allocation from Park Dedication Reserve Fund (PDRF), 10% of annual revenues [$200,000] to be set aside in a Strategic Land Acquisition Reserve Fund for a total of $2 million for the 10-year period. Dollar amounts are not identified in the chart as funding is transferred from one reserve fund to another reserve fund.	**Capital**						
			Reserve Funds						
			External						
			Gross Cost						

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
A Healthy and Greener City - Parks and Open Space			Capital Total:	5,010	5,510	5,059	4,685	58,639	58,639
			Reserve Funds Total:	1,475	1,875	2,528	2,666	10,206	18,750
			External Total:						
			Gross Cost Total:	6,485	7,385	7,587	7,351	48,581	77,389

* Report values in thousands

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
108	2022	**629 Old York Road Replacement of Road Culvert and Drop Structure** SM-SD-1867 Infrastructure Renewal **Engineering Services,** 2022 Existing inlet drop structure and road culvert have deteriorated significantly and require replacement. Construction of a new culvert outfall is also required as part this project.	**Capital**	200					200
			Reserve Funds						
			External						
			Gross Cost	200					200

2022: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
109	2022	**Appleby Creek Erosion Control (South Service Road to Lake Ontario)** SM-SD-512 Growth **Engineering Services,** 2022, 2024-2029 Class EA is complete. Detailed Design for Phase 1 and 2 began in 2020. Preliminary construction cost is based on the conceptual design provided in the Class EA report. Updated construction cost estimates will be refined at detailed design stage.	**Capital**			585	585	1,716	2,886
			Reserve Funds	2,016		915	915	2,684	6,530
			External						
			Gross Cost	2,016		1,500	1,500	4,400	9,416

Related Projects

PO-PR-1682	Recreational Multi-Use Trail - Centennial
PO-PR-1816	Pineland Park
PO-PR-1706	Bromley Park

2022: Location=Phase 1 and 2 Construction of creek works as per Class EA recommendations.
2024: Location=Phase 3 Partial Construction Funding.
2025: Location=Phase 3 Construction and Phase 4 Partial Construction Funding.
2026: Location=Phases 4 and 5 Construction of creek works as per Class EA recommendations.
2027: Location=Phase 6 Construction of creek works as per Class EA recommendations.
2028: Location=Phase 7 Construction of creek works as per Class EA recommendations.
2029: Location=Phases 8 and 9 Construction of creek works as per Class EA recommendations.
2029: Location=Phase 5 Partial Construction Funding.
2030: Location=Phase 5 Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
110	2022	**East Rambo Creek (Mountainside Drive to Industrial Street)** SM-SD-2048 Infrastructure Renewal **Engineering Services,** 2022, 2023 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priorities 1 and 36. The Mountainside Dr culvert and it's wingwalls are undermined. The concrete structure is cracked and failing. Private property at the back of 2226 Mountainside Dr is at risk where the East Rambo Creek makes valley wall contact. The slope is actively eroding and the fence of the top of the slope is undercut and hanging off the slope.	**Capital**	580	500				1,080
			Reserve Funds						
			External						
			Gross Cost	580	500				1,080

2022: Location= Class EA, Detailed Design and Partial Construction Funding
2023: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
111	2022	**Falcon Creek Erosion Control (CNR to Willowbrook Road)** SM-SD-1504 Growth **Engineering Services,** 2022, 2024, 2025 A Class EA Study and detailed design will be required to address the erosion concerns. Falcon Creek is adjacent to Willowbrook Road. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage. This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.	**Capital**	150		750	500		1,400
			Reserve Funds	150		750	500		1,400
			External						
			Gross Cost	300		1,500	1,000		2,800

2022: Location=Class EA and Detained Design
2024: Location=Partial Construction Funding
2025: Location=Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
112	2022	**Minor Erosion Control Projects** SM-SD-685 Growth **Engineering Services,** 2022-2031 Minor erosion control repairs at various locations due to erosion or bank failure. These projects are either identified in the Creek Inventory and Erosion Assessment Report or have been identified as a result of a storm events.	**Capital**	150	205	100	100	650	1,205
			Reserve Funds	150	205	100	100	650	1,205
			External						
			Gross Cost	300	410	200	200	1,300	2,410

2022: Location=1. Indian Creek at Francis Rd & Cedar Ave (Priority 3) 2. Shoreacres Creek North of Harvester Rd (Priority 9) 3. Rambo Creek Upstream of Upper Middle Rd (Priority 10).
2023: Location=1. Hager Creek North of Winterberry Dr. (Priority 11) 2. Hager Creek at Tyandaga Municipal Golf Course (Priority 19).
2024: Location=Tuck Creek behind 1101 Blair Rd and 1150 Walker's Line (Priority 22).
2025: Location=Various projects as identified in the Creek Inventory & Erosion Assessment Report or as a result of storm events.

113	2022	**Minor Stormwater Inlet / Outlet / Drainage Improvements** SM-SD-883 Infrastructure Renewal **Engineering Services,** 2022-2031 Minor infrastructure improvements needed to improve drainage and reduce flooding. Typical projects include the redesign of inlet grates to reduce the chance of clogging and minor grading or storm sewer work to improve drainage and reduce flooding. Priorities are reviewed annually.	**Capital**	175	250	200	125	1,083	1,833
			Reserve Funds						
			External						
			Gross Cost	175	250	200	125	1,083	1,833

2022-2031: Location=Design or remediate local drainage improvements, including minor inlet-outlet repairs.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
114	2022	**Roseland Creek Erosion Control (Mayfair Place to Lakeshore Road), Phase 4** SM-SD-1074 Growth **Engineering Services,** 2022 Additional funding required for the removal and disposal of contaminated material that was not previously identified. This project is infrastructure renewal, with a 20% growth component.	**Capital**	60					60
			Reserve Funds	15					15
			External						
			Gross Cost	75					75
		2022: Location=Phase 4: Additional Construction Funding.							
115	2022	**Rural Area Culverts Replacement** SM-SD-1146 Infrastructure Renewal **Engineering Services,** 2022-2031 Program initiated in 2009 to provide dedicated capital funding to rural area culvert replacement in Conservation Halton regulated lands on an ongoing basis and as required. This project also finances culvert replacements, as was recommended in the Culvert Inventory and Condition Assessment Report completed in 2020. There are approximately 1,300 culverts in the rural area of which approximately 800 are within Conservation Halton regulated lands. Each year 2-3 detailed designs are initiated for culverts within Conservation Halton regulated lands and 2-3 agency approved culverts are reconstructed.	**Capital**	230	400	200	150	1,150	2,130
			Reserve Funds						
			External						
			Gross Cost	230	400	200	150	1,150	2,130
		2022-2031: Location=Culvert replacements and drainage improvements at various rural locations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
116	2022	**Stormwater Management Ponds and Oil Grit Separators (OGS) Maintenance** SM-SD-962 Infrastructure Renewal **Engineering Services,** 2022-2031 City owned stormwater management (SWM) ponds require sediment removal. Funding is required for sediment surveys, preparation of contract documents, sediment removal and disposal. Stormwater management infrastructure rehabilitation and water quality monitoring is also included. Oil Grit Separators (OGS) are underground water quality control devices that are designed to trap sediment and oil/grease from the storm sewer system, resulting in cleaner water. This funding will also include inspection of all the Oil Grit Separators to determine a future clean-out schedule.	**Capital**	297	300	200	215	1,385	2,397
			Reserve Funds						
			External						
			Gross Cost	297	300	200	215	1,385	2,397

2022: Location=Pond 17 sediment clean-out and sediment surveys for various ponds. OGS inspections.
2023-2031: Location=Pond sediment surveys and clean-out for various ponds. OGS inspections.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
117	2022	**Tuck Creek Erosion Control for Three Sections**	**Capital**	2,308	1,166	960			4,434
		SM-SD-1472 Infrastructure Renewal	**Reserve Funds**	918	980	300			2,198
		Engineering Services, 2022-2024	**External**						
		THREE sections of Tuck Creek have been identified for this project.	**Gross Cost**	3,225	2,147	1,260			6,632
		1. Tuck Creek from Harvester Road to Hydro Right-of-Way off Elwood Road							
		2. Tuck Creek from Palmer Drive to CNR, south of Mainway							
		3. Tuck Creek from Dundas Street to Headon Road							
		The Class EA Study was started in 2019. Detailed design will be required to address the erosion concerns.							
		Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.							

Related Projects

PO-PR-1673 Lansdown Park

2022: Location=Construction of Phases 1, 2 and 3 of creek works as per Class EA recommendations.
2023: Location=Construction of Phases 4 and 5 of creek works as per Class EA recommendations.
2024: Location=Construction of Phases 6 and 7 of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
118	2023	**Indian Creek Erosion Control Construction (Francis Road and Cedar Avenue)** SM-SD-2043 Infrastructure Renewal **Engineering Services,** 2023 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 3. Francis Road and the sidewalk are at risk along Indian Creek near the Cedar Avenue intersection. The erosion control detailed designed it to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to be completed through this project ID. This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.	**Capital**		600				600
			Reserve Funds						
			External						
			Gross Cost		600				600
2023: Location=Construction									
119	2023	**Rambo Creek Erosion Control (Victoria Avenue to Emerald Crescent)** SM-SD-2046 Infrastructure Renewal **Engineering Services,** 2023, 2026 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 43. Private property on the west side of Rambo Creek is at risk between Victoria Avenue and Emerald Crescent.	**Capital**		250			1,859	2,109
			Reserve Funds						
			External						
			Gross Cost		250			1,859	2,109
2023: Location=Detailed Design 2026: Location=Construction									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
120	2023	**Shoreacres Creek Erosion Control (North of Harvester Road)** SM-SD-2055 Infrastructure Renewal **Engineering Services,** 2023 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 9. A box culvert and other utility infrastructures are at risk where Shoreacres Creek crosses Harvester Road. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to be completed through this project ID.	**Capital**		265				265
			Reserve Funds						
			External						
			Gross Cost		265				265
2023: Location=Construction									
121	2023	**Stormwater Management and Environmental Multi-Year Monitoring** SM-SD-1068 Infrastructure Renewal **Engineering Services,** 2023, 2028 This multi-year monitoring program will be used to confirm the effectiveness of prior erosion control projects, collect flow data, rain data and ground water data at various locations. The collected data will aid in determining the cause of flooding in certain areas and developing solutions to resolve these problems.	**Capital**		50			50	100
			Reserve Funds						
			External						
			Gross Cost		50			50	100
2023: Location=Various Locations 2028: Location=Various Locations									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
122	2024	**Hager Creek Erosion Control (North of Winterberry Drive at Path)** SM-SD-2044 Infrastructure Renewal **Engineering Services,** 2024 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 11. A Corrugated Steel Pipe (CSP) culvert is at risk where the paved pedestrian path crosses Hager Creek. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to be completed through this project ID. This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.	**Capital**			500			500
			Reserve Funds						
			External						
			Gross Cost			500			500
2024: Location=Construction									
123	2024	**Hager Creek Erosion Control (Tyandaga Municipal Golf Course)** SM-SD-2045 Infrastructure Renewal **Engineering Services,** 2024 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 19. A paved cart path in the Tyandaga Municipal Golf Course is at risk where it runs parallel to Hager Creek. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to be completed through this project ID.	**Capital**			80			80
			Reserve Funds						
			External						
			Gross Cost			80			80
2024: Location=Construction									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
124	2024	**Rambo Creek Upstream of Upper Middle Road** SM-SD-2057 Infrastructure Renewal **Engineering Services,** 2024 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 10. An 1800mm diameter Corrugated Steel Pipe (CSP) culvert is at risk at Rambo Creek upstream of Upper Middle Road. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to be completed through this project ID.	**Capital**			800			800
			Reserve Funds						
			External						
			Gross Cost			800			800
2024: Location=Construction									
125	2025	**Creek Condition Inventory and Erosion Assessment Update** SM-SD-1307 Infrastructure Renewal **Engineering Services,** 2025, 2030 Previous Creek Inventory and Erosion Assessment Reports will be updated, to review and prioritize erosion sites. This study will provide updated priorities and budget allocations. Update occurs approximately every five years.	**Capital**				120	120	240
			Reserve Funds						
			External						
			Gross Cost				120	120	240
2025: Location=All urban area creeks 2030: Location=All urban area creeks									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
126	2025	**Shoreacres Creek Erosion Control adjacent to Heritage Road** SM-SD-2056 Infrastructure Renewal **Engineering Services,** 2025, 2026 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priorities 24 and 50. Private property at 1170 Heritage Road is at risk due to channel widening along Shoreacres Creek. Two private stormwater outfalls are at risk along Shoreacres Creek, behind 1121 Heritage Road.	**Capital**				1,250	400	1,650
			Reserve Funds						
			External						
			Gross Cost				1,250	400	1,650
2025: Location=Detailed Design and partial construction funding 2026: Location=Construction									
127	2025	**Tuck Creek Erosion Control (Blair Road and Walker's Line)** SM-SD-2052 Infrastructure Renewal **Engineering Services,** 2025 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 22. Private property is at risk where Tuck Creek is eroding towards the parcel at 1101 Blair Road. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to completed through this project ID.	**Capital**				550		550
			Reserve Funds						
			External						
			Gross Cost				550		550
2025: Location=Construction									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
128	2026-2031	**Appleby Creek Erosion Control (Dundas Street to Upper Middle Road)** SM-SD-1415 Infrastructure Renewal **Engineering Services,** 2028, 2029 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage. **Related Projects** PO-PR-1682 Recreational Multi-Use Trail - Centennial 2028: Location=Class EA, Detailed Design and Partial Construction Funding. 2029: Location=Construction of creek works as per Class EA recommendations.	**Capital**					2,277	2,277
			Reserve Funds						
			External						
			Gross Cost					2,277	2,277
129	2026-2031	**Falcon Creek Erosion Control (North Shore Boulevard to Hamilton Harbour)** SM-SD-1264 Growth **Engineering Services,** 2028, 2031 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage. This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour. 2028: Location=Class EA and Detailed Design 2031: Location=Construction of creek works as per Class EA recommendations.	**Capital**					520	520
			Reserve Funds					130	130
			External						
			Gross Cost					650	650

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
130	2026-2031	**Lemonville Road Drainage Improvements** SM-SD-1436 Infrastructure Renewal **Engineering Services,** 2028, 2031 Lemonville Road has drainage issues that impact private property. This drainage improvement study will review the issues and provide recommendations for implementation.	**Capital**					800	800
			Reserve Funds						
			External						
			Gross Cost					800	800
		2028: Location=Drainage Study 2031: Location=Construction of creek works as per drainage study recommendations.							
131	2026-2031	**Rambo Creek Erosion Control (Melissa Crescent to Upper Middle Road)** SM-SD-1269 Infrastructure Renewal **Engineering Services,** 2029, 2031 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage. This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour. **Related Projects** PO-PR-1571 Kerns Park PO-PR-1691 Brant Hills Park	**Capital**					2,070	2,070
			Reserve Funds						
			External						
			Gross Cost					2,070	2,070
		2029: Location=Class EA and Detailed Design 2031: Location=Construction of creek works as per Class EA recommendations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
132	2026-2031	**Rambo Creek Erosion Control adjacent to 1241 Tyrell Road** SM-SD-2050 Infrastructure Renewal **Engineering Services,** 2029 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 37. Private property is at risk due to the toe erosion of the valley wall along Rambo Creek. The chain link fence at the rear of 1241 Tyrell Road is becoming undermined. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to completed through this project ID.	**Capital**					270	270
			Reserve Funds						
			External						
			Gross Cost					270	270
2029: Location=Construction									
133	2026-2031	**Rambo Creek Erosion Control adjacent to 895 Brant Street** SM-SD-2049 Infrastructure Renewal **Engineering Services,** 2027 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 34. The parking area at the rear of 895 Brant Street is at risk along Rambo Creek. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to completed through this project ID.	**Capital**					700	700
			Reserve Funds						
			External						
			Gross Cost					700	700
2027: Location=Construction									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
134	2026-2031	**Roseland Creek Improvements (Harvester Road to CNR)** SM-SD-537 Growth **Engineering Services,** 2029, 2031 The revised Midtown Plan requires Roseland Creek improvements from Harvester Road to CNR. A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.	**Capital**					998	998
			Reserve Funds					415	415
			External						
			Gross Cost					1,412	1,412

2029: Location=Class EA and Detailed Design
2031: Location=Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
135	2026-2031	**Sheldon Creek Erosion Control (Dryden Avenue to Blue Spruce Avenue)** SM-SD-1848 Infrastructure Renewal **Engineering Services,** 2028-2030 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.	**Capital**					3,873	3,873
			Reserve Funds						
			External						
			Gross Cost					3,873	3,873

Related Projects

PO-PR-1672	Brada Woods Park Infrastructure
PO-PD-1733	Recreational Multi-Use Trail - Sheldon Creek
PO-PD-877	Recreational Multi-Use Trail

2028: Location=Class EA and Detailed Design
2029: Location=Partial Construction Funding.
2030: Location=Construction of creek works as per Class EA recommendations.

136	2026-2031	**Sheldon Creek Erosion Control (South Service Road to CNR)** SM-SD-1270 Infrastructure Renewal **Engineering Services,** 2030 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.	**Capital**					183	183
			Reserve Funds					290	290
			External						
			Gross Cost					472	472

2030: Location=Class EA and Detailed Design
Future: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
137	2026-2031	**Shoreacres Creek Erosion Control (Harvester Road to New Street)** SM-SD-1846 Growth **Engineering Services,** 2026, 2027, 2029 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.	**Capital**					1,683	1,683
			Reserve Funds					297	297
			External						
			Gross Cost					1,980	1,980
		2026: Location=Class EA 2027: Location=Detailed Design and partial construction funding. 2029: Location=Construction of creek works as per Class EA recommendations.							
138	2026-2031	**Shoreacres Creek Erosion Control (South Service Road to Harvester Road)** SM-SD-1467 Infrastructure Renewal **Engineering Services,** 2030 A Class EA Study and detailed design will be required to address the erosion concerns. Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.	**Capital**					245	245
			Reserve Funds						
			External						
			Gross Cost					245	245
		Related Projects RD-SW-261 Harvester Road Sidewalk (Walker's Line - Appleby Line) 2030: Location=Class EA and Detailed Design Future: Location=Construction of creek works as per Class EA recommendations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
139	2026-2031	**Tuck Creek Erosion behind Malvern Road** SM-SD-2054 Infrastructure Renewal **Engineering Services,** 2030 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 39. Private property is at risk along an outside meander bend on Tuck Creek, downstream of Spruce Avenue, behind 260, 266 and 272 Malvern Road. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to completed through this project ID.	**Capital**					605	605
			Reserve Funds						
			External						
			Gross Cost					605	605
2030: Location=Construction									
140	2026-2031	**Tuck Creek Erosion Control (CNR to North Service Road, West of Walker's Line)** SM-SD-2051 Infrastructure Renewal **Engineering Services,** 2027, 2030 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priorities 7 and 32. Tuck Creek erosion between CNR and North Service Road, West of Walker's Line, is impacting private property and a box culvert. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to completed through this project ID.	**Capital**					1,585	1,585
			Reserve Funds						
			External						
			Gross Cost					1,585	1,585
2027: Location=Class EA, Detailed Design and Partial Construction Funding 2030: Location=Construction									

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SD': Storm Drainage									
141	2026-2031	**Tuck Creek Erosion Control behind 3455 Lakeshore Road** SM-SD-2053 Infrastructure Renewal **Engineering Services,** 2028 This project was identified in the 2020 Creek Inventory and Erosion Assessment Report as Priority 35. Private property and a hydro pole at risk along the west bank of Tuck Creek at the back of 3455 Lakeshore Road. The erosion control detailed designed is to be completed through the Minor Erosion Control Projects (SM-SD-685). Construction is to completed through this project ID.	**Capital**					1,000	1,000
			Reserve Funds						
			External						
			Gross Cost					1,000	1,000

2028: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SM': Storm Water Infrastructure									
142	2023	**Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)** SM-SM-1623 Growth **Engineering Services,** 2023 During the August 4, 2014 storm there was considerable ravine flooding along Tuck Creek. Approved Council report CW-09-15 recommended enhanced flood protection in the lower reaches of this watershed. This project will address Tuck Creek from north of New Street to south of Spruce Avenue. The required Flood Mitigation Class EA for this reach was completed in 2016. Phase 1 is complete (culvert and channelization). Phase 2 channelization works complete. Phase 2 New Street bridge will be constructed in 2021/2022. Phase 3 bridges and channelization works are in detailed design and approval stage.	**Capital**		964				964
			Reserve Funds		413				413
			External						
			Gross Cost		1,377				1,377

Related Projects

RD-RA-1534	New Street Resurfacing
PO-PR-1682	Recreational Multi-Use Trail - Centennial
PO-PR-1686	Tuck Park

2021: Location=Phases 2: New St. bridge replacement.
2024: Location=Phases 3: Spruce Bridge replacement & associated channel upgrades construction.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'SM': Storm Water Infrastructure									
143	2026-2031	**Roseland Creek Flood Control Facility North of QEW** SM-SM-941 Growth **Engineering Services,** 2029-2031 This project is for the City's share of a stormwater management facility, north of QEW, to reduce downstream flooding risk. (As per Prosperity Corridor and Roseland Creek reports). This recommendation was reconfirmed in the approved Council report CW-09-15. The construction of the stormwater management facility is dependent on the land development. Multi-year partial funding for the construction of the stormwater management facility (City's share). This preliminary cost estimate will be revised during the detailed design to reflect the associated land costs.	**Capital**					489	489
			Reserve Funds					489	489
			External						
			Gross Cost					977	977
		2029: Location=Partial Construction Funding (City's Share) 2030: Location=Partial Construction Funding (City's Share) 2031: Location=Partial Construction Funding (City's Share)							
A Healthy and Greener City - Stormwater Management			**Capital Total:**	**4,150**	**4,950**	**4,375**	**3,595**	**42,780**	**42,780**
			Reserve Funds Total:	**3,249**	**1,598**	**2,065**	**1,515**	**4,954**	**13,382**
			External Total:						
			Gross Cost Total:	**7,399**	**6,548**	**6,440**	**5,110**	**30,664**	**56,162**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
A Healthy and Greener City - Total			Capital Total:	16,650	15,544	17,765	12,193	112,487	174,640
			Reserve Funds Total:	8,413	6,364	5,957	5,282	24,319	50,334
			External Total:	3,456	0	0	0	0	3,456
			Gross Cost Total:	28,519	21,909	23,721	17,475	136,806	228,430

* Report values in thousands


CITY OF
Burlington

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

An Engaging City

An Engaging City

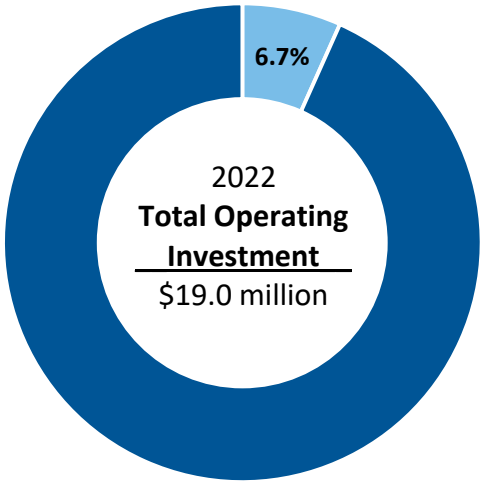
Community members are engaged, empowered, welcomed and well-served by their city. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

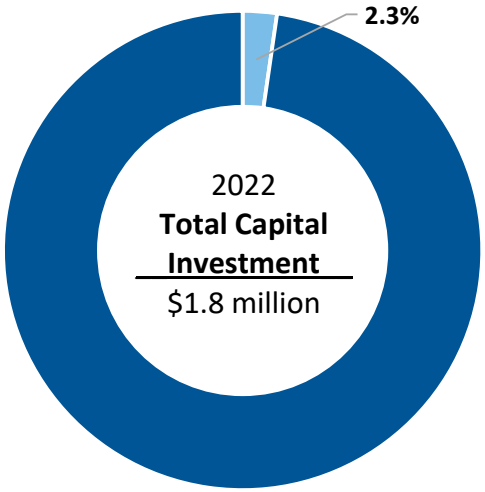
Key Priorities and Goals

- An engaged community where culture, civic activities, neighbourhood initiatives and recreational activities help to enhance and grow the sense of engagement, community, place and unity
- Accessible municipal programs, buildings, services and public spaces are available and welcoming to people of all abilities



Percentage of 2022 Budget





An Engaging City

Operating Investment

Including One time COVID Impacts

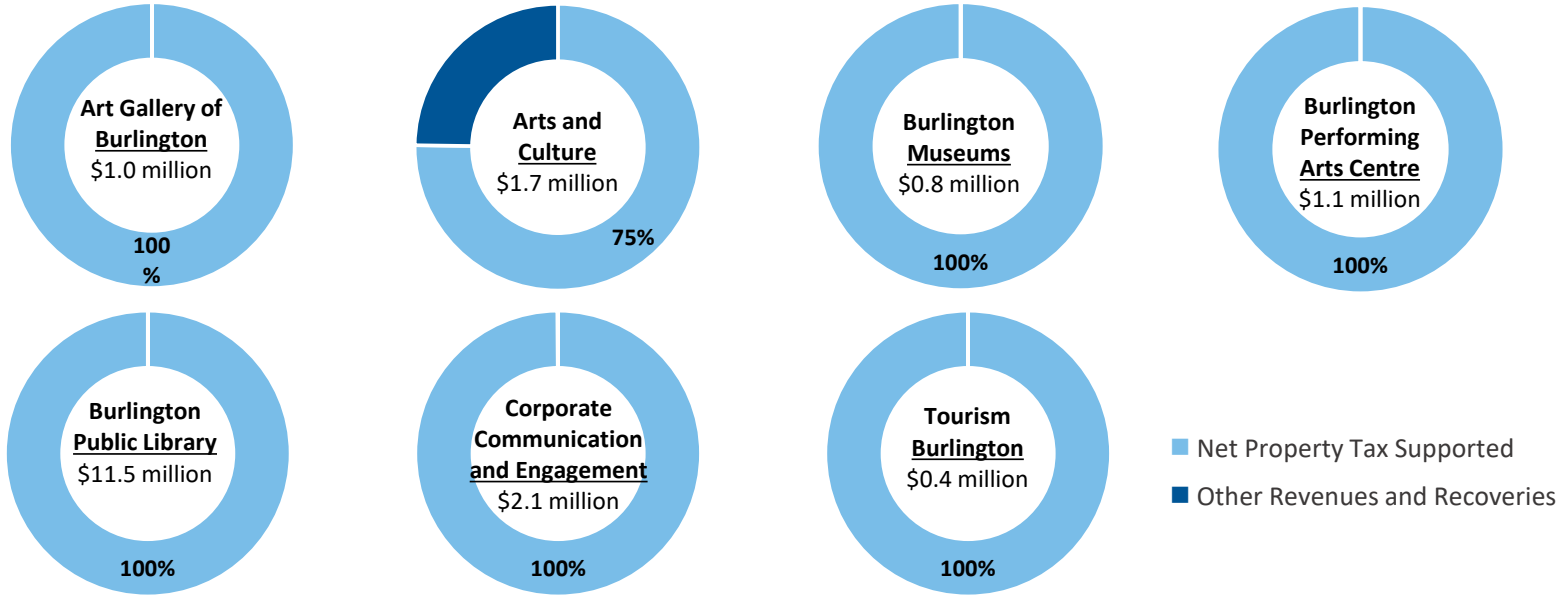
Services	2021 Net Budget	2022 Budget Total Expenses	2022 Budget Total Revenues	2022 Budget Net Budget	$ Change	% Change
Art Gallery of Burlington *	$ 1,006	$ 1,024	$ -	$ 1,024	$ 18	1.7%
Arts and Culture	$ 1,689	$ 2,202	$ (546)	$ 1,656	$ (33)	(1.9)%
Burlington Museums *	$ 738	$ 751	$ -	$ 751	$ 13	1.8%
Burlington Performing Arts Centre *	$ 1,046	$ 1,064	$ -	$ 1,064	$ 18	1.8%
Burlington Public Library *	$ 11,316	$ 11,514	$ -	$ 11,514	$ 198	1.7%
Corporate Communication and Engagement	$ 1,932	$ 2,063	$ (2)	$ 2,061	$ 129	6.7%
Tourism Burlington *	$ 414	$ 421	$ -	$ 421	$ 7	1.7%
Total Engaging City	**$ 18,142**	**$ 19,039**	**$ (547)**	**$ 18,492**	**$ 350**	**1.9%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

* Represents the City's grant to this externally managed Local Board

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Art Gallery of Burlington

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Corp. Expenditures / Provisions	1,006	1,024	18		1,024	18	1.7%
TOTAL EXPENDITURES	**1,006**	**1,024**	**18**		**1,024**	**18**	**1.7%**
NET OPERATING BUDGET	**1,006**	**1,024**	**18**		**1,024**	**18**	**1.7%**

Budget Commentary

For 2022 a budget increase of 1.75% was provided for local boards.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Arts and Culture

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,233	1,316	83		1,316	83	6.7%
Operating & Minor Capital	126	149	23	(4)	144	19	14.8%
Purchased Services	522	554	32	5	559	37	7.2%
Corp. Expenditures / Provisions	133	133			133		0.0%
Internal Charges & Settlements	35	51	16		51	16	45.0%
TOTAL EXPENDITURES	**2,048**	**2,202**	**154**	**1**	**2,202**	**154**	**7.5%**
Controllable Revenues	264	564	301	(114)	451	187	70.9%
General Revenues & Recoveries	95	95			95		0.0%
TOTAL REVENUES	**359**	**659**	**301**	**(114)**	**546**	**187**	**52.1%**
NET OPERATING BUDGET	**1,689**	**1,542**	**(147)**	**114**	**1,656**	**(33)**	**(1.9%)**

Budget Commentary

Base Budget Commentary
- Includes standard increases for HR costs and utilities
- Burlington Teen Tour Band 75th anniversary touring expenses for Ireland performances
- Festivals & Events includes set up costs for Naval Vet events and an expanded Children's Festival at multiple locations

One time COVID Impact Commentary
- Includes decrease in overall discretionary spending related to staff working remotely
- Music Programming and Student Theatre registration revenue loss for Q1 & Q2 due to ongoing program restrictions
- Decreased room rental revenues attributed to restrictions including capacity limits
- Decrease in sponsorship revenues for Festivals & Events

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Burlington Museums

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Corp. Expenditures / Provisions	738	751	13		751	13	1.8%
TOTAL EXPENDITURES	**738**	**751**	**13**		**751**	**13**	**1.8%**
NET OPERATING BUDGET	**738**	**751**	**13**		**751**	**13**	**1.8%**

Budget Commentary

For 2022 a budget increase of 1.75% to the city's provision was provided for all local boards.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Burlington Performing Arts Centre

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Corp. Expenditures / Provisions	1,046	1,064	18		1,064	18	1.8%
TOTAL EXPENDITURES	**1,046**	**1,064**	**18**		**1,064**	**18**	**1.8%**
NET OPERATING BUDGET	**1,046**	**1,064**	**18**		**1,064**	**18**	**1.8%**

Budget Commentary

For 2022 a budget increase of 1.75% to the city's provision was provided for all local boards.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Burlington Public Library

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Corp. Expenditures / Provisions	11,316	11,514	198		11,514	198	1.7%
TOTAL EXPENDITURES	**11,316**	**11,514**	**198**		**11,514**	**198**	**1.7%**
NET OPERATING BUDGET	**11,316**	**11,514**	**198**		**11,514**	**198**	**1.7%**

Budget Commentary

For 2022 a budget increase of 1.75% to the city's provision was provided for all local boards.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Corporate Communications and Engagement

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,756	1,889	132	(2)	1,887	130	7.4%
Operating & Minor Capital	62	63	1		62	1	1.2%
Purchased Services	108	111	3	(2)	109	1	0.8%
Corp. Expenditures / Provisions	10	6	(4)	(1)	5	(5)	(50.0%)
TOTAL EXPENDITURES	**1,936**	**2,068**	**132**	**(6)**	**2,063**	**127**	**6.6%**
Controllable Revenues	4	2	(2)		2	(2)	(57.1%)
TOTAL REVENUES	**4**	**2**	**(2)**		**2**	**(2)**	**(57.1%)**
NET OPERATING BUDGET	**1,932**	**2,067**	**134**	**(6)**	**2,061**	**129**	**6.7%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits as well as the annualization of the Engagement and Volunteer Coordinator position approved in the 2021 budget.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, consulting services, and printing.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Tourism Burlington

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Corp. Expenditures / Provisions	414	421	7		421	7	1.7%
TOTAL EXPENDITURES	**414**	**421**	**7**		**421**	**7**	**1.7%**
NET OPERATING BUDGET	**414**	**421**	**7**		**421**	**7**	**1.7%**

Budget Commentary

For 2022 a budget increase of 1.75% to the city's provision was provided for all local boards.

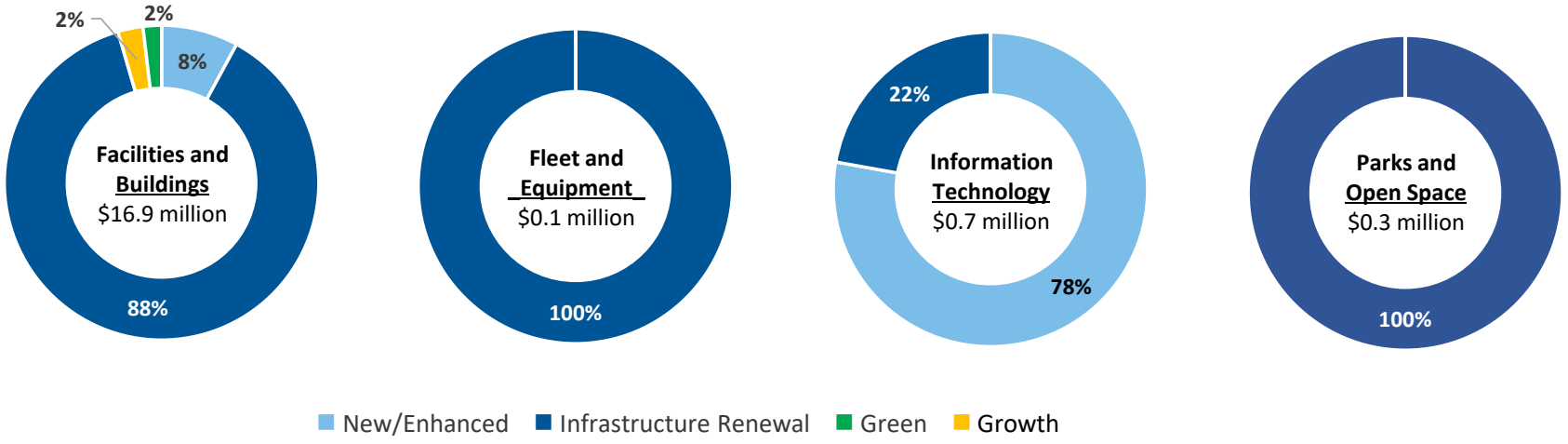
An Engaging City

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Facilities and Buildings	$ 1,527	$ 2,440	$ 1,471	$ 3,584	$ 1,151	$ 1,253	$ 1,280	$ 1,474	$ 1,396	$ 1,322	$ 16,899
Fleet Vehicles, Accessories and Equipment	$ -	$ -	$ -	$ -	$ -	$ 74	$ 46	$ 28	$ -	$ -	$ 148
Information Technology	$ 225	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 50	$ 675
Parks and Open Space	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 250
Total Engaging City	**$ 1,777**	**$ 2,515**	**$ 1,546**	**$ 3,659**	**$ 1,226**	**$ 1,402**	**$ 1,402**	**$ 1,577**	**$ 1,471**	**$ 1,397**	**$ 17,972**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CC': Community Centres									
1	2023	**Music Centre Facility - Revitalization** FB-CC-1137 Infrastructure Renewal **Recreation, Community and Culture,** 2023-2025 A 2-story building located within the Central Park complex. The building functions as a music education center and features practice rooms, classrooms, and large indoor and outdoor practice / performance spaces. It is home to the Burlington Teen Tour Band. A portion of the building is currently functioning as a drama centre through an expired joint venture agreement. The funding will address renovation renewal requirements using the existing structure for the intended use, in order to meet present standards. 2025: Detail Design and Construction Facility Description: Name: Music Centre, 2311 New Street Size: 11,162 SQFT, Originally Built: 1965, Major Renovations: 1990 Facility Condition Index (FCI): 0.09	**Capital**		217	60	1,473		1,750
			Reserve Funds						
			External						
			Gross Cost		217	60	1,473		1,750

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part '': Local Boards									
2		**Contribution to Library Reserve Fund** FB-LB-77 Infrastructure Renewal **Libraries,** 2025, 2026, 2028, 2030 To provide funding for the future replacement of information technology equipment and other Burlington Public Library infrastructure replacement or modifications.	**Capital**				15	74	89
			Reserve Funds				-15	-74	-89
			External						
			Gross Cost						
3	2022	**Art Gallery - Repair and Renewal** FB-LB-1421 Infrastructure Renewal **Art Gallery of Burlington,** 2022-2031 Funding is intended to stabilize, replace or make improvements to the existing building system, to effectively maintain the lifecycle of the facility and to continue to provide a safe environment for patrons using the Art Gallery of Burlington's facility. Facility Description: Art Gallery of Burlington, 1333 Lakeshore Rd Size: 53,680 SQFT, Originally Built: 1978 Major Renovation Dates: 1980's, 2000, 2004 Facility Condition Index (FCI): 0.07	**Capital**	139	138	137	138	853	1,404
			Reserve Funds						
			External						
			Gross Cost	139	138	137	138	853	1,404

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
4	2022	**Joseph Brant Museum and Ireland House Museum - Repair and Renewal** FB-LB-1584 Infrastructure Renewal **Museums,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing building components which maintain effective life cycle planning and provide a safe environment for patrons using the Museum facilities. In addition, funding is included for repairs to outbuildings, the parking lot, minor improvements to public and non-public areas, purchase of new exhibit/ display equipment and replacement of equipment at end of life. 2022 Projects include: 1. Annual plant health program ($5,000) 2. IHM Renewal/Repairs to Historic Home/Cottage Driveshed (in 2022, a. 2nd floor bedroom wallpaper replacement; b. basement wall/ceiling repair/coating) ($60,000) 3. IHM VFA System Renewal (per City Capital projects renewals program - 2022-Security System - Intrusion Alarm System & CCTV) ($7,000) 4. Improvements to public and non-public areas-IHM ($5,000) 5. Improvement to public and non-public areas-JBM ($5,000) 6. Furnishings-(x2) IHM/JBM ($2.5K/site) ($5,000) 7. Exhibit Cases-JBM ($18,200) 8. Replacement of PCs (x2) IHM & JBM ($2.5K/site) ($5,000) 9. POS System (x2) IHM & JBM ($5K/station) ($10,000) Facility Description: Ireland House, 2168 Guelph Line, Size: 5575 SQFT, Originally Built: 1837 Major Renovation Dates: N/A Facility Condition Index (FCI): 0.05 Ireland House Oakridge Interpretive Centre, 2168 Guelph Line, Size: 4112 SQFT, Originally Built: 1991 Major Renovation Dates: N/A	**Capital**	120	120	119	120	740	1,218
			Reserve Funds						
			External						
			Gross Cost	120	120	119	120	740	1,218

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
		Facility Condition Index (FCI): 0.08 Ireland House Cottage/Driveshed, 2168 Guelph Line, Size: 1012 SQFT, Originally Built: 1837 Major Renovation Dates: N/A Facility Condition Index (FCI): 0.11 Joseph Brant Museum, 1240 Northshore Boulevard, Size: 12066 SQFT, Originally Built: 1942 Major Renovation Dates: 2019 Facility Condition Index (FCI): 0.03 JBM - Joseph Brant Museum IHM - Ireland House Museum								
5	2022	**Library - Collection Expansion** FB-LB-1588 Growth **Libraries,** 2022-2031 The Development Charges by-law allows for the Burlington Public Library's collection to be expanded to align with Burlington's growth.	**Capital**						
			Reserve Funds	30	30	47	47	282	436
			External						
			Gross Cost	30	30	47	47	282	436

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
6	2022	**Library - Information Technology - Renewal** FB-LB-73 Infrastructure Renewal **Libraries,** 2022-2031 To provide for the replacement of end of life technology including the phone system , network monitoring tools, computers and tablets, digital signage display, and peripherals used for staff and public internet machines . Replacements align with City replacement cycles. 2022 Projects include: 1. Public Access Computers 2. Computers, laptops and tablets 3. Servers, firewalls and switches 4. Self check replacement 5. Digital Signage and TVs ($9.5K)	**Capital**	35	295	398	313	2,068	3,109
			Reserve Funds	254	11	203		297	764
			External						
			Gross Cost	288	305	601	313	2,365	3,873

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
7	2022	**Library - Repair, Renewal and Leasehold Improvements** FB-LB-1508 Infrastructure Renewal **Libraries,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing building systems to effectively maintain the lifecycle of the facilities , improve energy efficiency and continue to provide a safe and accessible environment for patrons using the Burlington Public Library facilities. 2022 Projects include: 1. LED lighting retrofit projects ($25K) - Brant Hills 2. Washroom renewal ($50K) - Brant Hills 3. Security system replacement ($9K) - Central 4. Exterior glass tile renewal ($100K) - Central 5. HVAC unit replacement ($326K) - Central Facility Description: Central Library, 2331 New St Size: 62,129 SQFT, Originally Built: 1970 Major Renovation Dates: 2005 Facility Condition Index (FCI): 0.16 Facility Description: Tansley Woods Library, 1996 Itabashi Way Size: 9,494 SQFT, Originally Built: 1996 Major Renovation Dates: none Facility Condition Index (FCI): 0.08 Facility Description: Brant Hills Library, 2255 Brant St Size: 6,550 SQFT, Originally Built: 2005 Major Renovation Dates: none Facility Condition Index (FCI): 0.15 Facility Description: Alton Library, 3040 Tim Dobbie Dr Size: 11,840 SQFT, Originally Built: 2013	**Capital**	510	247	137	213	1,200	2,307
			Reserve Funds						
			External						
			Gross Cost	510	247	137	213	1,200	2,307

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
		Major Renovation Dates: none Facility Condition Index (FCI): 0.02							
		Facility Description: Aldershot Library, 550 Plains Rd E Size: 7,000 SQFT, Originally Built: 2011 Major Renovation Dates: none Leased Facility							
		Facility Description: New Appleby Library, 676 Appleby Line Size: 5,600 SQFT, Originally Built: 1983 Major Renovation Dates: none Leased Facility							
8	2022	**Performing Arts Centre - Performance Support Technologies** FB-LB-1583 New / Enhanced **The Burlington Performing Arts Centre,** 2022-2031 This project includes new technology to keep The Burlington Performing Arts Centre current with industry standards. 2022 Project: 1. Purchase main theatre theatrical moving lights $20K	**Capital**						
			Reserve Funds	10	10	10	10	60	100
			External	10	10	10	10	60	100
			Gross Cost	20	20	20	20	120	200

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
9	2022	**Performing Arts Centre - Repair and Renewal** FB-LB-1731 Infrastructure Renewal **The Burlington Performing Arts Centre,** 2022-2031 Funding is intended to renew or replace existing building systems to effectively maintain the life cycle of the facility and to continue to provide a safe environment for patrons using The Burlington Performing Arts Centre. Green initiatives are considered during renewal/replacement of building components. 2022 Projects include: 1. Replace Security CCTV System $144K 2. Renew/Resurface Parking Lot $48K 3. Replace Event Tables $8K Projects in future years are upgrades to security, theater curtains, repairs to plumbing, building envelope and HVAC systems. Facility Description: Burlington Performing Art Centre, 440 Locust Size: 69350 SQFT, Originally Built: 2011 Major Renovation Dates: none Facility Condition Index (FCI): 0.04	**Capital**	47	46	46	46	286	471
			Reserve Funds	77	84	48	96	578	882
			External	77	84	48	96	578	882
			Gross Cost	200	213	142	239	1,441	2,235

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part ": Local Boards									
10	2023	**Library (New Appleby) - Southeast Library Expansion** FB-LB-1921 New / Enhanced **Libraries,** 2023 The New Appleby branch lease will be expiring on August 31, 2023. The Board has expressed interest in a possible partnership with COB and Brock University at the Bateman High School site which has recently been declared surplus by the Halton District School Board. The timing of this project appears to align with the timing of current lease expiration and is expected to require approximately $1.22M in interior modifications plus the cost of furniture and shelving. At this time, BPL has approximately $1,134.5K available for the project.	**Capital**						
			Reserve Funds		1,135				1,135
			External						
			Gross Cost		1,135				1,135

2023 - Library (New Appleby) - Southeast Library Expansion

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
11	2022	**Specialty Facilities - Repair and Renewal** FB-MB-1811 Infrastructure Renewal **Facility Assets,** 2022-2031 Funding is intended to stabilize, replace or make improvements to existing building systems to maintain the life cycle of the facility and provide a safe environment for patrons using the city's Specialty Facilities. Green initiatives are considered when components are renewed/replaced. 2022 Projects include: 1. Student Theatre Storage Building - Rear of Site Exterior Doors (Qty 2) replacement. 2. Student Theatre Storage Building - Rear Fence and Various Block Repairs. 3. Student Theatre - Interior and Exterior Painting and Block repair works. 4. Student Theatre - Wheelchair Lift repairs. 5. Music Centre - Brick repairs on east wall. 6. Paletta Park - Barn Building - Roof and Gutters / Downspout renewal. 7. Paletta Park - Gatehouse - Asphalt Shingle Roof replacement. 8. All Specialty Facilities - General Repairs and Maintenance Facility and Facility Condition Index (FCI) Descriptions: 1. Music Centre 2311 New Street, FCI 0.09 2. Student Theater 2131 Prospect Street, FCI 0.06 3. Student Theater Storage Building 2141 Prospect Street, FCI 0.08 4. Paletta Gatehouse, 4250 Lakeshore Road, FCI 0.10 5. Paletta Lakefront Park Barn, 4250 Lakeshore Road, FCI 0.03 6. Lowville Park Schoolhouse, 6207 Guelph Line, FCI 0.11 7. Ella Foote Hall, 2175 Blessington Road, FCI 0.05 8. Rotary Youth Centre, 560 Guelph Line. FCI 0.06 9. Beachway Snack Shack, 1094 Lakeshore Road, FCI 0.02 10. Bridgeview Storage Building, 1530 Norwood Avenue, FCI 0.03 11. Pumphouse Storage Building, 1080 Lakeshore Road, FCI 0.04 12. Sherwood Forest Community Centre, 5270 Fairview Street, FCI 0.18	**Capital**	195	16	184	1,022	825	2,242
			Reserve Funds	25		25		50	100
			External						
			Gross Cost	220	16	209	1,022	875	2,342

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
An Engaging City - Facilities and Buildings			Capital Total:	1,045	1,078	1,080	3,340	12,589	12,589
			Reserve Funds Total:	395	1,269	333	138	1,193	3,328
			External Total:	87	94	58	106	638	982
			Gross Cost Total:	1,527	2,440	1,471	3,584	7,877	16,899

* Report values in thousands

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
12	2026-2031	**Culture - Vehicle Replacement** VE-VR-1960 Infrastructure Renewal **Recreation, Community and Culture,** 2027-2029 Scheduled replacement of owned vehicles and equipment in Culture service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds					148	148
			External						
			Gross Cost					148	148
An Engaging City - Fleet Vehicles, Accessories and Equipment			**Capital Total:**						
			Reserve Funds Total:					**148**	**148**
			External Total:						
			Gross Cost Total:	**0**	**0**	**0**	**0**	**148**	**148**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
13	2022	**Online Customer Service Enhancements** IT-CA-1785 New / Enhanced **Information Technology Services,** 2022-2031 This funding request is to support the continued enhancement, renewal and promotion of the City's online customer service options. To enable the community's use of online services we need to ensure that the City's website can be responsive to customers' needs. Upcoming initiatives include: News Module Version update: The City's current newsfeed module is end-of-life and requires an update. This update is required on three sites, Burlington.ca, burlingtontransit.ca, and 360.burlington.ca. The new product allows for greater control on news article design and layout and includes an enhanced CASL compliant ReCAPTCHA for subscriber management. Calendar Upgrade: The City's current calendar site (calendar.burlington.ca) is end-of-life and requires us to update in order to maintain site functionality. With the update we improve site functionality, design and mobile responsiveness. The update also includes an enhanced CASL compliant ReCAPTCHA for subscriber management. Cludo Search engine application enhancement: The current service subscription for our search engine product needs to be enhanced in order to allow for greater functionality and better customer search responses. Current product supports Burlington.ca, burlingtontransit.ca, and 360.burlington.ca. Enhanced product offering will provide custom search results display, a dedicated implementation developer, Commercial and Power search bundles, an additional 2 search engines (which could be applied to other corporate sites such as navigateBurlington, CRM, getinvolvedburlington, etc.).	**Capital**	75	50	50	50	300	525
			Reserve Funds						
			External						
			Gross Cost	75	50	50	50	300	525

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
		Eforms development support: Funding is required for external support to provide e-form conversion from non-accessible PDF forms. Training: Funds are required for ongoing training to employees to support each product and enhancement. Including form builder, calendar, updated news module and updated calendar.							
14	2022	**Web Modernization** IT-CA-2047 Infrastructure Renewal **Information Technology Services,** 2022 This project is to provide a fulsome review and refresh to the burlington.ca website, emphasizing online services and improved user experience. This will require the engaging vendor to review the current site and then make updates to the site.	**Capital**	150					150
			Reserve Funds						
			External						
			Gross Cost	150					150
			Operating Budget Impact **2023** Exp/(Rev) 10.0						
An Engaging City - Information Technology			**Capital Total:**	**225**	**50**	**50**	**50**	**675**	**675**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**225**	**50**	**50**	**50**	**300**	**675**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PR': Park Renewal									
15	2022	**Public Art - Repair and Renewal** PO-PR-2014 Infrastructure Renewal **Recreation, Community and Culture,** 2022-2031 This funding is required for the ongoing repair and renewal of public artworks across the City.	**Capital**						
			Reserve Funds	25	25	25	25	150	250
			External						
			Gross Cost	25	25	25	25	150	250
An Engaging City - Parks and Open Space			**Capital Total:**						
			Reserve Funds Total:	**25**	**25**	**25**	**25**	**150**	**250**
			External Total:						
			Gross Cost Total:	**25**	**25**	**25**	**25**	**150**	**250**
An Engaging City - Total			**Capital Total:**	**1,270**	**1,128**	**1,130**	**3,390**	**6,346**	**13,264**
			Reserve Funds Total:	**420**	**1,294**	**358**	**163**	**1,491**	**3,726**
			External Total:	**87**	**94**	**58**	**106**	**638**	**982**
			Gross Cost Total:	**1,777**	**2,515**	**1,546**	**3,659**	**8,474**	**17,972**

*** Report values in thousands**


CITY OF
Burlington

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

A Safe City

A Safe City

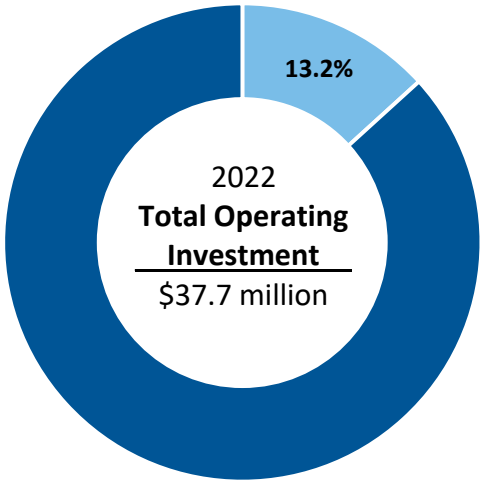
The City of Burlington remains a safe city by ensuring residents have access to the services and supports that promote well-being and safety in their neighbourhoods and across the city.

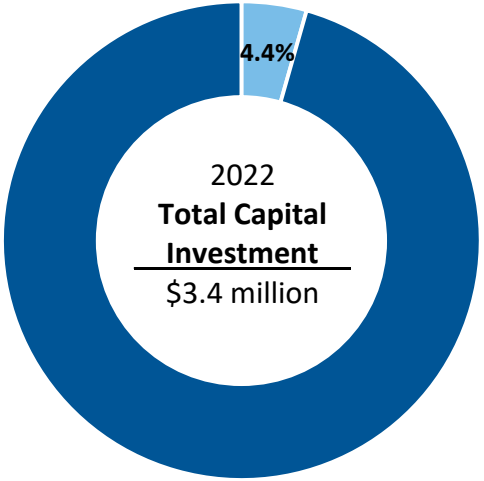
Key Priorities and Goals

- Public Safety, Consumer Protection & Maintenance Standards – via creation of by-laws, licenses and permit systems specific to the city (in confines of provincial/federal regulations)
- Compliance, via most cost effective, efficient manner (proactive & reactive), including education as much as enforcement



Percentage of 2022 Budget





A Safe City

Operating Investment

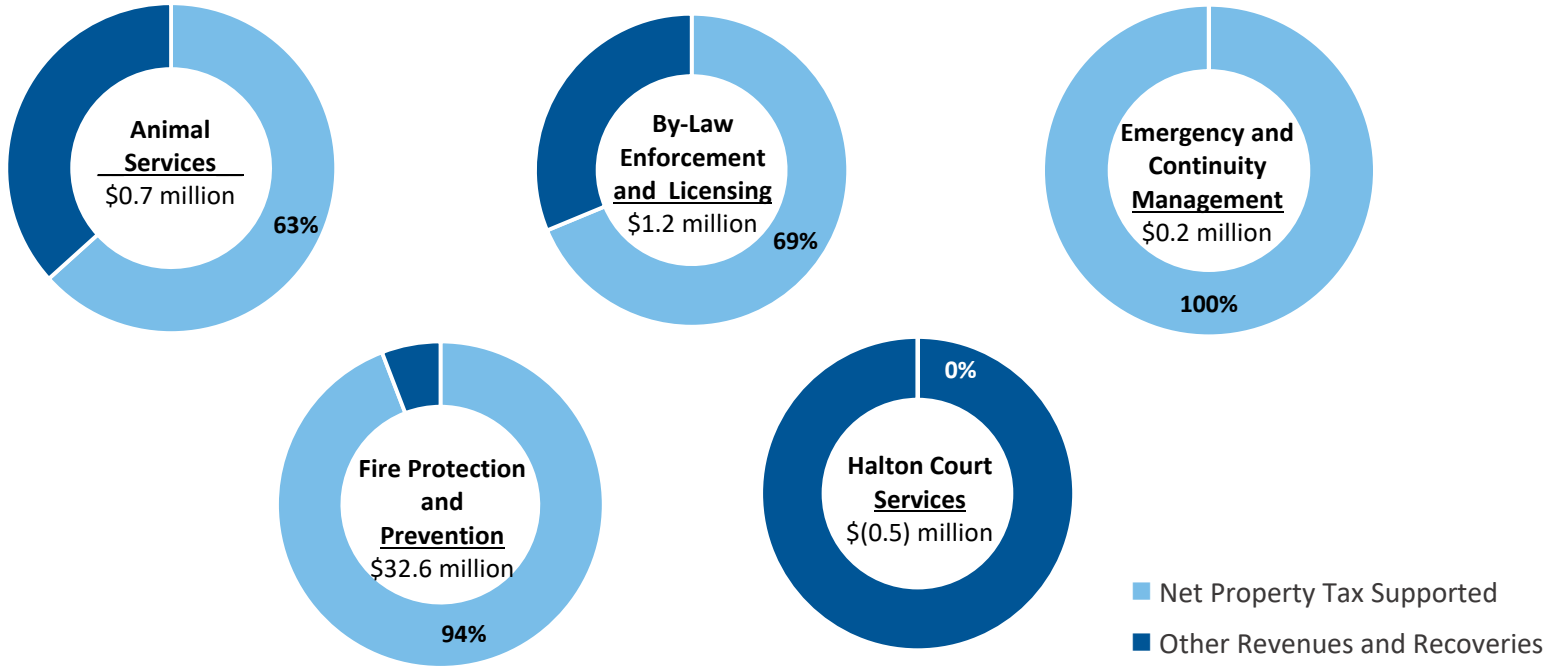
Including One time COVID Impacts

Services	2021 Net Budget	2022 Budget Total Expenses	Total Revenues	Net Budget	$ Change	% Change
Animal Services	$ 652	$ 1,072	$ (393)	$ 679	$ 27	4.1%
By-Law Enforcement and Licensing	$ 1,209	$ 1,787	$ (559)	$ 1,228	$ 19	1.6%
Emergency and Continuity Management	$ 183	$ 190	$ -	$ 190	$ 7	3.6%
Fire Protection and Prevention	$ 31,568	$ 34,613	$ (2,012)	$ 32,600	$ 1,032	3.3%
Halton Court Services	$ (722)	$ -	$ (472)	$ (472)	$ 250	34.7%
Total Safe City	**$ 32,890**	**$ 37,662**	**$ (3,436)**	**$ 34,225**	**$ 1,335**	**4.1%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Animal Services

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	871	900	29	(2)	899	28	3.2%
Operating & Minor Capital	85	85			85		0.0%
Purchased Services	84	84			84		(0.6%)
Internal Charges & Settlements	5	5			5		(7.7%)
TOTAL EXPENDITURES	**1,045**	**1,074**	**29**	**(2)**	**1,072**	**27**	**2.6%**
Controllable Revenues	393	393			393		0.1%
TOTAL REVENUES	**393**	**393**			**393**		**0.1%**
NET OPERATING BUDGET	**652**	**680**	**28**	**(2)**	**679**	**27**	**4.1%**

Budget Commentary

There is no material change to this budget beyond the standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB and OMERS

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development and printing expenses given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

By-law Enforcement and Licensing

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,929	1,708	(221)	12	1,720	(209)	(10.8%)
Operating & Minor Capital	56	37	(18)		37	(18)	(32.7%)
Purchased Services	21	20	(1)		20	(1)	(7.0%)
Internal Charges & Settlements	8	9	1		9	1	9.1%
TOTAL EXPENDITURES	**2,015**	**1,775**	**(240)**	**12**	**1,787**	**(228)**	**(11.3%)**
Controllable Revenues	806	804	(2)	(245)	559	(247)	(30.6%)
TOTAL REVENUES	**806**	**804**	**(2)**	**(245)**	**559**	**(247)**	**(30.6%)**
NET OPERATING BUDGET	**1,209**	**971**	**(238)**	**257**	**1,228**	**19**	**1.6%**

Budget Commentary

The increase in HR costs reflects the standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. These increases are offset by the removal of the 2 contract by-law enforcement officer positions funded for 2021 by Halton Region. For the 2022 budget these positions are being requested on a contract basis for 2022 funded from one-time funding.

One-time COVID Impact Commentary

Similar to 2021, Permit and Licensing revenues are expected to be below normal as businesses continue to recover from COVID-19 restrictions. Revenue losses are partially offset by one-time COVID savings anticipated in areas such as meeting expenses, general office materials and professional development.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Emergency and Continuity Management

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	128	133	5		133	5	3.5%
Operating & Minor Capital	25	24		2	27	2	8.3%
Purchased Services	10	20	10	2	22	12	126.3%
Corp. Expenditures / Provisions	20	8	(12)		8	(12)	(58.5%)
TOTAL EXPENDITURES	**183**	**186**	**3**	**4**	**190**	**7**	**3.6%**
NET OPERATING BUDGET	**183**	**186**	**3**	**4**	**190**	**7**	**3.6%**

Budget Commentary

The increase in HR costs reflects the standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. The purchased services increase is a result of additional contracted services being needed and a decrease in the annual reserve fund provision has lowered the corp. expenditures/provision category.

One time COVID Impact Commentary

Small increases required in training/educational material as well as contract services.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Fire Protection and Prevention Service

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	31,633	32,460	828	171	32,631	998	3.2%
Operating & Minor Capital	783	792	9		792	9	1.2%
Purchased Services	645	675	30	(4)	671	26	4.0%
Corp. Expenditures / Provisions	15	15			15		0.0%
Internal Charges & Settlements	414	503	89		503	89	21.5%
TOTAL EXPENDITURES	**33,491**	**34,446**	**955**	**167**	**34,613**	**1,122**	**3.4%**
Controllable Revenues	1,837	1,944	107	(20)	1,924	87	4.7%
General Revenues & Recoveries	85	88	3		88	3	3.3%
TOTAL REVENUES	**1,922**	**2,032**	**110**	**(20)**	**2,012**	**90**	**4.7%**
NET OPERATING BUDGET	**31,568**	**32,414**	**845**	**187**	**32,600**	**1,032**	**3.3%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. An increase in Operating/Minor Capital is related to wearing apparel.

One-time COVID Impact Commentary

Higher anticipated overtime costs, will be partially mitigated by savings anticipated in areas such as professional development, meeting expenses and mileage given travel and gathering restrictions. It is also anticipated that souvenir sales will not happen and reduced external recoveries.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Halton Court Services

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Controllable Revenues							0.0%
General Revenues & Recoveries	722	472	(250)		472	(250)	(34.7%)
TOTAL REVENUES	**722**	**472**	**(250)**		**472**	**(250)**	**(34.7%)**
NET OPERATING BUDGET	**(722)**	**(472)**	**250**		**(472)**	**250**	**34.7%**

Budget Commentary

Reduction in net revenues due to reduced charges filed by local enforcement agencies.

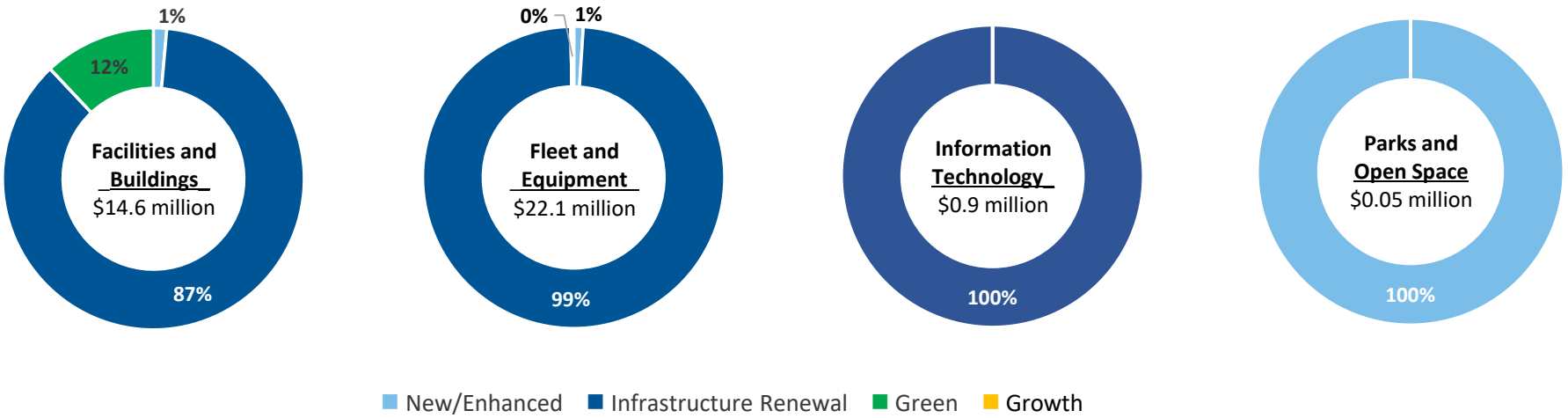
A Safe City

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Facilities and Buildings	$ 317	$ 573	$ 758	$ 2,130	$ 1,869	$ 1,132	$ 5,038	$ 173	$ 2,120	$ 517	$ 14,626
Fleet Vehicles, Accessories and Equipment	$ 2,183	$ 2,071	$ 2,015	$ 1,540	$ 2,327	$ 2,646	$ 3,189	$ 2,525	$ 2,001	$ 1,567	$ 22,065
Information Technology	$ 850	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 850
Parks and Open Space	$ 50	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 50
Total Safe City	**$ 3,400**	**$ 2,644**	**$ 2,773**	**$ 3,670**	**$ 4,196**	**$ 3,778**	**$ 8,228**	**$ 2,698**	**$ 4,121**	**$ 2,084**	**$ 37,591**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'FI': Fire									
1	2022	**Fire Department Facilities - Repair and Renewal** FB-FI-13 Infrastructure Renewal **Fire Department,** 2022-2031 Funding is intended to stabilize, replace, or make improvements to existing building systems to effectively maintain the lifecycle of the facility and to continue to provide a safe environment for public and staff using the City of Burlington Fire Station facilities. Green initiatives are considered when components are renewed/replaced. 2022 Projects include: 1. Fire Station 1 and Headquarters - New exterior door and interior door for fire training area. 2. Fire Station 4 - Exterior door replacement at apparatus bay. 3. Fire Station 8 - Interior painting and security system renewal. 4. Various Fire Station - Exterior landscape works repair. 5. Fire Tower - Stabilization repairs and renewals Burlington Fire Facilities include: Station 1 Headquarters - 1255 Fairview Street, FCI 0.04 Station 1 Service Building - 1225 Fairview Street, FCI 0.02 Station 1 Fire Training Tower - 1225 Fairview Street, FCI N/A Station 2 - 2300 Upper Middle Road, FCI 0.05 Station 3 - 1044 Waterdown Road, FCI 0.03 Station 4 - 711 Appleby Line, FCI 0.07 Station 5 - 2241 Kilbride Street, FCI 0.06 Station 6 - 455 Cumberland Avenue, FCI 0.10 Station 7 - 1400 Dundas Street, FCI 0.05 Station 8 - 1837 Ironstone Drive, FCI 0.02	**Capital**	237	485	753	565	3,793	5,833
			Reserve Funds						
			External						
			Gross Cost	237	485	753	565	3,793	5,833

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'FI': Fire									
2	2025	**Fire Station - Revitalization** FB-FI-1718 Infrastructure Renewal **Fire Department,** 2025-2028 The city operates and maintains 8 fire stations. As these facilities age they will require major renewal / enhancement work to meet standards. The amount identified is a placeholder for the revitalization needs of stations in the 10 year capital forecast. Major renewal/revitalization of Fire Station 3 and Fire Station 4 is currently underfunded and budgets will be developed as future and master plans are solidified. Note: These funding years do not include any land related costs Facility Descriptions: Name: Fire Station 3, 1044 Waterdown Road Size: 7,707 SQFT, Originally Built: 1958, Major Renovation Dates: 1998 Facility Condition Index (FCI): 0.03 Name: Fire Station 4, 711 Appleby Line Size: 8,321 SQ FT, Originally Built: 1968, Major Renovation Dates: 2002 Facility Condition Index (FCI): 0.07	**Capital**				1,560	6,589	8,149
			Reserve Funds						
			External						
			Gross Cost				1,560	6,589	8,149

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
3	2022	**Animal Shelter Facility - Repair and Renewal** FB-MB-444 Infrastructure Renewal **Building and By-law,** 2022-2026, 2028-2031 The facility contains an office area, front counter, veterinary medical space, and kennels for use by animal control services. Funding is intended to stabilize, replace or improve building components which will maintain effective life cycle planning. 2022 Projects include: 1. Addition of front desk gates and worksurface. 2. Roof and wall leak assessment. Facility Description: Name: Animal Shelter, 2424 Industrial Drive Size: 6,415 SQFT, Originally Built: 1996, Major Renovation Dates: 2016 (Front Counter) Facility Condition Index (FCI): 0.07	**Capital**	80	88	5	5	466	644
			Reserve Funds						
			External						
			Gross Cost	80	88	5	5	466	644
A Safe City - Facilities and Buildings			**Capital Total:**	**317**	**573**	**758**	**2,130**	**14,626**	**14,626**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**317**	**573**	**758**	**2,130**	**10,848**	**14,626**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'EN': Equipment - New									
4	2022	**Fire - Fleet Mobile Column Lifts (MCL)** VE-EN-2059 New / Enhanced **Fire Department,** 2022 Mobile Column Lifts (MCL) consists of four (4) columns with adjustable wheel forks for different wheel sizes and is an effective and safer way for fleet preventative maintenance inspections and repairs. MCL allow maintenance personnel to safely lift a wide range of heavy-duty fire emergency response vehicles quickly and efficiently. Currently there is only a maintenance pit and various fire apparatus are difficult to access from the pit. This is consistent with other city fleet maintenance facilities already utilizing MCL equipment.	**Capital**	100					100
			Reserve Funds						
			External						
			Gross Cost	100					100

Operating Budget Impact

2022	Exp/(Rev)	6.7

Fire Headquarters Fleet Maintenance Facility

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'EN': Equipment - New									
5	2023	**Fire - Rehabilitation Unit** VE-EN-2060 New / Enhanced **Fire Department,** 2023 Fire crews routinely respond to emergency events throughout the city without prior notice or ability to know how long they will be on-scene to mitigate the incident at hand. At present the fire department does not have any means to provide quick reliable access to washroom/change facilities for crews. In the past, accessing washrooms was either through returning to the closest station or relying on the generosity of neighbouring property owners. In addition, the department has no ability to refill breathing air cylinders at scene thereby requiring staff to run cylinders back to the closest fill station which can place unneeded demand on resources at scene. This unit will be a combined rehabilitation and breathing air cylinder refill station.	**Capital**		125				125
			Reserve Funds						
			External						
			Gross Cost		125				125

Operating Budget Impact

2023	Exp/(Rev)	8.3

In looking at various options for providing on-site access to washrooms and the ability to manage the refilling of breathing air on-scene 24/7/365 at emergency scenes the following solutions were assessed. a) add additional vehicle to fleet purpose built for this function; b) retrofit older apparatus and c) re-purpose the existing enclosed trailer at Station 5 - Kilbride and acquire a better suited trailer to transporting the UTV. It is felt that option c) is the most cost- effective solution overall to achieve a reliable solution for washroom facilities and ability to refill air on-site.

This initiative includes the replacement cost of the existing UTV enclosed trailer with one more suited for quick deployment of the UTV in tight spaces (i.e. accessing Bruce Trail System). Existing trailer is to large to efficiently deploy the UTV when required.

In addition to providing support to extend emergency scene operations, the retrofitted trailer would provide support firefighter training at acquired structures. The fire department routinely utilizes acquired structures to provide realistic hand-on training for firefighters so that they can maintain vital skills. This trailer once retrofitted would be self-contained and provide access to washrooms, rehabilitation area, decontamination shower, and self-contained breathing apparatus cylinder fill station.

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'ER': Equipment - Replacement									
6	2022	**Fire - Equipment Replacement** VE-ER-383 Infrastructure Renewal **Fire Department,** 2022-2031 Emergency response equipment replacement encompasses life-cycle and unplanned emergency equipment replacement for the following items: breathing apparatus, extrication equipment, hydraulic equipment, hazardous materials response equipment, personal protective equipment and water/ice rescue response equipment. 2022 items include: Emergency Response Equipment Personal Protective Equipment (PPE) Breathing Apparatus Equipment (SCBA) Emergency Response Radios and Pagers	**Capital**						
			Reserve Funds	687	620	651	319	3,117	5,394
			External						
			Gross Cost	687	620	651	319	3,117	5,394

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'ER': Equipment - Replacement									
7	2022	**Fire Dispatch Centre - Equipment Replacement** VE-ER-967 Infrastructure Renewal **Fire Department,** 2022, 2023, 2025, 2026, 2027, 2028, 2029, 2031 The City of Burlington Fire Dispatch Centre is equipped with complex and highly integrated, multi-vendor, critical fire emergency systems that support fire emergency resources for the Town of Oakville, Town of Halton Hills and the City of Burlington. These integrated systems collectively play a key role in the overall provision of dispatching and coordinating fire emergency services for three (3) municipalities. This funding is in place to ensure timely replacement of these systems and associated hardware. NFPA 1221 - Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems defines the recommended requirements for emergency dispatch centre systems replacement and maintenance. 2022 items include: Network Improvements (IP) to support NG911 and stabilize connections Costs will be shared based on project and cost share Agreement NFPA = National Fire Protection Association	**Capital**						
			Reserve Funds	100	45		6	1,088	1,239
			External					1,997	1,997
			Gross Cost	100	45		6	3,085	3,236

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
8	2022	**Fire - Vehicle Replacement** VE-VR-406 Infrastructure Renewal **Fire Department,** 2022-2031 Planned life-cycle replacement of fire emergency and support vehicles. The year identified for replacement is based on National Fire Protection Association (NFPA) industry life-cycle guidelines and prioritized based by current life expectancy, maintenance costs, operation / functional needs. NFPA Standard to replace emergency response apparatus as follows: - Remove fire apparatus from first-line emergency response at or before 15 years of service - Removed fire reserve apparatus at or before 25 years of service. - Remove all fire apparatus at or before 26 years of service. 2022 projects include: Pump/Rescue Lifecycle Replacement Fire Prevention Support Vehicle Lifecycle Replacement Vehicle Trailer Replacement NFPA = National Fire Protection Association	**Capital**						
			Reserve Funds	1,296	1,221	1,364	1,155	7,519	12,555
			External						
			Gross Cost	1,296	1,221	1,364	1,155	7,519	12,555

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
9	2023	**Aerial Fire Apparatus Non-Destructive Testing and Refurbishment** VE-VR-1597 Infrastructure Renewal **Fire Department,** 2023, 2025, 2028, 2030 Funding is provided for non-destructive testing and refurbishing of four (4) aerial apparatus and related equipment. The testing and refurbishment of aerial devices is regulated by the Occupational Health and Safety Act - Ontario regulation 714/94 and the NFPA 1914, Standard for Testing Fire Department Aerial Devices. Inspection and required refurbishment are required every five (5) years during the life of the vehicle.	**Capital**						
			Reserve Funds		60		60	120	240
			External						
			Gross Cost		60		60	120	240

NFPA = National Fire Protection Association

10	2026-2031	**Animal Control - Vehicle Replacement** VE-VR-1942 Infrastructure Renewal **Building and By-law,** 2028, 2029 Scheduled replacement of owned vehicles and equipment in Animal Control service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds					149	149
			External						
			Gross Cost					149	149

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
11	2026-2031	**Municipal By-law Enforcement and Licensing - Vehicle Replacement** VE-VR-1944 Infrastructure Renewal **Building and By-law,** 2027, 2029 Scheduled replacement of owned vehicles and equipment in Municipal By-law Enforcement and Licensing service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicles are scheduled for replacement in 2022.	**Capital**						
			Reserve Funds					266	266
			External						
			Gross Cost					266	266
A Safe City - Fleet Vehicles, Accessories and Equipment			**Capital Total:**	**100**	**125**			**225**	**225**
			Reserve Funds Total:	**2,083**	**1,946**	**2,015**	**1,540**	**12,259**	**19,843**
			External Total:					**1,997**	**1,997**
			Gross Cost Total:	**2,183**	**2,071**	**2,015**	**1,540**	**14,256**	**22,065**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
12	2022	**Next Generation 911** IT-CA-1989 Infrastructure Renewal **Fire Department,** 2022 This project is to purchase the City's technology infrastructure and undertake the City's work (on behalf of 3 fire departments) to support the implementation of the Next Generation 911 and decommission the existing 911 service. The Next Generation 911 is legislated to be completed in 2025. Additional funds may be required in 2023 as a result of the upcoming consultant's review.	**Capital**	284					284
			Reserve Funds						
			External	566					566
			Gross Cost	850					850
A Safe City - Information Technology			**Capital Total:**	**284**				**284**	**284**
			Reserve Funds Total:						
			External Total:	**566**					**566**
			Gross Cost Total:	**850**	**0**	**0**	**0**	**0**	**850**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'PD': Park Development									
13	2022	**Park Access Control** PO-PD-1991 New / Enhanced **Engineering Services,** 2022 This project is for the introduction of infrastructure to control access into parks and allow a quick and easy way to close parking lots. 2022 work includes the installation of gates across park driveways at City and Community Parks.	**Capital**	50					50
			Reserve Funds						
			External						
			Gross Cost	50					50

Various Parks

A Safe City - Parks and Open Space	**Capital Total:**	**50**				**50**	**50**
	Reserve Funds Total:						
	External Total:						
	Gross Cost Total:	**50**	**0**	**0**	**0**	**0**	**50**
A Safe City - Total	**Capital Total:**	**751**	**698**	**758**	**2,130**	**10,848**	**15,185**
	Reserve Funds Total:	**2,083**	**1,946**	**2,015**	**1,540**	**12,259**	**19,843**
	External Total:	**566**	**0**	**0**	**0**	**1,997**	**2,563**
	Gross Cost Total:	**3,400**	**2,644**	**2,773**	**3,670**	**25,105**	**37,591**

*** Report values in thousands**

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

Good Governance

Good Governance

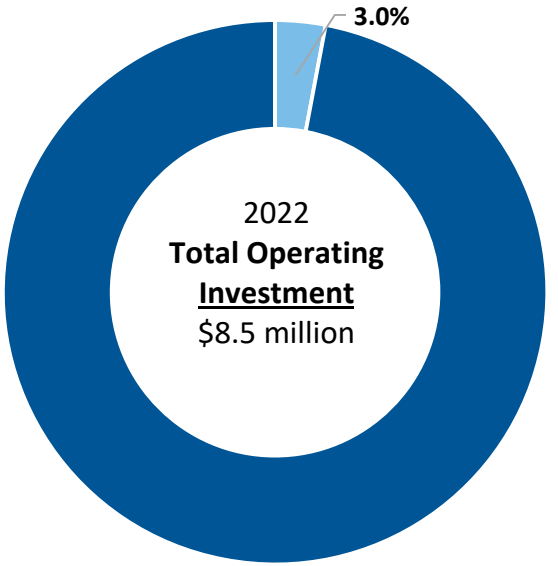
Being a good steward of the resources entrusted while also being transparent and accountable to citizens, providing easy access to information, a positive customer service experience and meaningful opportunities to participate in the democratic process.

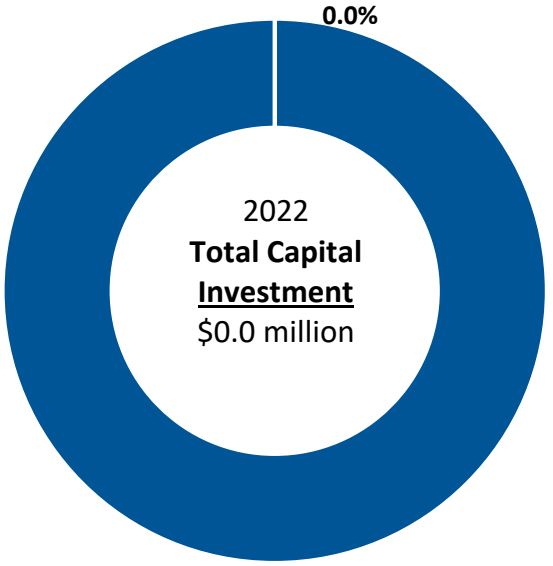
Key Priorities and Goals

- Promote a consistent customer experience through increased implementation of the CRM in City department
- Implement a voice of the customer program to drive customer centric thinking, design and culture
- Promote a system of shared values and behaviors that focus staff on delivering great customer experiences



Percentage of 2022 Budget





Good Governance

Operating Investment

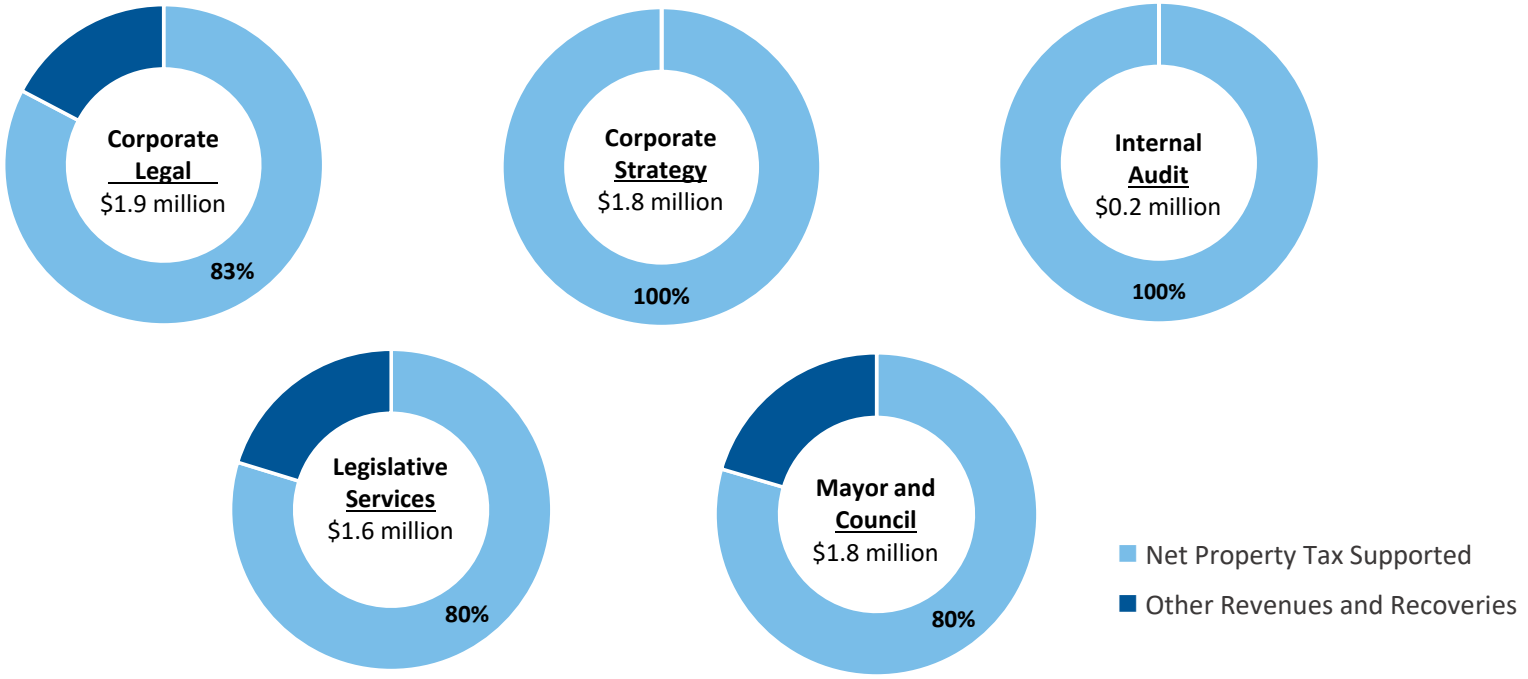
Including One time COVID Impacts

Services	2021 Net Budget	2022 Budget Total Expenses	Total Revenues	Net Budget	$ Change	% Change
Corporate Legal	$ 1,865	$ 2,295	$ (398)	$ 1,898	$ 32	1.7%
Corporate Strategy	$ 1,710	$ 1,775	$ -	$ 1,775	$ 65	3.8%
Internal Audit	$ 215	$ 233	$ -	$ 233	$ 18	8.2%
Legislative Services	$ 1,572	$ 1,956	$ (395)	$ 1,561	$ (11)	(0.7)%
Mayor and Council	$ 1,761	$ 2,251	$ (460)	$ 1,791	$ 29	1.7%
Total Good Governance	**$ 7,125**	**$ 8,510**	**$ (1,253)**	**$ 7,257**	**$ 133**	**1.9%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Corporate Legal

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	2,113	2,165	53	(2)	2,163	51	2.4%
Operating & Minor Capital	46	44	(2)		44	(2)	(4.4%)
Purchased Services	87	90	3	(2)	88	1	1.1%
TOTAL EXPENDITURES	**2,246**	**2,299**	**54**	**(4)**	**2,295**	**50**	**2.2%**
Controllable Revenues	201	214	12		214	12	6.2%
General Revenues & Recoveries	179	184	5		184	5	2.9%
TOTAL REVENUES	**380**	**398**	**18**		**398**	**18**	**4.6%**
NET OPERATING BUDGET	**1,865**	**1,902**	**36**	**(4)**	**1,898**	**32**	**1.7%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits as well as the annualization of the Solicitor-Planning and Development position approved in the 2021 budget.

One-time COVID Impact Commentary

Savings anticipated in areas such as employee memberships, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Corporate Strategy

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,320	1,372	52	(9)	1,363	43	3.2%
Operating & Minor Capital	36	35	(1)		35	(1)	(2.1%)
Purchased Services	355	379	24	(1)	378	23	6.5%
Internal Charges & Settlements							0.0%
TOTAL EXPENDITURES	**1,710**	**1,785**	**75**	**(10)**	**1,775**	**65**	**3.8%**
General Revenues & Recoveries							0.0%
TOTAL REVENUES							**0.0%**
NET OPERATING BUDGET	**1,710**	**1,785**	**75**	**(10)**	**1,775**	**65**	**3.8%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One-time COVID Impact Commentary

Savings anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Internal Audit

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	176	194	18		194	18	10.2%
Operating & Minor Capital							(66.7%)
Purchased Services	39	39			39		0.0%
TOTAL EXPENDITURES	**215**	**233**	**18**		**233**	**18**	**8.2%**
NET OPERATING BUDGET	**215**	**233**	**18**		**233**	**18**	**8.2%**

Budget Commentary

There is no material change to this budget beyond the standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One-time COVID Impact Commentary

N/A

OPERATING BUDGET
SERVICE RESOURCE SUMMARY
(Excludes Risk Mitigation Measures, $ rounded to thousands)

Legislative Services

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,268	1,426	158	(3)	1,423	155	12.3%
Operating & Minor Capital	70	127	57		127	57	80.9%
Purchased Services	70	226	156		226	156	223.3%
Corp. Expenditures / Provisions	233	228	(4)		228	(4)	(1.8%)
Internal Charges & Settlements							0.0%
TOTAL EXPENDITURES	**1,641**	**2,008**	**368**	**(4)**	**2,005**	**364**	**22.2%**
Controllable Revenues	14	16	1		16	1	6.9%
General Revenues & Recoveries	54	429	374		429	374	690.8%
TOTAL REVENUES	**69**	**444**	**375**		**444**	**375**	**546.5%**
NET OPERATING BUDGET	**1,572**	**1,564**	**(8)**	**(4)**	**1,561**	**(11)**	**(0.7%)**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One-time COVID Impact Commentary

Savings anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Mayor and Council

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	2,059	2,112	53	(1)	2,111	51	2.5%
Operating & Minor Capital	46	48	2		48	2	4.8%
Purchased Services	109	92	(17)		92	(18)	(16.0%)
Internal Charges & Settlements							0.0%
TOTAL EXPENDITURES	**2,214**	**2,253**	**38**	**(2)**	**2,251**	**37**	**1.7%**
Controllable Revenues	453	460	7		460	7	1.6%
TOTAL REVENUES	**453**	**460**	**7**		**460**	**7**	**1.6%**
NET OPERATING BUDGET	**1,761**	**1,793**	**31**	**(2)**	**1,791**	**29**	**1.7%**

Budget Commentary

There is no material change to this budget beyond the standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

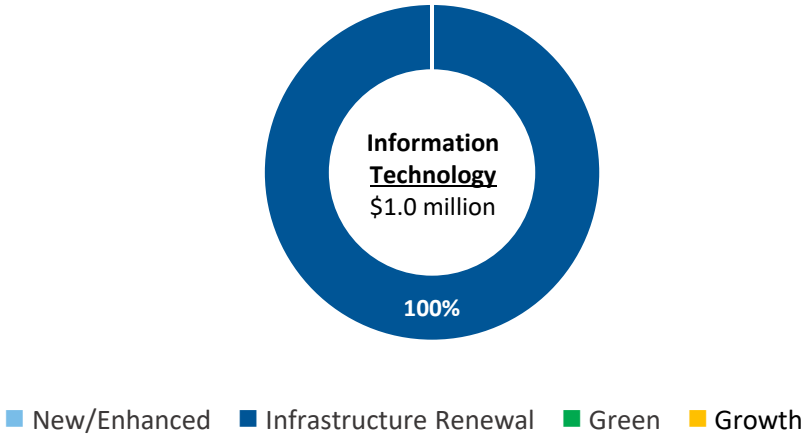
Good Governance

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Information Technology	$ -	$ -	$ -	$ 500	$ -	$ -	$ -	$ 500	$ -	$ -	$ 1,000
Total Good Governance	**$ -**	**$ -**	**$ -**	**$ 500**	**$ -**	**$ -**	**$ -**	**$ 500**	**$ -**	**$ -**	**$ 1,000**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
1	2025	**Election Technology** IT-CA-1832 Infrastructure Renewal **Information Technology Services,** 2025, 2029 This project provides funds to acquire technology to support the municipal election. The funds will be used for automated ballot scanning and tabulation, laptops, Internet connections, and barcode scanners. There may be an increased cost due to the possibility of implementing the ranked balloting voting process.	**Capital**				500	500	1,000
			Reserve Funds						
			External						
			Gross Cost				500	500	1,000
Good Governance - Information Technology			**Capital Total:**				**500**	**1,000**	**1,000**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**0**	**0**	**0**	**500**	**500**	**1,000**
Good Governance - Total			**Capital Total:**	**0**	**0**	**0**	**500**	**500**	**1,000**
			Reserve Funds Total:	**0**	**0**	**0**	**0**	**0**	**0**
			External Total:	**0**	**0**	**0**	**0**	**0**	**0**
			Gross Cost Total:	**0**	**0**	**0**	**500**	**500**	**1,000**

*** Report values in thousands**


CITY OF
Burlington

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

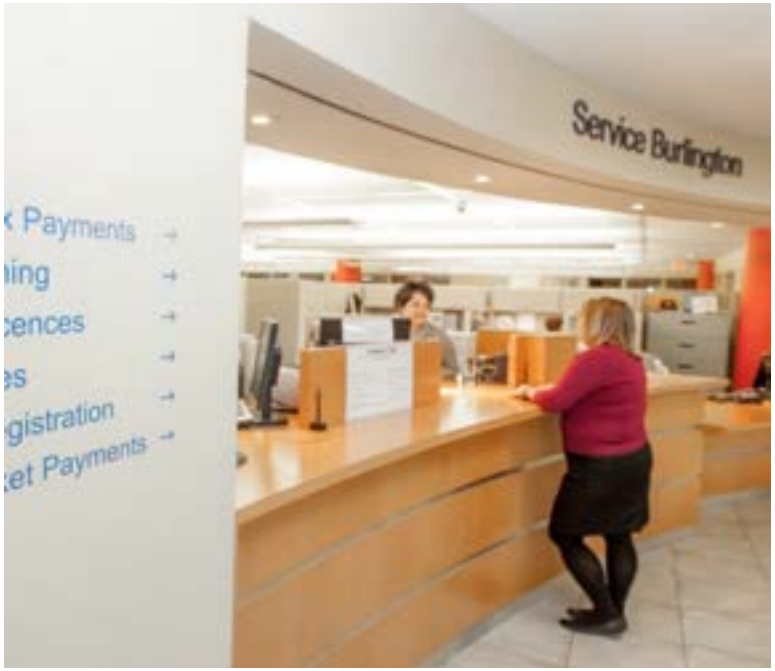
Enabling Services

Enabling Services

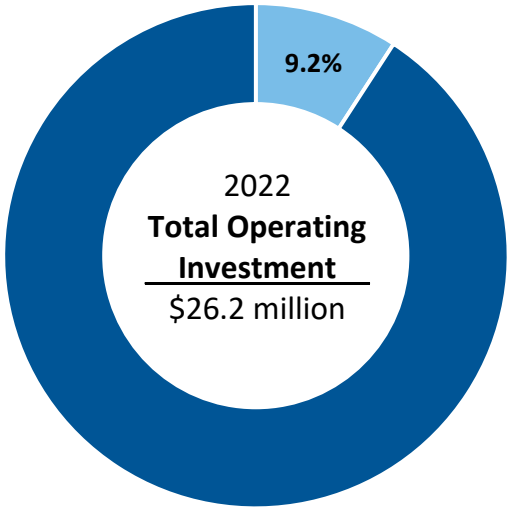
Enabling services support the entire organization and are the foundation to service delivery to our residents. The City will ensure all City services are supported to serve their customers efficiently and cohesively. We will work together to ensure the assets, people, processes and finances of the organization are resilient, safe and flexible.

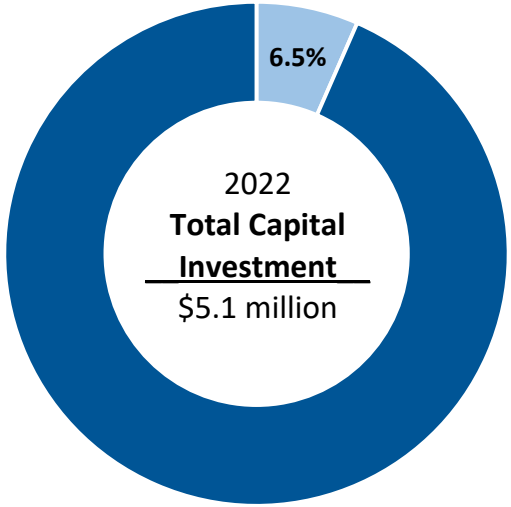
Key Priorities and Goals

- Supporting Sustainable Infrastructure and a Resilient Environment
- Support Community and Corporate GHG reduction goals
- Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation



Percentage of 2022 Budget





Enabling Services

Operating Investment

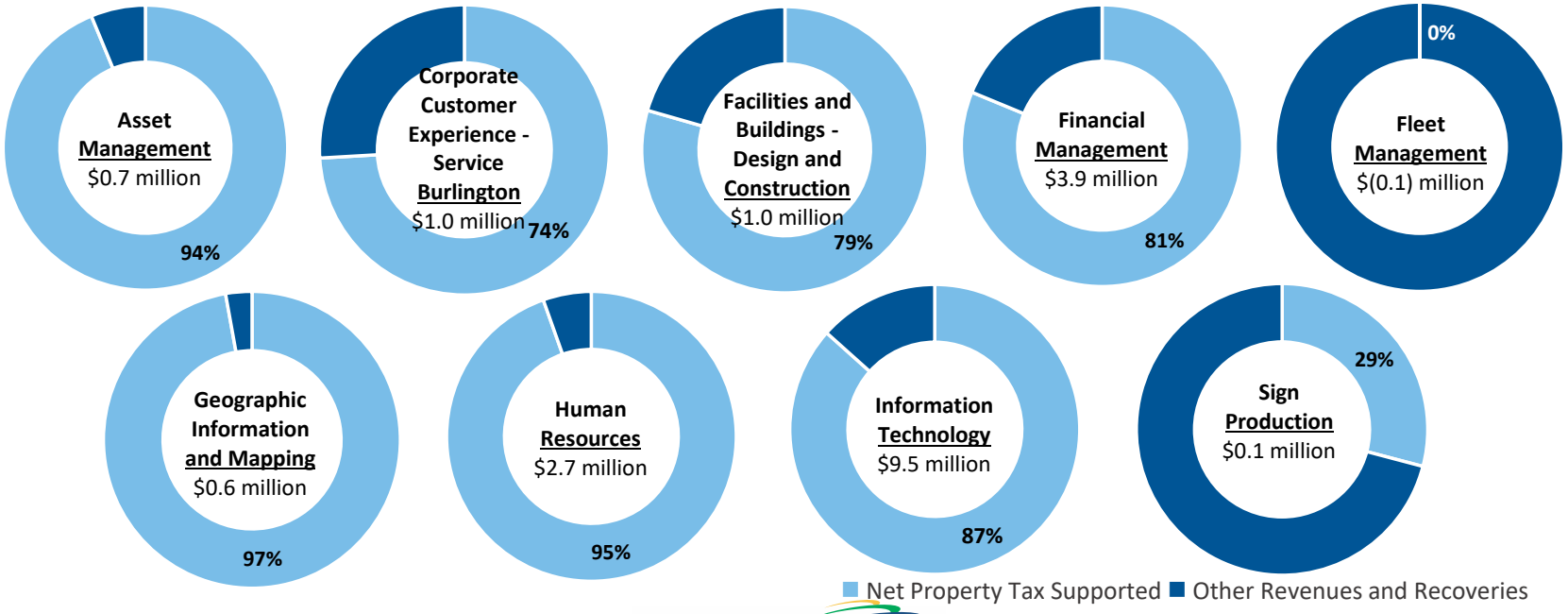
Including One time COVID Impacts

Services	2021 Net Budget	2022 Budget Total Expenses	Total Revenues	Net Budget	$ Change	% Change
Asset Management	$ 646	$ 741	$ (46)	$ 695	$ 49	7.6%
Corporate Customer Experience - Service Burlington	$ 973	$ 1,359	$ (352)	$ 1,007	$ 34	3.5%
Facilities and Buildings - Design and Construction	$ 982	$ 1,266	$ (260)	$ 1,006	$ 24	2.5%
Financial Management	$ 3,707	$ 4,760	$ (894)	$ 3,866	$ 159	4.3%
Fleet Management	$ (367)	$ 3,149	$ (3,284)	$ (134)	$ 233	63.4%
Geographic Information and Mapping	$ 626	$ 646	$ (18)	$ 627	$ 2	0.3%
Human Resources	$ 2,710	$ 2,877	$ (155)	$ 2,722	$ 12	0.4%
Information Technology	$ 8,673	$ 11,025	$ (1,480)	$ 9,546	$ 873	10.1%
Sign Production	$ 65	$ 329	$ (233)	$ 96	$ 30	46.4%
Total Enabling Services	**$ 18,015**	**$ 26,153**	**$ (6,722)**	**$ 19,430**	**$ 1,415**	**7.9%**

Excludes Risk Mitigation Measures

Numbers are in $ Thousands and may not add due to rounding

Percentage of 2022 Operating Investment Funded by Property Taxes



OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Asset Management

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	695	740	45	(2)	737	42	6.1%
Operating & Minor Capital	3	2			2		(9.1%)
Purchased Services	1	7	5	(5)	1		0.0%
TOTAL EXPENDITURES	**699**	**749**	**50**	**(8)**	**741**	**42**	**6.0%**
General Revenues & Recoveries	53	46	(7)		46	(7)	(13.1%)
TOTAL REVENUES	**53**	**46**	**(7)**		**46**	**(7)**	**(13.1%)**
NET OPERATING BUDGET	**646**	**703**	**57**	**(8)**	**695**	**49**	**7.6%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. These increases are partially offset by increased recoveries from the capital program.

One-time COVID Impact Commentary

Continued COVID savings are anticipated in areas such as professional development and mileage given sustained remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Corporate Customer Experiences - Service Burlington

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,242	1,285	43		1,285	43	3.5%
Operating & Minor Capital	45	46	1		46	1	3.1%
Purchased Services	28	28			27	(1)	(3.5%)
Corp. Expenditures / Provisions	2		(2)			(2)	0.0%
TOTAL EXPENDITURES	**1,317**	**1,359**	**42**		**1,359**	**42**	**3.2%**
Controllable Revenues	264	270	6		270	6	2.2%
General Revenues & Recoveries	80	82	2		82	2	3.0%
TOTAL REVENUES	**344**	**352**	**8**		**352**	**8**	**2.4%**
NET OPERATING BUDGET	**973**	**1,007**	**34**		**1,007**	**34**	**3.5%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One-time COVID Impact Commentary

Savings anticipated in areas such as meeting expenses, office materials and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Facilities and Buildings - Design and Construction

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,213	1,254	41	(2)	1,251	39	3.2%
Operating & Minor Capital	1	1			1		0.0%
Purchased Services	10	12	2	(2)	10		0.0%
Corp. Expenditures / Provisions	4	6	2	(2)	4		0.0%
TOTAL EXPENDITURES	**1,227**	**1,272**	**45**	**(7)**	**1,266**	**39**	**3.2%**
General Revenues & Recoveries	245	260	15		260	15	5.9%
TOTAL REVENUES	**245**	**260**	**15**		**260**	**15**	**5.9%**
NET OPERATING BUDGET	**982**	**1,012**	**31**	**(7)**	**1,006**	**24**	**2.5%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. These costs have been partially offset by increased staff recoveries from the capital program.

One-time COVID Impact Commentary

Savings anticipated in areas such as meeting expenses, office materials and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Financial Management

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	4,372	4,537	165	(15)	4,522	150	3.4%
Operating & Minor Capital	99	101	2		101	2	2.3%
Purchased Services	128	132	4	(2)	130	2	1.4%
Internal Charges & Settlements	5	8	2		8	2	50.0%
TOTAL EXPENDITURES	**4,604**	**4,777**	**173**	**(17)**	**4,760**	**156**	**3.4%**
Controllable Revenues	524	535	11	(3)	532	8	1.5%
General Revenues & Recoveries	373	362	(11)		362	(11)	(2.9%)
TOTAL REVENUES	**897**	**897**		**(3)**	**894**	**(3)**	**(0.3%)**
NET OPERATING BUDGET	**3,707**	**3,880**	**173**	**(14)**	**3,866**	**159**	**4.3%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. These increases have been partially offset by minor increases in tax certificate revenues based on historical actuals.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Fleet Management

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	1,465	1,651	187	(2)	1,650	185	12.6%
Operating & Minor Capital	1,064	1,061	(3)	(1)	1,060	(4)	(0.4%)
Purchased Services	387	416	29		416	29	7.5%
Internal Charges & Settlements	24	24			24		0.0%
TOTAL EXPENDITURES	**2,940**	**3,152**	**212**	**(2)**	**3,149**	**210**	**7.1%**
Controllable Revenues	5	6	1		6	1	13.2%
General Revenues & Recoveries	3,302	3,278	(24)		3,278	(24)	(0.7%)
TOTAL REVENUES	**3,307**	**3,284**	**(23)**		**3,284**	**(23)**	**(0.7%)**
NET OPERATING BUDGET	**(367)**	**(132)**	**235**	**(2)**	**(134)**	**233**	**63.4%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, estimated unionized increases, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

Operating/Minor Capital increase is due to the world wide effects of inflation on the cost of vehicle parts

One time COVID savings are anticipated in areas such as professional development and meeting expenses.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Geographic Information and Mapping

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	625	634	9	(4)	630	5	0.8%
Operating & Minor Capital	10	11	1	(1)	10		(2.9%)
Purchased Services	6	6			6		(6.6%)
TOTAL EXPENDITURES	**642**	**652**	**10**	**(6)**	**646**	**4**	**0.6%**
Controllable Revenues		1					0.0%
General Revenues & Recoveries	15	18	2		18	2	15.8%
TOTAL REVENUES	**16**	**19**	**3**		**18**	**2**	**15.3%**
NET OPERATING BUDGET	**626**	**633**	**7**	**(5)**	**627**	**2**	**0.3%**

Budget Commentary

Human Resource increase reflects the impact from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. These costs are partially offset by increased recoveries of staff time from the capital program.

One-time COVID Impact Commentary

Savings anticipated in office supplies, meeting expenses and mileage given the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Human Resources

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	2,356	2,367	11	(17)	2,350	(6)	(0.2%)
Operating & Minor Capital	47	61	14		61	14	29.5%
Purchased Services	457	466	9		466	9	1.9%
TOTAL EXPENDITURES	**2,860**	**2,894**	**34**	**(17)**	**2,877**	**17**	**0.6%**
General Revenues & Recoveries	150	155	5		155	5	3.5%
TOTAL REVENUES	**150**	**155**	**5**		**155**	**5**	**3.5%**
NET OPERATING BUDGET	**2,710**	**2,739**	**29**	**(17)**	**2,722**	**12**	**0.4%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Operating/Minor Capital increase is a result of additional personnel & safety material costs.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as corporate training and development, professional development, meeting expenses and office supplies given the remote working environment.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Information Technology

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	6,051	6,310	259	(20)	6,290	239	4.0%
Operating & Minor Capital	71	66	(4)	8	74	4	4.9%
Purchased Services	3,906	4,571	665	90	4,661	755	19.3%
TOTAL EXPENDITURES	**10,028**	**10,947**	**920**	**78**	**11,025**	**998**	**9.9%**
Controllable Revenues	29	28	(1)		28	(1)	(3.6%)
General Revenues & Recoveries	1,326	1,451	126		1,451	126	9.5%
TOTAL REVENUES	**1,355**	**1,480**	**125**		**1,480**	**125**	**9.2%**
NET OPERATING BUDGET	**8,673**	**9,468**	**795**	**78**	**9,546**	**873**	**10.1%**

Budget Commentary

Increase in human resource costs are mainly due to the increases associated with annual performance adjustment, range movement, payroll taxes, and group benefits. Increased costs in purchased services are due to software maintenance expenditures associated with previously approved capital projects.
Increased revenues are a direct result of growth in staffing costs at Halton Court Services and Fire Dispatch services for which IT Services provides daily support.

One-time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment. This is partially offset by a one-time increase in purchased services as a result of higher software expenditures associated with new solutions implemented to support COVID needs.

OPERATING BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, $ rounded to thousands)

Sign Production Service

	2021 Budget	2022 Base Budget	$ Change Base Budget	2022 One Time COVID Impacts	2022 Total Budget	$ Change Total Budget	% Change Total Budget
Human Resources	212	245	33		245	33	15.5%
Operating & Minor Capital	78	78			78		0.6%
Purchased Services							0.0%
Internal Charges & Settlements	6	6			6		0.0%
TOTAL EXPENDITURES	**296**	**330**	**34**		**329**	**33**	**11.3%**
Controllable Revenues	6	9	3		9	3	50.0%
General Revenues & Recoveries	224	224			224		0.0%
TOTAL REVENUES	**230**	**233**	**3**		**233**	**3**	**1.3%**
NET OPERATING BUDGET	**65**	**96**	**31**		**96**	**30**	**46.4%**

Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

Controllable Revenues increase is due to the continued revenue generated by sale of signs to external agencies.

One time COVID savings are anticipated in professional development.

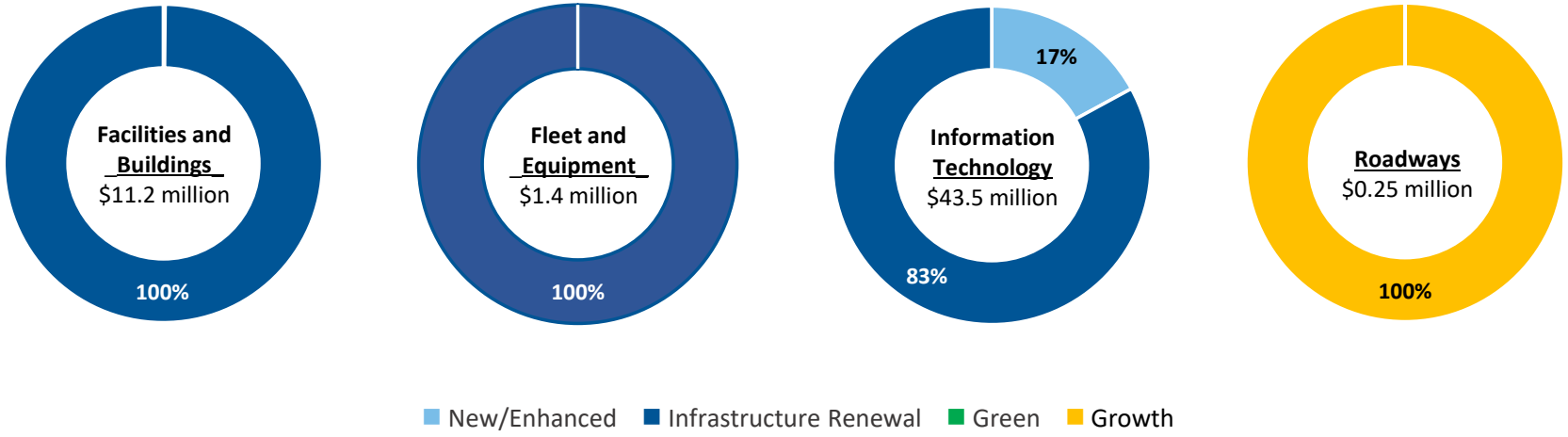
Enabling Services

Capital Investment

Asset Categories	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Facilities and Buildings	$ 2,823	$ 2,337	$ 832	$ 162	$ 2,862	$ 387	$ 252	$ 296	$ 734	$ 490	$ 11,174
Fleet Vehicles, Accessories and Equipment	$ 445	$ 526	$ 221	$ 15	$ 1	$ 131	$ -	$ 82	$ -	$ 5	$ 1,426
Information Technology	$ 1,800	$ 2,520	$ 2,901	$ 3,185	$ 4,550	$ 5,250	$ 5,530	$ 5,325	$ 6,111	$ 6,361	$ 43,533
Roadways	$ -	$ 50	$ -	$ 50	$ -	$ 50	$ -	$ 50	$ -	$ 50	$ 250
Total City that Moves	**$ 5,067**	**$ 5,434**	**$ 3,954**	**$ 3,411**	**$ 7,413**	**$ 5,818**	**$ 5,782**	**$ 5,753**	**$ 6,845**	**$ 6,906**	**$ 56,383**

Numbers are in $ Thousands and may not add due to rounding

2022 - 2031 Capital Investment by Project Type



Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
1	2022	**City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal** FB-BD-525 Infrastructure Renewal **Facility Assets,** 2022-2031 Funding is intended to replace existing end of life building systems in order to continuously provide a safe environment for patrons using the City of Burlington City Hall and Locust Street Office/Retail facilities. Green initiatives are considered when components are renewed/replaced. Some of the 2022 Projects include: 1. City Hall - Hydraulic passenger elevators (2) - Core 2. City Hall - Carpet replacement levels 3,4,5 - Tower 3. City Hall and 414 Locust Ave - General repairs and maintenance needs. Facility Description: City Hall, 426 Brant Street Size: 91,988 SQFT, Originally Built: 1965, Major Renovation Dates: 1986 Facility Condition Index (FCI): 0.09 414 Locust Street - Offices and Retail Space, 414 Locust Street Size: 13400 SQFT (includes Office/Retail Space without tenant space), Originally Built: 2003 Facility Condition Index (FCI): 0.03	**Capital**	613	540	507	106	1,591	3,357
			Reserve Funds						
			External						
			Gross Cost	613	540	507	106	1,591	3,357

Related Projects

FB-BD-1387	City Hall Facility - Revitalization
RD-PK-1471	Parking Garage - Repair and Renewal

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
2	2022	**City Hall Facility - Revitalization** FB-BD-1387 Infrastructure Renewal **Facility Assets,** 2022, 2023, 2026 Funding identified is for detail design and to follow the multi-year phased road map that was presented to Council in March 2017. This includes the creation of a new 21st century workforce space design standard that will focus on customer service and technology strategies including One Counter - One Window - Red Tape - Red Carpet design improvements. This will also include implementation of new working considerations under COVID-19 conditions. Projects include: 2022 - 2026: Detailed Design and Implementation - Department Offices and Facility Infrastructure Renewal Facility Description: Name: City Hall, 426 Brant Street Size: 91,988 SQFT, Originally Built: 1965, Major Renovation Dates: 1986 Facility Condition Index (FCI): 0.09	**Capital**	1,733	1,772			2,577	6,082
			Reserve Funds						
			External						
			Gross Cost	1,733	1,772			2,577	6,082

Related Projects

FB-BD-525 City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
3	2022	**Corporate Accessibility Improvements** FB-BD-613 Infrastructure Renewal **Facility Assets,** 2022 A previously completed accessibility audit in 2016 shows unique opportunities for improvements to accessibility. This account follows the accessibility improvement plan completed in the past report. Moving beyond 2022, the City will be incorporating accessibility costs apart of larger revitalization budgets and in repair and renewal budgets. Continuous implementation of the accessible measures will be undertaken and will be in line with the 2016 City of Burlington Accessibility Design Standards. Items will be completed based on Priority. Priority 1 - items consist of considerations for Safety and Communication (lighting, signage and way finding, emergency alarms) and Building Access and Circulation (parking, entrances and exits). Priority 2 - items specific to Plumbing Facilities (washrooms, dressing rooms and universal toilet rooms). As recommended through the audit report, facilities with a high volume of users will be the first focus of accessibility improvements.	**Capital**	117					117
			Reserve Funds						
			External						
			Gross Cost	117					117

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'BD': Buildings and Operations									
4	2022	**Facility Infrastructure Asset Management** FB-BD-1003 Infrastructure Renewal **Facility Assets,** 2022-2031 The Facilities & Buildings asset category utilizes the VFA Facility Capital Planning Software tool to record and report facility systems data and condition. Updating the facility condition data with detailed system condition assessments is required to accurately define the ongoing facility renewal needs. Funding is intended for specific assessments, including data condition assessment updates for major renovations, thermal scans for main electrical distribution systems, detailed testing for building envelope, roofing, mechanical and electrical equipment, life safety, communications, interior finishes, code compliance and security.	**Capital**	155	25	75	56	522	833
			Reserve Funds						
			External						
			Gross Cost	155	25	75	56	522	833

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'MB': Miscellaneous Buildings									
5	2022	**Corporate Parking Lots - Revitalization** FB-MB-1047 Infrastructure Renewal **Facility Assets,** 2022, 2024, 2027, 2029, 2030 The intent of this project is to implement ongoing capital improvements to City of Burlington-owned parking lots (excluding the downtown lots operated by Transportation Services). This project includes all on-going visual assessments and core testing for parking lots in future years. Implementation of this work is through Capital Works (Engineering) for all lot reconstruction projects that necessitate tender and design. 2022 Project Include: 1. Tyandaga Proshop/Clubhouse and Tennis Club Parking Lot Renewals including Lighting.	**Capital**	205		250		330	785
			Reserve Funds						
			External						
			Gross Cost	205		250		330	785
Related Projects RD-RA-1534 New Street Resurfacing									
Enabling Services - Facilities and Buildings			**Capital Total:**	**2,823**	**2,337**	**832**	**162**	**11,174**	**11,174**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**2,823**	**2,337**	**832**	**162**	**5,020**	**11,174**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'ER': Equipment - Replacement									
6	2022	**2-Way Radio Upgrade** VE-ER-2058 Infrastructure Renewal **Roads, Parks and Forestry,** 2022, 2023 Current system is obsolete with the vast majority of hardware unsupported. Since this is the primary mode of communication at RPF (most operators are not provided with City cell phones), it is imperative that these radios transmit and receive communications clearly. It is heavily relied on in Winter Control Operations, making it critical to have functioning, and is used throughout the year for crews to communicate with one another, as well as Supervisors reaching their crews for direction.	**Capital**						
			Reserve Funds	400	400				800
			External						
			Gross Cost	400	400				800
			Operating Budget Impact **2022** Exp/(Rev) 2.0						
7	2022	**Sign Production - Equipment Replacement** VE-ER-2011 Infrastructure Renewal **Roads, Parks and Forestry,** 2022, 2024, 2027, 2029 The ongoing renewal of equipment to support business operations for Sign Production. All pieces of equipment are utilized in the creation, design, and printing of signage to support the City and partners. Renewal of equipment would take place at end of life for each piece.	**Capital**						
			Reserve Funds	45		16		60	120
			External						
			Gross Cost	45		16		60	120

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
8	2023	**Fleet Management - Vehicle Replacement** VE-VR-2005 Infrastructure Renewal **Roads, Parks and Forestry,** 2023-2027, 2029, 2031 Scheduled replacement of owned vehicles and equipment in the Fleet service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Fleet Service assets are used to support mobile vehicle maintenance activities as well as business continuity for all internal customers of Corporate Fleet. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles.	**Capital**						
			Reserve Funds		126	205	15	93	439
			External						
			Gross Cost		126	205	15	93	439
9	2026-2031	**Corporate Management - Vehicle Replacement** VE-VR-2002 Infrastructure Renewal **Roads, Parks and Forestry,** 2027 Scheduled replacement of the owned vehicle in the Corporate Management service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. This vehicle supports courier services corporately. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicle is scheduled for replacement in 2022.	**Capital**						
			Reserve Funds					36	36
			External						
			Gross Cost					36	36

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'VR': Vehicle - Replace									
10	2026-2031	**Sign Production - Vehicle Replacement** VE-VR-2008 Infrastructure Renewal **Roads, Parks and Forestry,** 2029 Scheduled replacement of owned vehicle in the Sign Production service, with consideration to lifecycle, department needs, mechanical condition, and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Where possible, plug-in hybrid electric vehicles (PHEV) will be used to replace gasoline-powered vehicles. No support vehicles are to be replaced in 2022.	**Capital**						
			Reserve Funds					30	30
			External						
			Gross Cost					30	30
Enabling Services - Fleet Vehicles, Accessories and Equipment			**Capital Total:**						
			Reserve Funds Total:	**445**	**526**	**221**	**15**	**220**	**1,426**
			External Total:						
			Gross Cost Total:	**445**	**526**	**221**	**15**	**220**	**1,426**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
11	2022	**Customer Relationship Management (CRM)**	**Capital**	1,000					1,000
		IT-CA-1990 New / Enhanced	**Reserve Funds**						
		Office of the City Clerk, 2022	**External**						
			Gross Cost	1,000					1,000

The City has recently updated its Customer Experience strategy and completed an organizational realignment to achieve its goals and objectives. The implementation of a CRM system is a critical component of the Customer Experience program. The CRM will support staff when making connections with customers, help to identify needs and trends, and develop stronger relationships with our customers. It will give customers easier access to the information and services we provide. It will transform corporate service delivery and provide measurements on how we are delivering our services and help to support business decision making. CRM software supports this provision through a customer-centric approach that balances customer needs with business objectives enabling the city to consistently transform customer experience across all channels and touch points.

To date, $2,011,075 was approved in the 2015-2017 capital budgets, and an additional $1.1 million was approved in the 2021 capital budget. All funds are allocated to professional services, software acquisition and implementation, Privacy Impact Assessment, project team staffing resources, SaaS hosting, hardware, telephony and other integrations. Additional funding is required to account for an extended timeframe for project deployment, integrations and expanded scope.

Operating Budget Impact

2022	Exp/(Rev)	15.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
12	2022	**Minor Enhancements** IT-CA-1837 New / Enhanced **Information Technology Services,** 2022-2031 Funds are allocated each year to support minor technology enhancement projects.	**Capital**	50	25	25	25	150	275
			Reserve Funds						
			External						
			Gross Cost	50	25	25	25	150	275

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
13	2022	**Renewal Applications / Infrastructure** IT-CA-1599 Infrastructure Renewal **Information Technology Services,** 2022-2031 Existing corporate and department applications and existing technology infrastructure all require scheduled upgrades. Upgrades provide: vendor support compliance, improved functionality, issue resolution, technology currency. Without upgrades, vendor support expires, technology becomes obsolete, performance is jeopardized, and security concerns intensify. If left too long, systems fail and business continuity is at risk. Each year systems and assets reach end of life. Support will no longer be available unless an upgrade is undertaken. Examples of anticipated renewals include the telephone system and network hardware. 2022 projects include: 1. Server Renewals 2. Laptop/ Desktop Computer Renewals 3. Network Switch Renewal (City Hall Only)	**Capital**	390	2,010	2,191	2,475	28,867	35,933
			Reserve Funds	100					100
			External						
			Gross Cost	490	2,010	2,191	2,475	28,867	36,033

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'CA': Corporate Applications									
14	2023	**New Applications / Infrastructure - Future** IT-CA-1598 New / Enhanced **Information Technology Services,** 2023-2031 This project provides funds to acquire new applications and infrastructure to support the various business services. Given that technology changes and evolves rapidly, future years of the capital budget forecast are accounted for as placeholder projects. On the horizon is solutions associated with the Red Carpet, Red Tape Initiative and other priority items as identified in Vision to Focus.	**Capital**		425	575	625	3,750	5,375
			Reserve Funds						
			External						
			Gross Cost		425	575	625	3,750	5,375
15	2024	**Treasury Management** IT-CA-1929 New / Enhanced **Information Technology Services,** 2024 This project provides funding to acquire a solution to support the City's cash management function. The current method for managing the City's cash flow, investment holdings and compliance monitoring are being completed via manual spreadsheets.	**Capital**			50			50
			Reserve Funds						
			External						
			Gross Cost			50			50

Operating Budget Impact

2024	Exp/(Rev)	20.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'TI': Technology Infrastructure									
16	2022	**Cyber Security Enhancements** IT-TI-1930 New / Enhanced **Information Technology Services,** 2022-2031 The City's IT Security Program is an important aspect of corporate risk management. The goal of the Program is to protect information assets, be resilient to cyber threats and to enable our IT staff and City services to innovate while maintaining a secure environment. Technology enhancements are required to develop and maintain an IT Security Program. In 2022, the Program will continue to address securing the remote worker as well enhancing incident response capabilities.	**Capital**	60	60	60	60	360	600
			Reserve Funds						
			External						
			Gross Cost	60	60	60	60	360	600
17	2022	**Meeting Room Technology** IT-TI-2061 New / Enhanced **Information Technology Services,** 2022 Technology to fit up corporate meeting spaces to support hybrid meetings (in-person and remote participants) that are expected to be the norm in the future as the organization looks to embrace more flexible work arrangement post COVID. Technology includes audio, video and control panels to provide a consistent easy set up and engaging experience for all participants.	**Capital**	200					200
			Reserve Funds						
			External						
			Gross Cost	200					200
Enabling Services - Information Technology			**Capital Total:**	**1,700**	**2,520**	**2,901**	**3,185**	**43,433**	**43,433**
			Reserve Funds Total:	**100**					**100**
			External Total:						
			Gross Cost Total:	**1,800**	**2,520**	**2,901**	**3,185**	**33,127**	**43,533**

*** Report values in thousands**

Ref. #	Year	Project	Category	2022	2023	2024	2025	2026-2031	TOTAL
Part 'RL': Locals									
18	2023	**Digital Ortho Imagery and Geographic Information System (GIS) Data** RD-RL-1596 Growth **Engineering Services,** 2023, 2025, 2027, 2029, 2031 A two year update cycle of the City's high resolution (10 cm) digital orthoimagery (air photos) data base that covers the entire City. This is a key corporate GIS layer that is widely used on a daily basis by our casual users, external customers and GIS technical users. The high resolution imagery is used to enhance the GIS data collection process and many layers can be derived from the photos. The imagery allows for great detail to be seen on the imagery for all plotting and viewing requirements. This project is carried out in conjunction with other Regional partners.	**Capital**						
			Reserve Funds		50		50	150	250
			External						
			Gross Cost		50		50	150	250
Enabling Services - Roadways			**Capital Total:**						
			Reserve Funds Total:		**50**		**50**	**150**	**250**
			External Total:						
			Gross Cost Total:	**0**	**50**	**0**	**50**	**150**	**250**
Enabling Services - Total			**Capital Total:**	**4,523**	**4,857**	**3,733**	**3,347**	**38,147**	**54,607**
			Reserve Funds Total:	**545**	**576**	**221**	**65**	**370**	**1,776**
			External Total:	**0**	**0**	**0**	**0**	**0**	**0**
			Gross Cost Total:	**5,067**	**5,434**	**3,954**	**3,411**	**38,517**	**56,383**

*** Report values in thousands**

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

Corporate Expenditures and Revenues

Corporate Expenditures and Revenues

	2021	2022 Base					2022 Total Approved Budget				
	Budget	Budget	$ Change from 2021	% Change from 2021	Tax Impact	One time COVID Impacts	Business Cases	Budget	$ Change from 2021	% Change from 2021	Tax Impact
Corporate Expenditures											
Financial Transactions											
Provision for Contingency	2,138,445	2,188,445	50,000	2.3%	0.0%	-		2,188,445	50,000	2.3%	0.0%
Provision for Insurance	3,550,000	3,600,000	50,000	1.4%	0.0%	-		3,600,000	50,000	1.4%	0.0%
Provision for Joseph Brant Hospital	3,100,000	3,100,000	-	0.0%	0.0%	-		3,100,000	-	0.0%	0.0%
Provision for Strategic Land Acquisition	120,000	270,000	150,000	125.0%	0.1%	-		270,000	150,000	125.0%	0.1%
Provision for Randle Reef	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Culture Initiatives	125,000	125,000	-	0.0%	0.0%	-		125,000	-	0.0%	0.0%
Provision for Policy Initiatives	100,000	100,000	-	0.0%	0.0%	-		100,000	-	0.0%	0.0%
Provision for Emerald Ash Borer	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Property Tax Matters	1,556,991	1,576,991	20,000	1.3%	0.0%	-		1,576,991	20,000	1.3%	0.0%
Total Financial Transactions	**10,690,436**	**10,960,436**	**270,000**	**2.5%**	**0.1%**	**-**		**10,960,436**	**270,000**	**2.5%**	**0.1%**
Capital Financing Transactions											
Capital from Operating Funding	3,620,300	3,745,300	125,000	3.5%	0.1%	-		3,745,300	125,000	3.5%	0.1%
Provision for VDRF	3,812,579	4,010,085	197,506	5.2%	0.1%	-		4,010,085	197,506	5.2%	0.1%
Provision to Infrastructure Renewal	26,400,700	28,678,700	2,278,000	8.6%	1.2%	-		28,678,700	2,278,000	8.6%	1.2%
Provision for IT Renewal	60,775	63,815	3,040	5.0%	0.0%	-		63,815	3,040	5.0%	0.0%
City's Share of Local	(7,080)	(7,080)	-	0.0%	0.0%	-		(7,080)	-	0.0%	0.0%
Debt Charges	8,400,000	8,500,000	100,000	1.2%	0.0%	-		8,500,000	100,000	1.2%	0.0%
Total Capital Financing Transactions	**42,287,274**	**44,990,820**	**2,703,546**	**6.4%**	**1.4%**	**-**		**44,990,820**	**2,703,546**	**6.4%**	**1.4%**
Shared Costs											
Civic Administration	1,965,576	1,954,603	(10,973)	-0.6%	0.0%	(61,068)	-	1,893,535	(72,041)	-3.7%	0.0%
Financial Expenses (ex. bank charges, postage, etc.)	1,168,800	1,262,151	93,351	8.0%	0.1%	(5,468,962)	-	(4,206,811)	(5,375,611)	-459.9%	-3.1%
				0.0%							
Total Shared Costs	**3,134,376**	**3,216,754**	**82,378**	**2.6%**	**0.0%**	**(5,530,030)**	**-**	**(2,313,276)**	**(5,447,653)**	**-173.8%**	**-3.1%**
Total Corporate Expenditures	**56,112,086**	**59,168,010**	**3,055,924**	**5.4%**	**1.6%**	**(5,530,030)**	**-**	**53,637,979**	**(2,474,107)**	**-4.4%**	**-1.6%**

Corporate Expenditures and Revenues

	2021	2022 Base					2022 Total Approved Budget				
	Budget	Budget	$ Change from 2021	% Change from 2021	Tax Impact	One time COVID Impacts	Business Cases	Budget	$ Change from 2021	% Change from 2021	Tax Impact
Corporate Revenues											
Supplementary Taxes	(1,000,000)	(1,100,000)	(100,000)	10.0%	-0.1%	-		(1,100,000)	(100,000)	10.0%	-0.1%
Payment in Lieu of Taxes	(3,827,712)	(3,889,313)	(61,601)	1.6%	0.0%	-		(3,889,313)	(61,601)	1.6%	0.0%
Penalties & Interest on Taxes	(2,150,000)	(2,175,000)	(25,000)	1.2%	0.0%	-		(2,175,000)	(25,000)	1.2%	0.0%
Earnings on Investments	(5,300,000)	(5,300,000)	-	0.0%	0.0%	-		(5,300,000)	-	0.0%	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	-	0.0%	0.0%	-		(250,000)	-	0.0%	0.0%
Other Revenues	(775,000)	(590,000)	185,000	-23.9%	0.1%	-		(590,000)	185,000	-23.9%	0.1%
Total Corporate Revenues	**(13,302,712)**	**(13,304,313)**	**(1,601)**	**0.0%**	**0.0%**	**-**	**-**	**(13,304,313)**	**(1,601)**	**0.0%**	**0.0%**

One time COVID Impacts

One time decrease of $5,530,030 in Corporate Expenditure is related to a draw of $2,660,350 in Safe Restart funding and $2,888,612 in Tax Rate Stabilization Reserve Fund to offset COVID impacts. In addition, there are one time savings in employee parking as a result of continued remote working.

2022 Approved Budget

2022 Operating and Capital Budgets

2023–2031 Capital Forecast

Additional Analysis

Capital Budget & Forecast Summary by Service Category

Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
A City that Grows	$ 931	$ 733	$ 700	$ 200	$ 450	$ 427	$ 200	$ 278	$ 200	$ 433	$ 4,552
A City that Moves	$ 37,690	$ 37,083	$ 48,420	$ 47,694	$ 50,678	$ 36,315	$ 62,606	$ 47,234	$ 40,971	$ 74,939	$ 483,628
A Healthy and Greener City	$ 28,519	$ 21,909	$ 23,721	$ 17,475	$ 19,597	$ 24,113	$ 22,023	$ 24,662	$ 22,999	$ 23,413	$ 228,430
An Engaging City	$ 1,777	$ 2,515	$ 1,546	$ 3,659	$ 1,226	$ 1,402	$ 1,402	$ 1,577	$ 1,471	$ 1,397	$ 17,972
A Safe City	$ 3,400	$ 2,644	$ 2,773	$ 3,670	$ 4,196	$ 3,778	$ 8,228	$ 2,698	$ 4,121	$ 2,084	$ 37,591
Good Governance	$ -	$ -	$ -	$ 500	$ -	$ -	$ -	$ 500	$ -	$ -	$ 1,000
Enabling Services	$ 5,067	$ 5,434	$ 3,954	$ 3,411	$ 7,413	$ 5,818	$ 5,782	$ 5,753	$ 6,845	$ 6,906	$ 56,383
TOTAL	**$ 77,384**	**$ 70,317**	**$ 81,114**	**$ 76,609**	**$ 83,559**	**$ 71,853**	**$ 100,240**	**$ 82,703**	**$ 76,606**	**$ 109,171**	**$ 829,556**

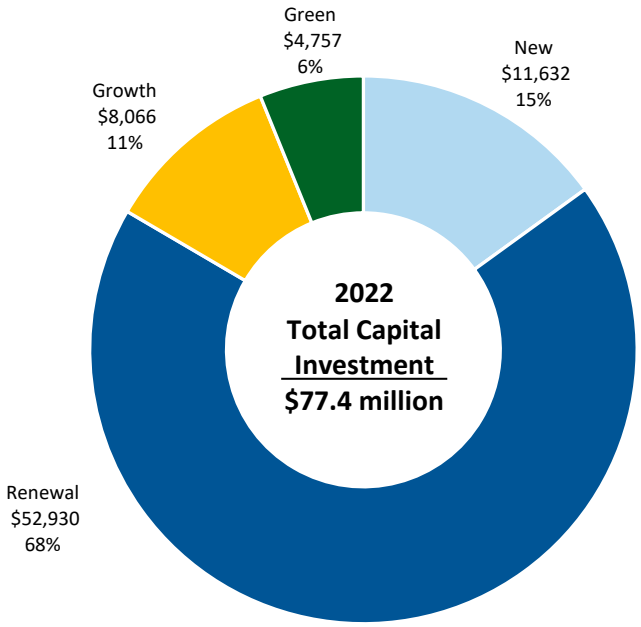
* Numbers may not add due to rounding

Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
New	$ 11,632	$ 10,485	$ 13,017	$ 7,640	$ 22,185	$ 4,263	$ 2,489	$ 4,769	$ 3,791	$ 25,794	$ 106,065
Renewal	$ 52,930	$ 49,084	$ 57,186	$ 58,760	$ 53,924	$ 57,116	$ 58,399	$ 60,486	$ 66,404	$ 54,095	$ 568,383
Growth	$ 8,066	$ 7,892	$ 6,194	$ 6,207	$ 5,298	$ 9,134	$ 37,160	$ 12,819	$ 4,064	$ 28,059	$ 124,892
Green	$ 4,757	$ 2,857	$ 4,717	$ 4,002	$ 2,152	$ 1,341	$ 2,192	$ 4,629	$ 2,347	$ 1,222	$ 30,216
TOTAL	**$ 77,384**	**$ 70,317**	**$ 81,114**	**$ 76,609**	**$ 83,559**	**$ 71,853**	**$ 100,240**	**$ 82,703**	**$ 76,606**	**$ 109,171**	**$ 829,556**

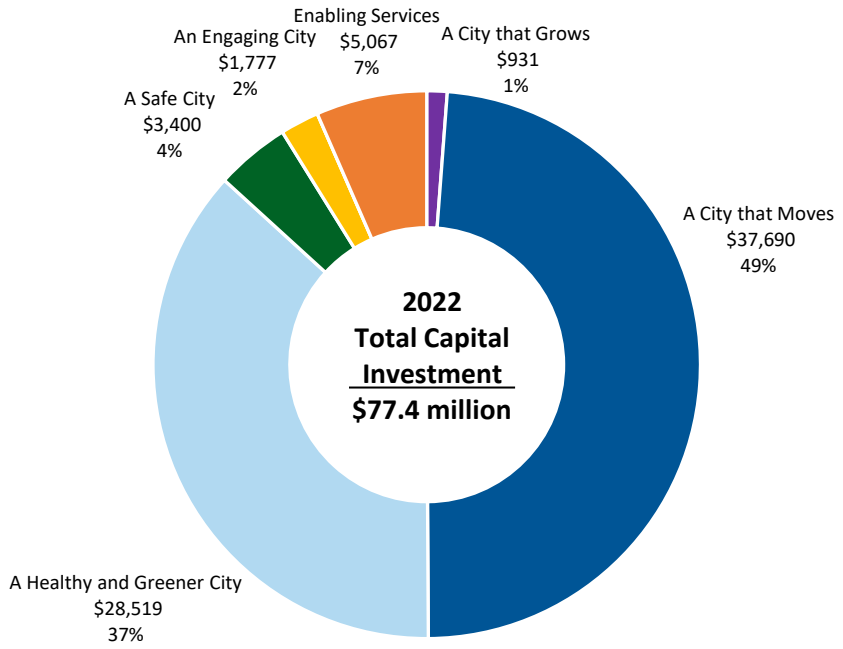
* Numbers are in $ Thousands

Numbers may not add due to rounding

Expenditure Type



Service Category



OPERATING BUDGET SUMMARY

	2021	2022 Base					2022 Total Approved Budget				
	Budget	Budget	$ Change from 2021	% Change from 2021	Tax Impact	One time COVID Impacts	Business Cases	Budget	$ Change from 2021	% Change from 2021	Tax Impact
Net Expenditures											
A City that Grows											
Building Code Permits and Inspection	(1,246,176)	(1,333,846)	(87,670)	7.0%	0.0%	10,000		(1,323,846)	(77,670)	6.2%	-0.04%
Business Economic Development	1,416,350	1,441,135	24,785	1.7%	0.0%	-		1,441,135	24,785	1.7%	0.0%
Community Design and Development Review	3,040,295	3,066,319	26,023	0.9%	0.0%	25,000		3,091,319	51,023	1.7%	0.0%
Total City that Grows	**3,210,470**	**3,173,608**	**(36,862)**	**-1.1%**	**0.0%**	**35,000**	**-**	**3,208,608**	**(1,862)**	**-0.1%**	**0.0%**
A City that Moves											
Parking Management	(988,277)	(983,385)	4,892	-0.5%	0.0%	325,000		(658,385)	329,892	-33.4%	0.2%
Road and Sidewalk Maintenance	12,288,239	12,978,976	690,736	5.6%	0.3%	(2,257)		12,976,719	688,479	5.6%	0.34%
Road and Structure Design and Construction	1,902,115	1,926,441	24,326	1.3%	0.0%	900		1,927,341	25,226	1.3%	0.0%
Specialized Transit	1,918,078	2,067,305	149,227	7.8%	0.1%	25,000	(24,000)	2,068,305	150,227	7.8%	0.1%
Traffic Operations Management	4,665,945	4,679,052	13,107	0.3%	0.0%	(14,050)		4,665,002	(943)	0.0%	0.0%
Transit	14,940,436	14,992,135	51,699	0.3%	0.0%	2,415,623	341,733	17,749,491	2,809,055	18.8%	1.5%
Transportation Planning	496,331	621,920	125,589	25.3%	0.1%	(250)		621,670	125,339	25.3%	0.1%
Total City that Moves	**35,222,866**	**36,282,444**	**1,059,577**	**3.0%**	**0.5%**	**2,749,966**	**317,733**	**39,350,143**	**4,127,277**	**11.7%**	**2.2%**
A Healthier and Greener City											
Cemetery	129,168	152,556	23,388	18.1%	0.0%	1,000		153,556	24,388	18.9%	0.0%
Environment and Energy	494,249	524,792	30,544	6.2%	0.0%	(3,300)		521,492	27,244	5.5%	0.0%
Organized Sport Support	5,070,928	5,383,286	312,359	6.2%	0.2%	678,322	156,534	6,218,142	1,147,215	22.6%	0.6%
Parks and Open Space Design and Development	709,522	730,027	20,506	2.9%	0.0%	(4,950)		725,077	15,556	2.2%	0.0%
Parks and Open Space Maintenance	5,860,012	6,057,626	197,614	3.4%	0.1%	77,000		6,134,626	274,614	4.7%	0.1%
Recreation	6,764,438	7,155,109	390,670	5.8%	0.2%	1,262,769	47,596	8,465,474	1,701,035	25.1%	0.9%
Surface Water Drainage	1,924,731	1,933,273	8,542	0.4%	0.0%	100		1,933,373	8,642	0.4%	0.0%
Urban Forestry	4,218,643	4,383,803	165,159	3.9%	0.1%	174,250		4,558,053	339,409	8.0%	0.2%
Total Healthier and Greener City	**25,171,691**	**26,320,473**	**1,148,782**	**4.6%**	**0.6%**	**2,185,191**	**204,130**	**28,709,794**	**3,538,103**	**14.1%**	**1.9%**
An Engaging City											
Art Gallery of Burlington	1,006,478	1,024,090	17,612	1.7%	0.0%	-		1,024,090	17,612	1.7%	0.0%
Arts and Culture	1,509,833	1,542,076	32,243	2.1%	0.0%	114,417		1,656,493	146,660	9.7%	0.1%
Burlington Museums	738,126	751,045	12,919	1.8%	0.0%	-		751,045	12,919	1.8%	0.0%
Burlington Performing Arts Centre	1,046,115	1,064,425	18,310	1.8%	0.0%	-		1,064,425	18,310	1.8%	0.0%
Burlington Public Library	11,315,972	11,514,000	198,028	1.7%	0.1%	-		11,514,000	198,028	1.7%	0.1%
Corporate Communications and Engagement	1,938,725	2,066,671	127,946	6.6%	0.1%	(5,500)		2,061,171	122,446	6.3%	0.1%
Tourism Burlington	413,664	420,900	7,236	1.7%	0.0%	-		420,900	7,236	1.7%	0.0%
Total Engaging City	**17,968,913**	**18,383,207**	**414,295**	**2.3%**	**0.2%**	**108,917**	**-**	**18,492,124**	**523,212**	**2.9%**	**0.2%**

OPERATING BUDGET SUMMARY

	2021	2022 Base					2022 Total Approved Budget				
	Budget	Budget	$ Change from 2021	% Change from 2021	Tax Impact	One time COVID Impacts	Business Cases	Budget	$ Change from 2021	% Change from 2021	Tax Impact
A Safe City											
Animal Services	652,676	680,357	27,681	4.2%	0.0%	(1,500)		678,857	26,181	4.0%	0.0%
By-law Enforcement and Licensing	912,894	970,919	58,025	6.4%	0.0%	257,000		1,227,919	315,025	34.5%	0.2%
Emergency and Continuity Management	183,852	185,700	1,848	1.0%	0.0%	4,000		189,700	5,848	3.2%	0.0%
Fire Protection and Prevention	31,572,779	32,413,634	840,856	2.7%	0.4%	186,626		32,600,260	1,027,482	3.3%	0.5%
Halton Court Services	(721,625)	(471,500)	250,125	-34.7%	0.1%	-		(471,500)	250,125	-34.7%	0.1%
Total Safe City	**32,600,576**	**33,779,111**	**1,178,534**	**3.6%**	**0.6%**	**446,126**	**-**	**34,225,237**	**1,624,660**	**5.0%**	**0.8%**
Good Governance											
Corporate Legal	1,861,988	1,901,507	39,519	2.1%	0.0%	(4,000)		1,897,507	35,519	1.9%	0.0%
Corporate Strategy	1,729,575	1,785,075	55,500	3.2%	0.0%	(9,750)		1,775,325	45,750	2.6%	0.0%
Internal Audit	215,471	233,180	17,709	8.2%	0.0%	-		233,180	17,709	8.2%	0.0%
Legislative Services	1,569,878	1,564,116	(5,762)	-0.4%	0.0%	(3,600)	156,718	1,717,234	147,356	9.4%	0.1%
Mayor and Council	1,767,045	1,792,617	25,572	1.4%	0.0%	(1,900)		1,790,717	23,672	1.3%	0.0%
Total Good Governance	**7,143,957**	**7,276,495**	**132,538**	**1.9%**	**0.1%**	**(19,250)**	**156,718**	**7,413,963**	**270,006**	**3.8%**	**0.1%**
Enabling Services											
Asset Management	654,130	703,074	48,944	7.5%	0.0%	(7,900)		695,174	41,044	6.3%	0.0%
Corporate Customer Experience -Service Burlingto	965,540	1,007,469	41,929	4.3%	0.0%	(500)		1,006,969	41,429	4.3%	0.0%
Facilities and Buildings Design and Construction	987,144	1,012,289	25,145	2.5%	0.0%	(6,550)		1,005,739	18,595	1.9%	0.0%
Financial Management	3,733,970	3,879,983	146,013	3.9%	0.1%	(14,000)		3,865,983	132,013	3.5%	0.1%
Fleet Management	(365,186)	(132,346)	232,840	-63.8%	0.1%	(2,050)		(134,396)	230,790	-63.2%	0.1%
Geographic Information and Mapping	631,798	632,865	1,067	0.2%	0.0%	(5,420)		627,445	(4,353)	-0.7%	0.0%
Human Resources	2,776,507	2,738,881	(37,626)	-1.4%	0.0%	(17,000)	314,223	3,036,104	259,597	9.3%	0.1%
Information Technology	8,698,277	9,467,880	769,602	8.8%	0.4%	78,000	114,392	9,660,272	961,994	11.1%	0.5%
Signs Production	66,359	96,182	29,823	44.9%	0.0%	(500)		95,682	29,323	44.2%	0.0%
Total Enabling Services	**18,148,540**	**19,406,276**	**1,257,736**	**6.9%**	**0.6%**	**24,080**	**428,615**	**19,858,971**	**1,710,431**	**9.4%**	**0.9%**
Total City Services	**139,467,014**	**144,621,615**	**5,154,600**	**3.7%**	**2.5%**	**5,530,030**	**1,107,196**	**151,258,841**	**11,791,827**	**8.5%**	**6.1%**

OPERATING BUDGET SUMMARY

	2021	2022 Base					2022 Total Approved Budget				
	Budget	Budget	$ Change from 2021	% Change from 2021	Tax Impact	One time COVID Impacts	Business Cases	Budget	$ Change from 2021	% Change from 2021	Tax Impact
Corporate Expenditures											
Financial Transactions											
Provision for Contingency	2,138,445	2,188,445	50,000	2.3%	0.0%	-		2,188,445	50,000	2.3%	0.0%
Provision for Insurance	3,550,000	3,600,000	50,000	1.4%	0.0%	-		3,600,000	50,000	1.4%	0.0%
Provision for Joseph Brant Hospital	3,100,000	3,100,000	-	0.0%	0.0%	-		3,100,000	-	0.0%	0.0%
Provision for Strategic Land Acquisition	120,000	270,000	150,000	125.0%	0.1%	-		270,000	150,000	125.0%	0.1%
Provision for Randle Reef	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Culture Initiatives	125,000	125,000	-	0.0%	0.0%	-		125,000	-	0.0%	0.0%
Provision for Policy Initiatives	100,000	100,000	-	0.0%	0.0%	-		100,000	-	0.0%	0.0%
Provision for Emerald Ash Borer	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Property Tax Matters	1,556,991	1,576,991	20,000	1.3%	0.0%	-		1,576,991	20,000	1.3%	0.0%
Total Financial Transactions	**10,690,436**	**10,960,436**	**270,000**	**2.5%**	**0.1%**	**-**		**10,960,436**	**270,000**	**2.5%**	**0.1%**
Capital Financing Transactions											
Capital from Operating Funding	3,620,300	3,745,300	125,000	3.5%	0.1%	-		3,745,300	125,000	3.5%	0.1%
Provision for VDRF	3,812,579	4,010,085	197,506	5.2%	0.1%	-		4,010,085	197,506	5.2%	0.1%
Provision to Infrastructure Renewal	26,400,700	28,678,700	2,278,000	8.6%	1.2%	-		28,678,700	2,278,000	8.6%	1.2%
Provision for IT Renewal	60,775	63,815	3,040	5.0%	0.0%	-		63,815	3,040	5.0%	0.0%
City's Share of Local	(7,080)	(7,080)	-	0.0%	0.0%	-		(7,080)	-	0.0%	0.0%
Debt Charges	8,400,000	8,500,000	100,000	1.2%	0.0%	-		8,500,000	100,000	1.2%	0.0%
Total Capital Financing Transactions	**42,287,274**	**44,990,820**	**2,703,546**	**6.4%**	**1.4%**	**-**		**44,990,820**	**2,703,546**	**6.4%**	**1.4%**
Shared Costs											
Civic Administration	1,965,576	1,954,603	(10,973)	-0.6%	0.0%	(61,068)	-	1,893,535	(72,041)	-3.7%	0.0%
Financial Expenses (ex. bank charges, postage, etc.)	1,168,800	1,262,151	93,351	8.0%	0.0%	(5,468,962)	-	(4,206,811)	(5,375,611)	-459.9%	-2.9%
				0.0%							
Total Shared Costs	**3,134,376**	**3,216,754**	**82,378**	**2.6%**	**0.0%**	**(5,530,030)**	**-**	**(2,313,276)**	**(5,447,653)**	**-173.8%**	**-3.0%**
Total Corporate Expenditures	**56,112,086**	**59,168,010**	**3,055,924**	**5.4%**	**1.5%**	**(5,530,030)**	**-**	**53,637,979**	**(2,474,107)**	**-4.4%**	**-1.5%**
				-						-	
Total Net Expenditures	**195,579,100**	**203,789,624**	**8,210,524**	**4.2%**	**4.0%**	**0**	**1,107,196**	**204,896,820**	**9,317,720**	**4.8%**	**4.6%**

OPERATING BUDGET SUMMARY

	2021	2022 Base					2022 Total Approved Budget				
	Budget	Budget	$ Change from 2021	% Change from 2021	Tax Impact	One time COVID Impacts	Business Cases	Budget	$ Change from 2021	% Change from 2021	Tax Impact
Corporate Revenues											
Supplementary Taxes	(1,000,000)	(1,100,000)	(100,000)	10.0%	-0.1%	-		(1,100,000)	(100,000)	10.0%	-0.1%
Payment in Lieu of Taxes	(3,827,712)	(3,889,313)	(61,601)	1.6%	0.0%	-		(3,889,313)	(61,601)	1.6%	0.0%
Penalties & Interest on Taxes	(2,150,000)	(2,175,000)	(25,000)	1.2%	0.0%	-		(2,175,000)	(25,000)	1.2%	0.0%
Earnings on Investments	(5,300,000)	(5,300,000)	-	0.0%	0.0%	-		(5,300,000)	-	0.0%	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	-	0.0%	0.0%	-		(250,000)	-	0.0%	0.0%
Other Revenues	(775,000)	(590,000)	185,000	-23.9%	0.1%	-		(590,000)	185,000	-23.9%	0.1%
Total Corporate Revenues	**(13,302,712)**	**(13,304,313)**	**(1,601)**	**0.0%**	**0.0%**	**-**		**(13,304,313)**	**(1,601)**	**0.0%**	**0.0%**
Net City Tax Levy	**182,276,388**	**190,485,311**	**8,208,923**	**4.5%**	**4.01%**	**0**	**1,107,196**	**191,592,507**	**9,316,119**	**5.11%**	**4.62%**

Base Budget Drivers

Base Budget Drivers	Base Budget Change $	Tax Impact %
Union HR wage adjustments	$ 2,291,529	1.25%
Non-Union HR wage adjustments	$ 1,485,742	0.81%
Benefit adjustments	$ 715,405	0.39%
Contribution to the Local Boards	$ 274,690	0.15%
Increased Provision to Vehicle Depreciation Reserve Fund	$ 249,865	0.14%
Increased Provision to Contingency	$ 50,000	0.03%
Increased Provision for Insurance	$ 50,000	0.03%
Increase in budgeted corporate gapping	$ (375,000)	-0.20%
Savings in Fuel	$ (265,972)	-0.15%
Funding from tax rate stabilization reserve fund to offset future operational savings	$ (200,000)	-0.11%
COVID related savings in travel,parking and supplies moved to ongoing savings	$ (200,000)	-0.11%
Increase in Building Permit Revenues	$ (194,633)	-0.11%
Savings in Utilities	$ (125,189)	-0.07%
Decrease in overtime costs	$ (120,000)	-0.07%
Increase in Provincial Gas Tax to Transit operations	$ (115,800)	-0.06%
Increase in Supplementary Tax revenues	$ (100,000)	-0.05%
Increase in Recreation revenues	$ (85,000)	-0.05%
Savings in Advertising	$ (54,050)	-0.03%
Savings in Other External Services	$ (50,714)	-0.03%
Other Miscellaneous savings	$ (29,156)	-0.02%
Total Base Impact	**$ 3,201,717**	**1.75%**

Summary of 2022 Additional Base Budget Items

Items	2022 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact	Description
Base Budget Increase	**$ 3,201,717**	**1.27%**			
Additional Budget Pressures					
2022 Assessment growth funding	$ (240,000)	(0.13%)			One-time funding (Tax Rate Stabilization Reserve Fund) to offset lower than projected assessment growth for 2022
Removal of 2021 Assessment growth funding	$ 450,000	0.25%			Removal of 2021 one-time funding (Tax Rate Stabilization Reserve Fund) re: lower assessment growth in 2021
Phased funding for Job Evaluation system	$ 300,000	0.16%			Phased funding to support outcomes from the job evaluation project
Unionized Collective Agreements	$ 300,000	0.16%			Funding to support collective agreement renewals
Halton Court Services revenue impact	$ 250,000	0.14%			Reduction in net revenues due to reduced charges filed by local enforcement agencies
Subtotal Additional Budget Pressures	**$ 1,060,000**	**0.58%**			
Prior and Pending Impacts of Council Decisions					
Engagement and Volunteer Coordinator	$ 66,000	0.04%			Annualization of the Engagement and Volunteer Coordinator position approved in the 2021 budget
Solicitor Planning and Development	$ 78,000	0.04%			Annualization of the Solicitor-Planning and Development position approved in the 2021 budget
Debt Charges	$ 100,000	0.05%			Increase to Debt Charges reduced in the 2021 budget
Strategic Land Acquisition Reserve Fund	$ 150,000	0.08%			Increase to Strategic Land Acquisition Reserve Fund reduced in the 2021 budget
Tyandaga Golf Course and park	$ 150,000	0.08%			Phased operations to tax base support for Tyandaga Golf Course and park per report RCC-01-21 (2022-2024)
National Day for Truth and Reconciliation	$ 225,666	0.12%			Impact of new public holiday
Cootes to Escarpment	$ 16,000	0.01%			Cootes to Escarpment Memorandum of I Understanding annual contribution per report ES-36-21
Subtotal Impacts of Prior and Pending Council Decisions	**$ 785,666**	**0.43%**			
Previously Approved Capital Projects					
Specialized Transit Operator (Operating Impact of Capital from 2021)	$ 134,960	0.07%	1.0(P)		Addition of 1 operator for new specialized transit vehicle approved in the 2021 capital budget
City View Pavilion (Operating Impact of Prior approved capital)	$ 162,000	0.09%	1.0(P)	1.15(P)	Operating expenses related to the newly opened Pavilion in City View Park
Tansley Woods Splash Pad (Operating Impact of Capital from 2021)	$ 30,000	0.02%			Operating expenses for the new Tansley Woods Splash Pad
Corporate Infrastructure and Software Growth	$ 556,580	0.30%			Increased costs due to growth in software maintenance costs associated with previously approved capital projects
Subtotal Previously Approved Capital Projects	**$ 883,540**	**0.48%**	**2.0(P)**	**1.15(P)**	
Infrastructure					
Infrastructure Levy	$ 2,278,000	1.25%			1.25% Infrastructure Levy
Subtotal Infrastructure	**$ 2,278,000**	**1.25%**			
Total Additional Base Budget Items	**$ 8,208,923**	**4.01%**	**2.0(P)**	**1.15(P)**	

CITY OF BURLINGTON
Full Time Equivalents (FTE) Staffing Summary

	2021 Restated Budget			2022 Base Changes			PL-46-21 Fee Funded Planning and Building Staff			2022 Base Budget			Total 2021 to 2022 Base Change			Recommended Risk Mitigation Measures			2022 Total Approved Budget			2021 to 2022 Change		
Service	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**
A City that Grows																								
Building Code Permits and Inspection	27.0	0.7	27.7	-	-	-	4.0	-	4.0	31.0	0.7	31.7	4.0	-	4.0	-	-	-	31.0	0.7	31.7	4.0	-	4.0
Community Design and Development Review	49.0	0.7	49.7	-	-	-	10.0	-	10.0	59.0	0.7	59.7	10.0	-	10.0	-	-	-	59.0	0.7	59.7	10.0	-	10.0
A City that Moves																								
Parking Management	6.0	1.3	7.3	-	-	-	-	-	-	6.0	1.3	7.3	-	-	-	-	-	-	6.0	1.3	7.3	-	-	-
Road and Structures Design and Construction	28.0	2.0	30.0	-	-	-	-	-	-	28.0	2.0	30.0	-	-	-	-	-	-	28.0	2.0	30.0	-	-	-
Roadway and Sidewalk Maintenance	48.7	5.2	53.9	-	-	-	-	-	-	48.7	5.2	53.9	-	-	-	-	-	-	48.7	5.2	53.9	-	-	-
Specialized Transit	15.3	2.0	17.3	1.0	-	1.0	-	-	-	16.3	2.0	18.3	1.0	-	1.0	-	-	-	16.3	2.0	18.3	1.0	-	1.0
Traffic Operations Management	23.0	26.6	49.6	-	-	-	-	-	-	23.0	26.6	49.6	-	-	-	-	-	-	23.0	26.6	49.6	-	-	-
Transit	154.8	9.9	164.7	-	-	-	-	-	-	154.8	9.9	164.7	-	-	-	6.0	1.6	7.6	160.8	11.5	172.3	6.0	1.6	7.6
Transportation Network Planning	4.0	-	4.0	-	-	-	1.0	-	1.0	5.0	-	5.0	1.0	-	1.0	-	-	-	5.0	-	5.0	1.0	-	1.0
A Healthy and Greener City																								
Cemetery	3.0	0.7	3.7	-	-	-	-	-	-	3.0	0.7	3.7	-	-	-	-	-	-	3.0	0.7	3.7	-	-	-
Environment and Energy	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
Organized Sport Support	50.6	26.3	76.9	1.0	1.2	2.2	-	-	-	51.6	27.5	79.1	1.0	1.2	2.2	-	1.3	1.3	51.6	28.7	80.3	1.0	2.4	3.4
Parks and Open Space Design and Development	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-
Parks and Open Space Maintenance	50.8	23.9	74.7	-	-	-	-	-	-	50.8	23.9	74.7	-	-	-	-	-	-	50.8	23.9	74.7	-	-	-
Recreation	61.0	101.3	162.3	-	-	-	-	-	-	61.0	101.3	162.3	-	-	-	-	-	-	61.0	101.3	162.3	-	(0.0)	(0.0)
Surface Water Drainage	13.2	0.5	13.7	-	-	-	-	-	-	13.2	0.5	13.7	-	-	-	-	-	-	13.2	0.5	13.7	-	-	-
Urban Forestry	25.4	0.7	26.1	-	-	-	-	-	-	25.4	0.7	26.1	-	-	-	-	-	-	25.4	0.7	26.1	-	-	-
An Engaging City																								
Arts and Culture	9.0	6.1	15.1	-	-	-	-	-	-	9.0	6.1	15.1	-	-	-	-	-	-	9.0	6.1	15.1	-	-	-
Corporate Communications and Engagement	13.0	0.3	13.3	-	-	-	-	-	-	13.0	0.3	13.3	-	-	-	-	-	-	13.0	0.3	13.3	-	-	-
A Safe City																								
Animal Services	8.0	0.7	8.7	-	-	-	-	-	-	8.0	0.7	8.7	-	-	-	-	-	-	8.0	0.7	8.7	-	-	-
Emergency and Continuity Management	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-
Fire Protection and Prevention	204.0	5.0	209.0	-	-	-	-	-	-	204.0	5.0	209.0	-	-	-	-	-	-	204.0	5.0	209.0	-	-	-
By-Law Enforcement and Licensing	15.0	0.7	15.7	-	-	-	-	-	-	15.0	0.7	15.7	-	-	-	-	-	-	15.0	0.7	15.7	-	-	-

CITY OF BURLINGTON
Full Time Equivalents (FTE) Staffing Summary

	2021 Restated Budget			2022 Base Changes			PL-46-21 Fee Funded Planning and Building Staff			2022 Base Budget			Total 2021 to 2022 Base Change			Recommended Risk Mitigation Measures			2022 Total Approved Budget			2021 to 2022 Change		
Service	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**
Good Governance																								
Corporate Legal	14.0	-	14.0	-	-	-	-	-	-	14.0	-	14.0	-	-	-	-	-	-	14.0	-	14.0	-	-	-
Corporate Strategy	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-
Internal Audit	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-
Legislative Services	14.0	0.3	14.3	-	-	-	-	-	-	14.0	0.3	14.3	-	-	-	1.0	-	1.0	15.0	0.3	15.3	1.0	-	1.0
Mayor and Council	9.0	-	9.0	-	-	-	-	-	-	9.0	-	9.0	-	-	-	-	-	-	9.0	-	9.0	-	-	-
Enabling Services																								
Asset Management	7.0	0.3	7.3	-	-	-	-	-	-	7.0	0.3	7.3	-	-	-	-	-	-	7.0	0.3	7.3	-	-	-
Facilities and Buildings Design and Construction	10.0	-	10.0	-	-	-	-	-	-	10.0	-	10.0	-	-	-	-	-	-	10.0	-	10.0	-	-	-
Financial Management	37.0	-	37.0	-	-	-	-	-	-	37.0	-	37.0	-	-	-	-	-	-	37.0	-	37.0	-	-	-
Fleet Management	14.3	-	14.3	-	-	-	-	-	-	14.3	-	14.3	-	-	-	-	-	-	14.3	-	14.3	-	-	-
Geographic Information Mapping	6.0	-	6.0	-	-	-	-	-	-	6.0	-	6.0	-	-	-	-	-	-	6.0	-	6.0	-	-	-
Human Resources	15.0	1.6	16.6	-	-	-	-	-	-	15.0	1.6	16.6	-	-	-	2.0	-	2.0	17.0	1.6	18.6	2.0	-	2.0
Information Technology	39.0	1.5	40.5	-	-	-	-	-	-	39.0	1.5	40.5	-	-	-	1.0	-	1.0	40.0	1.5	41.5	1.0	-	1.0
Corporate Customer Experience - Service Burlington	11.0	1.2	12.2	-	-	-	-	-	-	11.0	1.2	12.2	-	-	-	-	-	-	11.0	1.2	12.2	-	-	-
Sign Production	2.0	0.4	2.4	-	-	-	-	-	-	2.0	0.4	2.4	-	-	-	-	-	-	2.0	0.4	2.4	-	-	-
Shared Services	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
	1,011.0	**219.8**	**1,230.8**	**2.0**	**1.2**	**3.2**	**15.0**	**-**	**15.0**	**1,028.0**	**221.0**	**1,249.0**	**17.0**	**1.2**	**18.2**	**10.0**	**2.9**	**12.9**	**1,038.0**	**223.8**	**1,261.8**	**27.0**	**4.0**	**31.0**

Summary of Base Budget Human Resource Costs and Benefits

	Base Budget Excluding Fee Funded Positions (PL-46-21)					Base Budget Including Fee Funded Positions (PL-46-21)					Total Budget including One-Time Covid Impacts	
	2021	2022	2022 vs 2021 Base			2021	2022	2022 vs 2021 Base		2022	2022 vs 2021 Total	
Expenditures	Budget Excl. Covid Impacts	Base* Budget	$	%	Fee Funded Positions** (PL-46-21)	Budget Excl. Covid Impacts	Base Budget	$	%	One time COVID Impacts / Total Budget	$	%
Regular Full Time Salaries & Wages	$ 87,256,882	$ 91,045,684	$ 3,788,802	4.3%	$ 1,350,862	$ 87,256,882	$ 92,396,547	$ 5,139,665	5.9%	$ - / $ 92,396,547	$ 5,139,665	5.9%
Part Time/Temp/Casual Salaries & Wages	8,781,092	9,015,040	233,948	2.7%	-	8,781,092	9,015,040	233,948	2.7%	154,877 / 9,169,917	388,825	4.4%
Councillors Compensation	867,166	878,386	11,220	1.3%	-	867,166	878,386	11,220	1.3%	- / 878,386	11,220	1.3%
Overtime	1,564,892	1,444,891	(120,000)	-7.7%	-	1,564,892	1,444,891	(120,000)	-7.7%	279,100 / 1,723,991	159,100	10.2%
Volunteer Firefighter Allowance	210,000	216,180	6,180	2.9%	-	210,000	216,180	6,180	2.9%	- / 216,180	6,180	2.9%
Training Pay - Fire	25,000	25,000	-	0.0%	-	25,000	25,000	-	0.0%	- / 25,000	-	0.0%
Vacation Pay, On Call, Sick Leave, Paid Leave, etc.	4,868,438	5,230,209	361,771	7.4%		4,868,438	5,230,209	361,771	7.4%	7,081 / 5,237,290	368,852	7.6%
Vacation Pay	2,205,081	2,359,676	154,595	7.0%	7,038	2,205,081	2,366,714	161,633	7.3%	- / 2,366,714	161,633	7.3%
Part Time Vacation Pay	704,815	730,777	25,962	3.7%		704,815	730,777	25,962	3.7%	7,081 / 737,858	33,043	4.7%
On Call Salaries & Wages	705,193	717,235	12,042	1.7%		705,193	717,235	12,042	1.7%	- / 717,235	12,042	1.7%
Sick Leave	-	-	-	0.0%		-	-	-	0.0%	- / -	-	0.0%
Paid Leave	-	-	-	0.0%		-	-	-	0.0%	- / -	-	0.0%
Statutory Holiday Pay	1,253,349	1,415,483	162,134	12.9%		1,253,349	1,415,483	162,134	12.9%	- / 1,415,483	162,134	12.9%
Sub-total Earnings	**103,573,470**	**107,855,390**	**4,281,920**	**4.1%**	**1,350,862**	**103,573,470**	**109,206,252**	**5,632,783**	**5.4%**	**441,058 / 109,647,310**	**6,073,841**	**5.9%**
Benefits (incl. Standard Life, CPP, EI & OMERS)	22,474,787	23,129,812	655,025	2.9%	305,207	22,474,787	23,435,020	960,233	4.3%	61,917 / 23,496,937	1,022,150	4.5%
Employee Health Tax	1,955,462	2,024,645	69,183	3.5%	26,048	1,955,462	2,050,693	95,231	4.9%	- / 2,050,693	95,231	4.9%
Employee Accident Fund	1,584,661	1,642,575	57,914	3.7%	21,359	1,584,661	1,663,934	79,273	5.0%	- / 1,663,934	79,273	5.0%
WCB Experience	-	-	-	0.0%		-	-	-	0.0%	- / -	-	0.0%
Sub-total Legislated Benefits	**26,014,909**	**26,797,031**	**782,122**	**3.0%**	**352,615**	**26,014,909**	**27,149,646**	**1,134,737**	**4.4%**	**61,917 / 27,211,563**	**1,196,654**	**4.6%**
Education, Training & Development	1,009,124	1,006,711	(2,413)	-0.2%	7,750	1,009,124	1,014,461	5,337	0.5%	(177,410) / 837,051	(172,073)	-17.1%
Employee Memberships	188,125	196,475	8,350	4.4%	6,300	188,125	202,775	14,650	7.8%	(2,000) / 200,775	12,650	6.7%
Innovation/Awards	150,000	150,000	-	0.0%	-	150,000	150,000	-	0.0%	- / 150,000	-	0.0%
Other Allowances & Benefits	8,300	8,300	-	0.0%	-	8,300	8,300	-	0.0%	- / 8,300	-	0.0%
Sub-total Other Benefits & Allowances	**1,355,549**	**1,361,486**	**5,937**	**0.4%**	**14,050**	**1,355,549**	**1,375,536**	**19,987**	**1.5%**	**(179,410) / 1,196,126**	**(159,423)**	**-11.8%**
Total Human Resources Budget	**$ 130,943,928**	**$ 136,013,907**	**$ 5,069,979**	**3.9%**	**$ 1,717,528**	**$ 130,943,928**	**$ 137,731,435**	**$ 6,787,507**	**5.2%**	**$ 323,565 / $ 138,055,000**	**$ 7,111,072**	**5.4%**

***Base Budget includes:**

Phased Funding for the Job Evaluation System ($300K)
Unionized Collective Agreements ($300K)

****Fee Funded Positions PL-46-21 consist of:**

10 new FTE in Community Design and Development Review
1 Supervisor of Transportation Planning
4 net new FTE in Building Permits and Inspection

Gross Expenditures and Revenues

	2021	2022							Tax Impact
	Budget	Base Budget	Δ Base	Δ%	One time COVID Impacts	Total Budget	Δ Total	Δ%	Total Base Budget
Expenditure Categories									
Human Resources	130,943,928	137,731,435	6,787,507	5.2%	323,565	138,055,000	7,111,072	5.4%	
Materials, Supplies & Utilities	15,913,064	15,512,561	(400,502)	-2.5%	(123,096)	15,389,465	(523,598)	-3.3%	
Purchased Services	25,003,925	25,984,588	980,664	3.9%	418,457	26,403,045	1,399,121	5.6%	
Funding for Capital & Debt Repayment	40,121,673	40,207,959	86,287	0.2%	(695,475)	39,512,484	(609,188)	-1.5%	
Infrastructure Renewal Funding	25,694,100	28,749,570	3,055,470	11.9%	-	28,749,570	3,055,470	11.9%	
Provision to Local Boards & Committees	15,990,905	16,265,595	274,690	1.7%	-	16,265,595	274,690	1.7%	
Provision to Reserve Funds	12,613,945	12,701,945	88,000	0.7%	-	12,701,945	88,000	0.7%	
Internal Charges & Settlements	5,274,470	5,348,578	74,108	1.4%	-	5,348,578	74,108	1.4%	
Financial Expenses	2,269,264	2,282,264	13,000	0.6%	(3,500)	2,278,764	9,500	0.4%	
Total Expenditures	**273,825,273**	**284,784,496**	**10,959,223**	**4.0%**	**(80,049)**	**284,704,447**	**10,879,174**	**4.0%**	
Revenue Categories									
User Fees	(37,301,191)	(39,355,282)	(2,054,090)	5.5%	5,623,501	(33,731,780)	3,569,411	-9.6%	
Other Corporate Revenues	(33,289,137)	(34,220,223)	(931,086)	2.8%	(5,548,862)	(39,769,086)	(6,479,949)	19.5%	
Senior Government Grants	(8,223,894)	(8,223,894)	-	0.0%	-	(8,223,894)	-	0.0%	
External Recoveries	(6,166,257)	(6,061,521)	104,736	-1.7%	5,410	(6,056,111)	110,146	-1.8%	
Internal Revenues	(6,568,406)	(6,438,265)	130,141	-2.0%	-	(6,438,265)	130,141	-2.0%	
Total Revenues	**(91,548,885)**	**(94,299,185)**	**(2,750,299)**	**3.0%**	**80,049**	**(94,219,136)**	**(2,670,251)**	2.9%	
Property Taxes - City	**182,276,388**	**190,485,311**	**8,208,925**	**4.5%**	**0**	**190,485,311**	**8,208,925**	**4.5%**	**4.01%**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
A City that Grows				
Building Code Permits and Inspection	(1,323,846)			(1,323,846)
Business Economic Development	1,441,135			1,441,135
Community Design and Development Review	3,091,319			3,091,319
Total City that Grows	**$ 3,208,608**	**$ -**	**$ -**	**$ 3,208,608**
A City that Moves				
Parking Management	(658,385)			(658,385)
Road and Sidewalk Maintenance	11,767,467	1,209,252		12,976,719
Road and Structure Design and Construction	1,927,341			1,927,341
Specialized Transit	2,068,305			2,068,305
Traffic Operations Management	4,665,002			4,665,002
Transit	-	17,749,491		17,749,491
Transportation Planning	621,670			621,670
Total City that Moves	**$ 20,391,400**	**$ 18,958,743**	**$ -**	**$ 39,350,143**
A Healthy and Greener City				
Cemetery	153,556			153,556
Environment and Energy	521,492			521,492
Organized Sport Support	6,218,142			6,218,142
Parks and Open Space Design and Development	725,077			725,077
Parks and Open Space Maintenance	6,134,626			6,134,626
Recreation	8,465,474			8,465,474
Surface Water Drainage	1,066,568	866,805		1,933,373
Urban Forestry	3,838,643	719,410		4,558,053
Total Healthy and Greener City	**$ 27,123,580**	**$ 1,586,215**	**$ -**	**$ 28,709,794**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
An Engaging City				
Art Gallery of Burlington	1,024,090			1,024,090
Arts and Culture	1,656,493			1,656,493
Burlington Museums	751,045			751,045
Burlington Performing Arts Centre	1,064,425			1,064,425
Burlington Public Library	11,514,000			11,514,000
Corporate Communications and Engagement	2,061,171			2,061,171
Tourism Burlington	420,900			420,900
Total Engaging City	**$ 18,492,124**	**$ -**	**$ -**	**$ 18,492,124**
A Safe City				
Animal Services	678,857			678,857
By-law Enforcement and Licensing	1,227,919			1,227,919
Emergency and Continuity Management	189,700			189,700
Fire Protection and Prevention	32,600,260			32,600,260
Halton Court Services	(471,500)			(471,500)
Total Safe City	**$ 34,225,237**	**$ -**	**$ -**	**$ 34,225,237**
Good Governance				
Corporate Legal	1,897,507			1,897,507
Corporate Strategy	1,775,325			1,775,325
Internal Audit	233,180			233,180
Legislative Services	1,717,234			1,717,234
Mayor and Council	1,790,717			1,790,717
Total Good Governance	**$ 7,413,963**	**$ -**	**$ -**	**$ 7,413,963**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Enabling Services				
Asset Management	695,174			695,174
Corporate Customer Experience -Service Burlington	1,006,969			1,006,969
Facilities and Buildings Design and Construction	1,005,739			1,005,739
Financial Management	3,865,983			3,865,983
Fleet Management	(134,396)			(134,396)
Geographic Information and Mapping	627,445			627,445
Human Resources	3,036,104			3,036,104
Information Technology	9,660,272			9,660,272
Signs Production	95,682			95,682
Total Enabling Services	**$ 19,858,971**	**$ -**	**$ -**	**$ 19,858,971**
City Services	**$ 130,713,884**	**$ 20,544,957**	**$ -**	**$ 151,258,841**
Corporate Expenditures				
Financial Transactions				
Provision for Contingency	2,188,445			2,188,445
Provision for Insurance	3,600,000			3,600,000
Provision for Joseph Brant Hospital	-		3,100,000	3,100,000
Provision for Strategic Land Acquisition	270,000			270,000
Provision for Culture Initiatives	125,000			125,000
Provision for Policy Initiatives	100,000			100,000
Provision for Property Tax Matters	1,576,991			1,576,991
Total Financial Transactions	**$ 7,860,436**	**$ -**	**$ 3,100,000**	**$ 10,960,436**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Capital Financing Transactions				
Total Capital from Operating Funding	2,644,332	1,100,968		3,745,300
Total Provision for VDRF	4,010,085			4,010,085
Total Provision to Infrastructure Renewal	28,678,700			28,678,700
Total Provision for IT Renewal	63,815			63,815
Total City's Share of Local	(7,080)			(7,080)
Debt Charges	6,065,764	2,434,236		8,500,000
Total Capital Financing Transactions	**$ 41,455,616**	**$ 3,535,204**	**$ -**	**$ 44,990,820**
Shared Costs				
Civic Administration	1,893,535			1,893,535
Financial Expenses (ex. bank charges, postage, etc.)	(4,206,811)			(4,206,811)
Total Shared Costs	**$ (2,313,276)**	**$ -**	**$ -**	**$ (2,313,276)**
Total Corporate Expenditures	**$ 47,002,775**	**$ 3,535,204**	**$ 3,100,000**	**53,637,979**
Total Net Expenditures	**$ 177,716,659**	**$ 24,080,161**	**$ 3,100,000**	**$ 204,896,820**
Corporate Revenues				
Supplementary Taxes	(1,100,000)			(1,100,000)
Payment in Lieu of Taxes	(3,889,313)			(3,889,313)
Penalties & Interest on Taxes	(2,175,000)			(2,175,000)
Earnings on Investments	(5,300,000)			(5,300,000)
Reserve Fund Contribution to Operating	(250,000)			(250,000)
Other Revenues	(590,000)			(590,000)
Total Corporate Revenues	**$ (13,304,313)**			**$ (13,304,313)**
Net City Tax Levy	**$ 164,412,346**	**$ 24,080,161**	**$ 3,100,000**	**$ 191,592,507**

Urban/Rural Tax Rate Calculation

		Whole City	Urban Area	City Hospital	Total
WEIGHTED ASSESSMENT		$ 51,946,891,882	$ 50,254,287,286	$ 51,946,891,882	
2022 TAX RATES					
Residential	RT	0.00316501	0.00047917	0.00005968	0.00370386
Residential - Farmland I	R1	0.00237376	0.00035938	0.00004476	0.00277790
Multi-Res	MT	0.00633002	0.00095834	0.00011936	0.00740772
New Multi-Res	NT	0.00316501	0.00047917	0.00005968	0.00370386
Commercial	CT	0.00460984	0.00069791	0.00008692	0.00539467
- full shared payment in lieu	CH	0.00460984	0.00069791	0.00008692	0.00539467
- excess land	CU	0.00460984	0.00069791	0.00008692	0.00539467
- vacant land	CX	0.00460984	0.00069791	0.00008692	0.00539467
- farmland I	C1	0.00237376	0.00035938	0.00004476	0.00277790
- new construction	XT	0.00460984	0.00069791	0.00008692	0.00539467
- new construction - excess land	XU	0.00460984	0.00069791	0.00008692	0.00539467
Office	DT	0.00460984	0.00069791	0.00008692	0.00539467
- excess land	DU	0.00460984	0.00069791	0.00008692	0.00539467
- full shared payment in lieu	DH	0.00460984	0.00069791	0.00008692	0.00539467
- new construction	YT	0.00460984	0.00069791	0.00008692	0.00539467
Shopping Centre	ST	0.00460984	0.00069791	0.00008692	0.00539467
Shopping Centre-vac.unit, excess land	SU	0.00460984	0.00069791	0.00008692	0.00539467
Parking Lot	GT	0.00460984	0.00069791	0.00008692	0.00539467
Industrial	IT	0.00661709	0.00100180	0.00012477	0.00774366
- full shared payment in lieu	IH	0.00661709	0.00100180	0.00012477	0.00774366
- excess land	IU	0.00661709	0.00100180	0.00012477	0.00774366
- vacant land	IX	0.00661709	0.00100180	0.00012477	0.00774366
- excess land shared payment in lieu	IK	0.00661709	0.00100180	0.00012477	0.00774366
- new construction	JT	0.00661709	0.00100180	0.00012477	0.00774366
Large Industrial	LT	0.00661709	0.00100180	0.00012477	0.00774366
Large Industrial - excess land	LU	0.00661709	0.00100180	0.00012477	0.00774366

Urban/Rural Tax Rate Calculation

		Whole City	Urban Area	City Hospital	Total
Industrial - Farmland I	I1	0.00237376	0.00035938	0.00004476	0.00277790
Pipelines	PT	0.00336029	0.00050873	0.00006336	0.00393238
Farm	FT	0.00063300	0.00009583	0.00001194	0.00074077
Managed Forests	TT	0.00079125	0.00011979	0.00001492	0.00092596
2022 Taxes on Urban Household with $100,000 CVA		$ 316.50	$ 47.92	$ 5.97	$ 370.39
2022 Taxes on Rural Household with $100,000 CVA		$ 316.50		$ 5.97	$ 322.47
2022 Taxes on Commercial Property with $100,000 CVA		$ 460.98	$ 69.79	$ 8.69	$ 539.46
2021 TAX RATE					
Residential	RT	0.00302393	0.00045627	0.00005996	0.00354016
Rural	RT	0.00302393		0.00005996	0.00308389
CHANGE 2022 VS. 2021					
Tax Rate		0.00014108	0.00002290	(0.00000028)	0.00016370
Urban %		4.67%	5.02%	-0.47%	4.6%
Rural %		4.67%		-0.47%	4.6%
Impact on $100,000 Urban Household		$ 14.11	$ 2.30	$ (0.03)	$ 16.38
Impact on $100,000 Rural Household		$ 14.11		$ (0.03)	$ 14.08


CITY OF
Burlington



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