2020



2020 Approved Budget

2020 Operating and Capital Budgets
2021-2029 Capital Forecast

burlington.ca/budget

CITY OF Burlington


CITY OF
Burlington

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Burlington

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Overview


CITY OF
Burlington

City of Burlington

Located on the northwest shore of Lake Ontario, Burlington, with its population of 183,300, is ranked by Macleans Magazine as Canada's best community and best place to raise a family. It's 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.



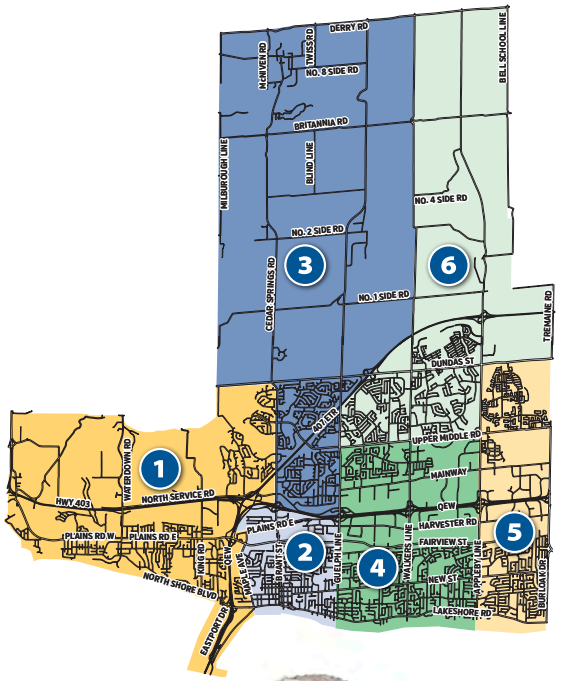


Overview

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.





Overview

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. This year the Vision to Focus (V2F) became the driving force in the corporate budget process.

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 the 2020 budget development, decisions about resources and pacing of implementation of the V2F Plan initiatives were evaluated by the Budget Leadership Team.

Establishing priorities for 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 is the Budget Developed

Framework Report

The 2020 budget process began with a Budget Framework Report. This was presented to Council for consideration and approval in July 2019, 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 proposed budgets for reasonableness and adjusted where appropriate to find budget savings and reduce costs. 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 ensured the proposed budgets were 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.

Leadership Review

Following the internal staff reviews, the budget was then forwarded to the Leadership Budget Review Teams where it was reviewed from a corporate perspective, to ensure compliance with Vision to Focus strategic goals, objectives and financing capabilities.

Public Engagement

The City is continuously looking for ways to improve and increase transparency for the public. Staff will continue to use the City's website as a communication medium through videos, webcast and online surveys.

Over the summer, a budget survey was available on the City's Get Involved Burlington site. A total of 103 participants completed this survey.

On Sept. 14, the city hosted its first Food for Feedback event. The 2020 Budget was one of the key topics for which staff were seeking public feedback. The goals of this event were to:

- Provide an opportunity for the community to provide feedback/learn more about a variety of City initiatives all in one place.
- Create an engagement event where we would be able to attract and engage with varying demographics, including those that can be under-represented – youth and millennials, young families, newcomers/multicultural communities.
- To build good will/trust in the community by thanking residents for feedback by providing a free lunch from food trucks.

The event was very successful with close to 1,000 people attending. City staff working at the booths were very pleased with the number of people that engaged with them by a variety of methods; taking a survey, voting on choices/options, providing ideas, asking questions and signing up for the engagement portal. They all remarked that they were able to connect with people they normally wouldn't hear from. Overall, the resident feedback at the event was very positive.

In addition to the 103 surveys completed online, an additional 101 were completed at the Food for Feedback event.

How is the Budget Developed

The City hosted a Telephone Town Hall on Nov. 19, 2019. In this live, call-in session, residents, organizations and business owners were able to make inquiries about the upcoming budget and respond to polling questions.

The “Budget Basics” video continues to be available on the website which explains how the City develops its budgets.

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 2020 budget data in an intuitive and illustrative form.



How is the Budget Approved

Following the internal staff review process, the proposed budget was presented to the Committee of the Whole - Budget for their review. To assist in the decision-making process, Council was provided with a budget overview report, presentation, and proposed budget book.

Council Information Sessions provide members of Council an opportunity to review the budget document and direct questions to staff.

Members of Council then completed a Budget Action Request form to propose budget amendments. Using this form, Council members had the option of amending or removing recommended budget items and introducing new items for consideration.

Committee budget meetings to review the budget were scheduled for Dec. 10 and 12, 2019 to make amendments to the budget. Preliminary budget approval was granted at this committee level, followed by formal approval of the budget at the subsequent Council meeting of Dec. 16, 2019.

This is the first time both the operating and capital portions of the budget were approved in advance of the budget year. This 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 2020 Budget:

Date	Meeting	Item
Nov. 4, 2019	Committee of the Whole - Budget	Budget Overview Report
Nov. 12, 13 and 14, 2019		Council Information Sessions
Nov. 19, 2019		Telephone Town Hall
Dec. 10 and 12, 2019	Committee of the Whole - Budget	Budget Review and Approval
Dec. 16, 2019	Council	Budget Approval

Budget at Glance

The City of Burlington's 2020 Budget represents a public investment of $353.4 million to provide infrastructure and daily services to its residents, while advancing Council's priorities and long-term objectives.

$353.4
million (gross)

Invested in services

$267.0
million (gross)

2020
Operating Budget

$86.4
million (gross)

2020
Capital Budget



Service Structure of the City

The City of Burlington has multiple lines of business. For business planning purposes, they are organized into 46 distinct services. Of these, 28 services are delivered directly to the public, 11 are internally focused support services and seven are managed externally by distinct governance structures but receive a portion of their funding from the City. For budget presentation purposes, the 46 services have been grouped into seven service categories.



A City that Grows

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



A City that Moves

- Parking Management
- Roadway 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
- Tree Management



An Engaging City

- Arts and Culture
- Strategic Communications and Government Relations
- Art Gallery of Burlington
- Burlington Museums
- Burlington Performing Arts Centre
- Burlington Public Library
- Tourism Burlington



A Safe City

- Animal Services
- Emergency Management
- Fire 911 Communication
- Fire Emergency Response
- Fire Prevention and Public Education
- Municipal By-Law Enforcement and Licensing
- Halton Court Services



Good Governance

- Corporate Legal
- Corporate Management
- Council and Citizen Committee
- Internal Audit
- Mayor and Council

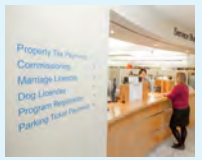


Enabling Services

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

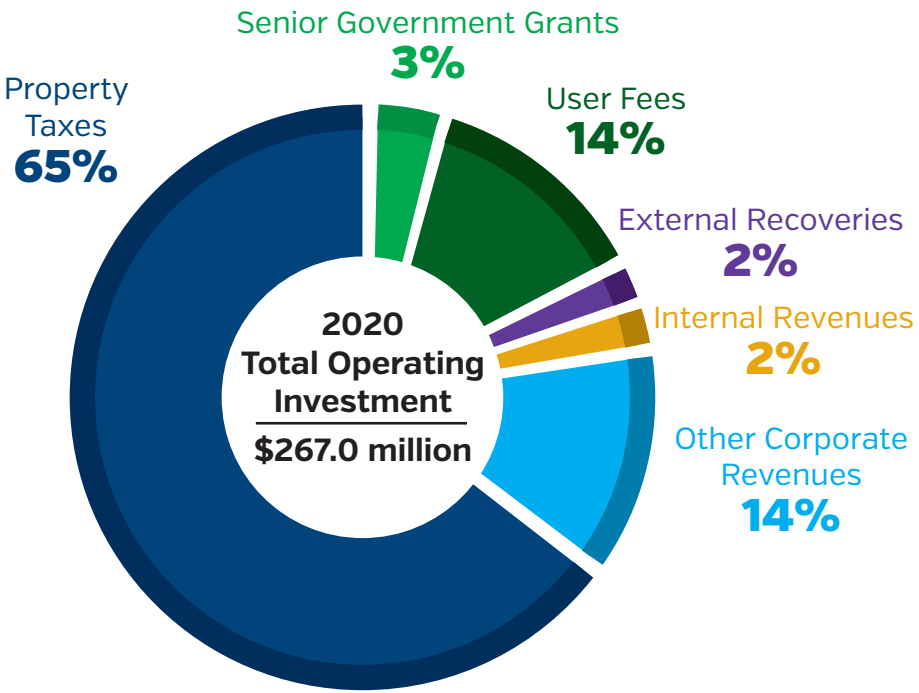
Investment in City Services

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	$9.5	$52.8	$40.9	$18.1	$35.9	$7.9	$23.7
Portion Funded by Property Taxes	$2.2	$34.1	$23.9	$17.5	$31.9	$7.0	$16.8
Total Capital Investment	$0.5	$37.7	$37.3	$1.3	$1.2	$ -	$8.4

*values in millions

How is the Operating Budget 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 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 are the revenues 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 some City Services perform for the functioning of the Halton Courts, such as Information Technology, Finance and Human Services.

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 is the Capital Budget 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.
- **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 including infrastructure renewal, growth, and new infrastructure.

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
- Parks and Recreation Facility Renewal Reserve Funds

Funding from External Sources

Development Related

- **Development Charges (DC)**
  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 bylaw process that occurs on a five-year cycle.

- **Community Benefit Charge (CBC)**
  As part of the Provincial Government's More Homes legislation, certain services formerly part of the DC Act, as well as park dedication and Section 37 will be covered by a Community Benefit Charge. The methodology and impact of this new funding mechanism is still in development at the time of this budget approval. As a result, the impact to capital projects covered is not fully known. It is expected that some changes in the forecast will need to be made once all details are known. Staff will provide a detailed outline of impacts to Council and the public at that time.

- **Park Dedication**
  These funds are cash in lieu for park purposes that are received in lieu of dedicating parkland.

How is the Capital Budget Funded

Senior Government Funding

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

- **Federal Gas Tax (FGT)**
  This program was introduced in 2005 and in 2020 provides $5.6 million of funding to the City for infrastructure renewal. It is primarily used to fund road and transit projects.

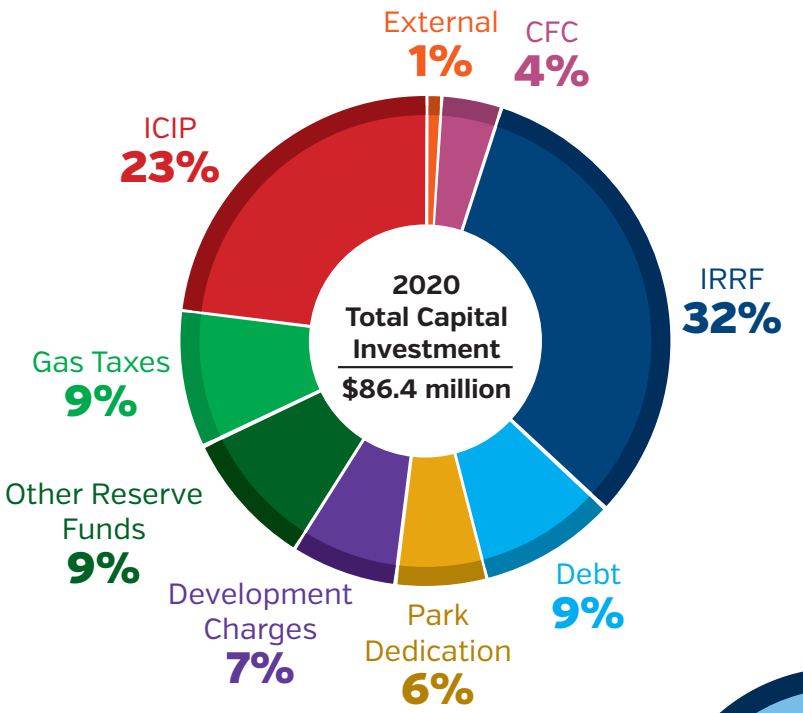
- **Provincial Gas Tax (PGT)**
  This program was introduced in 2004 and provides funding to municipalities for transit capital and operating expenditures. Of the $2.3 million total funding received, the City uses $1 million to support operating expenditures with the balance used to support capital expenditures.

- **Investing in Canada Infrastructure Program (ICIP)**
  The Investing in Canada Infrastructure Program (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 Pressures and Risks

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. Human resource costs (including benefits, training, etc.) as a percentage of the City's gross budget has changed from 50.5% in 2004 to 46.7% in 2020.

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 and number of municipal job opportunities within 1-hour commute of Burlington;
- ability to hire qualified candidates; and
- a compensation system which has become less competitive in the market.

This has been identified as the number one enterprise risk for the City. While some additional staff positions were added to the 2020 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.

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.

The City's asset management plan and accompanying financing plan (2016) indicated that the City had assets valued at just under $3 billion with an immediate unfunded renewal need of $126.5 million. In addition, the plan suggested the annual renewal requirements were $67.5 million.

A renewal funding strategy has been in place for a number of years whereby an additional $2.0 million (or 1.25% tax impact) has been invested each year to begin to address the infrastructure deficit. Incremental investments and repurposing the hospital levy as the City's obligation is fulfilled is the most sustainable and prudent approach to managing the needs of City assets.

There continues to be a significant infrastructure deficit over the next 30 years due to notable factors such as cost escalation, climate change impacts, service levels and budget considerations. While this deficit remains, there is insufficient funding in place to optimize asset renewal. As a result, assets slip into more extensive treatment requirements which results in escalated renewal costs.

Inflationary Pressures

Costs for maintaining existing service scope and service quality are rising faster than inflation in a number of areas.

- Many of the materials and supplies the City uses are construction related or are driven by market conditions and more recently tariffs. This results in the construction price index increasing higher than the rate of inflation and has a significant impact on the cost of materials.
- There is also increased pressure on the budget due to rising costs for utilities and contracted services.

Budget Pressures and Risks

To partially mitigate these increases the city regularly reviews service levels and pursues innovation in service delivery, implements process and technology improvements, and seeks new revenue sources.

Impacts from Prior Budget Decisions

The budget includes the impact of decisions made in previous years such as the annualized impact of service adjustments and the operating impacts of new facilities, parks, roads and other infrastructure resulting from completed capital projects.

Growth Impacts

The impacts from growth account for a portion of the city's increased operating costs year over year. These cost increases are partially offset by assessment growth which allows a municipality to finance increased costs without increasing taxes. Often new assessment growth is insufficient to fully offset the increased costs to service new residents.

Economic Considerations

Development related contributions are a significant source of funding for growth related capital investment. An economic downturn could lead to less property investment development and therefore less development-related sources of operating and capital funding. This may result in property tax impacts or delays in growth related capital projects.

The City has a number of large purchases that are paid for using US dollars such as fire trucks and software maintenance. The foreign exchange risk can cause large fluctuations in the market value of these goods at any time during the year given changing economic conditions. The City is limited 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.

Changes made by the Bank of Canada to interest rates can have significant impacts to the city budget. While increasing interest rates positively impacts the overall rate of return on the City's investment portfolio; it comes at the expense of increased borrowing costs for debenture financed projects.

Legislative Changes

All municipalities remain susceptible to financial pressures resulting from legislative changes at the Provincial and Federal levels. As an example, Bill 108 consolidates funding of parkland dedication, public benefits through density as well as soft services (recreation and library services) currently financed through development charges into a Community Benefits Charge. Until regulations of this legislation are finalized, it is very difficult to determine the full impact of the change and creates uncertainty in forecasting funding for the capital program.

Downloading of Service Delivery

There is increasing pressure for local governments to take on more and more services and responsibility from senior levels of government. This increasingly hinders the city's ability to keep operating expenditure growth at the rate of inflation.

Strategic Investments

Business cases are proposed variations in the budgeted expenditures or revenues for which separate budget disclosure is warranted.

In 2020, these business cases have been divided into 2 categories as follows:

Addressing Climate Change Impacts

- Resources for the implementation of a Private Tree Bylaw
- Expansion of Conventional Transit Service (4 buses, 8 operators)
- Expansion of Specialized Transit Service (1 bus, 1 operator)
- Free transit program for children 12 and under
- Increase tree planting program
- Climate Action Plan Support Staff
- One-time funding to support the following initiatives:
  - Climate Action Plan Phase II
  - Bay Area Climate Change Partnership (2020 and 2021)
  - Urban Forestry Management Plan Update
- Investment in the Capital Program related to:
  - 3 electric vehicles (EV) and charging stations
  - Additional pedestrian/ cycling crossing safety initiatives
  - 10 electric vehicle charging stations to be installed at City community centres, arenas and pools

Addressing Risk Management and Corporate Priorities

- Phased funding to address non-union salary competitiveness as well as one-time funding to update the City's job evaluation system
- Health and Safety Associate
- Additional resources for Winter Sidewalk Maintenance
- Gardeners for Downtown Streetscapes
- Cyber Security Analyst
- Key to the City Program - up to 4 per year
- One-time funding to support the following initiatives:
  - Steps to Safety Home Visit Program (4 years)
  - Staffing for Joseph Brant Museum Expansion
  - Burlington Performing Arts Centre's Cultural Diversity Initiative
  - Development of a Diversity and Inclusivity Strategy for Burlington as an employer
  - Cyber Security Resilience
  - IT Service Desk support
  - Corporate Security
  - Sound of Music Festival
- Investment in the Capital Program related to:
  - Burlington Seniors' Centre - audio induction loop system (Hearing Assistance)

The details of these business cases can be found in the Business Cases section of this book.

Reserves and Reserve Funds

The City holds reserves and reserve funds which function in a similar way to your savings account: they ensure that the city has the necessary funding for specific purposes or capital projects.

The City has established principles to manage reserves and reserve funds to ensure appropriate use and to foster long-range planning of city funds.

A financial condition assessment is provided to Council every 4 years. The most recent was in June 2019 (Report F-29-19) This report presents the city's financial health including a review of reserves and reserve funds with related financial policies.

Reserves

Reserves are established for specific purposes and are used to cushion the impact that major expenditures would otherwise have on tax rates in a given year. Reserves do not earn interest.

Reserve Funds

Reserve Funds are established for specific future purposes similar to a savings account, where the assets in a reserve fund earn interest.

There are two types of reserve funds:

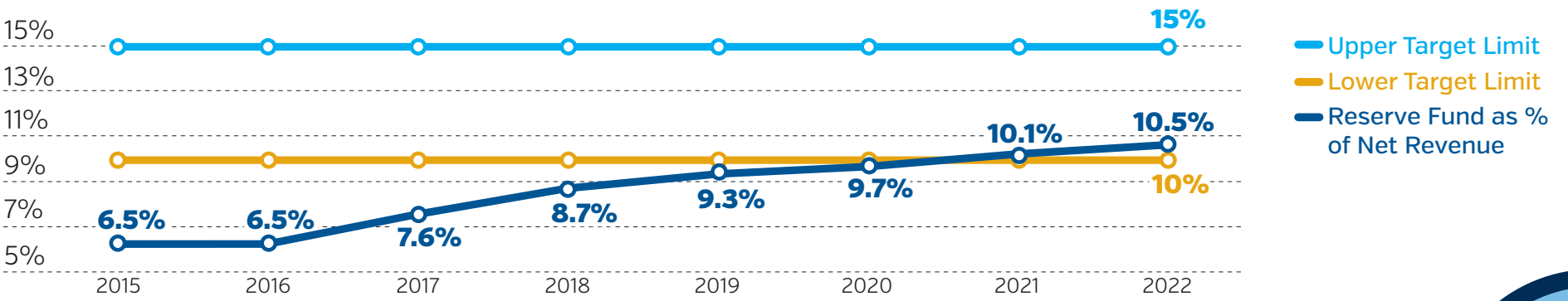
- Obligatory – required for legislated purposes, (i.e. Development Charge Reserve Funds).
- Discretionary – established by bylaw for specific purposes (i.e. Tax Rate Stabilization reserve fund).

Stabilization Reserve Funds

The City of Burlington is focused on maintaining adequate reserves and reserve funds. This provides the city with the financial flexibility to respond to uncontrollable factors. i.e. economic cycles and sustainability to plan for today and for the future.

In order to continue to build the balance and to maintain a prudent level, the City is targeting a balance in stabilization reserve funds of between 10-15% of net revenues.

Stabilization Reserve Funds as a % of Net Revenue



City of Burlington Reserves and Reserve Funds

As at Dec. 31, 2019

Capital Related Reserve and Reserve Funds	Uncommitted Balance	
Development Related Reserve and Reserve Funds	$	30,160,552
Vehicle and Equipment Reserve Funds	$	4,824,696
Transit Related Reserve Funds	$	1,538,460
Other Capital Reserve Funds	$	32,947,088
Total Capital Related Reserve and Reserve Funds	**$**	**69,470,796**

Operating Related Reserve and Reserve Funds	Uncommitted Balance	
Stabilization Reserve and Reserve Funds	$	23,765,079
Corporate Reserve Funds	$	7,528,745
Corporate Reserves	$	1,321,154
Total Operating Related Reserve and Reserve Funds	**$**	**32,614,978**

Local Boards and Programs Specific Reserve and Reserve Funds	Uncommitted Balance	
Program Specific Reserve Funds	$	6,150,027
Local Boards Reserve Funds	$	15,717,433
Program Specific Reserves	$	90,716
Total Local Boards and Program Specific Reserve and Reserve Funds	**$**	**21,958,176**

Total Reserve Funds	**$**	**114,611,387**
Total Reserves	**$**	**9,432,563**

Total Reserves and Reserve Funds	**$124,043,949**

City of Burlington's Debt Policy

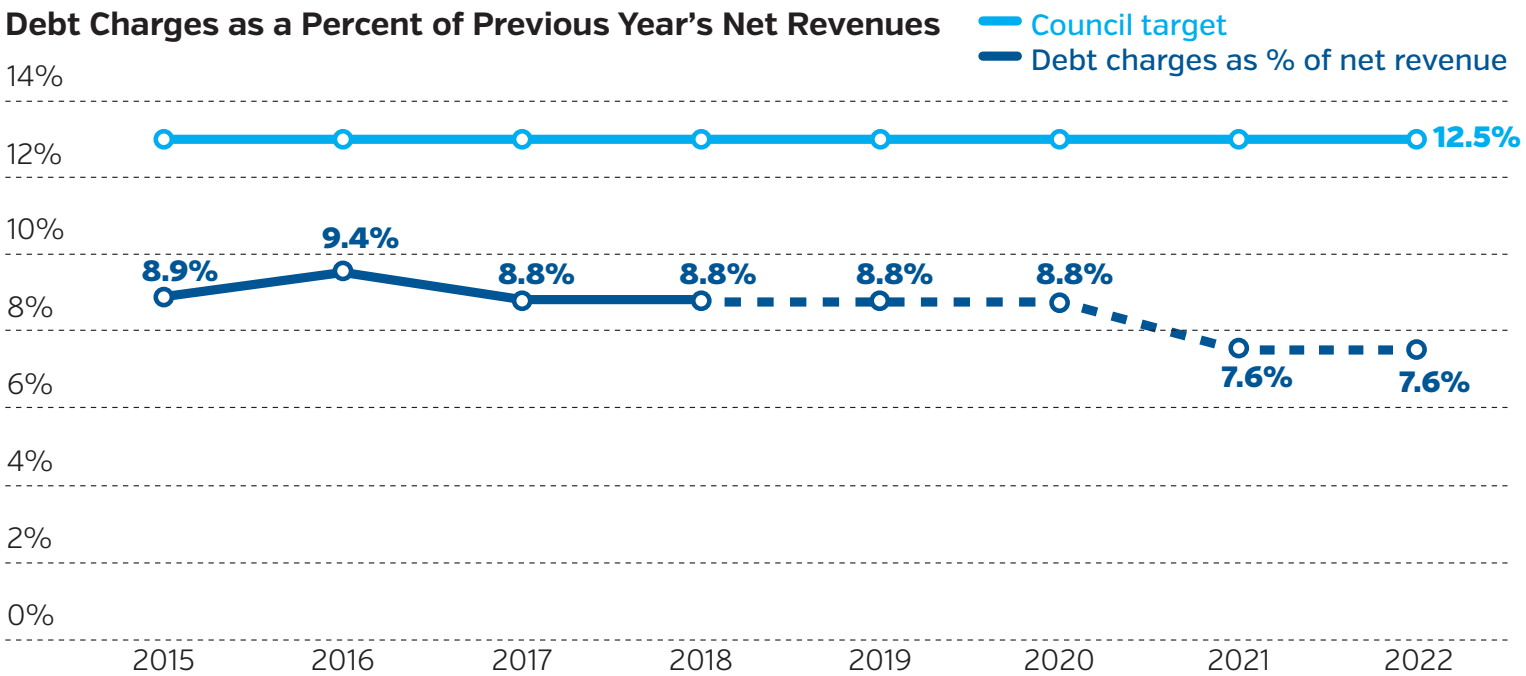
The Province of Ontario legislates a municipal debt limit of no greater than 25% of revenues. Consistent with the City of Burlington's Long-Term Financial Plan, the City's debt policy limits the total debt charges and liabilities to 12.5% of revenues (half of the Provincial limit).

The City's total debt charges as a percentage of own source revenue is 10.3%, which is below the Council approved policy of 12.5%, and below the provincial limit of 25%.

The City has an estimated $95.7 million in total principal debt outstanding. Taking into consideration principal debt repayments of $14.6 million, a debt issuance of $7.7 million, as well as $19.6 million in debt which has been approved and not issued, total City principal debt outstanding at year end 2019 is approximately $108.4 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*

Property Tax Impact

The Budget has been developed to provide services in the most cost-effective manner. It considers the cost pressures to deliver services that meet the service demands of the community, balanced against reasonable tax increases and user fees.

The total net tax levy is $174,435,833. This levy is determined by taking the difference between the total gross operating expenditures of $267,042,274 and budgeted non-tax revenues of $92,606,441. The net tax levy represents 65.3% of total City revenues.

- This budget delivers a base budget to maintain services at 2.73%
- Assessment growth (new residential units and businesses) of 1.07% reduces the tax impact to 1.66%
- The dedicated infrastructure levy of $2.075 million, as per the asset management financing plan, results in an additional tax increase of 1.25%
- Business Cases addressing Climate Change Impacts adds an additional tax increase of 0.82%
- Other Business Cases addressing Risk Management and other Corporate Priorities have a tax impact of 0.26%
- This brings the total City tax increase to 3.99%
- Combined with the Region of Halton increase and the Boards of Education, the overall increase is 2.43% or $18.03 per $100,000 of Current Value Assessment (CVA)

The following table provides a breakdown of the 2020 approved tax increase:

	2020 Budget Change	2020 Tax Impact
City Services	$ 4,220,415	2.52%
Corporate Revenues and Expenditures	$ 367,351	0.22%
Culmulative Impact ($/%)	**$ 4,587,766**	**2.73%**
Assessment Growth		(1.07%)
Cumulative Impact ($/%)	**$ 4,587,766**	**1.66%**
Dedicated Infrastructure Renewal Levy	$ 2,075,000	1.25%
Cumulative Impact ($/%)	**$ 6,662,766**	**2.91%**
Addressing Climate Impacts	$ 1,380,874	0.82%
Addressing Risk Management and Corporate Priorities	$ 431,583	0.26%
Grand Total	**$ 8,475,224**	**3.99%**

Overall Tax Impact (City, Region, Education)	**2.43%**

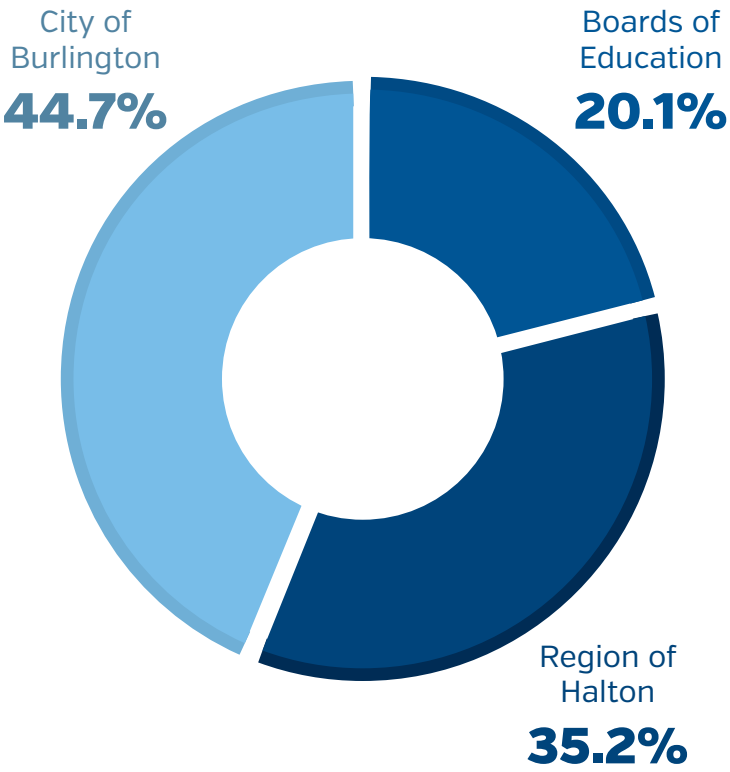
Property Tax Impact

Property Tax Split

The City of Burlington collects taxes for the city, Halton Region and Halton District School Boards. For each $1.00 in residential taxes collected, approximately 44.7% stays with the City, 35.2% goes to Halton Region and 20.1% goes to the Halton District 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 $152.5 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 $21.9 million. The total net costs are then divided by the total assessment base to determine the tax rates for each property class.



	2019 Share of Tax Bill	2020 Share of Tax Bill	2019 Taxes	2020 Tax Increase	2020 Taxes	$ Impact on Tax Bill	% Impact on Tax Bill
Burlington	44.0%	44.7%	$ 326.89	3.99%	$ 339.95	$ 13.06	1.77%
Halton	35.4%	35.2%	$ 262.65	1.90%	$ 267.62	$ 4.97	0.67%
Education	20.6%	20.1%	$ 153.00	0.00%	$ 153.00	$ -	0.00%
TOTAL	**100.0%**	**100.0%**	**$ 742.54**	**2.43%**	**$ 760.57**	**$ 18.03**	**2.43%**

** numbers may not add due to rounding*

Per $100,000 CVA

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

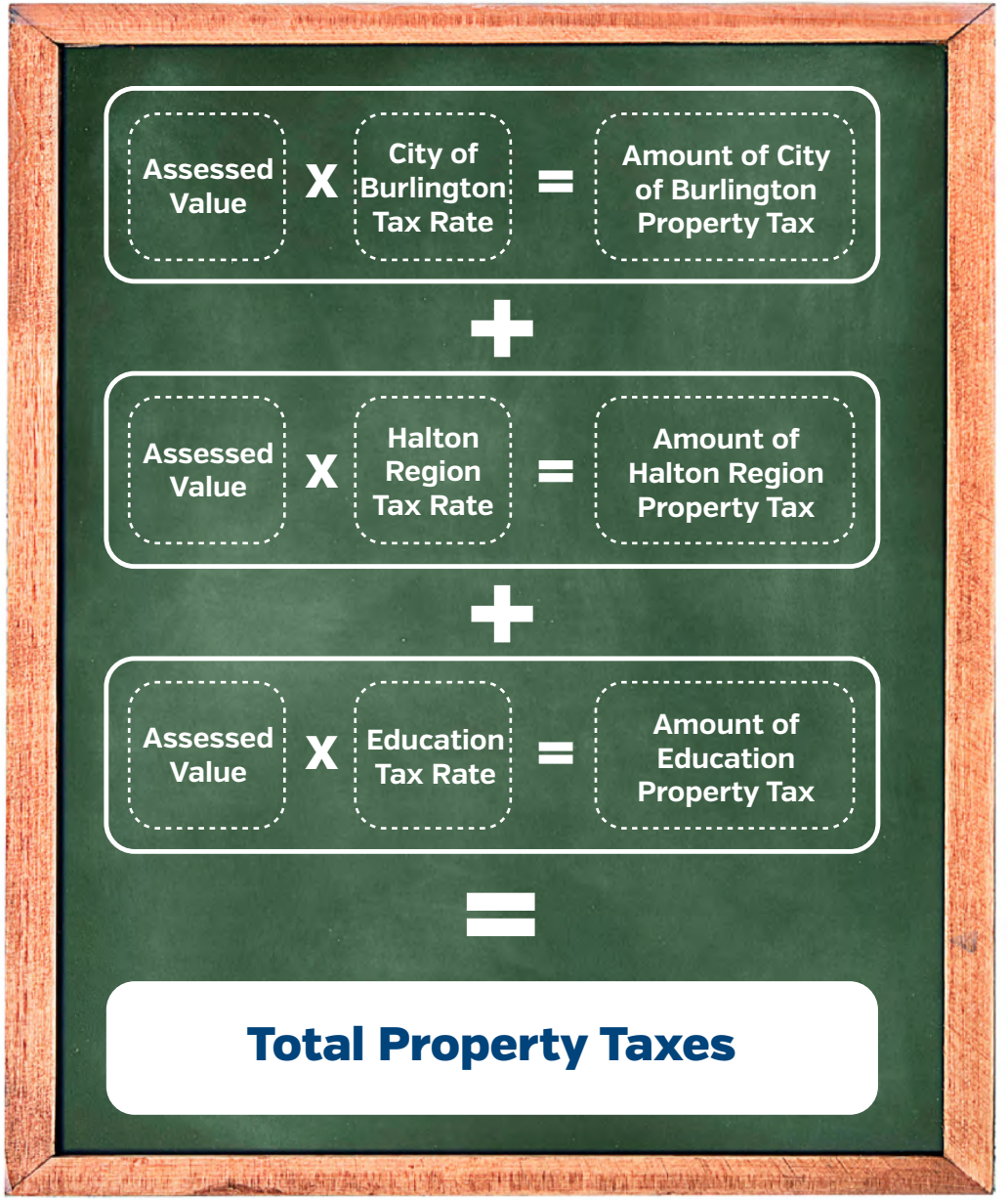
Current value assessment is the amount of money a property would sell for, if sold at arm's length, by a willing seller to a willing buyer. The Municipal Property Assessment Corporation (MPAC) is responsible for setting assessment values for all properties in Ontario.

Residential Tax Rate

The tax rate consists of three components: The City of Burlington, The Region of Halton 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:



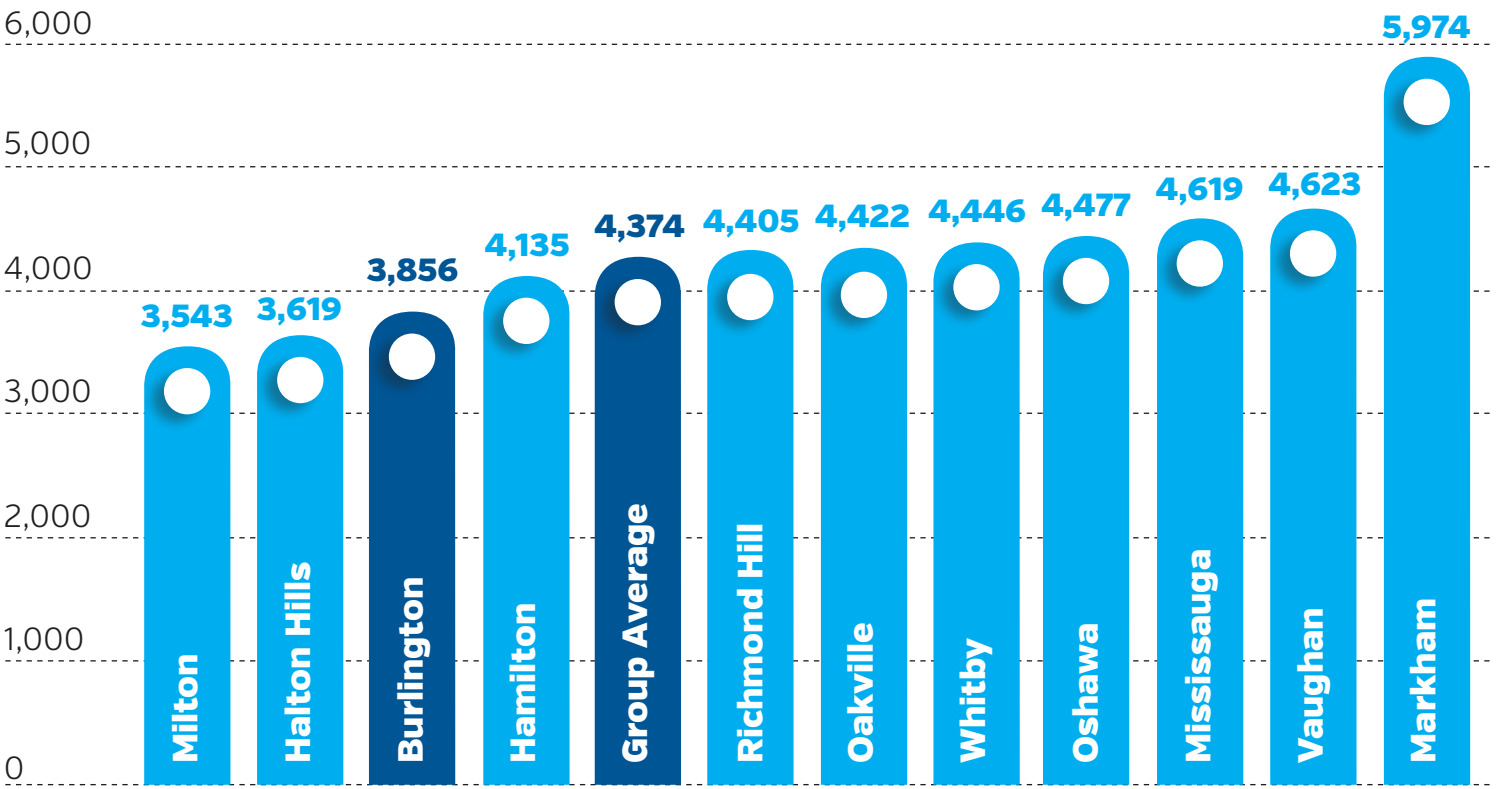
Property Taxes

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 enhancing services, while managing tax increases. In a climate of increasing costs, 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 2018



2020 Approved Budget

2020 Operating and Capital Budgets

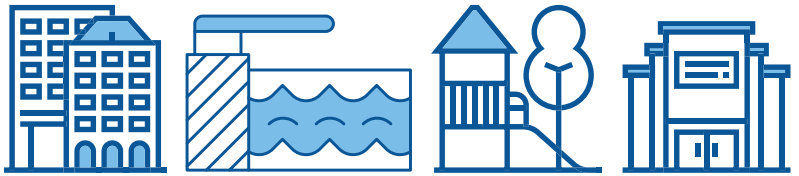
2021-2029 Capital Forecast

Business Cases


CITY OF
Burlington

2020 Approved Budget Investments in City Services





A city increase of **3.99%** results in a **2.43%** overall tax increase when combined with Halton Region and boards of education. A home assessed at **$500,000** will see in a tax increase of

$90.15

for the year

0.82%

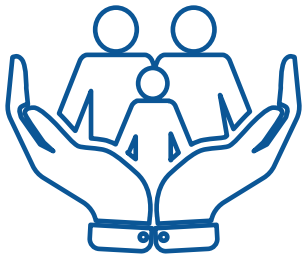
To address climate change impacts. Some items include:

- $934K for 4 new buses, 8 drivers, 1 new Handi-Van and driver
- $42K for free transit for children age 12 and under
- $100K for new electric vehicle charging stations at City facilities
- $60K for new private tree bylaw program
- $300K to update the Urban Forestry Management Plan and a new tree planting initiative
- $224 for Climate Adaptation Plan.

1.25%

$2.0M towards infrastructure renewal. Major capital projects in 2020 include:

- Revitalization of the Skyway Community Recreation Complex
- Resurfacing of New Street, between Walkers Line and Burloak Drive
- Repair and renewal of assets at numerous community centres and pool facilities
- Minor reconstruction of Canterbury Drive.



1.66%

To maintain city services

Funding to ensure the continued delivery of high-quality services.



0.26%

To address risk management and other corporate priorities. Some items include:

- $195K to enhance parks and winter maintenance operations
- $235K for cyber security resilience
- $100K for Home Fire Safety program
- $50K for cultural programming at the Burlington Performing Arts Centre.

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Burlington

City of Burlington
Summary of 2020 Business Cases

Business Case #	Service	Description	2020 Approved Cost	One Time Funding	2020 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
		Base Budget Increase before Business Cases	**$ 6,663**			**2.91%**		
		Approved Business Cases						
		Addressing Climate Change Impacts						
2020-003	**Tree Management Administration**	**Private Tree Bylaw** Implementation of a City-wide Private Tree Bylaw, requiring 5 new FTE positions within the Forestry section.	$ 99	$ (39)	$ 60	0.04%	5.0(P)	
2020-016	**Conventional Transit Service**	**Expansion of Conventional Bus Service (4 buses)** The 2020 Capital Budget includes 4 new conventional buses for the expansion of service. This is to cover the addition of 8 operators and other related operating costs.	$ 803	$ -	$ 803	0.48%	8.0(P)	
2020-018	**Specialized Transit Service**	**Expansion of Specialized Transit Service (1 Handi Van)** The 2020 Capital Budget includes one new Specialized Transit (Handi Van) vehicle for the expansion of service. This is to cover an additional operator and other related operating costs.	$ 131	$ -	$ 131	0.08%	1.0(P)	
2020-020	**Conventional Transit Service**	**Free Transit for Children 12 and Under** Free Transit for children 12 and under.	$ 42	$ -	$ 42	0.03%		
2020-029	**Environment and Energy**	**Climate Action Plan Phase II** Funding ($60,000) to complete Part 2 of the Climate Action Plan - Burlington Climate Change Adaptation Plan by the first quarter of 2021.	$ 60	$ (60)	$ -	0.00%		

City of Burlington
Summary of 2020 Business Cases

Business Case #	Service	Description	2020 Approved Cost	One Time Funding	2020 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
2020-030	**Environment and Energy**	**Bay Area Climate Change Partnership (2 years 2020 & 2021)** To support the work of the Bay Area Climate Change Office and Council, after which the partnership will be reviewed to assess its effectiveness.	$ 32	$ (32)	$ -	0.00%		
2020-031	**Tree Management Administration**	**Urban Forestry Management Plan Update** Additional funding to update the urban forest management plan.	$ 200	$ (200)	$ -	0.00%		
2020-051	***Capital Financing Transactions**	**Investments in the Capital program** Funding for 3 electric vehicles and charging stations. Funding for additional pedestrian crossing safety tools. 10 EV charging stations (2 plugs at each station) to be installed at City Community Centres, Arenas and Pools.	$ 145	$ -	$ 145	0.09%		
2020-054	***Tree Management Maintenance**	**Increase tree planting program** Increase tree planting program on public and private property supported by a tree initiative.	$ 100	$ -	$ 100	0.06%		
2020-055	***Environment and Energy**	**Climate Action Plan Support Staff** One FTE to work on the initiatives related to the Climate Action Plan.	$ 100	$ -	$ 100	0.06%	1.0(P)	
		Total	**$ 1,712**	**$ (331)**	**$ 1,381**	**0.82%**	**15.0 (P)**	

City of Burlington
Summary of 2020 Business Cases

Business Case #	Service	Description	2020 Approved Cost	One Time Funding	2020 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
		Addressing Risk Management and Corporate Priorities						
2020-005	**Fire Education**	**Steps to Safety Home Visit Program** Steps to Safety Program promoting fire and life safety in homes across the City of Burlington (4 year program).	$ 100	$ (100)	$ -	0.00%		
2020-006	**Museum Services**	**Staffing for Joseph Brant Museum Expansion** Staffing for operationalization of the expanded Joseph Brant Museum.	$ 120	$ (120)	$ -	0.00%		4.0(P)
2020-007	**Burlington Performing Arts Centre**	**Cultural Diversity Initiative** To present culturally diverse work in various genres to the community during the 20/21 Season, and in the third annual Cultural Diversity Festival.	$ 50	$ (50)	$ -	0.00%		
2020-009	**Human Resources**	**Market Competitiveness** Non-union market competitiveness and internal job evaluation.	$ 180	$ (180)	$ -	0.00%		
2020-010	**Human Resources**	**Health and Safety Associate** Addition of one full-time Corporate Health and Safety Associate to support operational departments at the front line level.	$ 96	$ -	$ 96	0.06%	1.0(P)	
2020-011	**Human Resources**	**Inclusivity and Diversity Strategy** Development of a Diversity and Inclusivity Strategy.	$ 75	$ (75)	$ -	0.00%		
2020-015	**Information Technology**	**Cyber Security Resilience** To improve the overall cyber security of the City.	$ 50	$ (50)	$ -	0.00%		
2020-017	**Information Technology**	**IT Service Desk Support** To meet demands for updated technology and to maintain help desk service levels.	$ 75	$ (75)	$ -	0.00%		

City of Burlington
Summary of 2020 Business Cases

Business Case #	Service	Description	2020 Approved Cost	One Time Funding	2020 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
2020-024	**Road Maintenance**	**Winter Sidewalk Maintenance - FTE conversion and equipment** Improve public safety by enhancing winter sidewalk maintenance.	$ 47	$ -	$ 47	0.03%	2.0(P)	-0.6(P)
2020-033	**Road Maintenance**	**Gardeners For Downtown Streetscapes** Additional staff to provide with the required day-to-day maintenance of the Downtown Streetscapes as per Guideline.	$ 147	$ -	$ 147	0.09%	2.0(P)	
2020-049	**Emergency Management**	**Corporate Security** Consulting services to manage security projects and complete the ground work to address city -wide security related risks.	$ 140	$ (140)	$ -	0.00%		
2020-050	**Information Technology**	**Cyber Security Analyst** To maintain the confidentiality, integrity and availability of corporate information and information technology assets.	$ 110	$ (2)	$ 108	0.06%	1.0(P)	
2020-051	***Capital Financing Transactions**	**Investments in the Capital program** Funding to increase accessibility at the Seniors Center for key demographic (Hearing Assistance).	$ 30	$ -	$ 30	0.02%		
2020-052	***Office of the Mayor**	**Key to the City program** Key to the City program - up to 4 per year.	$ 3	$ -	$ 3	0.00%		
2020-053	***Festivals**	**One time funding for Sound of Music** One time funding for Sound of Music Festival to enhance year-round music programs in the community.	$ 41	$ (41)	$ -	0.00%		
		Total	**$ 1,265**	**$ (833)**	**$ 432**	**0.26%**	**6.0(P)**	**3.0(P)**
		Total Approved Business Cases	**$ 2,976**	**$ (1,164)**	**$ 1,813**	**1.08%**	**21.0(P)**	**3.4(P)**

Numbers are in $ Thousands and may not add due to rounding
** Council Amendment - does not have a Business Case*

Business Case - Private Tree Bylaw

Number:	2020-003	**Service:**	Tree Management
Report Ref (if applicable)	RPF-15-19	**Business Case Type**	Service Enhancement

Purpose

Description

Urban forests are shared community resources providing collective benefits. Research indicates that trees provide improved air quality; carbon uptake; cooling effect for urban heat islands; shade from UV rays; storm water uptake; wildlife habitat; and psychological well-being benefits for residents.

As much as 90% of the land within the City of Burlington is privately owned. As a result, responsibility is shared by both the public and private sectors to preserve and enhance the urban forest which provides critical environmental, ecological and public health benefits to the community.

On April 23, 2019, Council unanimously passed a motion to declare a Climate Emergency. Trees play a critical role in local climate mitigation and adaptability. In a 2011 document published by The Centre for Clean Air Policy: "Planting and maintaining trees in urban settings is considered a quintessential green infrastructure practice with multiple benefits for resilience, adaptation, and even climate mitigation". By Foster, J; Lowe, A; Winkelman, S.
A pilot private tree bylaw has been in place within the Roseland community since March 2019. The two year pilot was intended for Forestry staff the evaluate its efficacy and whether it ought to be expanded City-wide. As a result of the climate emergency declaration, staff were directed to report back to Committee of the Whole in October as to the logistics and resources required to roll out a private tree bylaw City-wide, and within ward 4.

The administration of a both public and private tree bylaws are effective and necessary tools to manage the retention of valued green infrastructure assets that contribute to the Urban Forest Canopy.

In order to implement a bylaw of this scale and scope City-wide, 5 new full time employees will be required within the Forestry section. It is anticipated that there will be some cost recovery through the administration of the bylaw, through permit fees, and compensation as cash-in-lieu of replacement.

Business Case - Private Tree Bylaw

Justification	
V2F Workplan Initiative / Strategic Alignment	Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment; Supports commitment #5 - increasing the tree canopy city-wide; directly supports the initiative 'Use the results and outcomes of the Roseland Private Tree By-law Pilot to determine where tree by-laws are appropriate.
Benefits of Implementation	If approved, the Forestry section will be able to successfully administer the Private Tree Bylaw citywide. This will regulate the removal of trees on private property, and reduce the unneccessary removal of trees in some cases, and obtain compensation to recover canopy loss from removals in others.
Consequences / Risks of Not Implementing	If not approved, Forestry will not have the capacity to administer the private tree bylaw. As a result, applications that are filed with the Forestry section will be significantly delayed by several months. In some cases, some homeowners may opt to forego the application process and risk doing work without applying for a permit. Without forest protection officers, unauthorized removal would continue, leading to long-term canopy impact and ultimately an ineffective bylaw.
Environmental Impact	If not properly resourced, the private tree bylaw will be ineffective, which will lead to unregulated tree removal and impact. Long term, this will have a significant impact to the resilience of the urban forest, and subsequently to climate change mitigation efforts.

Options Considered

Implement a Private Tree Bylaw to Ward 4 - not recommended.

In the event that the proposed bylaw is applied to ward 4 only, there will be a need for 2 net new FTE positions within the Forestry section, with associated cost of $300,000 ($200,000 added to the Forestry base budget, and $100,000 in capital budget request).

In 2019 there were two notable instances of lot clearing that took place outside of ward 4 that could have been prevented if a private tree bylaw were in place. Given that the Urban Forest is a community resource, a community wide solution is required.

Business Case - Private Tree Bylaw

Financial Impact

Account Category	2020 Budget
Human Resources	$ 504,902
Operating & Minor Capital	$ 28,945
Purchased Services	$ 2,100
Corp. Expenditures / Provisions	$ 31,500
Total	**$ 567,447**
General Revenues & Recoveries	$ 38,650
Controllable Revenues	$ 468,797
Total	**$ 507,447**
Net Total	**$ 60,000**

Capital Impacts

Should this business case be approved, 5 additional vehicles will be required for 4 inspectors and 1 supervisor. The vehicles will all be fully electric cars as the vehicle use and driving behavior will allow for a green vehicle. Another two dual head charging stations will also be required for the RPF Operations Centre to ensure the vehicles can be charged while not in use. The total cost of these vehicles and charging equipment is $220,000. This has not been included in the capital program. If the additional staffing are approved the additional capital funding will need to be approved as well.

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	5.00
Part Time	0.00

Business Case - Private Tree Bylaw

Total FTE	**5.00**
FTE Type	On-going / Permanent
FTE Justification	Supervisor, Forest Protection (Grade 10, Non-Union) Direct 4 full time staff to administer the private and public tree bylaw. Manage any high-profile cases, and adhere to the provisions of the provisional offenses act, administer all fees and fines and track financials accordingly. 4 - Forest Protection Officers (Grade 9, Non-Union) Administer the private and public tree bylaw. The main role will be enforcement and education. All staff will have specialized arboricultural knowledge in tree risk assessment, tree valuation appraisals, the Provincial Offenses Act. All staff will have additional training in Municipal Law Enforcement.

Business Case - Expansion of Conventional Bus Service (4 buses)

Number:	2020-016	**Service:**	Transit
Report Ref (if applicable)	TR-06-19	**Business Case Type**	Service Enhancement

Purpose

Description	The 2020 Capital budget includes the addition of 4 conventional buses, for expansion to the fleet. This requires 8 Transit Operators. The expansion of the conventional bus fleet is required to increase frequency of bus service along major routes at various times throughout the day. In September 2019, Burlington Transit launched "Better Transit". Which is a grid-network approach to route planning. As part of this initiative, increased frequencies and timings along major corridors was also introduced. To continue to build better transit throughout the City, it is essential to continue to add more buses to routes which would make transit more efficient and convenient for riders. By shortening wait times at stops and enabling better and more frequent connections along major corridors, with GO Transit and neighbouring Transit agencies, will lead to increased ridership and making transit a viable option. Recently, Burlington Transit completed the development of the Five Year Business Plan, which outlines the growth strategies needed to expand transit through Burlington. This plan details the expansion required in order to support the growth of transit.

Justification

V2F Workplan Initiative / Strategic Alignment	Focus Area # 2 - Improving Integrated City Mobility Expansion of the conventional bus fleet supports the Vision to Focus priority of increasing Burlington Transit utilization. By adding buses, frequency of services can be implemented on popular routes. The goal is to make bus frequency 15 minutes along major routes. Improving the transit and transportation modal split by increasing frequency on major routes, will make transit a viable option, thus allowing residents to forgo their vehicle in lieu of a transit option. The goal is to increase the transit modal split by 10%. Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment

Business Case - Expansion of Conventional Bus Service (4 buses)

	The top priority of climate action can be supported by use of transit. Increasing the number of buses in the Burlington Transit fleet helps promote and work towards a lower carbon footprint. With each new rider, is potentially a car off the road, which leads to the reduction of green house gas emissions.
Benefits of Implementation	The benefits of implementing this service enhancement shows the commitment of the City to improving mobility among the residents, increasing service levels, which will grow overall ridership; and allow for better connections and improved service throughout the City. By investing in transit infrastructure and operational costs through the addition of drivers and buses, Burlington Transit can add additional buses to popular routes, thus increasing frequency and convenience across the City.
Consequences / Risks of Not Implementing	The risks of not expanding Conventional Bus service sets the tone that transit expansion and increased service levels and frequency is not a priority. By not supporting transit growth, riders would have to wait longer for buses, and thus making transit not a viable option.
Environmental Impact	Expansion of conventional bus services has the potential to decrease the number of vehicles on the road and potentially reduce traffic congestion and green house gas emission, therefore having a positive impact on the environment.

Financial Impact

Account Category	2020 Budget
Human Resources	$ 646,717
Operating & Minor Capital	$ 282,400
Corp. Expenditures / Provisions	$ 173,815
Total	**$ 1,102,932**
Controllable Revenues	$ 300,000
Total	**$ 300,000**
Net Total	**$ 802,932**

Business Case - Expansion of Conventional Bus Service (4 buses)

Capital Impacts

Refer to capital project Conventional Transit Vehicles - Expansion (VE-VN-1503). This project includes the addition of 4 conventional buses in 2020 at a cost of $2,603,005. Funding from this project has been assumed from the Investing in Canada Infrastructure Program (ICIP).

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	8.00
Part Time	0.00
Total FTE	**8.00**
FTE Type	On-going / Permanent
FTE Justification	8 Conventional Transit Operators

Business Case - Expansion of Specialized Transit Service (1 Handi Van)

Number:	2020-018	**Service:**	Specialized Transit
		Business Case Type	Service Enhancement

Purpose

Description	The 2020 Capital Budget includes an additional Specialized Transit (HandiVan) vehicle for expansion of service. This request is for the addition of one operator. Also included in this request is the on-going operating expenses related to the additional handivan including fuel and maintenance. There has been an approximate 20% increase in the number of new applicants that have qualified for this service in the past year. The number of vehicles and complement of drivers is insufficient to meet these needs. There are currently over 5,100 registered participants, and the program makes approximately 66,000 trips per year. With changing demographics, the capacity continues to increase and reservations are typically required 2 weeks in advance. Burlington Transit has completed an accessibility plan which outlines actions and objectives. Increasing the number of vehicles would support this plan and enable better service.

Justification

V2F Workplan Initiative / Strategic Alignment	Focus Area #2 - Improving Integrated City Mobility Expansion of Burlington Transit's Specialized Fleet supports the Vision to Focus priority of increasing transit utilization in Burlington. By increasing the number of specialized fleet vehicles, more customers are able to utilize this service which improves accessibility and mobility for persons with disabilities.
Benefits of Implementation	The service has seen continued ridership growth in previous years and requires the ability to increase capacity by adding additional trips. An extra vehicle and extra driver will help with the backlog of reservations and enable more people to book trips when required. This promotes mobility and supports the Vision to Focus theme. Benefits of specialized transportation to mobility restricted users includes independence, expands lifestyle choices

Business Case - Expansion of Specialized Transit Service (1 Handi Van)

	and an improved quality of life. Specialized transportation empowers individuals to increase their mobility options to access employment, medical services, education and other services.
Consequences / Risks of Not Implementing	The increase in the number of registrants continue to grow. Not implementing this service puts persons with disabilities at a disadvantage to their mobility. In addition, Burlington Transit will have to continue to supplement rides with taxi service during times when a specialized vehicle is not available. This increases the operating costs for Transit.
Environmental Impact	Specialized vehicles carry multiple riders, and thus are a better option environmentally.

Financial Impact

Account Category	2020 Budget
Human Resources	$ 81,535
Operating & Minor Capital	$ 27,800
Corp. Expenditures / Provisions	$ 26,486
Total	**$ 135,821**
Controllable Revenues	$ 5,000
Total	**$ 5,000**
Net Total	**$ 130,821**

Capital Impacts

Refer to capital project Specialized Transit Vehicles (Handi-van) - Expansion (VE-VN-1502). This project includes the addition of 1 Handi-van in 2020 at a cost of $235,000.

Business Case - Expansion of Specialized Transit Service (1 Handi Van)

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	1.00
Part Time	0.00
Total FTE	**1.00**
FTE Type	On-going / Permanent
FTE Justification	Specialized Transit Operator

Business Case - Free Transit for Children 12 and Under

Number:	2020-020	**Service:**	Transit
		Business Case Type	Service Enhancement

Purpose

Description	In March 2019, GO Transit initiated the Kids ride free program after a pilot program demonstrated that it increased ridership by seven percent during the week and 17 percent on the weekends. In order to align with GO Transit and encourage integration between Burlington Transit and GO Transit, offering free transit for children under the age of 12 provides a seamless experience for transit riders. Currently, children between the ages of 6 and 12 represent approximately 0.05% of total ridership on Burlington Transit. Moving to a fare structure where children 12 and under ride complimentary, would not have a significant revenue impact and may increase ridership as more families may choose to take transit. Encouraging children to take transit, with a fare paying adult, builds transit awareness at a young age. In addition, it makes using transit a financially viable option and would increase ridership.

Justification

V2F Workplan Initiative / Strategic Alignment	Focus Area #2 - Improving Integrated City Mobility Offering children free transit rides supports the Vision to Focus priority of increasing transit utilization. By allowing free rides for children, parents can use transit for the whole family cost effectively. This will also contribute to achieving the performance target of annually increasing the modal split between car use, transit and active transportation.
Benefits of Implementation	The benefits of implementing this program include: • Building transit awareness and familiarity with using transit at an early age, creating a future generation of transit riders • Makes transit a viable option for families • Increases mobility options for families

Business Case - Free Transit for Children 12 and Under

Consequences / Risks of Not Implementing	Offering children free transit supports the Vision to Focus plan and demonstrates the City's commitment to transit. Not implementing this initiative would make transit more expensive for families to take transit.
Environmental Impact	Offering this program has the potential for families to opt to take a bus instead of a vehicle to get them around the City or to connect to the GO. This has the potential to reduce the number of vehicles on the road, therefore reducing greenhouse gas emissions and having a positive benefit for the environment.

Financial Impact

Account Category	2020 Budget
Controllable Revenues	($ 42,250)
Total	**($ 42,250)**
Net Total	**$ 42,250**

Business Case - Climate Action Plan Phase II

Number:	2020-029	**Service:**	Environment and Energy
Report Ref (if applicable)	CW-21-19	**Business Case Type**	One-time Request

Purpose

Description	Funding of $60,000 to complete a Climate Change Adaptation Plan (part 2 of the Climate Action Plan) by the first quarter of 2021. This plan will include strategies and actions for the city and community to proactively prepare for and manage the impacts of a changing climate. Burlington is already experiencing the impacts of climate change with costly severe and intense weather events, increasing freeze thaw events which impact local infrastructure and more freezing rain. By2050, Burlington can expect hotter, drier summers, wetter falls and springs, and warmer winters. Although winters may be warmer, snowfalls can be heavier due to evaporation from the great lakes that don't freeze. The plan will include background information on the changing climate and how different community sectors are impacted (infrastructure, forestry, vulnerable populations, invasive species, urban heat island, relationship to emergency preparedness, etc). And it will include actions that can be taken by the city, community stakeholder groups, businesses, and residents.

Justification

V2F Workplan Initiative / Strategic Alignment	This action is directly related to a key action in Focus Area 3 (Supporting Sustainable Infrastructure and a Resilient Environment) which is to develop Burlington's Climate Change Adaptation Plan by the 1st quarter of 2021.
Benefits of Implementation	Developing adaptation strategies will help to ensure the sustainability and resilience of our community in the face of a changing climate and support the Strategic Plan vision 'Where people, nature and business thrive'. An adaptation plan can also include strategies to assist vulnerable populations who are at higher risk of being impacted by the changing climate, such as extreme heat events and can improve emergency preparedness.
Consequences / Risks of Not Implementing	Climate change is increasing the financial and social risks to the corporation due to costly impacts to infrastructure from increasing freeze/thaw, severe weather and flood events as well as social impacts to vulnerable populations that do not have the resources to adequately prepare and respond to heat alerts and flooded homes.

Business Case - Climate Action Plan Phase II

	If the city does not implement a Climate Action Plan, it will not have a plan to strategically respond to the financial, social and environmental impacts of climate change. Increasing freeze/thaw and flood events impact infrastructure, increased heat events result in health and social impacts for vulnerable populations, and the natural environment is at risk due to increased invasive species, impacts to species at risk and a reduction in local biodiversity.
Environmental Impact	As noted above, the changing climate is impacting the physical, natural, social and financial elements of the community, which has been forecasted to worsen. Burlington experienced significant costs to infrastructure (hard and green), homeowners and businesses as a result of the 2014 flood.

Financial Impact

Account Category	2020 Budget
Purchased Services	$ 60,000
Total	**$ 60,000**
General Revenues & Recoveries	$ 60,000
Total	**$ 60,000**
Net Total	**$ 0**

Business Case - Bay Area Climate Change Partnership (2 years 2020 & 2021)

Number:	2020-030	**Service:**	Environment and Energy
Report Ref (if applicable)	CW-21-19	**Business Case Type**	One-time Request

Purpose

Description	The city's annual funding of $32,000, for years 2020 and 2021, combined with additional funding support from Hamilton will support two staff positions (a Program Manager and a Coordinator) for the work of the Bay Area Climate Change Council, who will be responsible for strategic planning, funding opportunities, program coordination and administrative duties. Burlington and Hamilton are working collaboratively on climate change action through the Bay Area Climate Change Council (BACCC), with representation from thirteen local organizations, including BEDC, Conservation Halton, BurlingtonGreen, and Burlington Sustainable Development Committee, along with others. BACCC's mission is to create a sense of urgency and mobilize the community to catalyze climate change action in the Bay Area. Similar to the approval of the 2019 funding to support the Bay Area Climate Change Office and Council, this funding should be subject to approval by the City of Hamilton for its share of funding.

Justification

V2F Workplan Initiative / Strategic Alignment	This initiative supports a priority item of the workplan under Focus Area 3 (Supporting sustainable infrastructure and a resilient environment) specifically to promote and work towards being a lower carbon footprint community. It also supports a top priority for Focus Area 4 (Building more citizen engagement, community health and culture) by being a municipal leader in community engagement, collaboration and volunteerism. Our success in achieving being a net carbon neutral community will require extensive community engagement, collaboration and volunteers. This proposal also supports the Strategic Plan initiative to work in partnership with others including the community, provincial and federal levels of government, to undertake research in order to make Burlington net carbon neutral.

Business Case - Bay Area Climate Change Partnership (2 years 2020 & 2021)

Benefits of Implementation	The funding to support staffing for the Bay Area Climate Change Council will help the council succeed to find additional funding to support program work and engage the communities of Burlington and Hamilton on climate change, reducing the collective carbon footprint. Retaining staff to support BACCC will free up city staff (from both cities) to focus on priority actions and finding additional synergies to work together on programs that benefit both communities, such as a deep home energy retrofit program and sustainable building and development guidelines. Funding agencies also look favourably on those municipalities that are collaborating with others to improve program delivery and efficiencies.
Consequences / Risks of Not Implementing	Without the funding support, it is unlikely that the Bay Area Climate Change Council will be as successful in engaging the local communities and delivering programs to help mitigate climate change. The time of city staff will be diverted to administering and coordinating the activities of the BACCC. Council could consider making the funding subject to the City of Hamilton approving their contribution for 2020 (similar to council's direction for the 2019 contribution - CW-21-18).
Environmental Impact	This partnership will assist the City of Burlington to work in collaboration with the City of Hamilton to work collectively on the fight against climate change by reducing greenhouse gas emissions by engaging the local communities and implementing programs. Burlington City Council declared a climate emergency on April 23rd, 2019 and directed that Council and staff immediately increase the priority of the fight against climate change and apply a climate lens to the plans and actions of the City of Burlington including the Council strategic workplan and future budgets.

Business Case - Bay Area Climate Change Partnership (2 years 2020 & 2021)

Financial Impact

Account Category	2020 Budget
Corp. Expenditures / Provisions	$ 32,000
Total	**$ 32,000**
General Revenues & Recoveries	$ 32,000
Total	**$ 32,000**
Net Total	**$ 0**

Business Case - Urban Forestry Management Update

Number:	2020-031	**Service:**	Tree Management
		Business Case Type	One-time Request

Purpose	
Description	In order to conduct a comprehensive review of the urban forest management plan as approved in the 2019 budget cycle, additional funds will be required ($100,000 approved funding in 2019 will be carried forward to 2020). When developing the RFP for the Urban Forest Management Plan update, two critical components were added to the scope of work: 1) Canopy coverage analysis using remote sensing technology 2) Woodlot Management Strategy It is expected that an additional $200,000 will be required to accomplish to scope as identified (estimated project value of $300,000).

Justification	
V2F Workplan Initiative / Strategic Alignment	Focus Area 3: Supporting Sustainable Infrastructure and a Resilient Environment; Supports commitment #5 - increasing the tree canopy city-wide.
Benefits of Implementation	Additional funding will allow for a more comprehensive UFMP solution to be developed, incorporating remote sensing and woodlot management which were out of scope of the 2010 program.
Consequences / Risks of Not Implementing	The UFMP update will remain a high level solution, without integrating any new technologies, nor integrating the management of woodlots with resource needs into the overall City-wide view of the Urban Forest. Not implementing this program will have a negative impact at a city-wide level as it would degrade the conversation about importance of trees, but more importantly, have a detrimental effect on the existing urban forest.
Environmental Impact	The funding increase will allow Forestry staff to better understand the state of the urban forest and develop strategies to implement proactive management programs to improve its resiliency and growth for the next 20 years.

Business Case - Urban Forestry Management Update

Financial Impact

Account Category	2020 Budget
Purchased Services	$ 200,000
Total	**$ 200,000**
General Revenues & Recoveries	$ 200,000
Total	**$ 200,000**
Net Total	**$ 0**

Business Case - Steps to Safety Home Visit Program

Number:	2020-005	**Service:**	Fire Prevention and Education
		Business Case Type	One-time Request

Purpose

Description	2019 was the first year of the Steps to Safety Program promoting fire and life safety in homes across the City of Burlington. On-duty firefighters knocked on the front doors of approximately9,000 homes. The objective of the home visits was to engage and educate property owners about Ontario fire code legislation by having working smoke and carbon monoxide alarms in their homes, in-home assessments of alarm installations and operations, supporting vulnerable occupancies by testing/installing alarms, issuing Notice of Violations for non-compliance when needed, follow-up with a re-inspection(s) to ensure occupants were compliant and safe, outlining the need to have a practiced home escape plan and a 72-hour emergency preparedness kit. Based on the 2019 home visit assessments completed to date, 42% of the homes assessed by crews were found to be non-compliant (i.e. no working/installed smoke and/or carbon monoxide alarm(s)); this is a concerningly high percentage. The good news is that the homes that were previously non-compliant are now compliant and have working installed alarms. Property owners visited are better educated about having working alarms, practicing their home escape plan (knowing seconds count), and that they should have a ready 72-hour emergency preparedness kit for all home occupants, including their pets. The fire department would like to expand the Steps to Safety home visit program over the next4 years (2020-2023) with the objective to proactively visit every residential dwelling in the city. While this may be a significant undertaking with approximately 73,000 private dwellings across the city, it has already proven to be a worthwhile effort. Considering a predicted 40% non-compliance rate, based on current experience, this may equate to approximately 30,000 or more homes that may not have working or properly installed smoke and carbon monoxide alarms. Based on Stats Canada (2016) data, there is an average of 2.5 persons living in each private dwelling, this equates to approximately 75,000 residents that may currently not have working and/or property installed alarms in their homes. The fire department wants to improve this number and create a safer community for the residents and visitors it serves.

Business Case - Steps to Safety Home Visit Program

Justification	
V2F Workplan Initiative / Strategic Alignment	Strategic Plan: 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. Workplan Initiative: Focus Area 5 – Ensuring efficient, effective and economical service delivery; Enhancing and emphasizing a customer first approach in all city service areas
Benefits of Implementation	Continues the good work that has already been started. Supports a safer and educated community, encourages community engagement and is an efficient use of city resources and tax dollars. City GIS/Geomatics staff developed a solution so that firefighters could use existing in-truck (fire apparatus) mobile devices (hardware) and city owned software to collect home visit and assessment information. This provided an economical and convenient solution to collect data that was used to review, analyze and report on the Steps to Safety Program. This already developed and implemented GIS solution will continue to be used in future years, pending council approval. Future approved funding will be used to promote, educate and support all demographics within the city. The Steps to Safety Program supports the Alarm Assistance Program (AAP). The AAP is offered to older adults and residents with disabilities that prevents them from maintaining their home's smoke and carbon monoxide alarms. AAP clients receive an annual home safety visit from their friendly neighbourhood fire station firefighters and are provided with new and/or replacement smoke and/or carbon monoxide alarms as required, at no cost to the AAP client. During the 2019 Steps to Safety Program there was a 76% increase in AAP intakes due to firefighters conducting the Steps to Safety home visits and referring a resident they felt would benefit from the AAP.
Consequences / Risks of Not Implementing	The number of homes found to be non-compliant gives cause for concern on the homes that haven't been visited by the Burlington fire department. Burlington fire is recommending that future funding be provided to continue this worthwhile and proven results program. This funding is used to promote the program, provide educational materials and alarms as needed. Staff are asking for an additional $25K each year over the next 4 years or $100K in total.

Business Case - Steps to Safety Home Visit Program

Options Considered

Status quo is not a recommended option.

Financial Impact

Account Category	2020 Budget
Purchased Services	$ 100,000
Total	**$ 100,000**
General Revenues & Recoveries	$ 100,000
Total	**$ 100,000**
Net Total	**$ 0**

Business Case - Staffing for Joseph Brant Museum Expansion

Number:	2020-006	**Service:**	Burlington Museums
Report Ref (if applicable)	F-33-17	**Business Case Type**	One-time Request

Purpose

Description

After being closed for over 2 years as it underwent a major transformation, Joseph Brant Museum is now open to the public. Joseph Brant Museum is Burlington's community museum. With the replica of the original homestead of Joseph Brant 'Thayendanegea', serving as a beacon, the new Joseph Brant Museum features three galleries, space for 'showcase' exhibitions and a dedicated programming area for school groups and education programs. Joseph Brant Museum presents Burlington's history as well as providing interactive experiences for visitors of all ages.

The expanded museum reopened in September 2019 under a different operating model than the Museums' have traditionally operated. As such, marketing strategies, sponsorship opportunities and operating efficiencies may develop over time. Given that the Museum has grown considerably in size and operating a different business model, this business case is presented to fund this growth. In order to realize the objectives of the transformation project and ensure the expanded Museum is successful, additional staff are required to operate the expanded Museum and carry out the new operating model.

In 2019 Council approved one-time funding of $173,000 for increased staffing costs directly related to the operations of the expanded Museum. The one time funding providing for the addition of four part-time staff, a travelling exhibits coordinator, two historical interpreters and one facility operator for one full year. Of this initial approved one-time funding, $53,000 is remaining and will be carried over to 2020. With the aim of having Joseph Brant Museum in operation for one full year and to better understand the operation, we are asking for a second one-time funding grant in the amount of $120,000. This will allow us to report back to Council accurately on the Museum's ability to generate earned revenue from general admissions, public and educational programs, events and festivals, and, the travelling exhibition program.

Justification

Business Case - Staffing for Joseph Brant Museum Expansion

V2F Workplan Initiative / Strategic Alignment	An Engaging City - Community Building through Arts and Culture via Community Activities.
Benefits of Implementation	With the opening of the newly expanded and fully accessible Joseph Brant Museum, the Museum will be able to achieve its goal of strengthening its foundation by building on our already strong assets for future ready Museums that will engage our community, surrounding communities and visitors. The increased staffing provides the resources that will connect and engage target markets, establish more and better connections through the presentation of relevant programs, and, develop with intent a strategy to engage cultural partners.
Consequences / Risks of Not Implementing	The original one-time funding of $173,000 to provide for the necessary additional staffing will be fully spent by May/June of 2020. If additional one-time funding of $120,000 is not approved the Museum will not have the capacity to present programs that are relevant, that engage, that would provide a cohesive, history, heritage and cultural experience for residents and visitors. We would not be able to deliver on our strategic plan.

Options Considered

Various funding models were explored to operationalize the expanded museum. The option proposed in this business case is the recommended option to minimize the financial impact to the city and maximize incentive for the Museums to go beyond their current revenue projections.

Financial Impact

Account Category	2020 Budget
Corp. Expenditures / Provisions	$ 120,000
Total	**$ 120,000**
General Revenues & Recoveries	$ 120,000
Total	**$ 120,000**
Net Total	**$ 0**

Business Case - Staffing for Joseph Brant Museum Expansion

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	0.00
Part Time	4.00
Total FTE	**4.00**

FTE Type One-time / Contract

FTE Justification 1 part time travelling exhibits coordinator, two part time historical interpreters and one part time facility operator

Business Case - Cultural Diversity Initiative

Number:	2020-007	**Service:**	Burlington Performing Arts Centre
		Business Case Type	One-time Request

Purpose

Description	In Burlington's ongoing effort to become more culturally sensitive and diverse, the performing arts centre plays a crucial role in both making newcomers feel welcome in our community, and in celebrating all cultures on our stages. By presenting culturally diverse programming for both youth and general audiences, BPAC can actively engage new Canadians as well as educate and inspire the citizens of Burlington to become a more inclusive and welcoming community. In 2018 and 2019 The Burlington Performing Arts Centre used the City's Cultural Diversity Initiative funding to present the Cultural Diversity Festival in late September. In both years, the Festival featured an exciting and diverse line-up of performances, workshops, lectures and events that celebrated diversity and promoted inclusivity. In 2018, the festival drew the community into BPAC and earned us the Ontario Culture Day's 'Best Hub' award. In 2019 , performances and speaking engagements free of charge, to remove financial barriers to access. In 2020 we will once again be using the City's Cultural Diversity Initiative funding to present culturally diverse work in various genres to the community through our 20/21 Season and in our third annual Cultural Diversity Festival, scheduled for Sept. 26 & 27, 2020. The festival will celebrate our own local culturally diverse performers and organizations, as we did with Shreya Bollywood Dance, Muslim speaker Osab Adus and Mohawk native Tom Wilson in 2019. We continue to use the performing arts as a platform to promote education and bring awareness to Burlington's cultural diversity and foster positive relations with both Canada's Indigenous peoples and with newcomers to Canada of various faiths and heritage.

Justification

V2F Workplan Initiative / Strategic Alignment	Focus Area #4: Building More Citizen Engagement, Community Health and Culture
Benefits of Implementation	By expanding and improving our culturally diverse performing arts programming and outreach activities, we will

Business Case - Cultural Diversity Initiative

	make newcomers feel welcome and accepted, and at the same time current citizens will have an opportunity to learn about the rich cultures of their new neighbours. With the City's financial support, we can offer this programming and outreach free to the community, or in special circumstances for a very nominal fee, making it very accessible to all. In 2019 we promoted inclusivity and celebrated diversity through workshops, lectures and events including: • TALES & DANCES AROUND THE BAOBAB– an interactive family performance of African folktales presented with song, call and response and drumming. • AMAI KUDA ET LES BOIS – Described by NOW magazine as a “tantalizing Afro-soul combo of folk, roots, desert blues and African continental music” • THE PEPTIDES – ‘a snapshot of Canadian diversity – black & white, gay & straight, Cree & Mexican and a rainbow of identities in between! • SHREYA BOLLYWOOD DANCE • DR TERRI-LYNN BRENNAN: Truth & Reconciliation • OSAB ADUS: Introduction to Islam • TOM WILSON - Beautiful Scars • Sultans of String w/ Burlington Symphony Orchestra ' MUSIC FROM AROUND THE WORLD' The remainder of the 2019 funding was used to present Mariachi Herencia de Mexico, a Latin-Grammy winning ensemble of young musicians from Chicago’s Mexican-American barrios In 2020, the festival will again celebrate our own local culturally diverse performers and organizations, like we did with Redleaf Cultural Organization, Halton Black History Awareness Society, and Enana Dance Theatre in2018, and with as we did with Shreya Bollywood Dance, Muslim speaker Osab Adus and Mohawk native Tom Wilson in2019. We will continue to use the performing arts to bring particular awareness to fostering education and positive relations with both Canada's Indigenous peoples and with newcomers to Canada of Muslim faith and heritage
Consequences / Risks of Not	Without the CoB’s Cultural Diversity Initiative Funding, BPAC would be unable to invest in presenting a rich cross-

Business Case - Cultural Diversity Initiative

Implementing	section of culturally-diverse programming for our community. This type of programming is significantly more financially 'risky' to present than more well-known commercial artists, and so at present BPAC requires assistance to alleviate some of this risk until we have successfully developed audiences for our more culturally diverse programming. In time we hope to amass enough of an audience and an appetite for this type of programming to warrant a ticket price that could help offset the presenting costs incurred. The consequences of choosing simply to avoid programming such financially risk performances would be felt across the entire community. Newcomers to Burlington would not see themselves reflected in our performance line-ups, and as a result may not feel welcome at BPAC, or at the very least, would not be inspired to attend. Local residents and youth would not have an opportunity to explore other cultures through the performing arts, and in doing so, develop tolerance and understanding for views and customs that don't necessarily align with their own. By choosing not to fund BPAC's culturally diverse programming initiative, the citizens of Burlington will have less opportunity for multi-cultural engagement, and fewer opportunities to evolve into a welcoming, more tolerant, more understanding and more culturally curious community.
Environmental Impact	Not applicable

Financial Impact

Account Category	2020 Budget
Corp. Expenditures / Provisions	$ 50,000
Total	**$ 50,000**
General Revenues & Recoveries	$ 50,000
Total	**$ 50,000**
Net Total	**$ 0**

Business Case - Market Competitiveness

Number:	2020-009	**Service:**	Human Resources
Report Ref (if applicable)	HR-2-19	**Business Case Type**	Service Enhancement

Purpose

Description

The City of Burlington is exposed to considerable human resource risk - our workforce labour is number one on our Enterprise Risk Registry. To deliver Council's workplan and to build upon our employment brand we need to put conscious effort into strengthening our workplace culture as we are experiencing workforce pressures which require targeted action to retain engaged and skilled staff. In order to competitively realign the non-union compensation system both externally to the marketplace and internally within the salary ranges, several phases have been identified as follows:
Phase 1: Determine competitive market position, identify appropriate municipal comparators and realign salary ranges and actual salaries to approved market position (2019);
Phase 2: Secure the services of a consultant to identify a modern job evaluation system, and to re-write and re-rate all non-union job descriptions under the selected system (2019-2020); and
Phase 3: Implement the outcomes of a new job evaluation system (2021-2022).

The purpose of this business case is to complete phases 1 and 2. Funding for the implementation of phase 3 will be submitted as an additional business case for the 2021 budget.
Phase 1: It is important for the City to re-affirm its competitive market position and ensure salary ranges are appropriately aligned. Salary ranges, appropriately aligned with our competitors, will support the City's ability to attract and retain qualified staff.
Phase 2: A job evaluation system is a process which assesses all non union positions against agreed to factors and assigns points based on those factors. Once all positions have a point value they can be grouped and organized into salary ranges. This process creates internal equity between positions. The City's current job evaluation system, while Pay Equity compliant, was created in house in the late 1980's. The workplace, has significantly changed since its first inception and modern job evaluation systems are more robust and multi dimensional in their analysis of rating factors.

Business Case - Market Competitiveness

Justification	
V2F Workplan Initiative / Strategic Alignment	Focus Area 5 - Delivering Customer Centric Services: Key Action: Complete an assessment of salary competitiveness and implement recommendations.
Benefits of Implementation	While compensation alone is not the only driver for attracting and retaining qualified employees, the external realignment with the competitive marketplace and the internal alignment between jobs will allow the City of Burlington to address one aspect of its workplace culture which has lagged behind - compensation. The market realignment will permit the City to be competitive while the job evaluation system will result in all non-union positions being reassessed against a modern job evaluation system, eliminating inconsistencies, and realigning positions within salary ranges. As outlined in HR-2-19 voluntary turnover has been trending much higher, and upon further investigation, the percentage of employees leaving the City for compensation reasons has increased from 40% to 76% over the past three years. These two strategies will provide a realignment both internally and externally to reduce turnover to more acceptable levels.
Consequences / Risks of Not Implementing	If the City does not address its growing workforce pressures our ability to attract and retain qualified, engaged and skilled employees will continue to erode. This will directly impact our culture and therefore our ability and internal capacity to deliver on Council's workplan.

Business Case - Market Competitiveness

Financial Impact	
Account Category	**2020 Budget**
Human Resources	$ 0
Purchased Services	$ 180,000
Total	**$ 180,000**
General Revenues & Recoveries	$ 180,000
Total	**$ 180,000**
Net Total	**$ 0**

Business Case - Health and Safety Associate

Number:	2020-010	**Service:**	Human Resources
		Business Case Type	Service Enhancement

Purpose

Description	The purpose of this business case is to add a complement position (Grade 9) to the Corporate Health and Safety function. There is an immediate need for an additional health and safety resource to support operational departments at the front line level in particular. Due to the variety or work, equipment and locations health and safety becomes a complex function. The City currently has one health and safety professional for 1800 FTE's and 83+ facilities/buildings. While health and safety is everyone's responsibility, there needs to be improved leadership at the Corporate level, providing technical expertise and understanding about related legislation and requirements. We need to better support our supervisors and employees in understanding their responsibilities and the legislation in order to create safe workplaces.

Justification

V2F Workplan Initiative / Strategic Alignment	Alignment with Focus Area #3: Supporting Sustainable Infrastructure and a Resilient Environment: •New green technology (equipment), comes with new workplace hazards/risks that need to be assessed and managed from procurement to implementation. Alignment with Focus Area #4: Building More Citizen Engagement, Community Health and Culture •Healthy and safe workplaces are healthy and safe facilities/operations for the public. •Publicized incidents, including service contractor incidents, can cause public unease and lack of confidence in our facilities and operations, which could reduce utilization and end-user satisfaction. Align with Focus Area #5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation •Workplace incidents and claims impact our ability to manage claims costs and be efficient.
Benefits of Implementation	The health and safety function within the City needs to become more proactive versus reactive and this position will assist us in the implementation and execution of front line processes to achieve this. To this end, this position needs to be on site in our workplaces to promote a safety culture, accountability and to support management to

Business Case - Health and Safety Associate

ensure compliance to legislation and corporate standards. General inspections, as well as focused audits/initiatives are needed, but we have not been able to conduct these due to the lack of resources. This position will act as a resource and provide support and benefits in the following areas:

Safe Job Procedures (SJP):

These are documented procedures which identify hazards and controls for specific equipment, tasks and processes. SJP's need to be identified, developed, implemented and audited across all departments and in particular in operational settings where risks and hazards are greater.

Auditing:

Auditing for compliance with the Occupational Health and Safety Act and conformance with our internal programs is not being completed due to the lack of resources. It is not enough to provide programs and processes, we need to follow-up to ensure the requirements are being met to effectively reduce risk.

Incident Investigation:

To prevent re occurrences, incidents must be fully investigated. This position will allow us to investigate more incidents to determine root causes and therefore set-up processes to avoid re-occurrences in the future.

Health and Safety Training Programs:

Health and Safety training matrices need to be developed so that supervisors understand which position requires which type of training. Additional training (in-class or e-learning) will also be developed by the position.

Contractor Safety Management:

Business Case - Health and Safety Associate

	This position will develop a Contractor Safety Management program so that contractors on site in City facilities are aware of our safety requirements and can be held accountable to these. WHMIS and Hazardous Materials Management: Our chemical inventories need to be audited at least once a year so that we can ensure each work location is managing their inventory, keeping it up to date, and ensuring employees understand how to access on-line records for the safe handling of chemicals.
Consequences / Risks of Not Implementing	We are currently experiencing an upward trend in incidents. This would indicate that hazards are not being identified and controlled appropriately and as a result WSIB costs are rising. This has a direct financial impact on the City. As a Schedule 2 employer all claims are paid directly by the City, in addition to an administration fee to WSIB. Therefore, when claims rise there is a direct dollar for dollar impact on our costs (unlike insurance where premiums rise). Depending on the nature of the claim, WSIB costs can continue for several years (medical costs, medical devices, accommodation etc.) which places all the more importance on preventing claims or losses in the first instance.

Financial Impact

Account Category	2020 Budget
Human Resources	$ 95,173
Operating & Minor Capital	$ 150
Purchased Services	$ 800
Total	**$ 96,123**
Net Total	**$ 96,123**

Business Case - Health and Safety Associate

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	1.00
Part Time	0.00
Total FTE	**1.00**
FTE Type	On-going / Permanent
FTE Justification	Health and Safety Associate

Business Case - Inclusivity and Diversity Strategy Development

Number:	2020-011	**Service:**	Human Resources
		Business Case Type	One-time Request

Purpose

Description

In an environment of labour market and skills shortages, our ability to attract, engage and retain employees is critical. Employees who are engaged are better poised to provide responsive service to those they serve - the Burlington community.

As we begin to integrate diversity and inclusion into every aspect of our workplace and the way we do business, we must undertake the following three key activities:
1.We must be confident that our diversity and inclusion strategy addresses the City of Burlington's unique context.
2.We must ensure that our organization's leaders are informed, committed and engaged as champions and change agents in the implementation of diversity and inclusion initiatives.
3.We must ensure that our current policies and practices are aligned with the principles of diversity and inclusion and are free from barriers that prevent people from participating fully in employment with the City of Burlington.

These foundational components will provide the basis of an overarching diversity and inclusion strategy. This strategy, once executed, will support a comprehensive, cohesive, meaningful and sustainable diversity and inclusion action plan.
The City of Burlington will partner with a consultant to assist in creating a customized diversity and inclusion strategy. The services provided from will include:
A)Diversity Census and Inclusion Survey: Before we can build strategy, we must first gain a clear understanding of the current state of diversity and inclusion based on feedback from our workforce.
Through a workplace survey, information will be collected on the corporation's workforce demographics by asking employees to self-identify based on 12 different diversity dimensions. The survey will also collect workforce perceptions of inclusion. The output and analysis of this survey will show us if different groups of employees have different perceptions of the inclusiveness of the corporation. The implementation of this step will provide the corporation with a baseline and will result in the development of benchmarks and metrics from which we can track

Business Case - Inclusivity and Diversity Strategy Development

progress over time.
Steps to achieve the above will include:
•Analysis consultation of the current state
•Diversity Census and Inclusion Survey Modules (for approx. 2000 employees)
•On-line access to information and training for employees.

B)Leadership Education: Training for leaders is critical to any organization-wide initiative. Leaders will receive education and training to support them in becoming inclusive leaders and to understand the business case for diversity and
inclusion and promote and support the process and plan.
This work will include:
a.Executive Bootcamp (4-hour workshop with Executive Team)
b.Leader interviews (1-hour interviews; 16 Executive Team members)
c.Leader Webinar (1 hour debrief and coaching with the Executive Team)

C)Policy and Documents Review: A review of the City's policies, practices and other documents related to talent management and diversity and inclusion will ensure that our employment systems do not pose any barrier for any group or individual and are aligned with Human Rights legislation and current best practices in these areas. This is necessary infrastructure to support behavioral and cultural changes. Policies will be reviewed using the following criteria: adverse impact, human rights compliance, job relatedness (bona fide occupational requirements) business necessity, validity and consistency.

D)Analysis and Recommendation: Current State Analysis based on data collected through the items A, B and C.
This work will include:
•Current State Analysis
•Current State Identification
•Presentation to the Executive Team and Project team

Business Case - Inclusivity and Diversity Strategy Development

	E)Facilitated Strategy Working Session: Based on the analysis, recommendations will be developed which will guide the strategy. This strategy will be informed by the findings and data collected above.
Justification	
V2F Workplan Initiative / Strategic Alignment	A workforce diversity and inclusion strategy will support these priorities by: 1. Strengthening the foundational values of trust, respect, honesty and integrity 2. Increasing the capacity for creative problem-solving and innovation across the organization 3. Achieving greater employee engagement and satisfaction through empowering and valuing the full participation of all employees in our workplace; 4. Enhancing communication within the organization and with our community stakeholders; and 5. Developing a greater ability to attract and retain talent. More specifically item #5.8 in from Vision to Focus, directs the City to develop and implement a Diversity and Inclusivity Strategy.
Benefits of Implementation	Below are a few benefits of developing a Diversity and Inclusion strategy: •Our policies and practices will be reviewed from the perspective of hidden barriers and leading practices. •We will optimize our ability to compete successfully with other municipalities and broader public service for talent, particularly in areas facing skill shortages. •An engaged workforce is more resistant to turnover in a competitive job environment. •Improving the quality of organizational decision making. •Increased innovation and customer insight •Diverse teams bring a variety of experiences, perspectives and approaches to solving complex non routine problems •Diverse teams are also better able to target and serve diverse customer markets •Our workforce will reflect the community's diversity and this will improve our customer's comfort level when interacting with our employees. •We will strengthen our reputation by building a diverse and inclusive workplace that meets the needs of our community. •This will support our goal to become not just an employer of choice but an employer that is THE CHOICE.

Business Case - Inclusivity and Diversity Strategy Development

Consequences / Risks of Not Implementing	•Without a diverse and inclusive work environment we will not attract, engage and retain employees. •Employees who do not feel comfortable and included in their workplaces are more likely to become disengaged, take unnecessary absent days, or leave their jobs, which can translate to high organizational costs. • As a municipality, fiscal responsibility remains a priority. A significant percentage of leaders and employees are eligible to retire soon, creating urgency for retention and succession plans. An organization that does not prioritize diversity and inclusion is missing out on a truly talented and dedicated workforce. •In a culture where diversity and inclusion are not celebrated, there is a high risk of employees, including members of equity-seeking groups reporting, experiencing and witnessing exclusionary experiences, harassment and discrimination. •Missed opportunity to maintain our status as the best city to live in, in Canada.
Environmental Impact	The environmental impact for this business case is focused on the perspective of "Workplace Environment" Diversity is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. These dimensions can include but are not limited to ethnicity, nationality, culture, ability, birth sex, gender identity, sexual orientation, religion, age, immigration status, socioeconomic status, geographic region in which you live, and many other qualities. It is about creating an equitable environment and a culture that embraces, respects, accepts and values difference. Diversity and Inclusion is about capturing the uniqueness of the individual; and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

Financial Impact

Account Category	2020 Budget
Purchased Services	$ 75,000
Total	**$ 75,000**
General Revenues & Recoveries	$ 75,000
Total	**$ 75,000**
Net Total	**$ 0**

Business Case - Cyber Security Resilience

Number:	2020-015	**Service:**	Information Technology
		Business Case Type	One-time Request

Purpose

Description	Information Technology Service will continue to develop strong security measures and address gaps and opportunities identified in the Security Maturity Assessment that are outlined in the 5-year Information Security Framework and work plan. Consulting services will be used to augment internal security resources to support on-going innovation and service improvement while maintaining a secure environment. Throughout the year, penetration tests are conducted by 3rd party security organizations when a new technology or service is introduced or changed (e.g. new on-line service). The need for these tests is assessed throughout the year and is not always known well in advance. Risk areas include: data assets leaving the organization, growing business dependency on technology, increased targeting of municipalities by cyber criminals, increased mobile device use, and demand for remote access

Justification

V2F Workplan Initiative / Strategic Alignment	Vision to Focus: Delivering customer centric services with a focus on efficiency and technology transformation We will achieve greater organizational effectiveness and technology transformation with our commitment to: - Enhancing City services and delivery of citizen self-service options through technology - Increasing corporate resilience to cyber-security threats through effective and proactive IT security management practices Key actions include the implementation of an IT Security Framework including; - introduction of a corporate security awareness program, - introduction of phishing e-mail simulation tests, - development of a security incident response plan, - review and update of security policies

Business Case - Cyber Security Resilience

	Ensure all new technology and services undergo a comprehensive security assessment to mitigate and prevent the introduction of new vulnerabilities and risk to the organization.
Benefits of Implementation	To improve the overall cyber security posture of the City. Ongoing assessments along with security consulting will provide resources and actionable recommendations to improve security across the organization.
Consequences / Risks of Not Implementing	The IT security program must continually improve and evolve to mitigate the risk of financial and reputation loss or operational disruption that can result from a successful cyber-attack. Inadequate resources to conduct security assessments for new technology may result in project delays or potentially introduce undetected vulnerabilities into the City's IT infrastructure.

Financial Impact

Account Category	2020 Budget
Purchased Services	$ 50,000
Total	**$ 50,000**
General Revenues & Recoveries	$ 50,000
Total	**$ 50,000**
Net Total	**$ 0**

Business Case - IT Service Desk Support

Number:	2020-017	**Service:**	Information Technology
		Business Case Type	One-time Request

Purpose

Description

Information Technology Services seeks to augment help desk resources to address growing workload challenges. The organization's expanding use of information technology to deliver municipal services has resulted in increased help desk workload in all areas including procurement, deployment, end-user support, training and life-cycle management. The pace of technology change has continued to accelerate.

Improve business satisfaction:

A recently conducted corporate wide business satisfaction survey identified common pain points around outdated technology, lack of training and slow response to help desk requests.

Changing Technology Needs:

Significant changes in the City's technology environment are impacting Help Desk resources including remote access services, mobile technology, CRM, and Office 365. Technology lifecycles are getting shorter with Help Desk resources continuously engaged in equipment renewal initiatives. The inability to replace unsupported software and hardware in a timely manner increases the risk of disruption to City services.

The role of the Help Desk is to respond to user issues and needs on a daily basis. However, staff capacity is currently being consumed by project related work (e.g. device renewal, O365, Windows 10 upgrade) which is impacting the ability to respond to user issues and requests on a daily basis.

Council's workplan includes numerous initiatives that directly and indirectly impact IT Services. Help Desk resources will assist with the end-user technology and then provide maintenance and support to keep the technology operating and staff working productively.

Business Case - IT Service Desk Support

Justification	
V2F Workplan Initiative / Strategic Alignment	Vision to Focus: Delivering customer centric services with a focus on efficiency and technology transformation Key Actions Supported: • Deliver on-time, on budget and achieve realized benefits (outcomes) for major corporate projects. • Continue implementation of corporate IT Strategy • Implementation of a one-stop customer service counter for the Department of City Building • Establish innovative techniques, process, locations and technology for connecting with customers
Benefits of Implementation	Use of external resourcing services as a lower cost alternative to adding an FTE will have the following benefits: • help to update staff computers and maintain the appropriate lifecycle of these assets to improve and sustain productivity. • help deliver and support technology associated with various Vision to Focus initiatives. • help to achieve and maintain service level targets for the help desk (a key performance measure). Improve customer service. • help to develop and provide more training opportunities and self-help resources for staff so they can use the technology they have more effectively.
Consequences / Risks of Not Implementing	Longer help desk response times. Loss of staff productivity coupled with frustration. Delayed technology implementations whether it's new technology or replacement of obsolete equipment. Reduced ROI on technology procured when staff are not using technology effectively due to insufficient training and support resources.

Options Considered

Hiring of an additional Technical Support Analyst at a cost of $105,000 including salaries, benefits, software and hardware costs.

Business Case - IT Service Desk Support

Financial Impact	
Account Category	**2020 Budget**
Purchased Services	$ 75,000
Total	**$ 75,000**
General Revenues & Recoveries	$ 75,000
Total	**$ 75,000**
Net Total	**$ 0**

Business Case - Winter Maintenance Operations - FTE conversion and equipment

Number:	2020-024	**Service:**	Roadway and Sidewalk Maintenance
		Business Case Type	Service Enhancement

Purpose

Description	This Business Case is for the conversion of one (1) temporary summer seasonal contracted positions into two (2) full time FTEs through increasing hours worked in order to support Winter Maintenance Operations. As a result of revisions to the Minimum Maintenance Standards, effective May 2, 2018, and identified in the recent City of Burlington Winter Audit, these conversions are necessary in order to effectively ensure the City's compliance with Ontario Regulation 239/02 for winter sidewalk maintenance. Minimum Maintenance Standards (MMS)_ Ont Reg 239/02, is the best statutory defense against claims and Burlington has used the these standards as the basis for our winter maintenance operations. Winter sidewalk maintenance standards were not previously included in Ont. Reg 239/02, however with these new sidewalk standards, all sidewalks are equal and require the same treatment. Our current level of service was for only primary and secondary sidewalks to receive any material applications. Local sidewalks, though plowed, did not receive material applications of salt or sand.

Justification

V2F Workplan Initiative / Strategic Alignment	A City that Moves, A City that Grows
Benefits of Implementation	This increase in staff will facilitate the ability to clear snow at the appropriate time with sustained operations and reduce the requirement to schedule operations around existing shift schedules. By being able to clear sidewalks at the right time (24/7) it will improve clearing operations by allowing for timely plowing and thus potentially reduce the amount of material applications required. It will also allow us better response to icy conditions caused by freezing rain or freeze thaw cycles on our sidewalks and improve customer satisfaction and potentially reduce the number of slip and fall claims.

Business Case - Winter Maintenance Operations - FTE conversion and equipment

Consequences / Risks of Not Implementing	For the last two winter seasons the city has experienced significant freeze thaw cycles which have caused sidewalks to become challenging to navigate. Slip and fall claims have the potential to increase in number and severity under these conditions. Even successful defense of these claims are time consuming and costly. In order to improve public safety this enhanced capability would compliment our strategic objectives for alternate forms of transportation by improving our winter sidewalk conditions for our pedestrian traffic during the winter season.
Environmental Impact	Material application to all sidewalks will increase the negative impact on the environment to the areas adjacent to sidewalks. With the enhanced ability to plow snow at the right time with sufficient equipment we hope to reduce the need to apply materials and thus better manage the impact on the environment and the costs for material applications.

Financial Impact

Account Category	2020 Budget
Human Resources	$ 47,570
Operating & Minor Capital	$ 1,350
Total	**$ 48,920**
Controllable Revenues	$ 1,800
Total	**$ 1,800**
Net Total	**$ 47,120**

Business Case - Winter Maintenance Operations - FTE conversion and equipment

Capital Impacts

This staff conversion require the purchase of two additional tractors to undertake clearing of an increasing number of trails and pathways. These vehicles have not been included in the capital program. If this business case is approved, additional capital funding for the vehicles will need to be approved as well.

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	2.00
Part Time	(0.56)
Total FTE	**1.44**
FTE Type	On-going / Permanent
FTE Justification	The conversion of 1 temporary position into 2 FT: 1 PT role of 0.56 FTE to 2.0 FT role of 2.0 FTE, plus winter standby rates during the winter season.

Business Case - Fulltime Gardeners

Number:	2020-033	**Service:**	Parks and Open Space Maintenance
		Business Case Type	Service Enhancement

Purpose

Description	Due to the growth of our maintenance responsibilities citywide, Parks and Open Space Maintenance will require staff to ensure maintenance of our parks are achieved. Examples of why we require the extra staffing can be related to such things as the approval of the Downtown Streetscape guidelines and the enhancements at Burloak Park.

Justification

V2F Workplan Initiative / Strategic Alignment	Focused Population Growth- Future development will result in higher density use requiring accessible, transit-oriented and consistently designed streetscapes. Focus on enhancing the streetscapes will lead to increased usage of public spaces and amenities. Environmental and Energy Leadership- The streetscape plans and private development will increase the city's tree canopy. Keeping these areas maintained appropriately is one way to ensure that we support the enhancement and longevity of the increased tree canopy.
Benefits of Implementation	Although there are currently staff who work in downtown parks, the features and maintenance prescribed for the Downtown Streetscapes add amenities requiring regular, ongoing maintenance to keep these areas clean and functional. The request for these staff will provide the department with the staffing required to meet the levels of service as outlined in the guidelines. Dedicated staff provide consistency of maintenance and spaces that the public will be able to safely access and utilize, thus enhancing the downtown core.
Consequences / Risks of Not Implementing	Levels of service will not be reached and maintenance may not be completed as required or desired for these areas. It is imperative to have staff dedicated to the maintenance of these public areas to keep them functional, safe and sustainable.

Business Case - Fulltime Gardeners

	Without these staff there is a risk that either the maintenance of the streetscapes or downtown-area parks will suffer as a result. Due to usage, visibility, accessibility and design guidelines, the current staffing complement is insufficient to meet the needs of both the streetscape and downtown-area parks maintenance.
Environmental Impact	These staff will ensure the streetscape areas are kept clean from debris and garbage. Trees incorporated into these areas will aid in growing the City's tree canopy and ongoing maintenance will aid in establishing these trees for long term benefits.

Financial Impact

Account Category	2020 Budget
Human Resources	$ 146,123
Operating & Minor Capital	$ 1,350
Total	**$ 147,473**
Net Total	**$ 147,473**

Capital Impacts

The addition of these staff will require the purchase of a Utility Gator at a cost of $17,000. This equipment is not currently funded in the capital program. Should this business case be approved, funding for this capital request will also need to be provided.

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	2.00
Part Time	0.00
Total FTE	**2.00**

Business Case - Fulltime Gardeners

FTE Type	On-going / Permanent
FTE Justification	Gardeners will be capable of maintaining quality horticultural displays in addition to being responsible for debris pickup, minor repairs, winter maintenance, and other various maintenance related tasks in the areas outlined in the guidelines. Without staff, safety, functionality and levels of service in these areas will not be achieved. To ensure a sustainable and functional public space, staff are required to maintain these streetscapes.

Business Case - Corporate Security

Number:	2020-049	**Service:**	Emergency Management
		Business Case Type	One-time Request

Purpose

Description

The Occupational Health and Safety Act requires that employers have a workplace violence prevention program which includes documented risk assessments and control measures to reduce risks (e.g. security). As an employer the City of Burlington has a legal obligation to assess risk, implement controls, and take every precaution reasonable to protect employees and the public. An effective Corporate Security program safeguards employees, patrons, assets and city services; and, prevents losses.
Corporate security comprises of both physical and administrative elements.

Examples of physical elements are:
- Building alarms, scanners
- Panic Buttons
- Security Guards; and space planning (parking lot lighting, clear pathways etc.)

Examples of administrative elements are:
- Policies, processes and standards:
- Working Alone Policy;
- Violence in the Workplace Policy:
    - Lockdown, Shelter in Place
    - Risk Assessments
    - Investigations
    - On-call Response; and
    - Security at Public Meetings.

Currently the responsibility for corporate security resides under the Fire Department's Community Emergency Management Coordinator. In addition, there is an ad hoc team (Corporate Security Team) comprised of staff from

Business Case - Corporate Security

	Human Resources, Parks and Recreation, Capital Works, Fire and ITS who have been working to provide some limited coordination to address corporate security issues. These staff are doing this work in addition to their regular duties as they see a need and understand the importance however, they do not have the capacity required to fully address and implement the risks and gaps identified. The purpose of this business case is to purchase consulting services to manage security projects and complete the ground work to address security related gaps/risks city-wide as identified by this team.
Justification	
V2F Workplan Initiative / Strategic Alignment	Reports 1. 2016 Security Assessment City Hall - capital budget recommendations 2. 2017 Threat Hazard Identification Risk Assessment (THIRA) - identified core gaps in security across the corporation
Benefits of Implementation	This funding will provide support to start addressing some of the identified security gaps and risks as identified by the Corporate Security Team. This will mitigate future risks and potential losses and provide a safer work environment for employees and safer public spaces for the community.
Consequences / Risks of Not Implementing	To date the City has been fortunate that a significant security event has not occurred however, there is an increase in the number of smaller events which have resulted in personal safety plans, No Trespass Notices and the addition of cameras and other physical supports to buildings. If we do not start addressing some of the gaps we are putting staff and the public at risk when a serious event occurs.

Business Case - Corporate Security

Financial Impact	
Account Category	**2020 Budget**
Purchased Services	$ 140,000
Total	**$ 140,000**
General Revenues & Recoveries	$ 140,000
Total	**$ 140,000**
Net Total	**$ 0**

Business Case - Cyber Security Analyst

Number:	2020-050	**Service:**	Information Technology
		Business Case Type	Service Enhancement

Purpose

Description	The City's IT Security Program is an important aspect of corporate risk management. Its primary purpose is to maintain the confidentiality, integrity and availability of corporate information and information technology assets. Security and risk management has become an integral part of IT operations and is considered in every change that is made to the IT environment with the goal of integrating auditable security controls into all IT processes. As IT systems become more complex and cyber security risks increase in both volume and level of sophistication, the ability to maintain resiliency becomes more challenging. The IT Security Program has a pragmatic plan to organize and grow.

Justification

V2F Workplan Initiative / Strategic Alignment	Vision to Focus: Delivering customer centric services with a focus on efficiency and technology transformation We will achieve greater organizational effectiveness and technology transformation with our commitment to: - The delivery of secure City services and the protection of information assets - Increasing corporate resilience to cyber-security threats through effective and proactive IT security management practices - The implementation of an IT Security Framework as the underlying foundation of the overall IT Security Program. - Ensure all new technology and services undergo a comprehensive security assessment to mitigate and prevent the introduction of new vulnerabilities and risk to the organization.
Benefits of Implementation	The key benefits of the introduction of this position at the City include: - Increased ability to implement and maintain the operation of security safeguards in a proactive manner. - Satisfy increased demand to perform security and risk assessments of all new technology infrastructure and services - Improve security across the organization and supporting the broader IT Security Program - Build additional skills and develop succession strategies for the IT Security Program

Business Case - Cyber Security Analyst

Consequences / Risks of Not Implementing	The IT security program must continually improve and evolve to mitigate the risk of financial and reputation loss or operational disruption that can result from a successful cyber-attack. The program is currently supported by one fully dedicated Information Security Manager with some assistance from the Network Analyst team. Limited resources and depth of knowledge to operate and maintain the IT security program could introduce risk from threats facing the organization and prolong the time to implement the IT Security Framework.

Options Considered

Consulting staff could be considered as an alternative to hiring full time staff but that would result in higher costs to the corporation.

Financial Impact

Account Category	2020 Budget
Human Resources	$ 106,299
Operating & Minor Capital	$ 3,804
Total	**$ 110,103**
General Revenues & Recoveries	$ 2,260
Total	**$ 2,260**
Net Total	**$ 107,843**

Human Resource Impact

	2020 Budget FTE Impact
Full Time / Contract	1.00
Part Time	0.00
Total FTE	**1.00**

Business Case - Cyber Security Analyst

FTE Type	On-going / Permanent
FTE Justification	Cyber Security Analyst (Grade 10): It has been identified that corporate resilience to cyber security threats needs to be enhanced. The addition of this position will be increased depth and knowledge, bring additional skills and allow for the development of succession strategies.

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

A City that Grows


CITY OF
Burlington

A City that Grows

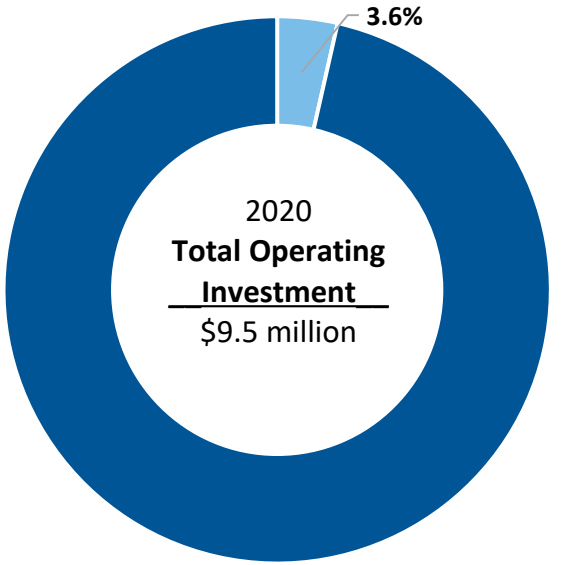
The City of Burlington attracts talent, good jobs and economic opportunity while having achieved intensification and a balanced, targeted population growth for youth, families, newcomers and seniors.

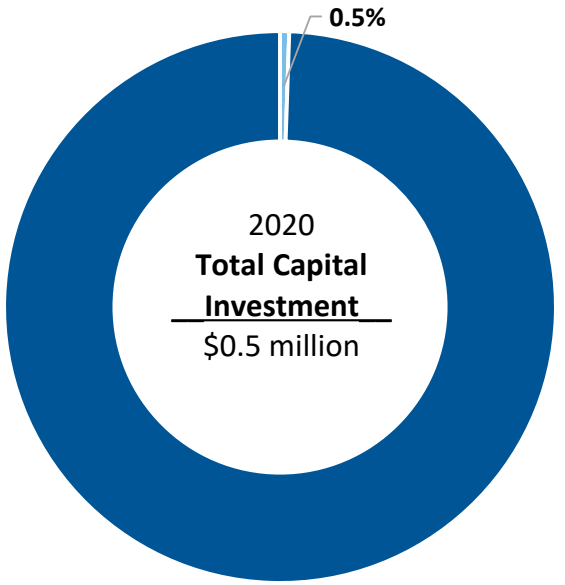
Key Priorities and Goals

- Annually increase the overal growth of businesses by 1% = to 55 new businesses per year
- Approve 1 affordable housing project per year



Percentage of 2020 Budget





A City that Grows

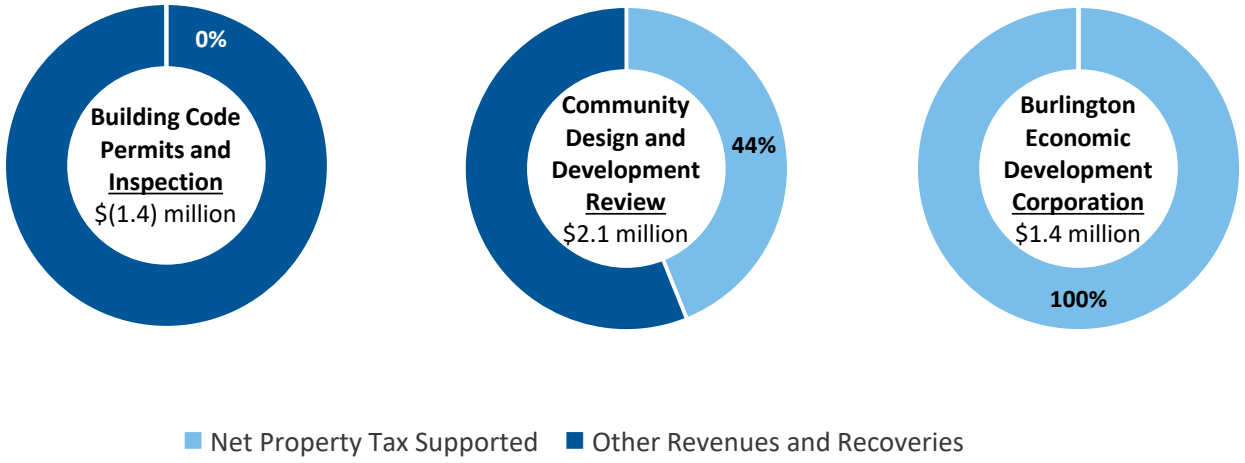
Operating Investment
including Business Cases

Services	2018 Actual	2019 Net Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Building Code Permits and Inspection	$ (1,048)	$ (1,302)	$ (786)	$ 3,219	$ (4,589)	$ (1,370)	$ (68)	5.2%
Community Design and Development Review	$ 2,288	$ 1,974	$ 2,045	$ 4,876	$ (2,735)	$ 2,141	$ 167	8.5%
Burlington Economic Development Corporation *	$ 1,341	$ 1,368	$ 1,368	$ 1,392	$ -	$ 1,392	$ 24	1.8%
Total City that Grows	**$ 2,581**	**$ 2,040**	**$ 2,626**	**$ 9,487**	**$ (7,324)**	**$ 2,163**	**$ 123**	**6.0%**

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

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

Percentage of 2020 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

BUILDING CODE PERMITS & INSPECTION

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 2,972	$ 2,971	$ 2,887	$ 3,057	$ 86	2.9%
Operating/Minor Capital Equip.	$ 60	$ 49	$ 52	$ 46	$ (3)	-6.2%
Purchased Services	$ 84	$ 71	$ 117	$ 42	$ (28)	-39.8%
Corp. Expenditures/Provisions	$ -	$ 45	$ 687	$ 63	$ 18	40.0%
Internal Charges & Settlements	$ 11	$ 12	$ 10	$ 11	$ (1)	-6.3%
TOTAL EXPENDITURES	**$ 3,127**	**$ 3,147**	**$ 3,751**	**$ 3,219**	**$ 72**	**2.3%**
Controllable Revenues	$ (3,203)	$ (4,419)	$ (4,521)	$ (4,589)	$ (170)	3.9%
General Revenues & Recoveries	$ (972)	$ (30)	$ (17)	$ -	$ 30	-100.0%
TOTAL REVENUES	**$ (4,174)**	**$ (4,449)**	**$ (4,538)**	**$ (4,589)**	**$ (140)**	**3.2%**
NET OPERATING BUDGET	**$ (1,048)**	**$ (1,302)**	**$ (786)**	**$ (1,370)**	**$ (68)**	**5.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

($ rounded to thousands)

COMMUNITY DESIGN & DEVELOPMENT REVIEW

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 4,243	$ 4,451	$ 4,580	$ 4,734	$ 283	6.3%
Operating/Minor Capital Equip.	$ 103	$ 62	$ 50	$ 60	$ (2)	-3.2%
Purchased Services	$ 135	$ 290	$ 161	$ 82	$ (209)	-71.9%
Corp. Expenditures/Provisions	$ 335	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	$ 4,817	**$ 4,804**	**$ 4,791**	**$ 4,876**	**$ 72**	**1.5%**
Controllable Revenues	$ (2,338)	$ (2,630)	$ (1,727)	$ (2,735)	$ (105)	4.0%
General Revenues & Recoveries	$ (190)	$ (200)	$ (1,019)	$ -	$ 200	-100.0%
TOTAL REVENUES	**$ (2,529)**	**$ (2,830)**	**$ (2,746)**	**$ (2,735)**	**$ 95**	**-3.4%**
NET OPERATING BUDGET	**$ 2,288**	**$ 1,974**	**$ 2,045**	**$ 2,141**	**$ 167**	**8.5%**

OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

BURLINGTON ECONOMIC DEVELOPMENT CORPORATION

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Base Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Burlington Economic Development Corporation	$ 1,341	$ 1,368	$ 1,368	$ 1,392	$ 24	1.8%
TOTAL CITY CONTRIBUTIONS	**$ 1,341**	**$ 1,368**	**$ 1,368**	**$ 1,392**	**$ 24**	**1.8%**

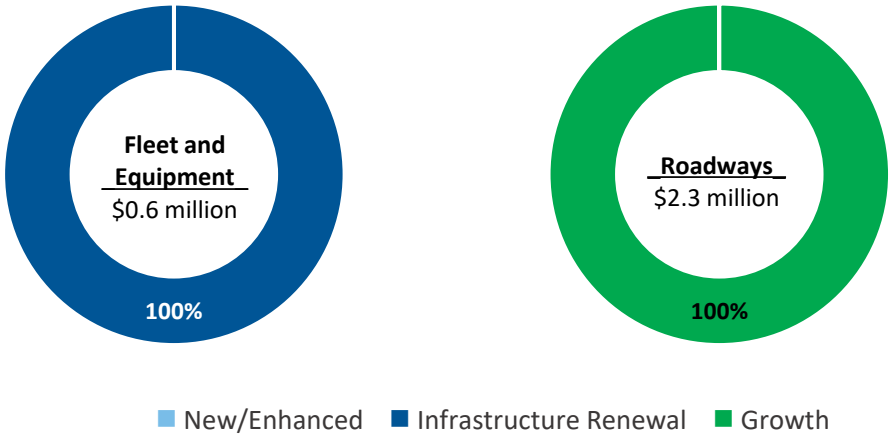
A City that Grows

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Fleet Vehicles, Accessories and Equipment	$ 137	$ 23	$ -	$ -	$ -	$ -	$ 44	$ 205	$ 137	$ 23	$ 570
Roadways	$ 325	$ 200	$ 200	$ 200	$ 200	$ 325	$ 200	$ 200	$ 200	$ 200	$ 2,250
Total City that Grows	**$ 462**	**$ 223**	**$ 200**	**$ 200**	**$ 200**	**$ 325**	**$ 244**	**$ 405**	**$ 337**	**$ 223**	**$ 2,820**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
1	2020	**Building Permits & Inspection - Vehicle Replacement** VE-VR-1943 Infrastructure Renewal **Department of City Building - Planning, Building and Culture,** 2020, 2021, 2026-2029 Scheduled replacement of owned vehicles and equipment in Building Permits and Inspection service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Five (5) Pickup Trucks scheduled for replacement in 2020. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	137	23			410	570
			External						
			Gross Cost	137	23			410	570
A City that Grows - Fleet Vehicles, Accessories and Equipment			**Capital Total:**						
			Reserve Funds Total:	**137**	**23**			**410**	**570**
			External Total:						
			Gross Cost Total:	**137**	**23**	**0**	**0**	**410**	**570**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
2	2020	**Development Charges Study** RD-RL-327 Growth **Finance Department,** 2020, 2025 A City Wide Development (DC) Charge Background Study was completed in 2019 with a DC by-law enacted June 1, 2019. A review to update the DC Study and by-law is mandated by the Development Charges Act, 1997, every five years. Bill 108, More Homes, More Choice Act, 2019, received Royal Assent June 6, 2019 which amends 13 different statutes including the DCA. Pending the proposed regulation, relating to the changes through Bill 108 specific to the DCA, this project is a placeholder as an update or review of the DC may be required.	**Capital**	13				13	25
			Reserve Funds	113				113	225
			External						
			Gross Cost	125				125	250
		Related Projects RD-RL-1443 Integrated Mobility Plan							
3	2020	**Legislated Development Charge Exemptions** RD-RL-1886 Growth **Finance Department,** 2020-2029 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
A City that Grows - Roadways			**Capital Total:**	**213**	**200**	**200**	**200**	**2,025**	**2,025**
			Reserve Funds Total:	**113**				**113**	**225**
			External Total:						
			Gross Cost Total:	**325**	**200**	**200**	**200**	**1,325**	**2,250**

*** Report values in thousands**

A City that Grows - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	213	200	200	200	1,213	2,025
Reserve Funds Total:	250	23	0	0	522	795
External Total:	0	0	0	0	0	0
Gross Cost Total:	462	223	200	200	1,735	2,820

* Report values in thousands


CITY OF
Burlington

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

A City that Moves


CITY OF
Burlington

A City that Moves

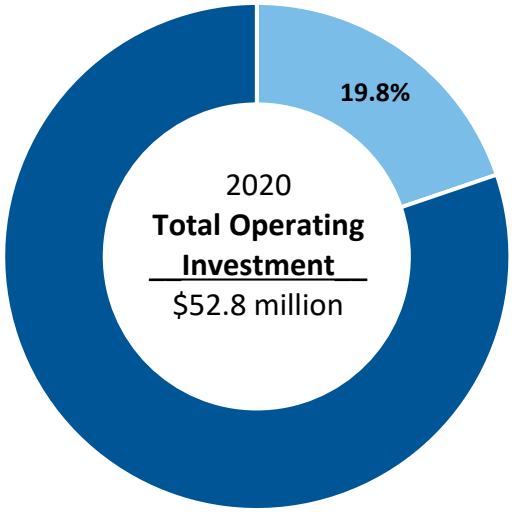
People and goods move through the city more efficiently and safely. A variety of convenient, affordable and green forms of transportation that align with regional patterns are the norm. Walkability within new/transitioning neighbourhoods and the downtown are a reality.

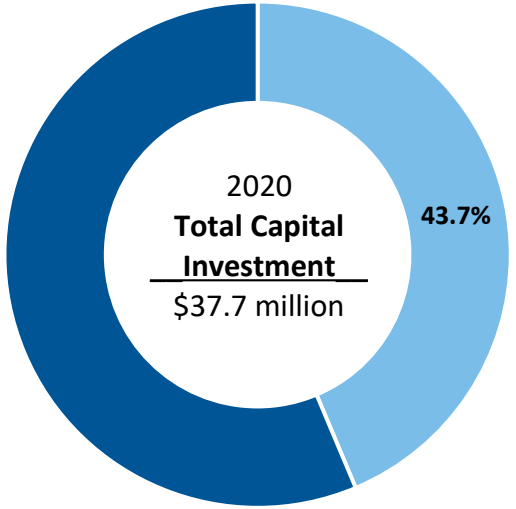
Key Priorities and Goals

- Annually increase transit ridership by 1%
- Increase modal split between car use (82%), transit (10%), and active transportation by 2022



Percentage of 2020 Budget





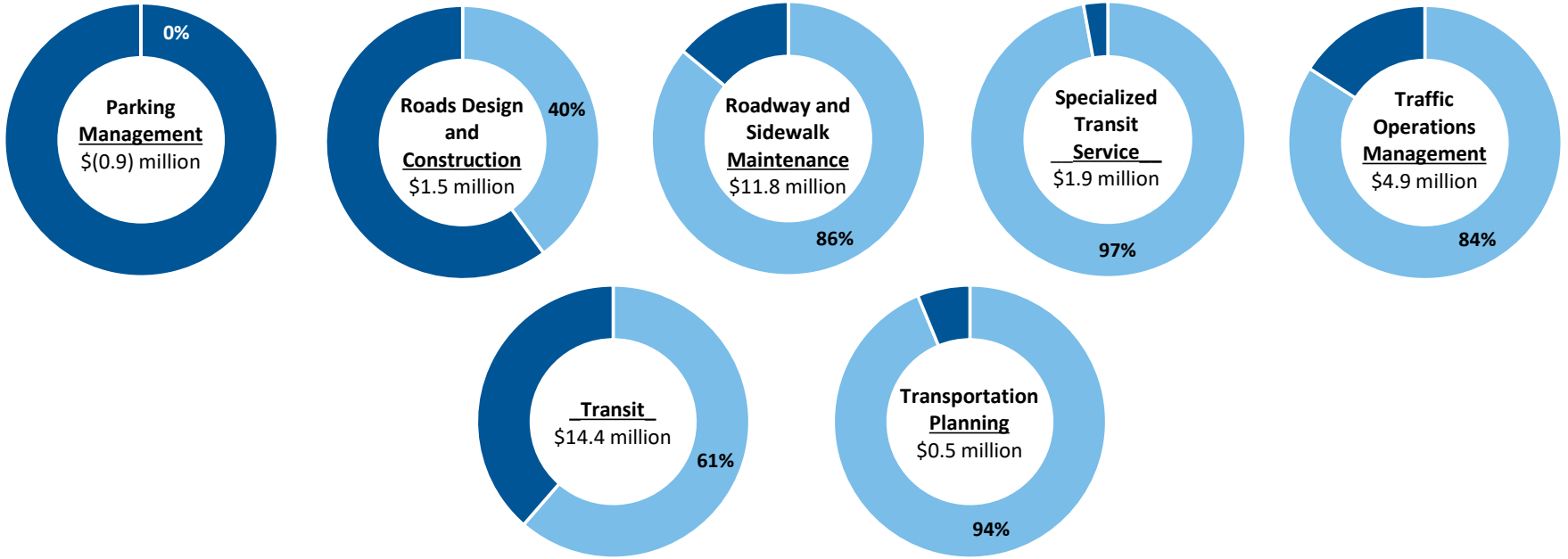
A City that Moves

Operating Investment
including Business Cases

Services	2018 Actual	2019 Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Parking Management	$ (826)	$ (836)	$ (675)	$ 3,617	$ (4,499)	$ (881)	$ (46)	5.5%
Roads and Structure Design & Construction	$ 951	$ 1,233	$ 1,422	$ 3,740	$ (2,247)	$ 1,494	$ 261	21.2%
Roadway and Sidewalk Maintenance	$ 9,975	$ 11,130	$ 10,585	$ 13,726	$ (1,918)	$ 11,809	$ 679	6.1%
Specialized Transit Service	$ 1,564	$ 1,714	$ 1,715	$ 1,933	$ (55)	$ 1,878	$ 164	9.6%
Traffic Operations Management	$ 4,461	$ 4,842	$ 4,410	$ 5,816	$ (926)	$ 4,891	$ 49	1.0%
Transit	$ 11,041	$ 13,072	$ 12,647	$ 23,451	$ (9,056)	$ 14,395	$ 1,323	10.1%
Transportation Planning	$ 463	$ 491	$ 456	$ 517	$ (32)	$ 485	$ (6)	(1.3)%
Total City that Moves	**$ 27,628**	**$ 31,645**	**$ 30,559**	**$ 52,801**	**$ (18,731)**	**$ 34,070**	**$ 2,425**	**7.7%**

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

Percentage of 2020 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

PARKING MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 632	$ 672	$ 678	$ 623	$ (48)	-7.2%
Operating/Minor Capital Equip.	$ 143	$ 158	$ 151	$ 143	$ (15)	-9.4%
Purchased Services	$ 815	$ 878	$ 813	$ 901	$ 23	2.6%
Corp. Expenditures/Provisions	$ 1,945	$ 1,474	$ 1,484	$ 1,469	$ (4)	-0.3%
Internal Charges & Settlements	$ 423	$ 491	$ 487	$ 480	$ (11)	-2.1%
TOTAL EXPENDITURES	**$ 3,960**	**$ 3,672**	**$ 3,613**	**$ 3,617**	**$ (55)**	**-1.5%**
Controllable Revenues	$ (4,194)	$ (3,858)	$ (3,637)	$ (3,863)	$ (5)	0.1%
General Revenues & Recoveries	$ (592)	$ (650)	$ (651)	$ (636)	$ 15	-2.2%
TOTAL REVENUES	**$ (4,786)**	**$ (4,508)**	**$ (4,288)**	**$ (4,499)**	**$ 10**	**-0.2%**
NET OPERATING BUDGET	**$ (826)**	**$ (836)**	**$ (675)**	**$ (881)**	**$ (46)**	**5.5%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

ROADS AND STRUCTURES - DESIGN AND CONSTRUCTION

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 3,135	$ 3,378	$ 3,257	$ 3,511	$ 133	3.9%
Operating/Minor Capital Equip.	$ 88	$ 74	$ 71	$ 69	$ (5)	-6.7%
Purchased Services	$ 142	$ 137	$ 167	$ 150	$ 14	9.9%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 11	$ 8	$ 15	$ 10	$ 3	35.0%
TOTAL EXPENDITURES	**$ 3,377**	**$ 3,596**	**$ 3,510**	**$ 3,740**	**$ 144**	**4.0%**
Controllable Revenues	$ (307)	$ (228)	$ (217)	$ (211)	$ 17	-7.5%
General Revenues & Recoveries	$ (2,118)	$ (2,136)	$ (1,871)	$ (2,036)	$ 100	-4.7%
TOTAL REVENUES	**$ (2,425)**	**$ (2,364)**	**$ (2,088)**	**$ (2,247)**	**$ 117**	**-5.0%**
NET OPERATING BUDGET	**$ 951**	**$ 1,233**	**$ 1,422**	**$ 1,494**	**$ 261**	**21.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

ROADWAY AND SIDEWALK MAINTENANCE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actuals	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 6,032	$ 6,678	$ 6,231	$ 6,903	$ 226	3.4%
Operating/Minor Capital Equip.	$ 1,225	$ 1,535	$ 1,350	$ 1,477	$ (57)	-3.7%
Purchased Services	$ 3,120	$ 3,209	$ 3,539	$ 3,943	$ 734	22.9%
Corp. Expenditures/Provisions	$ 0	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 1,188	$ 1,433	$ 1,243	$ 1,403	$ (30)	-2.1%
TOTAL EXPENDITURES	**$ 11,566**	**$ 12,854**	**$ 12,364**	**$ 13,726**	**$ 872**	**6.8%**
Controllable Revenues	$ (1,574)	$ (1,715)	$ (1,769)	$ (1,908)	$ (193)	11.3%
General Revenues & Recoveries	$ (16)	$ (10)	$ (10)	$ (10)	$ -	0.0%
TOTAL REVENUES	**$ (1,591)**	**$ (1,725)**	**$ (1,779)**	**$ (1,918)**	**$ (193)**	**11.2%**
NET OPERATING BUDGET	**$ 9,975**	**$ 11,130**	**$ 10,585**	**$ 11,809**	**$ 679**	**6.1%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

SPECIALIZED TRANSIT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,241	$ 1,313	$ 1,290	$ 1,414	$ 102	7.8%
Operating/Minor Capital Equip.	$ 206	$ 200	$ 224	$ 263	$ 63	31.7%
Purchased Services	$ 189	$ 207	$ 254	$ 228	$ 22	10.5%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ 27	$ 27	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 1,636**	**$ 1,719**	**$ 1,768**	**$ 1,933**	**$ 214**	**12.5%**
Controllable Revenues	$ (72)	$ (5)	$ (53)	$ (55)	$ (50)	1000.0%
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ (72)**	**$ (5)**	**$ (53)**	**$ (55)**	**$ (50)**	**1000.0%**
NET OPERATING BUDGET	**$ 1,564**	**$ 1,714**	**$ 1,715**	**$ 1,878**	**$ 164**	**9.6%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

TRAFFIC OPERATIONS MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 3,053	$ 3,404	$ 3,059	$ 3,501	$ 97	2.9%
Operating/Minor Capital Equip.	$ 1,540	$ 1,170	$ 1,171	$ 1,156	$ (14)	-1.2%
Purchased Services	$ 908	$ 1,052	$ 1,108	$ 1,035	$ (17)	-1.6%
Corp. Expenditures/Provisions	$ 7	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 217	$ 126	$ 239	$ 124	$ (2)	-1.7%
TOTAL EXPENDITURES	**$ 5,725**	**$ 5,752**	**$ 5,576**	**$ 5,816**	**$ 64**	**1.1%**
Controllable Revenues	$ (864)	$ (714)	$ (784)	$ (727)	$ (13)	1.8%
General Revenues & Recoveries	$ (400)	$ (196)	$ (382)	$ (198)	$ (2)	1.1%
TOTAL REVENUES	**$ (1,264)**	**$ (910)**	**$ (1,166)**	**$ (926)**	**$ (15)**	**1.7%**
NET OPERATING BUDGET	**$ 4,461**	**$ 4,842**	**$ 4,410**	**$ 4,891**	**$ 49**	**1.0%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

TRANSIT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 11,777	$ 13,511	$ 13,560	$ 14,549	$ 1,038	7.7%
Operating/Minor Capital Equip.	$ 3,784	$ 3,872	$ 3,401	$ 4,083	$ 211	5.5%
Purchased Services	$ 1,926	$ 1,988	$ 1,940	$ 2,149	$ 162	8.1%
Corp. Expenditures/Provisions	$ 2,356	$ 2,263	$ 2,385	$ 2,559	$ 297	13.1%
Internal Charges & Settlements	$ 95	$ 110	$ 157	$ 110	$ -	0.0%
TOTAL EXPENDITURES	**$ 19,938**	**$ 21,744**	**$ 21,443**	**$ 23,451**	**$ 1,707**	**7.9%**
Controllable Revenues	$ (5,464)	$ (5,409)	$ (5,411)	$ (5,670)	$ (261)	4.8%
General Revenues & Recoveries	$ (3,432)	$ (3,263)	$ (3,385)	$ (3,385)	$ (123)	3.8%
TOTAL REVENUES	**$ (8,897)**	**$ (8,672)**	**$ (8,797)**	**$ (9,056)**	**$ (384)**	**4.4%**
NET OPERATING BUDGET	**$ 11,041**	**$ 13,072**	**$ 12,647**	**$ 14,395**	**$ 1,323**	**10.1%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

TRANSPORTATION PLANNING

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 429	$ 478	$ 466	$ 477	$ (1)	-0.3%
Operating/Minor Capital Equip.	$ 4	$ 4	$ 4	$ 3	$ (1)	-19.7%
Purchased Services	$ 31	$ 40	$ 17	$ 37	$ (3)	-7.6%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 463**	**$ 522**	**$ 487**	**$ 517**	**$ (5)**	**-1.0%**
Controllable Revenues	$ -	$ -	$ -	$ -	$ -	n/a
General Revenues & Recoveries	$ (0)	$ (31)	$ (31)	$ (32)	$ (1)	3.5%
TOTAL REVENUES	**$ (0)**	**$ (31)**	**$ (31)**	**$ (32)**	**$ (1)**	**3.5%**
NET OPERATING BUDGET	**$ 463**	**$ 491**	**$ 456**	**$ 485**	**$ (6)**	**-1.3%**

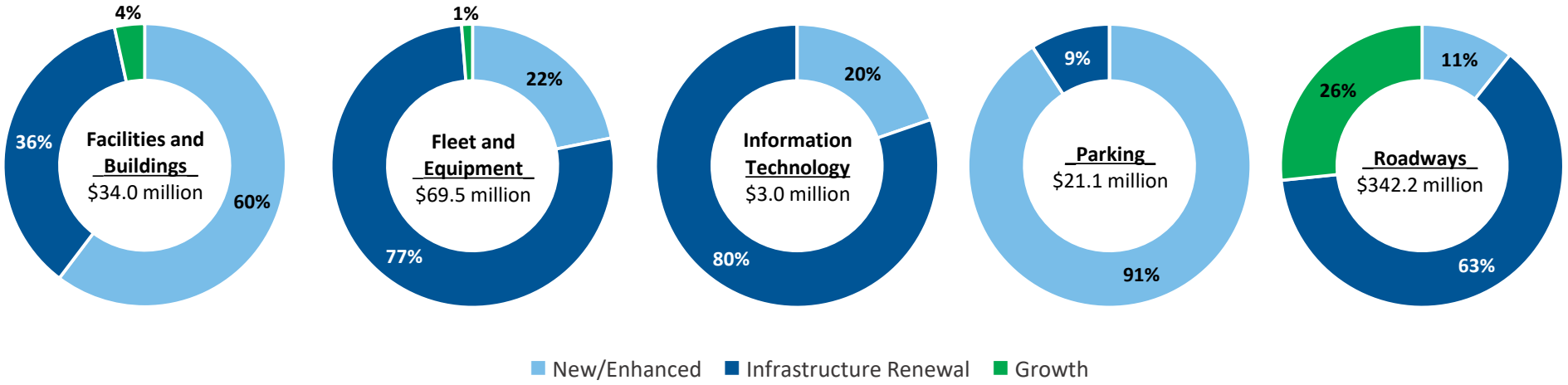
A City that Moves

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Facilities and Buildings	$ 1,393	$ 1,763	$ 11,327	$ 15,690	$ 1,103	$ 1,554	$ 301	$ 307	$ 322	$ 205	$ 33,964
Fleet Vehicles, Accessories and Equipment	$ 8,804	$ 11,820	$ 9,196	$ 8,278	$ 7,483	$ 2,924	$ 4,255	$ 4,687	$ 6,151	$ 5,916	$ 69,515
Information Technology	$ 1,995	$ 100	$ 550	$ 50	$ 50	$ 200	$ 50	$ 50	$ -	$ -	$ 3,045
Parking	$ 450	$ 175	$ 390	$ 165	$ 1,465	$ 17,170	$ 1,105	$ 70	$ 70	$ 70	$ 21,130
Roadways	$ 25,080	$ 35,501	$ 28,794	$ 29,683	$ 22,513	$ 32,773	$ 29,223	$ 31,926	$ 62,869	$ 43,830	$ 342,192
Total City that Moves	**$ 37,723**	**$ 49,359**	**$ 50,257**	**$ 53,865**	**$ 32,614**	**$ 54,620**	**$ 34,935**	**$ 37,040**	**$ 69,412**	**$ 50,021**	**$ 469,847**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
1	2020	**Burlington Operations Centre Campus - Repair and Renewal** FB-BD-3 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 The Burlington Operations Centre is a centralized facility used to provide various services including maintenance and repair to roads, sidewalk, park and open spaces, surface water drainage. This location also provides forestry, traffic operations management, sign production, vehicle fleet maintenance, transportation, and bylaw enforcement inspection services. A review of the Burlington Operations Centre outdoor renewal and construction needs (to be phased over 10 year period) was completed in 2011. The review considered environmental regulations and best practices, health and safety, security, cost and appropriate phasing and coordination of required works. The associated main facility was built in 1971 and renovated in 1995. In 2018, a functional design review took place 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, partial asphalting, LED lighting enhancements, environmental surface water controls, enhanced security and access control. and renewals to the existing Heating Ventilation and Air Conditioning systems. 2020 Projects include: 1. Administration Building - Exterior area asphalt renewals 2. Administration Building - Overhead Door renewals 3. Campus - General Repairs and Maintenance The campus site includes the following buildings Name: Administration Facility, 3330 Harvester Road Size: 50,084 SQFT, Originally Built: 1971, Major Renovation Dates: 1995 Facility Condition Index (FCI): 0.20	**Capital**	1,083	838	177	522	1,407	4,027
			Reserve Funds						
			External						
			Gross Cost	1,083	838	177	522	1,407	4,027

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL

Part 'BD': Buildings and Operations

Name: West Storage Building, 3330 Harvester Road
Size: 4800 SQFT, Originally Built: 1969, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.35

Name: Sand/Salt Domes, 3330 Harvester Road
Size: 10,010 SQFT, Originally Built: 1999, Major Renovation Dates: N/A
Facility Condition Index (FCI): 0.02 (for both 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

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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
2	2020	**Burlington Transit Operations Centre and Downtown Terminal - Repair and Renewal** FB-BD-39 Infrastructure Renewal **Transit,** 2020-2029 The Burlington Transit Operations Centre at 3332 Harvester Road, and the Downtown Transit Terminal at 430 John Street requires this funding for the ongoing renewal to various aged building systems, and in-year breakdown coverage to maintain the facilities in an operational state. A portion 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. 2020 Projects include: 1. Transit Operations Centre - Vehicle Hydraulic Hoist Replacement. 2. Transit Operations Centre - Twining of existing Diesel Fuel Dispensing Pump Replacement 3. Transit Operations Centre - New Unleaded fuel system for increased fleet requiring unleaded fuel. 4. Transit Terminal - Air Conditioning System Replacement. 5. Transit Terminal - Site Interior Wall Finish Repairs and Painting. Facility Descriptions: Name: Downtown Transit Terminal, 430 John Street Size: 721 SQFT, Originally Built: 1987, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.11 Name: Transit Operations Centre, 3332 Harvester Road Size: SQFT, Originally Built: 1978, Major Renovation Dates: 2010 Facility Condition Index (FCI): 0.09	**Capital**	52	46	25	29	727	879
			Reserve Funds						
			External	258	229	125	146	1,658	2,416
			Gross Cost	310	275	150	176	2,386	3,296

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
3	2021	**Burlington Transit Operations - Expansion** FB-BD-1863 Growth **Transit,** 2021, 2022, 2023 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 forecasted 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 initiated in 2018 - 2019. Facility Descriptions: Name: Transit Operations Centre, 3332 Harvester Road Size: SQFT, Originally Built: 1978, Major Renovation Dates: 2010 Facility Condition Index (FCI): 0.09	**Capital**	147	2,375	2,375		4,897
			Reserve Funds	26	425	425			877
			External	477	7,700	7,700			15,876
			Gross Cost	650	10,500	10,500			21,650

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
4	2022	**Burlington Operations Centre Campus - Revitalization** FB-BD-1727 Infrastructure Renewal **Capital Works,** 2022, 2023 Purpose of funding is to act as a place holder for the planned revitalization of the Burlington Operations Centre Campus buildings. The campus buildings include the following: Name: Administration Facility, 3330 Harvester Road Size: 50,084 SQFT, Originally Built: 1971, Major Renovation Dates: 1995 Facility Condition Index (FCI): 0.20 Name: West Storage Building, 3330 Harvester Road Size: 4800 SQFT, Originally Built: 1969, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.35 Name: Sand/Salt Domes, 3330 Harvester Road Size: 10,010 SQFT, Originally Built: 1999, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.02 (for both 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	**Capital**			420	4,452		4,872
			Reserve Funds			80	40		120
			External						
			Gross Cost			500	4,492		4,992
		Related Projects FB-BD-3 Burlington Operations Centre Campus - Repair and Renewal							
A City that Moves - Facilities and Buildings			**Capital Total:**	**1,135**	**1,031**	**2,997**	**7,378**	**14,675**	**14,675**
			Reserve Funds Total:		**26**	**505**	**465**		**997**
			External Total:	**258**	**706**	**7,824**	**7,846**	**1,658**	**18,292**
			Gross Cost Total:	**1,393**	**1,763**	**11,327**	**15,690**	**3,792**	**33,964**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'EN': Equipment - New									
5	2020	**Tandem Dump Trailer** VE-EN-1950 New / Enhanced **Roads, Parks and Forestry,** 2020 7 ton dump trailer to be used by Roads Maintenance crews for smaller maintenance issues like driveway culvert repairs, small top soiling jobs, interlocking stone repairs, and hauling small quantities of road building materials. Towing this small trailer will eliminate the need for using a large dump truck and decrease greenhouse gas emissions from diesel fuel consumption.	**Capital**	12					12
			Reserve Funds						
			External						
			Gross Cost	12					12

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'EN': Equipment - New									
6	2020	**Transit Signal Priority - Technology on Buses** VE-EN-1902 New / Enhanced **Transit,** 2020-2024 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 12 Burlington Transit buses with transit signal priority devices in the Fairview Street corridor, as this was noted as the pilot area. These costs relate to the technology specifically on buses. 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**	9	147	45	11	11	223
			Reserve Funds						
			External	26	403	125	29	29	612
			Gross Cost	35	550	170	40	40	835

Operating Budget Impact

2021	Exp/(Rev)	13.7

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'EN': Equipment - New									
7	2021	**Grapple Hook and Rotator** VE-EN-1958 New / Enhanced **Roads, Parks and Forestry,** 2021 Grapple hook including rotator and hose kit for the existing crane truck used by forestry staff. This attachment will allow staff to more efficiently pickup and remove large logs, wood and debris pickup on a day to day basis. Currently staff are slinging these logs which requires unnecessary Health & Safety risk to our staff. The attachment will be used during emergency response as well as everyday operations.	**Capital**		25				25
			Reserve Funds						
			External						
			Gross Cost		25				25
Part 'ER': Equipment - Replacement									
8	2021	**Transit Revenue Processing Equipment - Replacement** VE-ER-775 Infrastructure Renewal **Transit,** 2021 This is to replace the coin sorter & wrapping equipment required for processing transit cash revenues based on the manufacturer's scheduled lifecycle 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		71				71
			External						
			Gross Cost		71				71
Part 'VN': Vehicle - New									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VN': Vehicle - New									
9	2020	**Conventional Transit Vehicles - Expansion**	**Capital**	576	576	576	576	576	2,881
		VE-VN-1503 Growth	**Reserve Funds**	118	118	118	118	118	590
		Transit, 2020-2024	**External**	1,909	1,909	1,909	1,909	1,909	9,544
			Gross Cost	2,603	2,603	2,603	2,603	2,603	13,015

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 2019 to support this forecast and determine staffing needs for 2020 and beyond.

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.

2020: 4 buses - operating impact: 8 FTE operators
2021: 4 buses - operating impact: 8 FTE operators
2022: 4 buses - operating impact: 8 FTE operators
2023: 4 buses - operating impact: 8 FTE operators
2024: 4 buses - operating impact: 8 FTE operators

Operating Budget Impact

2020	Exp/(Rev)	833.7
	FTE Impact	8.0
2021	Exp/(Rev)	833.7
	FTE Impact	8.0
2022	Exp/(Rev)	833.7
	FTE Impact	8.0
2023	Exp/(Rev)	833.7
	FTE Impact	8.0
2024	Exp/(Rev)	833.7
	FTE Impact	8.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VN': Vehicle - New									
10	2020	**Specialized Transit Vehicles (Handi-Van) - Expansion**	**Capital**	52	52	52		380	536
		VE-VN-1502 Growth	**Reserve Funds**	11	11	11		43	74
		Transit, 2020-2022, 2024-2026, 2028	**External**	172	172	172		516	1,032
		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	**Gross Cost**	235	235	235		938	1,642

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.

2020: 1 bus - operating impact: 1 FTE operator
2021: 1 bus - operating impact: 1 FTE operator
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

Operating Budget Impact

2020	Exp/(Rev)	130.8
	FTE Impact	1.0
2021	Exp/(Rev)	130.8
	FTE Impact	1.0
2022	Exp/(Rev)	130.8
	FTE Impact	1.0
2024	Exp/(Rev)	130.8
	FTE Impact	1.0
2025	Exp/(Rev)	130.8
	FTE Impact	1.0
2026	Exp/(Rev)	130.8
	FTE Impact	1.0
2028	Exp/(Rev)	130.8
	FTE Impact	1.0

3332 Harvester Road Burlington, ON L7N 3M8

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VN': Vehicle - New									
11	2021	**Road Maintenance - New Vehicles** VE-VN-1830 New / Enhanced **Roads, Parks and Forestry,** 2021 New vehicles are required for road maintenance to improve response times and efficiency. 2021 Vehicles include: 1) New Road Patrol Vehicle is required to address additional responsibilities downloaded from the Region to the municipality for road patrol including legislated inspections to minimum maintenance standards. A Memorandum of Understanding (M.O.U.) has been signed between the Region and the City with the request that the cost for this new vehicle be recovered 100% from the Region of Halton. 2) A Live Edge Articulating Snow Blade mounted on a plow truck to enhance winter maintenance operations allowing for better operator control due to mounting in front of cab. This will eliminate the need for a side-mounted wing and reduce risks from lack of side visibility. 3) Enclosed Tandem axle utility trailer to be used by roads maintenance crews to transport and secure small equipment including saws, tampers, compressors, generators, pumps, etc. This will allow the crew to be fully mobile, reduce the risk of theft and increase response times/efficiency.	**Capital**		227				227
			Reserve Funds						
			External		50				50
			Gross Cost		277				277

Operating Budget Impact

2021	Exp/(Rev)	34.1

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VN': Vehicle - New									
12	2023	**Transit 5 Year Business Plan Update** VE-VN-1901 Growth **Transit,** 2023 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 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 future requirements. The Five-Year Business Plan will include a best practice review, 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		183
			Gross Cost				250		250

3332 Harvester Road Burlington, ON L7M 3M8

Part 'VR': Vehicle - Replace

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
13	2020	**Conventional Transit Vehicle - Repair and Renewal Program** VE-VR-405 Infrastructure Renewal **Transit,** 2020-2029 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
14	2020	**Conventional Transit Vehicles - Vehicle Replacement** VE-VR-399 Infrastructure Renewal **Transit,** 2020-2025, 2027-2029 A 12 year lifecycle 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. For 2020 two conventional 40ft buses are being extended to 14 years and four smaller ARBOCS are being extended to 2023. A portion of the funding in 2020 and 2021 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. 2020: 4 conventional replacements 2021: 7 conventional replacements 2022: 8 conventional replacements 2023: 7 conventional replacements 2024: 5 conventional replacements 2025: 3 conventional replacements 2027: 4 conventional replacements 2028: 5 conventional replacements 2029: 4 conventional replacements	**Capital**						
			Reserve Funds	637	3,876	4,777	4,180	12,541	26,011
			External	1,752	304				2,056
			Gross Cost	2,389	4,180	4,777	4,180	12,541	28,067

3332 Harvester Road Burlington, ON L7N 3M8

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
15	2020	**Road Design & Construction - Vehicle Replacement** VE-VR-1948 Infrastructure Renewal **Capital Works,** 2020, 2021, 2025, 2027-2029 Scheduled replacement of owned vehicles and equipment in Road Design and Construction service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	38	164			348	550
			External						
			Gross Cost	38	164			348	550
16	2020	**Road Maintenance - Vehicle Replacement** VE-VR-1947 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 Scheduled replacement of owned vehicles and equipment in Road Maintenance service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	2,704	2,782	979	824	11,372	18,661
			External						
			Gross Cost	2,704	2,782	979	824	11,372	18,661

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
17	2020	**Specialized Transit Vehicles (Handi-Van) - Vehicle Replacement** VE-VR-401 Infrastructure Renewal **Transit,** 2020-2024, 2026-2029 This program replaces specialized (Handi-Van) vehicles that have reached the end of the 7 year lifecycle, based on the industry standard currently in place for the Metrolinx Joint Procurement Program for low-floor specialized transit vehicles. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule. 2020: 3 buses 2021: 2 buses 2022: 1 bus 2023-2026: 11 buses	**Capital**						
			Reserve Funds	556	392	197	61	1,762	2,968
			External						
			Gross Cost	556	392	197	61	1,762	2,968

3332 Harvester Road Burlington, ON L7N 3M8

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
18	2020	**Transit Support - Vehicle Replacement** VE-VR-1961 Infrastructure Renewal **Transit,** 2020, 2021, 2023, 2026, 2027 Scheduled replacement of owned vehicles and equipment in Culture service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	27	62		114	57	260
			External						
			Gross Cost	27	62		114	57	260
19	2021	**Traffic Operations - Vehicle Replacement** VE-VR-1946 Infrastructure Renewal **Transportation Services,** 2021, 2024, 2026, 2027, 2029 Scheduled replacement of owned vehicles and equipment in Traffic Signals service , with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds		275			519	794
			External						
			Gross Cost		275			519	794

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
20	2022	**Parking - Vehicle Replacement** VE-VR-1959 Infrastructure Renewal **Transportation Services,** 2022 Scheduled replacement of owned vehicles and equipment in Parking service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds			30			30
			External						
			Gross Cost			30			30
A City that Moves - Fleet Vehicles, Accessories and Equipment			**Capital Total:**	649	1,027	673	642	3,959	3,959
			Reserve Funds Total:	4,297	7,955	6,317	5,515	27,995	52,079
			External Total:	3,858	2,838	2,205	2,121	2,454	13,478
			Gross Cost Total:	8,804	11,820	9,196	8,278	31,416	69,515

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'DA': Department Applications									
21	2020	**Alternate Service Delivery/On Demand Service**	**Capital**	53	27	13	13	90	197
		IT-DA-1908 New / Enhanced	**Reserve Funds**						
		Transit, 2020-2027	**External**	147	73	37	37	110	403
		With Burlington Transit adoption of a grid-network for conventional transit, there are areas within the City of Burlington that are considered under serviced and low demand areas for transit. ASD or On Demand service is a method of transit which enables transit services in these low-demand/low-volume areas and provides an alternative to fixed route conventional transit. Technology would be used to dispatch vehicles based on need and demand. An on demand service would bring people from low-demand areas to transit hubs to connect with conventional transit. On demand transit provides flexible routing and/or scheduling based on customer demand; and mobile technology that enables connections to supply and demand.	**Gross Cost**	200	100	50	50	200	600
		This has been identified as a growth strategy in the Transit five year Business Plan .							
		The funding is a placeholder and subject to senior government funding (ICIP).							
		The funding in 2020 is for a pilot, including software implementation/configuration/set up, of Alternative Service Delivery in 1 to 2 areas of Burlington to determine the best go forward model.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'DA': Department Applications									
22	2020	**Automated Vehicle Location (AVL) Replacement**	**Capital**	1,455					1,455
		IT-DA-1957 Infrastructure Renewal	**Reserve Funds**	340					340
		Roads, Parks and Forestry, 2020	**External**						
		This project is to replace the current Automated Vehicle Location (AVL) solution to support service areas including: Fleet Services, Road Maintenance, Parks Maintenance, and Forestry.	**Gross Cost**	1,795					1,795

Operating Budget Impact

2021	Exp/(Rev)	140.4

Specifically, AVL is required for:

- Vehicle location tracking and driving behaviour data collection
- Record road and sidewalk patrol conditions in accordance with minimum maintenance standards
- Report vehicle fault codes/alerts both in real time through automated reporting
- Route optimization and in cab shared routing capabilities
- Various operational reporting and dashboards. Examples include: plow up/plow down, wing up/wing down, incident reporting, operational analysis reporting including maintenance activity costing
- Pre-trip inspection including Hours of Service, regulated to be electronic as of June 2020
- Claims management - RPF related claims are trending upwards since 2016 (2016=81, 2017=100, 2018=114, 2019=65 to date)

With enhanced tracking and reporting electronically, the department will be able to better analyze the data influencing better decision making. Solution administrators will be able to view tracking and field inquires and respond to claims in a timely manner. Ideally the solution (hardware and software) will integrate the MMS and Winfuel. The proposed project will allow for better control and monitoring of service levels contributing to “A City That Moves” and “A Healthier and Greener City”.

Currently, records related to the above-mentioned business service areas are paper based making claims management, record keeping and real-time analysis challenging for those affected from front-line operators to Supervisors/Managers, technicians, customer service and legal.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'DA': Department Applications									
		It is expected that deploying a new AVL system will result in operational savings through automation including reducing staff time to manage paper records. In-cab AVL Hardware will be used for EAMS implementation as well as other related tasks for affected field staff.							
23	2022	**GFI Fare Collection System Refurbishment** IT-DA-403 Infrastructure Renewal **Transit,** 2022 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 2022.	**Capital**						
			Reserve Funds			500			500
			External						
			Gross Cost			500			500

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'DA': Department Applications									
24	2024-2029	**Video Cameras on Buses** IT-DA-1839 Infrastructure Renewal **Transit,** 2025 Asset lifecycle 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 lifecycle.	**Capital**						
			Reserve Funds					150	150
			External						
			Gross Cost					150	150

A City that Moves - Information Technology	**Capital Total:**	**1,508**	**27**	**13**	**13**	**1,652**	**1,652**
	Reserve Funds Total:	**340**		**500**		**150**	**990**
	External Total:	**147**	**73**	**37**	**37**	**110**	**403**
	Gross Cost Total:	**1,995**	**100**	**550**	**50**	**350**	**3,045**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PK': Parking									
25	2020	**Defined Parking Area Lot - Repair and Renewal** PK-PK-1296 Infrastructure Renewal **Transportation Services,** 2020-2029 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.	**Capital**						
			Reserve Funds	25	50	15	15	115	220
			External						
			Gross Cost	25	50	15	15	115	220
26	2020	**Downtown Parking Lot 3 Expansion** PK-PK-1844 New / Enhanced **Transportation Services,** 2020 The parking lot expansion was completed in Q2 2019 resulting in an additional 69 spaces (including 4 accessible). As per Council Motion MO-12-19, additional greenspace will be added in 2020.	**Capital**						
			Reserve Funds	200					200
			External						
			Gross Cost	200					200

2019 and 2025 Caroline Street

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PK': Parking									
27	2020	**Electric Vehicle Charging Stations - Downtown**	**Capital**						
		PK-PK-1795 New / Enhanced	**Reserve Funds**	100	100	100	100		400
		Transportation Services, 2020-2023	**External**						
		As of 2019, the City of Burlington has installed 29 electric vehicle charging stations in our downtown parking lots. By 2020, EV chargers should be installed in all city run paid parking lots 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. This charger can be up to five times faster than regular chargers allowing for a greater turnover for users.	**Gross Cost**	100	100	100	100		400

Operating Budget Impact		
2020	Exp/(Rev)	5.0
2021	Exp/(Rev)	5.0
2022	Exp/(Rev)	5.0
2023	Exp/(Rev)	5.0

Staff will continue to investigate grants and rebates from Provincial and Federal incentive programs to offset the cost of this type of infrastructure .

2020 – 3 EV stations in Lots 1 (1) and 8 (1), Level 3 Charger (1) location to be determined
2021 – 2023 - Other locations as required

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PK': Parking									
28	2020	**Future Downtown Public Off-Street Parking Facilities** PK-PK-87 New / Enhanced **Transportation Services,** 2020, 2024, 2025 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 will commence in 2020. 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. The Parking District Reserve Fund is continuing to grow and is planned to cover the majority of any capital cost to constructing new parking assets.	**Capital**					6,125	6,125
			Reserve Funds	100				12,375	12,475
			External						
			Gross Cost	100				18,500	18,600

2020: location=Feasibility Study Update
2024: location=Facility Design
2025: location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PK': Parking									
29	2020	**Parking Pay Stations - Repair and Renewal** PK-PK-1214 Infrastructure Renewal **Transportation Services,** 2020-2029 The city currently has 106 parking pay stations located on street and in downtown parking lots. The initial 104 pay stations were installed in 2014 to replace on-street parking meters and outdated payment machines in the 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.	**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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PK': Parking									
30	2022	**Parking Garage - Repair and Renewal** PK-PK-1471 Infrastructure Renewal **Transportation Services,** 2022-2029 This funding is intended to complete Parking Garage remedial repair works. Items include concrete repair, crack sealing, elevator refurbishment, security and safety measures. The associated office and tenant space items are not included as they are captured in the City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal (FB-BD-525) project in the Enabling Services category.	**Capital**						
			Reserve Funds			250	25	150	425
			External						
			Gross Cost			250	25	150	425

Related Projects

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

Facility Description:
Parking Garage, 414 Locust Street
Size: 171,937 SQFT (Parking Garage Only), Originally Built: 2003
Facility Condition Index (FCI): 0.06

2022 - Elevator refurbishment

A City that Moves - Parking	**Capital Total:**					**6,125**	**6,125**
	Reserve Funds Total:	**450**	**175**	**390**	**165**	**13,825**	**15,005**
	External Total:						
	Gross Cost Total:	**450**	**175**	**390**	**165**	**19,950**	**21,130**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
31		**Railway Crossing Reserve Fund Contribution** RD-RA-481 Growth **Capital Works,** 2020-2029 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 2020-2029.	**Capital**		2,100		1,200	250	3,550
			Reserve Funds		-2,100		-1,200	-250	-3,550
			External						
			Gross Cost						
		Related Projects RD-RA-681 Cumberland Avenue Pedestrian - Railway Underpass RD-RA-769 Mainway Grade Separation RD-RA-1116 Burloak Drive - Grade Separation at C.N.R.							
32	2020	**Miscellaneous Land** RD-RA-199 Growth **Capital Works,** 2020-2029 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
33	2020	**New Street Resurfacing** RD-RA-1534 Infrastructure Renewal **Capital Works,** 2020 Arterial resurfacing typically involves removal and replacement of 100mm of asphalt, installation of a heavy-duty binder and other necessary minor rehabilitation of storm sewers, curb & gutter and sidewalks. Project will include traffic signal work at the Walker's Line and Appleby Line intersections.	**Capital**	1,125					1,125
			Reserve Funds	2,015					2,015
			External						
			Gross Cost	3,140					3,140

Related Projects

FB-MB-1047	Corporate Parking Lots - Revitalization
SM-SM-1623	Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)
RD-RR-1791	Belvenia Road Reconstruction

2020: Location=Walker's Line - Burloak Drive, Shane Court, Patrick Place

34	2020	**Transit Priority Measures** RD-RA-687 New / Enhanced **Transit,** 2020 This project provides for capital infrastructure improvements aimed at improving transit reliability and efficiency, particularly in congested corridors. These measures include the installation of transit signal priorities at key signalized intersections throughout the city.	**Capital**	100					100
			Reserve Funds						
			External						
			Gross Cost	100					100

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
35	2021	**Burloak Drive - Grade Separation at C.N.R.** RD-RA-1116 Growth **Capital Works,** 2021-2023 The construction of an underpass structure to replace the existing at-grade crossing will eliminate potential car/rail conflicts as well as greatly improve emergency response in this area. A completed Environmental Assessment (E.A.) has provided the recommended geometric plan, identified land requirements, updated costs and determined the proposed scope of work. This project is the City's share of the $60 million of required funding. Planning will be carried out jointly with the Town of Oakville and Metrolinx.	**Capital**						
			Reserve Funds		8,350	3,750	3,750		15,850
			External						
			Gross Cost		8,350	3,750	3,750		15,850
		Related Projects RD-RA-481 Railway Crossing Reserve Fund Contribution RD-BG-1423 Drury Lane Pedestrian Bridge							
36	2021	**Cedar Springs Road Resurfacing** RD-RA-1776 Infrastructure Renewal **Capital Works,** 2021, 2022, 2024 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 rural road will include necessary replacement or rehabilitation of culvert crossings. It will also include the addition of paved shoulders that would facilitate active transportation (both cycling and walking) and improve overall user safety.	**Capital**		600	2,000		2,216	4,816
			Reserve Funds			1,900		2,094	3,994
			External						
			Gross Cost		600	3,900		4,310	8,810
		2021: Location=Project Design and Partial Funding 2022: Location=No. 2 Side Road to Britannia Rd 2024: Location=Dundas St to No. 2 Side Road							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
37	2022	**Guelph Line Resurfacing** RD-RA-1856 Infrastructure Renewal **Capital Works,** 2022 Resurfacing of Guelph Line will involve the removal and replacement of the top asphalt layer along with localized rehabilitation of the storm drainage system and curb. This section provides a connection from Lakeshore Road to New Street and the Centennial Bike path and the project will include minor functional improvements to support active transportation.	**Capital**			1,226			1,226
			Reserve Funds						
			External						
			Gross Cost			1,226			1,226

2022: Location= Lakeshore Road - St. Clair Avenue

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
38	2022	**Harvester Road at Guelph Line Intersection Improvements & Widening** RD-RA-763 Growth **Capital Works,** 2022 Geometric capacity improvements are necessary at this major signalized intersection in order to improve traffic movement during peak periods. The Environmental Assessment (E.A.) Study (scheduled completion in Q1 - 2020) is being led by the Region of Halton with participation from the Transportation Services Department. The E.A. Study 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 & Region of Halton. 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-RL-1468 Glenwood School Drive Area Renewal

2022: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
39	2022	**Pavement Management System Software & Data Update** RD-RA-347 Infrastructure Renewal **Capital Works,** 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 Asset Management planning and Maintenance Management applications. 2022: Location=City wide data collection 2027: Location=City wide data collection	**Capital**			120		120	240
			Reserve Funds						
			External						
			Gross Cost			120		120	240
40	2022	**Walker's Line (Lakeshore Road - Fairview Street) Resurfacing** RD-RA-1854 Infrastructure Renewal **Capital Works,** 2022 Walker's Line has been identified as requiring resurfacing from Lakeshore Road to Fairview Street. This process involves the removal and replacement of the asphalt surface, minor base repairs, and replacement of deficient curb and sidewalk. The project will include minor functional improvements to address any safety/operational issues and support active transportation. 2022: Location=Lakeshore Road to Fairview Street	**Capital**			2,715			2,715
			Reserve Funds			900			900
			External						
			Gross Cost			3,615			3,615

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
41	2023	**South Service Road Construction (Aldershot GO Station to Development Boundary)** RD-RA-964 Growth **Capital Works,** 2023 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				1,250		1,250
			External						
			Gross Cost				1,250		1,250

2023: Location=Construction of South Service Rd extension across Aldershot GO Station
2023: Location=City's Share of bridge at Falcon Creek

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
42	2023	**South Service Road Renewal** RD-RA-1964 Infrastructure Renewal **Capital Works,** 2023 The South Service Road has been identified as requiring renewal from Harvester Road to Century Drive. This process involves the removal and replacement of the asphalt and base, and replacement of any existing deficient curb and sidewalk. The project will include the addition of a pedestrian facility 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**				1,500		1,500
			Reserve Funds						
			External						
			Gross Cost				1,500		1,500

2023: Location=Harvester Road - Century Drive

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
43	2024-2029	**Appleby Line at Harvester Road Intersection Improvements & Widening** RD-RA-167 Growth **Capital Works,** 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 E.A. 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
44	2024-2029	**Appleby Line Renewal** RD-RA-1969 Infrastructure Renewal **Capital Works,** 2025, 2026 Appleby Line has been identified as requiring resurfacing from Lakeshore Road to Fairview Street. This two phase project will likely involve the removal and replacement of the asphalt surface and base, and replacement of deficient curb and sidewalk. The project will include transit stop enhancements, minor functional improvements to address any safety/operational issues and infrastructure to support active transportation. 2025: Location=Lakeshore Road to New Street 2026: Location=New Street to Fairview Street	**Capital**					2,310	2,310
			Reserve Funds					1,990	1,990
			External						
			Gross Cost					4,300	4,300
45	2024-2029	**Arterial Road Resurfacing** RD-RA-482 Infrastructure Renewal **Capital Works,** 2026-2029 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, 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 lifecycle is a cost-effective method of rejuvenating the road asset. This funding in 2026-2029 is presented in block form and will be assigned to specific projects in future budget preparations based on arterial corridor life-cycle needs identified through condition assessments.	**Capital**					15,404	15,404
			Reserve Funds					9,863	9,863
			External						
			Gross Cost					25,267	25,267

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
46	2024-2029	**Cumberland Avenue Pedestrian - Railway Underpass** RD-RA-681 Growth **Capital Works,** 2025 Cumberland Avenue presently dead-ends at the CNR crossing. There is a desire to provide a linkage from Cumberland Avenue to Fairview Street under the Metrolinx rail lines. The upcoming Transportation Plan will address need and justification for the grade-separated crossing. 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**					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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
47	2024-2029	**Fairview Street Resurfacing** RD-RA-1609 Infrastructure Renewal **Capital Works,** 2024 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, curb & gutter and sidewalks. In addition, this project includes funding for a full traffic signal rebuild and island elimination at the intersection of Fairview Street and Walker's 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**					1,849	1,849
			Reserve Funds					2,456	2,456
			External						
			Gross Cost					4,305	4,305

2024: Location=Walker's Line - Appleby Line

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
48	2024-2029	**Harvester Road at Walker's Line Intersection Improvements & Widening** RD-RA-184 Growth **Capital Works,** 2028 Geometric capacity improvements are necessary at this major signalized intersection in order to reduce delay and improve traffic movement during peak traffic periods. The Environmental Assessment Study carried out in 2009/10 has 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: Utility Relocation & Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
49	2024-2029	**Harvester Road Widening (Guelph Line to Walkers Line)** RD-RA-1113 Growth **Capital Works,** 2029 Harvester Road between Guelph Line and Walker's Line is presently four lanes, two eastbound and two westbound. Due to new development in this area, traffic volume increases warrant a dedicated centre turn lane. This will improve safety for vehicles entering and exiting side streets, business driveways. The Environmental Assessment (E.A.) Study has provided the recommended geometric plan, identified land requirements, updated costs and has established 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**					239	239
			Reserve Funds					5,876	5,876
			External					70	70
			Gross Cost					6,186	6,186

Related Projects

RD-RA-184	Harvester Road at Walker's Line Intersection Improvements & Widening
RD-RA-763	Harvester Road at Guelph Line Intersection Improvements & Widening

2029: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
50	2024-2029	**King Road (Future South Service Road to North Service Road)** RD-RA-776 Growth **Capital Works,** 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 (E.A.) was approved in the 2012 capital budget. The E.A. 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					10,669	10,669
			External					7,611	7,611
			Gross Cost					18,280	18,280

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
51	2024-2029	**King Road Rehabilitation (King Forest Court to Top of Escarpment)** RD-RA-1108 Growth **Capital Works,** 2025 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 and detailed design are currently underway.	**Capital**					3,330	3,330
			Reserve Funds					370	370
			External						
			Gross Cost					3,700	3,700
		2025: Location=Reconstruction (King Forest Court-Top of Escarpment)							
52	2024-2029	**Lakeshore Road & Multi Use Pathway Resurfacing** RD-RA-1544 Infrastructure Renewal **Capital Works,** 2024, 2025, 2026 Resurfacing of Lakeshore Road will involve the removal and replacement of the top asphalt layer along with localized rehabilitation of the storm drainage system and curb. This project includes the replacement of the asphalt pathway on the south side along the length of the project and possible incorporation of public art at locations to be determined.	**Capital**					4,498	4,498
			Reserve Funds					1,203	1,203
			External						
			Gross Cost					5,700	5,700
		Related Projects RD-BG-1512 Lakeshore Road Culvert (#120030) Rehabilitation RD-BG-1513 Pine Cove Bridge (#110006) Replacement 2024: Location=Guelph Line - Walker's Line 2025: Location=Appleby Line - Burloak Drive 2026: Location=Brant Street - Torrance Ave							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
53	2024-2029	**Mainway Grade Separation** RD-RA-769 Growth **Capital Works,** 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 in this area. The E.A. Study and preliminary design component was undertaken by the Capital Works Department. The E.A. 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**					120	120
			Reserve Funds					380	380
			External						
			Gross Cost					500	500

Related Projects

RD-RA-481 Railway Crossing Reserve Fund Contribution

2029: Location=Detailed Design, Storm & Utilities
2031: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
54	2024-2029	**North Service Road Renewal** RD-RA-1967 Infrastructure Renewal **Capital Works,** 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, and replacement of any existing deficient curb and sidewalk. 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. 2026: Location=King Road - Kerns Road	**Capital**					1,200	1,200
			Reserve Funds						
			External						
			Gross Cost					1,200	1,200
55	2024-2029	**Upper Middle Road Renewal** RD-RA-1963 Infrastructure Renewal **Capital Works,** 2026 Upper Middle Road has been identified as requiring renewal from Guelph Line to the 407 ETR crossing. This work will likely involve the removal and replacement of the asphalt surface and base, and replacement of deficient curb and sidewalk. The project will include transit stop enhancements, minor functional improvements to address any safety/operational issues and infrastructure to support active transportation. 2026: Location=Guelph Line to 407 Crossing	**Capital**					1,800	1,800
			Reserve Funds						
			External						
			Gross Cost					1,800	1,800

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
56	2024-2029	**Walker's Line (Fairview Street to Dundas Street) Renewal** RD-RA-1962 Infrastructure Renewal **Capital Works,** 2024, 2026-2028 The section of Walker's Line from Fairview to Dundas Street has been identified as requiring renewal. This work will likely involve the removal and replacement of the asphalt surface and base, and replacement of deficient curb and sidewalk. The multi-phase project may include transit stop enhancements, minor functional improvements to address any safety/operational issues and infrastructure to support active transportation. These sections of Walker's 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. These sections of Walker's Line have been identified as part of the spine network in the City's Draft Cycling Plan. Included in the project costs is funding for the conversion of the asphalt pathway adjacent to the sidewalk into protected cycling facilities on both sides of the road. This recommendation has been verified by Capital Works and Transportation Services staff following a review taking into consideration impact to trees, utilities and the existing vehicle lane configuration of the road.	**Capital**					8,400	8,400
			Reserve Funds						
			External						
			Gross Cost					8,400	8,400

2024: Location=Fairview Street - Interchange
2026: Location=North Service Road - Mainway
2027: Location=Mainway - Upper Middle Road
2028: Location=Upper Middle Road - Dundas Street

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
57	2024-2029	**Walker's Line at Dundas Street Intersection Realignment (City's Share)** RD-RA-1918 Growth **Capital Works,** 2028 An Environmental Assessment (E.A.) Study for Dundas Street is currently underway, led by Halton Region. This study will provide the recommended geometric plan, identify land requirements, update costs and establish the final scope of the project. This project represents the City's share of funding for geometric improvements at this jointly owned intersection.	**Capital**					30	30
			Reserve Funds					570	570
			External						
			Gross Cost					600	600
58	2024-2029	**Walker's Line Widening** RD-RA-787 Growth **Capital Works,** 2025 Walker's 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**					1,338	1,338
			Reserve Funds					335	335
			External						
			Gross Cost					1,673	1,673
2025: Location=Walker's Line (Highway 407 to No. 1 Sideroad)									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RA': Arterial Roads									
59	2024-2029	**Waterdown Rd Bridge Widening at Hwy 403** RD-RA-1304 Growth **Capital Works,** 2028 With the completion of the Waterdown Road/403 interchange, and planned intensification around the Aldershot GO Mobility Hub, use of Waterdown Road by vehicles, buses, cyclists and pedestrians is expected to increase significantly. There are presently capacity limitations along the bridge section over the 403. This will be a joint project with the Ministry of Transportation to widen the structure to provide a five lane cross section with on-road bike lanes and improved pedestrian facilities.	**Capital**					33	33
			Reserve Funds					1,808	1,808
			External					7,159	7,159
			Gross Cost					9,000	9,000
2028: Location=Waterdown Rd @ 403									
Part 'BG': Bridges and Culverts									
60	2020	**Drury Lane Pedestrian Bridge** RD-BG-1423 Infrastructure Renewal **Capital Works,** 2020 A detailed condition survey was performed in 2013 which identified the Drury Lane pedestrian bridge as requiring structural rehabilitation. This condition survey was updated in 2017. Through discussion with Metrolinx, the City was informed that the current structure clearance is less than what is required for the GO Rail Network Electrification Project. A decision was made to replace the existing bridge in advance of those works. Total project cost is $5.2 million. The City's contribution is 50% and Metrolinx will be covering the other 50%.	**Capital**	938					938
			Reserve Funds	1,742					1,742
			External						
			Gross Cost	2,680					2,680
		Related Projects RD-RA-1116 Burloak Drive - Grade Separation at C.N.R.							
2020: Location=Drury Lane @ CNR Tracks									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
61	2020	**Structure Condition Assessments and Inspections** RD-BG-321 Infrastructure Renewal **Capital Works,** 2020, 2022, 2024, 2026, 2028 The City is required to conduct detailed visual inspection of bridges and culverts within its jurisdiction every two years. These inspections must be done 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 (having greater than 3 metre spans) to determine their 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. These detailed condition surveys are undertaken by a qualified structural engineering consulting firm. Final reports generated outline the scope of work required, and the associated construction and engineering costs necessary, for the planning of major bridge and culvert rehabilitation or replacement.	**Capital**	140		140		420	700
			Reserve Funds						
			External						
			Gross Cost	140		140		420	700

Related Projects

PO-PR-1381 Pedestrian Bridge Assessment

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
62	2020	**Walker's Line at Britannia Road Culvert (#120071) Replacement** RD-BG-1855 Infrastructure Renewal **Capital Works,** 2020 The Walker's Line Culvert at Britannia Rd, over Appleby Creek, needs to be fully replaced. It was originally constructed in 1975 and has surpassed its service life. A detailed structure condition survey conducted in 2017 highlighted several issues with the culvert and recommended structure replacement in a 1-2 year time frame. 2020: Location=Culvert Replacement	**Capital**	338					338
			Reserve Funds						
			External						
			Gross Cost	338					338
63	2021	**Lakeshore Road Culvert (#120030) Rehabilitation** RD-BG-1512 Infrastructure Renewal **Capital Works,** 2019, 2021 The culvert structure on Lakeshore Road (at Tuck Creek) is in need of various concrete repairs. A detailed condition survey was performed in 2014 identifying the scope of work to be carried out which involves 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. **Related Projects** RD-RA-1544 Lakeshore Road & Multi Use Pathway Resurfacing 2019: Location=Detailed Design 2021: Location=Construction (Lakeshore Rd @ Tuck Creek)	**Capital**		1,058				1,058
			Reserve Funds						
			External						
			Gross Cost		1,058				1,058

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
64	2021	**Pine Cove Bridge (#110006) Replacement** RD-BG-1513 Infrastructure Renewal **Capital Works,** 2019, 2021 The Pine Cove Bridge, crossing over Roseland Creek, requires full structure replacement. It was originally constructed in 1915. A detailed structure condition survey that was carried out in 2014 highlighted several issues with the bridge and recommended the replacement. The updated estimate and project scope is based on new Municipal Class Environmental Assessment report for Roseland Creek, competed by Aquafor Beech (May, 2018).	**Capital**		1,465				1,465
			Reserve Funds		1,452				1,452
			External						
			Gross Cost		2,917				2,917
		Related Projects RD-RA-1544 Lakeshore Road & Multi Use Pathway Resurfacing SM-SM-1617 Roseland Creek Culvert Upgrade at New Street							
		2019: Location=Detailed Design & Permitting 2021: Location=Construction (Lakeshore Rd @ Roseland Creek)							
65	2022	**Minor Bridge & Culvert Rehabilitation at Various Locations** RD-BG-619 Infrastructure Renewal **Capital Works,** 2022, 2025, 2028 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 2018 will be utilized to identify future rehabilitation needs.	**Capital**			900		1,800	2,700
			Reserve Funds						
			External						
			Gross Cost			900		1,800	2,700
		Related Projects RD-BG-320 Bridge Detailed Condition Survey and Engineering							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
66	2024-2029	**Britannia Road Culvert Replacement** RD-BG-1972 Infrastructure Renewal **Capital Works,** 2027, 2028 This culvert structure (#120070) will soon be beyond its service life. The project will involve the installation of a new pipe culvert next to the existing one. The new pipe would be pushed under the roadway with hydraulic jacks and could be installed without any disruption to the roadway. The existing culvert would be filled with concrete and abandoned.	**Capital**					1,100	1,100
			Reserve Funds						
			External						
			Gross Cost					1,100	1,100
		2027: Location=Detailed Design & Permitting 2028: Location=Construction (Britannia Road @ Bronte Creek)							
67	2024-2029	**Corporate Drive Culvert Construction (between Appleby Line and Burloak Drive)** RD-BG-229 New / Enhanced **Capital Works,** 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 Dr (Between Appleby & Burloak Dr)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
68	2024-2029	**Ironstone Drive Culvert Rehabilitation** RD-BG-1971 Infrastructure Renewal **Capital Works,** 2026, 2027 This project is for structure #220045. This project involves the installation a new culvert liner by inserting a pipe into the barrel from one end. This is a faster solution that involves no digging. This technique has environmental benefits as trenchless lining solutions recycle old materials thereby reducing the amount of waste.	**Capital**					675	675
			Reserve Funds						
			External						
			Gross Cost					675	675
		2026: Location=Detailed Design & Permitting 2027: Location=Construction (Ironstone Drive @ Appleby Creek)							
69	2024-2029	**Major Bridge Rehabilitation** RD-BG-1553 Infrastructure Renewal **Capital Works,** 2026-2029 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.	**Capital**					17,000	17,000
			Reserve Funds					1,000	1,000
			External						
			Gross Cost					18,000	18,000
		Related Projects RD-BG-320 Bridge Detailed Condition Survey and Engineering							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
70	2024-2029	**New Street Cycle Structures @ Shoreacres Creek** RD-BG-1860 New / Enhanced **Transportation Services,** 2025 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, the type of which has been recommended by Capital Works and Transportation Services staff taking into consideration impact to trees, utilities and the existing vehicle lane configuration of the road. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. At the New Street crossing of Shoreacres Creek, the current structure is too narrow to accommodate cycle lanes being added to the cross-section. This project is for the construction of two new structures on either side of the bridge. This will enable continuous flow of the proposed cycle tracks (referenced in Council report TS-11-17) without potential conflicts between cyclists and pedestrians. Previous funding was approved in 2019 for detailed design, land and permitting work to be completed in advance of the construction of the new structures.	**Capital**					90	90
			Reserve Funds						
			External					243	243
			Gross Cost					333	333

Related Projects

RD-SW-1859 New Street Cycle Tracks

2025: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
71	2024-2029	**No. 8 Side Road Culvert Replacement** RD-BG-1970 Infrastructure Renewal **Capital Works,** 2025, 2026 This culvert structure (#320022) is approaching the end of its service life. A recent inspection and report has called for the complete replacement of the existing culvert by excavating an open trench and installing a new culvert. The type of culvert to be installed is to be determined, but it will likely be a Corrugated Steel Pipe (CSP) arch culvert of similar dimensions to the existing culvert, complete with concrete footings.	**Capital**					725	725
			Reserve Funds						
			External						
			Gross Cost					725	725

2025: Location=Detailed Design & Permitting
2026: Location=Construction (No. 8 Side Road at Bronte Creek)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BG': Bridges and Culverts									
72	2024-2029	**Wolfe Island Bridge Rehabilitation** RD-BG-1866 Infrastructure Renewal **Capital Works,** 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 & 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

2029: Location=Deck Resurfacing & Minor Rehabilitation

Part 'RC': Collector Roads

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RC': Collector Roads									
73	2023	**Spruce Avenue Renewal** RD-RC-1968 Infrastructure Renewal **Capital Works,** 2023 Spruce Avenue (Walker's Line to Goodram Dr) has been identified as requiring renewal. This work will likely involve the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. It is anticipated that Halton Region will have water and/or wastewater servicing needs in the area.	**Capital**				1,400		1,400
			Reserve Funds						
			External						
			Gross Cost				1,400		1,400

2023: Location=Walker's Line - Goodram Drive

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
74	2020	**Belvenia Road Reconstruction** RD-RR-1791 Infrastructure Renewal **Capital Works,** 2020 Belvenia Road (New St to Longmoor Dr) has been identified as requiring a minor reconstruction. Minor Reconstruction involves the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. In addition, Halton Region has identified a need to replace watermain infrastructure in the area.	**Capital**	231					231
			Reserve Funds	430					430
			External	175					175
			Gross Cost	836					836

Related Projects

RD-RA-1534 New Street Resurfacing

2020: Location=Belvenia Road (New Street - Longmoor Drive)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
75	2020	**Canterbury Drive Minor Reconstruction** RD-RR-1861 Infrastructure Renewal **Capital Works,** 2020 Additional funding from expanded project scope. The Region of Halton has identified water and sanitary sewer service needs in this neighbourhood. The project will proceed as a joint project between the City and Region in 2020. Detailed design and public consultation to occur prior to tender issue in 2020.	**Capital**	785					785
			Reserve Funds	1,457					1,457
			External	482					482
			Gross Cost	2,724					2,724
Related Projects RD-RL-1541 Canterbury Drive Area Minor Reconstruction									
76	2020	**Coldstream Drive Area Minor Reconstruction** RD-RR-1636 Infrastructure Renewal **Capital Works,** 2020 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 & sections of sidewalk where required. Halton Region has identified a need to replace water services under the road during the project.	**Capital**	4,316					4,316
			Reserve Funds	118					118
			External	33					33
			Gross Cost	4,467					4,467
2020: Location= Coldstream Dr, Middlesmoor Cres, Sherburne Dr, Manchester Dr, Leominster Dr									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
77	2020	**Green Meadow Drive Minor Reconstruction** RD-RR-1603 Infrastructure Renewal **Capital Works,** 2020 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 consists of the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. Halton Region has identified a need to replace one or more services under the road during the project.	**Capital**	361					361
			Reserve Funds						
			External	21					21
			Gross Cost	382					382
		2020: Location=Green Meadow Dr (Heather Hills Dr-Heather Hills Dr)							
78	2020	**Lomond Crescent Area Minor Reconstruction** RD-RR-1924 Infrastructure Renewal **Capital Works,** 2020 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 & storm sewer infrastructure where required. The Region of Halton will be replacing water and wastewater services as part of this project.	**Capital**	312					312
			Reserve Funds	579					579
			External	139					139
			Gross Cost	1,029					1,029
		2020: Location=Lomond Crescent, Ayr Place							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
79	2020	**Plains Road West Renewal**	**Capital**	285	1,865		2,144	3,210	7,504
		RD-RR-1749 Infrastructure Renewal	**Reserve Funds**		2,470		68		2,538
		Capital Works, 2020, 2021, 2023, 2025	**External**		1,445		438	568	2,451
		Arterial Road resurfacing typically involves removal and replacement of the wearing surface asphalt layer and other necessary minor rehabilitation of storm sewers, curb & gutter and sidewalks. The work scheduled along Plains Road will be completed in several phases. The first phase in 2021 is from Waterdown Road to Spring Gardens Road.	**Gross Cost**	285	5,780		2,650	3,778	12,493
		The work in each section will involve pavement, curb, sidewalk, street lighting and traffic signal renewal. In addition, improvements to bus stop locations and infrastructure to support active transportation will be incorporated. The Region of Halton will likely identify water and/or wastewater servicing needs within the limits of the project.							
		Plains Road 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, the type of which has been recommended by Capital Works and Transportation Services staff following field reviews taking into consideration impact to trees, utilities and the existing vehicle lane configuration of the road. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City.							

2021: Location=Waterdown Road to Spring Gardens Road
2023: Location=Shadeland Ave to Waterdown Road
2025: Location=Spring Gardens Road to York Boulevard, York Boulevard (Plains Road W. to City Limit), Intersection Improvements

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
80	2021	**Kenwood Avenue & Bromley Road Area Minor Reconstruction** RD-RR-1635 Infrastructure Renewal **Capital Works,** 2021 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 & sections of sidewalk where required. Halton Region has identified a need to replace one or more services under the road during the project. Traffic operational improvements are also being considered for this area. New sidewalks have been identified on one or more roads being renewed in this capital project. These sidewalks were confirmed through the City's established 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**		2,254				2,254
			Reserve Funds		1,163				1,163
			External						
			Gross Cost		3,417				3,417

Related Projects

RD-SW-1611 Bromley Road Sidewalk Construction

2021: Location=Kenwood Ave (Lakeshore Rd - Bromley Rd), Bromley Rd, Brewer Crt, Broughton Cres, Verhoeven Rd, Linwood Cres
2021: Location=Construction of Sidewalk on Bromley Rd and Linwood Cres

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
81	2021	**Mount Forest Drive Minor Reconstruction** RD-RR-1713 Infrastructure Renewal **Capital Works,** 2021 Mount Forest Drive has been identified as requiring a road resurfacing. This process involves the removal and replacement of the asphalt surface with spot repairs to any curb or sidewalk infrastructure. In addition, Halton Region has identified a need to replace one or both services in the area during the project.	**Capital**		656				656
			Reserve Funds						
			External		33				33
			Gross Cost		689				689
		2021: Location=Mount Forest Dr (Guelph Line - Tait Ave)							
82	2021	**Rexway Drive Area Minor Reconstruction** RD-RR-1615 Infrastructure Renewal **Capital Works,** 2021 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 & sections of sidewalk where required. Halton Region has identified a need to replace one or more services under the identified roads during the project. This project will be coordinated with identified storm water management projects in the same area. Traffic operational improvements are being considered for this area.	**Capital**		4,529				4,529
			Reserve Funds						
			External		183				183
			Gross Cost		4,711				4,711
		Related Projects SM-SM-1628 Tuck Creek Culvert Upgrade (Rexway Dr and Rockwood Dr)							
		2021: Location=Rockwood Dr, Chestnut Pl, Thornwood Ave, Geneva Park Drive, Geneva Pl, Windsor Crt, Jennifer Cres, Putter Pl, Manfred Dr, Woodview Rd (Rexway-Fairview), Braemore Crt							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
83	2022	**Autumn Hill Area Renewal** RD-RR-1926 Infrastructure Renewal **Capital Works,** 2022 The Autumn Hill area has been identified as requiring renewal. This work will likely involve the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. The Region of Halton has stated that they have water and/or wastewater servicing needs and the work will be delivered as a joint project.	**Capital**			1,680			1,680
			Reserve Funds						
			External			350			350
			Gross Cost			2,030			2,030
		2022: Location=Autumn Hill Cres (Driftwood Dr - Snowhill Crt), Carncastle Gate, Fontana Crt, Park Knoll Crt, Flanagan Crt, Driftwood Dr (Guelph Line- Hemlock Crt, Autumn Hill - Cul-de-sac)							
84	2022	**Havendale Boulevard Renewal** RD-RR-1928 Infrastructure Renewal **Capital Works,** 2022 Havendale Boulevard and Sitwell Court have been identified as requiring renewal. This work will likely involve the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. The Region of Halton has stated that they have water and/or wastewater servicing needs and the work will be delivered as a joint project.	**Capital**			956			956
			Reserve Funds						
			External			300			300
			Gross Cost			1,256			1,256
		2022: Location=Brant St - End, Sitwell Court							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
85	2022	**Palmer Drive Renewal** RD-RR-1927 Infrastructure Renewal **Capital Works,** 2022 Palmer Drive (Guelph Line to Michael Crescent) has been identified as requiring renewal. This work will likely involve the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. The Region of Halton has stated that they have water and/or wastewater servicing needs and the work will be delivered as a joint project.	**Capital**			600			600
			Reserve Funds						
			External			190			190
			Gross Cost			790			790
		2022: Location=Palmer Drive (Guelph Line - Michael Cres)							
86	2022	**Wicklow Road & Belfast Ave Resurfacing** RD-RR-1604 Infrastructure Renewal **Capital Works,** 2022 Wicklow Road and Belfast Avenue have been identified as requiring a road resurfacing. This process involves the removal and replacement of the asphalt surface with spot repairs to any curb or sidewalk infrastructure. In addition, Halton Region has identified a need to replace one or both services in the area during the project.	**Capital**			846			846
			Reserve Funds						
			External			30			30
			Gross Cost			876			876
		2022: Location=Wicklow Road (Limerick Rd - Cul-de-Sac), Belfast Ave (Wicklow Rd - Tipperary Ave)							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
87	2023	**Prospect Street and Dynes Road Renewal** RD-RR-1748 Infrastructure Renewal **Capital Works,** 2023 Prospect St has been identified as requiring a resurfacing. This process involves the removal and replacement of the asphalt surface, replacement of deficient curbs and sidewalk and reconstructions 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 one or both services in the area during the project. The timing of this project is dependent on the completion of the Region's Washburn Second Feed (PR-2931A/D) scheduled for completion in December 2020. Prospect 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, the type of which has been recommended by Capital Works and Transportation Services staff following field reviews taking into consideration impact to trees, utilities and the existing vehicle lane configuration of the road. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City.	**Capital**				2,917		2,917
			Reserve Funds				3,572		3,572
			External				1,095		1,095
			Gross Cost				7,584		7,584

2023: Location=Prospect St (Brant St - Cumberland Ave), Dynes Road, Regency Court

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
88	2023	**Thomas Court Renewal** RD-RR-1716 Infrastructure Renewal **Capital Works,** 2023 Thomas Court has been identified as requiring renewal. This work involves the removal and replacement of all road asphalt and the replacement of deficient curbs & sections of sidewalk where required. In addition, Halton Region has identified a need to replace one or both services in the area during the project.	**Capital**				150		150
			Reserve Funds						
			External						
			Gross Cost				150		150
		2023: Location=Thomas Crt (Bromley Rd - N. End)							
89	2023	**Tyandaga Park Drive Renewal** RD-RR-1743 Infrastructure Renewal **Capital Works,** 2023 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 & sections of sidewalk where required. Halton Region has identified a need to replace one or more services under the road during the project.	**Capital**				851		851
			Reserve Funds						
			External				84		84
			Gross Cost				935		935
		2023: Location=Tyandaga Park Dr, Fairway Crt, Frontenac Pl, Wakefield Cres							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
90	2024-2029	**James Street Reconstruction** RD-RR-1719 Infrastructure Renewal **Capital Works,** 2025 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 & sections of sidewalk where required. Halton Region has identified a need to replace one or more services under the road during the project. 2025: Location= Brant St - Martha St	**Capital**					693	693
			Reserve Funds					1,287	1,287
			External						
			Gross Cost					1,980	1,980
91	2024-2029	**John Street Reconstruction & Streetscaping (James Street - Caroline Street)** RD-RR-1046 Infrastructure Renewal **Capital Works,** 2025 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. 2025: Location=Reconstruction (James St to Caroline St)	**Capital**					2,981	2,981
			Reserve Funds					519	519
			External						
			Gross Cost					3,500	3,500

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RR': Joint Region Road Projects									
92	2024-2029	**John Street Reconstruction & Streetscaping (Lakeshore Road - James Street)** RD-RR-1454 Infrastructure Renewal **Capital Works,** 2024, 2025 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. 2024: Location=Detailed Design & Utility Relocation (Lakeshore Rd to James St) 2025: Location=Reconstruction (Lakeshore Rd to James St)	**Capital**					3,109	3,109
			Reserve Funds					631	631
			External						
			Gross Cost					3,740	3,740
93	2024-2029	**Mainway Resurfacing (Guelph Line-Burloak Drive)** RD-RR-1741 Infrastructure Renewal **Capital Works,** 2024, 2025, 2026 The resurfacing of Mainway will occur over several phases. The work will involve the removal of the asphalt along with the necessary replacement of storm sewers, curbs and sidewalks. Halton Region has indicated that they will be replacing one or more services under the road between Guelph Line and Walker's Line. Capital Works staff are planning to have roller compacted concrete (RCC) placed instead of a traditional asphalt mix. RCC will provide a rigid pavement structure that will exhibit significantly lower maintenance costs over a longer asset life. RCC offers a lower energy footprint compared to oil-based asphalt pavement. 2024: Location=Guelph Line-Walker's Line 2025: Location=Appleby Line-Burloak Drive 2026: Location=Walker's Line-Appleby Line	**Capital**					7,407	7,407
			Reserve Funds					1,593	1,593
			External						
			Gross Cost					9,000	9,000

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
94	2020	**Asset Management Plan - Legislated Update** RD-RL-1917 Growth **Capital Works,** 2020 The City's Corporate Asset Management Plan is a comprehensive document that outlines the management of the City's $3.5 billion investment in infrastructure. It guides informed decision making in order to support city services at costs that are reasonable and affordable to the public. Updates to the City's Corporate Asset Management Plan, and review of the Strategic Asset Management Policy, happen on a 5-year cycle. This is a Provincial requirement, as per Ontario Regulation 588/17: Asset Management Planning For Municipal Infrastructure under the Jobs and Prosperity Act. The next update to the Asset Management Plan will need to address additional regulatory requirements, including: - Defining the process by which asset management plans are considered in budgeting - Expanding the use of levels of service and life cycle management as drivers for investment and a basis for decision making - Engaging with stakeholders regarding asset management planning - Monitoring and reporting progress on the asset management plan through annual updates by Council Funding is for external consulting services, public engagement, asset data collection, and decision support / budget planning solution requirements.	**Capital**	150					150
			Reserve Funds	100					100
			External						
			Gross Cost	250					250

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
95	2020	**Design Services (External)** RD-RL-326 Growth **Capital Works,** 2020, 2022, 2024, 2026, 2028 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
96	2020	**Downtown Streetscape Infrastructure Renewal** RD-RL-1931 New / Enhanced **Capital Works,** 2020, 2022, 2024, 2026, 2028 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
97	2020	**Guiderail Renewal & Replacement** RD-RL-1793 Infrastructure Renewal **Transportation Services,** 2020-2029 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**	110	20	20	20	120	290
			Reserve Funds						
			External						
			Gross Cost	110	20	20	20	120	290
98	2020	**Road Renewal and Maintenance** RD-RL-912 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 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**	234	669	637	709	4,570	6,818
			Reserve Funds	434	25	60			520
			External						
			Gross Cost	668	694	697	709	4,570	7,338

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
99	2020	**Storm Drainage Infrastructure Video Assessment** RD-RL-355 Infrastructure Renewal **Capital Works,** 2020, 2022-2024, 2026-2028 The City is in a ten year video inspection cycle of its Storm Sewer System. In addition to this preventative work, the City must inspect and receive reports on storm sewer infrastructure beneath the roads impacted by any Capital Works. As the budget for Infrastructure Renewal has increased to address the backlog needs, the amount of inspections necessary to determine the condition of storm sewers for the Sewer Management System has also increased.	**Capital**	400		200	200	1,100	1,900
			Reserve Funds						
			External						
			Gross Cost	400		200	200	1,100	1,900
100	2021	**Digital Ortho Imagery** RD-RL-1596 Growth **Capital Works,** 2021, 2023, 2025, 2027, 2029 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
Entire urban area									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
101	2021	**Storm Sewer Minor Renewal** RD-RL-1798 Infrastructure Renewal **Capital Works,** 2021, 2023-2029 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	1,250	1,650
			Reserve Funds						
			External						
			Gross Cost		200		200	1,250	1,650
102	2022	**Glastonbury Road Area Minor Reconstruction** RD-RL-1849 Infrastructure Renewal **Capital Works,** 2022 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 & sections of sidewalk where required.	**Capital**			1,179			1,179
			Reserve Funds						
			External						
			Gross Cost			1,179			1,179

2022: Location=Glastonbury Rd (Melissa Cres - Montgomery Dr), Tintagel Lane, Cotswold Cres (Cavendish Dr - Cavendish Dr)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
103	2022	**Park Avenue Area Renewal** RD-RL-1768 Infrastructure Renewal **Capital Works,** 2022 Park Avenue East, Park Avenue West and Aldershot Place have been identified as requiring a full depth road resurfacing with full urbanizing. This process involves the removal and replacement of the asphalt surface with the addition of lengths of curbing to improve drainage, storm sewers 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 established 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.	**Capital**			2,075			2,075
			Reserve Funds			2,000			2,000
			External						
			Gross Cost			4,075			4,075

2022: Location=Park Ave E, Park Ave W, Aldershot Pl, LaSalle Park Road (North Shore Blvd - S. End)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
104	2022	**Planning, Design and Survey of Future Year Projects** RD-RL-325 Growth **Capital Works,** 2022, 2024, 2026, 2028 Funding is intended for pre-engineering studies, assessments, survey and design activities for projects in the Capital Forecast.	**Capital**			50		150	200
			Reserve Funds			50		150	200
			External						
			Gross Cost			100		300	400
105	2023	**Flatt Road Reconstruction** RD-RL-230 New / Enhanced **Capital Works,** 2023 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 $717,500. The developer is expected to coordinate the functional plan for the project which may affect the required funding contribution.	**Capital**				718		718
			Reserve Funds						
			External				718		718
			Gross Cost				1,435		1,435

Related Projects

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

2023: Location=Waterdown Road to Flatt Road extension

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
106	2023	**Glenwood School Drive Area Renewal** RD-RL-1468 Infrastructure Renewal **Capital Works,** 2023 Reconstruction of Glenwood School Drive 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 Cres and Queensway Dr. 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**				3,615		3,615
			Reserve Funds				300		300
			External				150		150
			Gross Cost				4,065		4,065
		Related Projects RD-RA-763 Harvester Road at Guelph Line Intersection Improvements & Widening RD-RL-1790 QEW Prosperity Corridor Study							
		2023: Location=Glenwood School Dr (Queensway - W. End), Brenda Cres, Queensway Dr (Cul-de-sac to Cul-de-sac), City Share of Queensway Drive (Brenda Cres - Guelph Line)							
107	2023	**Horning Road Reconstruction** RD-RL-765 New / Enhanced **Capital Works,** 2023 Modified Urban section to accommodate a sidewalk. Pending new development in Eagle Heights area. A developer recovery is included in the amount of $390,000. The developer is expected to coordinate the functional plan for the project which may affect the required funding contribution.	**Capital**				390		390
			Reserve Funds						
			External				390		390
			Gross Cost				780		780
		Related Projects RD-RA-1004 Waterdown Road North Rehabilitation & Capacity Improvements							
		2023: Location=Construction							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
108	2023	**Snake Road Renewal** RD-RL-1966 Infrastructure Renewal **Capital Works,** 2023 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.	**Capital**				490		490
			Reserve Funds				910		910
			External						
			Gross Cost				1,400		1,400

2023: Location=Old York Road - City Limit

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
109	2024-2029	**Blair Road and Landmark Road Minor Reconstruction** RD-RL-1425 Infrastructure Renewal **Capital Works,** 2024 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 & 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 established 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**					1,342	1,342
			Reserve Funds						
			External						
			Gross Cost					1,342	1,342

2024: Location=Blair Road, Landmark Road

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'RL': Locals									
110	2024-2029	**Integrated Mobility Plan** RD-RL-1443 Growth **Transportation Services,** 2025 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							
111	2024-2029	**Local and Collector Road Renewal** RD-RL-557 Infrastructure Renewal **Capital Works,** 2026-2029 Roadway reconstruction is necessary where due to the age of the roadway it requires complete reconstruction including all asphalt, deficient curbs, sidewalks and possibly underground services such as water, wastewater and storm sewers. The funding in 2026-2029 is presented in block form and will be assigned to specific projects in future budget preparations.	**Capital**					21,343	21,343
			Reserve Funds					4,664	4,664
			External						
			Gross Cost					26,007	26,007
Part 'SW': Sidewalks and Multiuse Pathways									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
112	2020	**Active Transportation Initiatives and Infrastructure** RD-SW-265 New / Enhanced **Transportation Services,** 2020, 2021 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 Master 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, and promotion of the City's Active Transportation strategy through various education and awareness campaigns (i.e. Active & Sustainable School Travel).	**Capital**	300	600				900
			Reserve Funds						
			External						
			Gross Cost	300	600				900

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
113	2020	**Century Drive Sidewalk** RD-SW-1982 New / Enhanced **Capital Works,** 2020 Sidewalk on one side of Century Drive, connecting the South Service Road to Harvester Road and Appleby GO Station.	**Capital**						
			Reserve Funds	220					220
			External						
			Gross Cost	220					220

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
114	2020	**Downtown Civic Square Revitalization**	**Capital**	69	1,200				1,269
		RD-SW-1981 New / Enhanced	**Reserve Funds**	51					51
		Capital Works, 2020, 2021	**External**	330	3,300				3,630
			Gross Cost	450	4,500				4,950

This project is a transformation of the Civic Square space in the downtown. The primary objectives of this work 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.

The funding for this project is a placeholder and subject to senior government funding (Investing in Canada Infrastructure: Community, Culture & Recreation Stream).

The funding is a placeholder and subject to senior government funding (ICIP).

2021 - Design
2025 - Construction

Related Projects

RD-RL-1931 Downtown Streetscape Infrastructure Renewal

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
115	2020	**Harvester Road Sidewalk (South Service Road to Century Drive)** RD-SW-1879 Growth **Capital Works,** 2020 Sidewalks do not currently exist on this busy section of Harvester Rd. This work will involve the construction of a new sidewalk, which will significantly improve pedestrian safety, improve access to local businesses and the crossing to the Appleby GO Station.	**Capital**	100					100
			Reserve Funds	922					922
			External						
			Gross Cost	1,022					1,022
2020: Location=Construction (North Side)									
116	2020	**Harvester Road Sidewalk (Walker's Line - Appleby Line)** RD-SW-261 Growth **Capital Works,** 2020 Sidewalks do not currently exist on this busy section of Harvester Rd. This work will involve the construction of a new sidewalk, which will significantly improve pedestrian safety and improve access to local businesses.	**Capital**	254					254
			Reserve Funds	2,286					2,286
			External						
			Gross Cost	2,540					2,540

Related Projects

SM-SD-1467 Shoreacres Creek Erosion Control (South Service Road to Harvester Road)

2020: Location=Construction (North Side)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
117	2020	**Millcroft Community Multi-use Pathway** RD-SW-1313 Growth **Capital Works,** 2020 Additional funding for a new multi-use pathway as identified in the City's Draft Cycling Master Plan. The pathway will connect Dundas Street to Berwick Drive, via the Hydro Corridor. Previous funding was approved in 2014.	**Capital**	66					66
			Reserve Funds	594					594
			External						
			Gross Cost	660					660
2020: Location=Construction (Dundas Street to Berwick Drive)									
118	2020	**Sidewalk Renewal and Maintenance** RD-SW-1182 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 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**	500	500	500	500	3,000	5,000
			Reserve Funds						
			External						
			Gross Cost	500	500	500	500	3,000	5,000

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
119	2021	**Retaining Wall Rehabilitation** RD-SW-1051 Infrastructure Renewal **Roads, Parks and Forestry,** 2021, 2023, 2025, 2027, 2029 A biannual allocation to repair or replace retaining walls, as required. Specific locations are prioritized based on condition for either repair or replacement.	**Capital**		20		20	60	100
			Reserve Funds						
			External						
			Gross Cost		20		20	60	100

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
120	2024-2029	**Active Transportation Crossing of QEW** RD-SW-1286 New / Enhanced **Transportation Services,** 2027, 2028 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 Master Plan (CMP). The CMP will be brought forward to Council in Q4 2019 and will recommend 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 design. Additionally, the project construction is currently under funded at $10 million in order to fit within the capital funding envelope as a more reasonable estimate of the project costs would be around $15 million.	**Capital**					3,334	3,334
			Reserve Funds						
			External					6,666	6,666
			Gross Cost					10,000	10,000

2027: Location=Funding Phase 1
2028: Location=Funding Phase 2 and Construction (TBD)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
121	2024-2029	**New Street Cycle Tracks** RD-SW-1859 New / Enhanced **Transportation Services,** 2026 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, the type of which has been recommended by Capital Works and Transportation Services staff taking into consideration impact to trees, utilities and the existing vehicle lane configuration of the road. These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City. 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. This funding is a placeholder for when senior level government funding becomes available.	**Capital**					1,732	1,732
			Reserve Funds						
			External					3,464	3,464
			Gross Cost					5,196	5,196

Related Projects

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

2026: Location=Construction

Part 'ST': Streetlights

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'ST': Streetlights									
122	2020	**Street Lighting Infrastructure Renewal** RD-ST-156 Infrastructure Renewal **Transportation Services,** 2020-2029 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									
123	2020	**Annual Traffic Studies Program** RD-TC-360 Infrastructure Renewal **Transportation Services,** 2020-2029 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'TC': Traffic Control									
124	2020	**Traffic Calming Projects** RD-TC-268 New / Enhanced **Transportation Services,** 2020, 2021, 2023-2029 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**	100	45		45	270	460
			Reserve Funds						
			External						
			Gross Cost	100	45		45	270	460

Various locations within the City.

125	2020	**Traffic Operational Improvements** RD-TC-269 Infrastructure Renewal **Transportation Services,** 2020-2029 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'TC': Traffic Control									
126	2020	**Traffic Signage** RD-TC-570 Infrastructure Renewal **Transportation Services,** 2020-2029 Installation of new traffic control signage at various locations throughout the City.	**Capital**	65	35	35	35	210	380
			Reserve Funds						
			External						
			Gross Cost	65	35	35	35	210	380
Part 'TS': Traffic Signals									
127	2020	**New Traffic Signal/Intersection Pedestrian Signal** RD-TS-772 Growth **Transportation Services,** 2020-2029 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'TS': Traffic Signals									
128	2020	**Traffic Signal Infrastructure Renewal** RD-TS-157 Infrastructure Renewal **Transportation Services,** 2020-2029 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
129	2020	**Traffic Signals - Minor Improvements/Modifications** RD-TS-287 Growth **Transportation Services,** 2020-2029 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.

Part 'TR': Transit Shelters

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'TR': Transit Shelters									
130	2020	**Bus Stop Locations Upgrade** RD-TR-270 Growth **Transit,** 2020-2029 Funding used to cover bus stop upgrades (including; transit shelters, landing pads, benches, and signage) at all Burlington Transit stops. Concrete landing pads are being installed as part of accessibility requirements. Transit shelters also provide revenues through the sale of advertising managed by a contracted third party agency.	**Capital**						
			Reserve Funds	110	110	300	300	1,800	2,620
			External						
			Gross Cost	110	110	300	300	1,800	2,620
131	2020	**Stop and Shelter Improvements at Key City Locations** RD-TR-1903 Growth **Transit,** 2020, 2021 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 key transfer points and high boarding locations including pads, signs, shelters and heaters.	**Capital**	415	415				830
			Reserve Funds	85	85				170
			External						
			Gross Cost	500	500				1,000
A City that Moves - Roadways			**Capital Total:**	**12,557**	**18,747**	**16,791**	**17,621**	**192,041**	**192,041**
			Reserve Funds Total:	**11,345**	**11,793**	**10,122**	**9,187**	**62,350**	**104,797**
			External Total:	**1,179**	**4,961**	**1,880**	**2,874**	**34,460**	**45,354**
			Gross Cost Total:	**25,080**	**35,501**	**28,794**	**29,683**	**223,135**	**342,192**

*** Report values in thousands**

A City that Moves - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	15,850	20,832	20,475	25,655	135,640	218,452
Reserve Funds Total:	16,432	19,949	17,835	15,332	104,320	173,868
External Total:	5,442	8,579	11,946	12,878	38,682	77,527
Gross Cost Total:	37,723	49,359	50,257	53,865	278,643	469,847

* Report values in thousands

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

A Healthy and Greener City


CITY OF
Burlington

A Healthy and Greener City

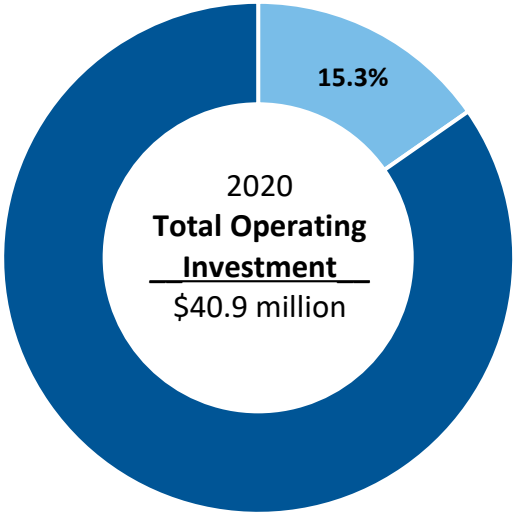
The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.

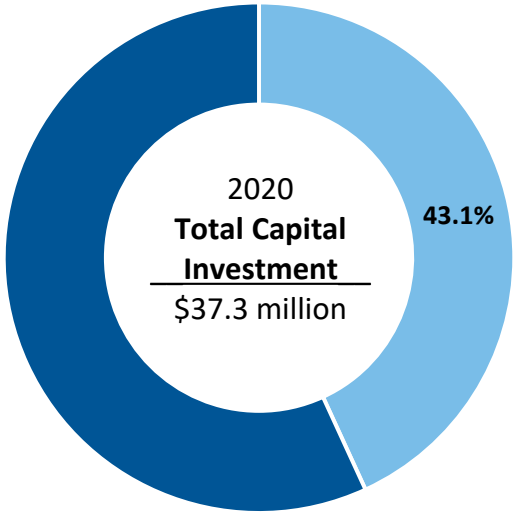
Key Priorities and Goals

- Reduce the greenhouse gas emissions from City operations overall by 21% by 2024 demonstrating community leadership
- Achieve a 2:1 tree removal/tree replacement ratio by 2022



Percentage of 2020 Budget





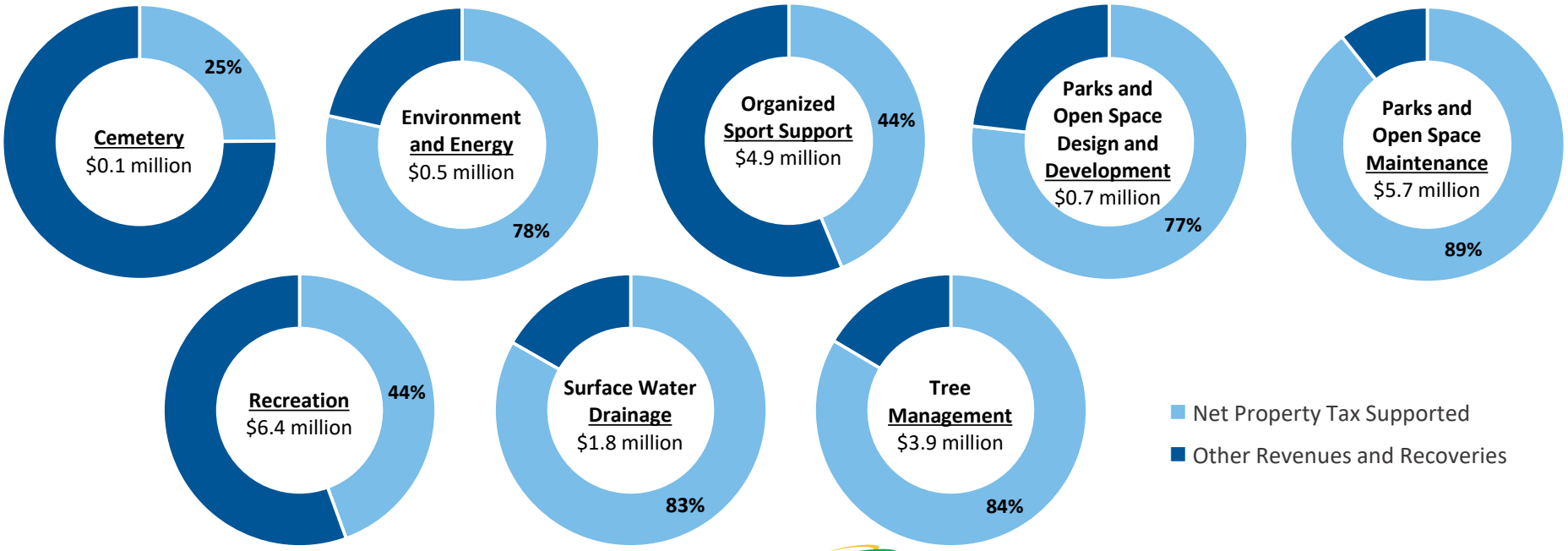
A Healthy and Greener City

Operating Investment
including Business Cases

Services	2018 Actual	2019 Net Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Cemetery	$ 143	$ 105	$ 128	$ 412	$ (310)	$ 103	$ (3)	(2.6)%
Environment and Energy	$ 352	$ 440	$ 445	$ 701	$ (151)	$ 550	$ 109	24.8%
Organized Sport Support	$ 4,385	$ 4,448	$ 4,639	$ 11,218	$ (6,317)	$ 4,901	$ 453	10.2%
Parks and Open Space Design and Development	$ 649	$ 650	$ 675	$ 899	$ (208)	$ 691	$ 40	6.2%
Parks and Open Space Maintenance	$ 5,226	$ 5,347	$ 5,694	$ 6,385	$ (681)	$ 5,704	$ 357	6.7%
Recreation	$ 6,622	$ 6,308	$ 6,656	$ 14,413	$ (8,007)	$ 6,406	$ 98	1.6%
Surface Water Drainage	$ 1,579	$ 1,707	$ 1,931	$ 2,177	$ (364)	$ 1,813	$ 105	6.2%
Tree Management	$ 4,306	$ 3,591	$ 3,645	$ 4,688	$ (772)	$ 3,916	$ 325	9.1%
Total Healthy and Greener City	**$ 23,262**	**$ 22,598**	**$ 23,814**	**$ 40,893**	**$ (16,810)**	**$ 24,083**	**$ 1,486**	**6.6%**

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

Percentage of 2020 Operating Investment Funded by Property Taxes



2020 OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

CEMETERY

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 271	$ 291	$ 282	$ 298	$ 6	2.1%
Operating/Minor Capital Equip.	$ 37	$ 35	$ 45	$ 33	$ (3)	-7.2%
Purchased Services	$ 14	$ 2	$ 3	$ 2	$ (0)	-0.4%
Corp. Expenditures/Provisions	$ -	$ -	$ 0	$ -	$ -	n/a
Internal Charges & Settlements	$ 70	$ 77	$ 85	$ 79	$ 2	2.6%
TOTAL EXPENDITURES	**$ 392**	**$ 406**	**$ 415**	**$ 412**	**$ 6**	**1.4%**
Controllable Revenues	$ (185)	$ (236)	$ (229)	$ (245)	$ (9)	3.6%
General Revenues & Recoveries	$ (64)	$ (65)	$ (57)	$ (65)	$ -	0.0%
TOTAL REVENUES	**$ (249)**	**$ (301)**	**$ (287)**	**$ (310)**	**$ (9)**	**2.8%**
NET OPERATING BUDGET	**$ 143**	**$ 105**	**$ 128**	**$ 103**	**$ (3)**	**-2.6%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

ENVIRONMENT & ENERGY

($ rounded to thousands)

	2018	2019		2020		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 361	$ 438	$ 439	$ 546	$ 108	24.7%
Operating/Minor Capital Equip.	$ 0	$ 8	$ 4	$ 10	$ 2	24.4%
Purchased Services	$ 49	$ 50	$ 33	$ 109	$ 59	118.7%
Corp. Expenditures/Provisions	$ 3	$ 4	$ 4	$ 36	$ 32	800.0%
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 413**	**$ 500**	**$ 480**	**$ 701**	**$ 201**	**40.3%**
Controllable Revenues	$ (44)	$ (44)	$ (35)	$ (44)	$ -	0.0%
General Revenues & Recoveries	$ (16)	$ (16)	$ -	$ (108)	$ (92)	585.7%
TOTAL REVENUES	**$ (60)**	**$ (59)**	**$ (35)**	**$ (151)**	**$ (92)**	**154.9%**
NET OPERATING BUDGET	**$ 352**	**$ 440**	**$ 445**	**$ 550**	**$ 109**	**24.8%**

OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

ORGANIZED SPORT SUPPORT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 4,870	$ 5,211	$ 5,375	$ 5,702	$ 492	9.4%
Operating/Minor Capital Equip.	$ 2,409	$ 2,458	$ 2,521	$ 2,460	$ 2	0.1%
Purchased Services	$ 1,632	$ 1,493	$ 1,694	$ 1,525	$ 32	2.2%
Corp. Expenditures/Provisions	$ 963	$ 930	$ 915	$ 817	$ (113)	-12.1%
Internal Charges & Settlements	$ 676	$ 699	$ 676	$ 714	$ 15	2.1%
TOTAL EXPENDITURES	**$ 10,551**	**$ 10,791**	**$ 11,181**	**$ 11,218**	**$ 427**	**4.0%**
Controllable Revenues	$ (5,910)	$ (6,154)	$ (6,160)	$ (6,108)	$ 46	-0.7%
General Revenues & Recoveries	$ (256)	$ (189)	$ (382)	$ (209)	$ (20)	10.7%
TOTAL REVENUES	**$ (6,166)**	**$ (6,342)**	**$ (6,543)**	**$ (6,317)**	**$ 26**	**-0.4%**
NET OPERATING BUDGET	**$ 4,385**	**$ 4,448**	**$ 4,639**	**$ 4,901**	**$ 453**	**10.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

PARKS AND OPEN SPACE - DESIGN AND DEVELOPMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actuals	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 865	$ 825	$ 849	$ 871	$ 46	5.6%
Operating/Minor Capital Equip.	$ 8	$ 5	$ 2	$ 5	$ (0)	-4.0%
Purchased Services	$ 18	$ 22	$ 29	$ 22	$ 0	0.3%
Corp. Expenditures/Provisions	$ (0)	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 1	$ 2	$ -	$ 2	$ -	0.0%
TOTAL EXPENDITURES	**$ 891**	**$ 853**	**$ 879**	**$ 899**	**$ 46**	**5.4%**
Controllable Revenues	$ (9)	$ -	$ (4)	$ -	$ -	n/a
General Revenues & Recoveries	$ (233)	$ (202)	$ (200)	$ (208)	$ (6)	3.0%
TOTAL REVENUES	**$ (242)**	**$ (202)**	**$ (204)**	**$ (208)**	**$ (6)**	**3.0%**
NET OPERATING BUDGET	**$ 649**	**$ 650**	**$ 675**	**$ 691**	**$ 40**	**6.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

PARKS AND OPEN SPACE MAINTENANCE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 3,737	$ 3,804	$ 4,086	$ 4,056	$ 252	6.6%
Operating/Minor Capital Equip.	$ 531	$ 507	$ 542	$ 610	$ 103	20.2%
Purchased Services	$ 697	$ 713	$ 792	$ 741	$ 29	4.0%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 909	$ 989	$ 991	$ 978	$ (11)	-1.1%
TOTAL EXPENDITURES	**$ 5,875**	**$ 6,013**	**$ 6,411**	**$ 6,385**	**$ 372**	**6.2%**
Controllable Revenues	$ (190)	$ (228)	$ (198)	$ (230)	$ (2)	0.7%
General Revenues & Recoveries	$ (458)	$ (438)	$ (518)	$ (451)	$ (13)	3.0%
TOTAL REVENUES	**$ (648)**	**$ (666)**	**$ (716)**	**$ (681)**	**$ (15)**	**2.2%**
NET OPERATING BUDGET	**$ 5,226**	**$ 5,347**	**$ 5,694**	**$ 5,704**	**$ 357**	**6.7%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

RECREATION

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 9,961	$ 10,100	$ 9,916	$ 10,230	$ 129	1.3%
Operating/Minor Capital Equip.	$ 2,081	$ 1,946	$ 1,914	$ 1,951	$ 6	0.3%
Purchased Services	$ 1,739	$ 1,407	$ 1,657	$ 1,398	$ (9)	-0.6%
Corp. Expenditures/Provisions	$ 611	$ 660	$ 580	$ 606	$ (54)	-8.2%
Internal Charges & Settlements	$ 224	$ 221	$ 245	$ 228	$ 7	3.1%
TOTAL EXPENDITURES	**$ 14,615**	**$ 14,334**	**$ 14,313**	**$ 14,413**	**$ 79**	**0.5%**
Controllable Revenues	$ (7,524)	$ (7,880)	$ (7,346)	$ (7,800)	$ 79	-1.0%
General Revenues & Recoveries	$ (469)	$ (147)	$ (311)	$ (207)	$ (60)	40.9%
TOTAL REVENUES	**$ (7,993)**	**$ (8,026)**	**$ (7,657)**	**$ (8,007)**	**$ 19**	**-0.2%**
NET OPERATING BUDGET	**$ 6,622**	**$ 6,308**	**$ 6,656**	**$ 6,406**	**$ 98**	**1.6%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

SURFACE WATER DRAINAGE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,086	$ 1,106	$ 1,141	$ 1,207	$ 101	9.1%
Operating/Minor Capital Equip.	$ 51	$ 38	$ 95	$ 45	$ 7	18.2%
Purchased Services	$ 808	$ 858	$ 955	$ 857	$ (0)	0.0%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 82	$ 70	$ 100	$ 67	$ (2)	-3.3%
TOTAL EXPENDITURES	**$ 2,027**	**$ 2,071**	**$ 2,291**	**$ 2,177**	**$ 105**	**5.1%**
Controllable Revenues	$ (121)	$ (38)	$ (7)	$ (29)	$ 9	-23.3%
General Revenues & Recoveries	$ (327)	$ (326)	$ (354)	$ (335)	$ (9)	2.7%
TOTAL REVENUES	**$ (448)**	**$ (364)**	**$ (360)**	**$ (364)**	**$ (0)**	**0.0%**
NET OPERATING BUDGET	**$ 1,579**	**$ 1,707**	**$ 1,931**	**$ 1,813**	**$ 105**	**6.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

TREE MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,511	$ 1,440	$ 1,455	$ 1,976	$ 536	37.2%
Operating/Minor Capital Equip.	$ 27	$ 29	$ 50	$ 59	$ 30	101.5%
Purchased Services	$ 2,718	$ 2,565	$ 2,439	$ 2,313	$ (252)	-9.8%
Corp. Expenditures/Provisions	$ 10	$ -	$ 17	$ -	$ -	n/a
Internal Charges & Settlements	$ 256	$ 314	$ 311	$ 340	$ 26	8.4%
TOTAL EXPENDITURES	**$ 4,522**	**$ 4,348**	**$ 4,271**	**$ 4,688**	**$ 340**	**7.8%**
Controllable Revenues	$ (26)	$ (3)	$ (19)	$ (473)	$ (471)	18831.9%
General Revenues & Recoveries	$ (190)	$ (755)	$ (607)	$ (299)	$ 456	-60.4%
TOTAL REVENUES	**$ (216)**	**$ (758)**	**$ (626)**	**$ (772)**	**$ (14)**	**1.9%**
NET OPERATING BUDGET	**$ 4,306**	**$ 3,591**	**$ 3,645**	**$ 3,916**	**$ 325**	**9.1%**

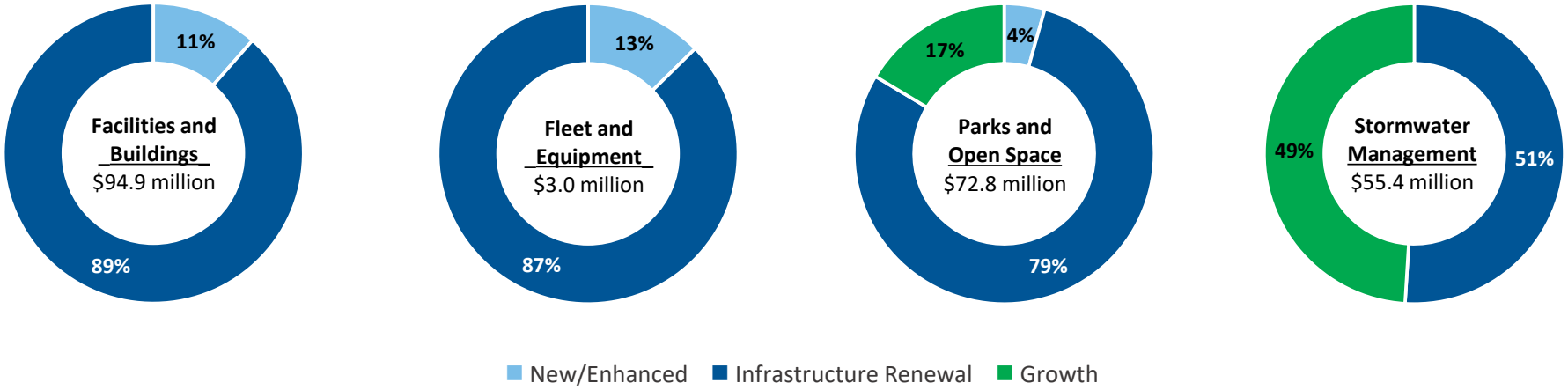
A Healthy and Greener City

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Facilities and Buildings	$ 26,561	$ 6,029	$ 13,307	$ 3,939	$ 7,117	$ 4,637	$ 6,860	$ 9,444	$ 6,165	$ 10,845	$ 94,904
Fleet Vehicles, Accessories and Equipment	$ 644	$ 221	$ 382	$ 407	$ 438	$ 290	$ 158	$ 232	$ 147	$ 71	$ 2,989
Parks and Open Space	$ 5,103	$ 8,915	$ 7,849	$ 8,134	$ 7,365	$ 6,800	$ 6,801	$ 7,271	$ 7,256	$ 7,296	$ 72,791
Stormwater Management	$ 4,972	$ 8,520	$ 7,688	$ 6,876	$ 5,859	$ 4,141	$ 3,654	$ 4,337	$ 4,940	$ 4,368	$ 55,354
Total Healthy and Greener City	**$ 37,280**	**$ 23,686**	**$ 29,226**	**$ 19,356**	**$ 20,778**	**$ 15,868**	**$ 17,473**	**$ 21,284**	**$ 18,507**	**$ 22,579**	**$ 226,038**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'AA': Arenas and Auditoriums									
1	2020	**Arenas - Repair and Renewal** FB-AA-1808 Infrastructure Renewal **Parks & Recreation,** 2020-2029 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. 2020 Projects include: 1. Appleby Arena - Multipurpose Room Flooring and Evaporative Condensor Water Pump and Motor replacements 2. Mainway Arena - Motor Control Centre Panel, Evaporative Condensor Water Pump and Motor replacements, and Auditorium Hallway lighting renewal to LED. 3. Central Arena - Sound absorption panel design and installation. 4. All Arenas - General Facility and Equipment repair and maintenance Facility and Facility Condition Index (FCI) Descriptions: Appleby Ice Centre, 1201 Appleby Line, FCI 0.02 Aldershot Arena, 494 Townsend Avenue, FCI 0.02 Central Arena, 519 Drury Lane, FCI 0.04 Mainway Arena, 4015 Mainway. FCI 0.05 Skyway Arena, 129 Kenwood Avenue, FCI 0.32	**Capital**	428	394	231	140	7,092	8,286
			Reserve Funds			214	108		322
			External						
			Gross Cost	428	394	445	249	7,092	8,609

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'AA': Arenas and Auditoriums									
2	2020	**Electric Vehicle Charging Stations** FB-AA-1983 New / Enhanced **Parks & Recreation,** 2020 Purchase and install ten electric vehicle charging stations, with two plugs at each station, for city community centres, arenas and pools.	**Capital**	20					20
			Reserve Funds	180					180
			External						
			Gross Cost	200					200

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'AA': Arenas and Auditoriums									
3	2020	**Skyway Community Recreation Complex**	**Capital**	4,028					4,028
		FB-AA-1134 Infrastructure Renewal	**Reserve Funds**	1,406					1,406
		Parks & Recreation, 2020	**External**	14,941					14,941
			Gross Cost	20,375					20,375

Funding identified in 2020 is for the construction of the new Skyway Arena facility. This will replace the existing facility that houses a Freon based refrigeration system that must be phased out by 2020 per the Canadian Environment Protection Act, along with the remainder of the facility systems that have reached their end of life.

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.

Park work includes the removal of ball diamond D2, the replacement of ball diamond D1, safety netting, accessible pathways and small creative play area.

In this option the ice surface at Skyway will be expanded which results in 7 of the City's 11 ice pads being 200' x 85'. Reference Report # PR-13-16.

Approval to proceed with Class B costing - Reference report CW-48-19.

The funding is a placeholder and subject to senior government funding (ICIP).

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

2020: Construction

Operating Budget Impact		
2021	Exp/(Rev)	282.2
	FTE Impact	3.6

Related Projects

PO-PR-1759 Skyway Park

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'AA': Arenas and Auditoriums									
Part 'CC': Community Centres									
4	2020	**LaSalle Pavilion - Repair and Renewal** FB-CC-859 Infrastructure Renewal **Parks & Recreation,** 2020-2028 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 was 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. 2020 Funding is for: 1. Emergency Repairs 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): 0.06	**Capital**						
			Reserve Funds	20	10	10	622	1,119	1,782
			External						
			Gross Cost	20	10	10	622	1,119	1,782

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
5	2020	**Orchard New Community Hub** FB-CC-1912 New / Enhanced **Parks & Recreation,** 2020, 2021 This project will modify existing space, a school, to be retrofitted into a community hub space in the Orchard Community. The community has identified a need for a gathering place in the evenings and weekends, especially for youth. The closest community centre for residents in the Orchard are Tansley Woods and Haber, however many parents have noted that they would be reluctant to let their youth walk that distance on their own and are seeking a space that is more local. As the City would be partnering with the Catholic School Board to modify an existing space in the school there would be no need for the city to purchase lands to create such a space in this community, saving capital dollars. Please reference Staff Direction: SD-4-18.	**Capital**	50	300				350
			Reserve Funds						
			External						
			Gross Cost	50	300				350

Operating Budget Impact

2021	Exp/(Rev)	74.8
	FTE Impact	0.8

Orchard Community Area in Burlington

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
6	2020	**Paletta Mansion - Repair and Renewal** FB-CC-860 Infrastructure Renewal **Parks & Recreation,** 2020-2023, 2025-2027, 2029 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. 2020 Projects include: 1. Radiator (Hydronic) Heating System – Washrooms and perimeter 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): 0.05	**Capital**						
			Reserve Funds	25	75	59	10	469	637
			External						
			Gross Cost	25	75	59	10	469	637

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
7	2020	**Recreation / Community Centres - Repair and Renewal**	**Capital**	2,568	2,328	211	238	5,850	11,194
		FB-CC-1810 Infrastructure Renewal	**Reserve Funds**	610	304	336	408	690	2,348
		Parks & Recreation, 2020-2029	**External**						
		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.	**Gross Cost**	3,178	2,632	547	645	6,540	13,542
		2020 Projects include: 1. Tansley Woods - Front entrance door replacement and Dehumidification system renewal. 2. Brant Hills - Replacement of Single gym floor. 3. Seniors Centre - Administration office reconfiguration/renewal 4. Mountainside - Revitalization of lap pool tank, deck, slide, sanitary and storm and mechanical room - Construction 2021 5. All Community Centres - General repair and maintenance							
		Facility and FCI Descriptions: 1. Brant Hills Community Centre, 2255 Brant Street, FCI 0.07 2. Haber Recreation Centre, 3040 Tim Dobbie Drive, FCI 0.01 3. Burlington Seniors Centre, 2285 New Street, FCI 0.03 4. Tansley Woods Community Centre (Pool but excludes Library), 1996 Itabashi Way, FCI 0.03 5. Nelson Recreation Centre (Pool & Arena), 4235 New Street, FCI 0.06 6. Mountainside Recreation Centre (Pool & Arena), 2205 Mount Forest, FCI 0.25							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
8	2020	**Waterfront Centre - Repair and Renewal** FB-CC-1107 Infrastructure Renewal **Parks & Recreation,** 2020-2029 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. 2020 Projects include: 1. Replacement of restaurant roof and equipment (Reference Report PR-08-19) 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): 0.11	**Capital**						
			Reserve Funds	418	149	421	10	407	1,405
			External						
			Gross Cost	418	149	421	10	407	1,405

Related Projects

PO-PR-1290 Spencer Smith Park

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
9	2022	**Sherwood Community Centre Facility - Renewal / Enhancements** FB-CC-1135 Infrastructure Renewal **Parks & Recreation,** 2022 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 low ceiling which is ideal for sports like 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. Functional Design Assumptions for the 2020 capital funding includes: * BYSC office, storage and meeting room space 6,110 SQFT (22% cost sharing) $2,376,000 * BCRFC two story option, storage, kitchen/lounge, terrace 2,880 SQFT (10% cost sharing) $1,080,000 * P&R gym/storage, lobby, gym viewing, washrooms, change rooms 19,810 SQFT (68% cost sharing) $7,344,000 * TOTAL 28,800 SQFT * The costing currently does not include any carbon reduction design items	**Capital**			6,936			6,936
			Reserve Funds						
			External			3,456			3,456
			Gross Cost			10,392			10,392

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
		* Estimated Total Project costs $10,800,000							
		2022: Construction							
		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							
Related Projects									
PO-PR-1567		Sherwood Forest Park							
PO-PD-1593		Sherwood Forest - Implementation of Park Enhancements							
Part 'MB': Miscellaneous Buildings									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MB': Miscellaneous Buildings									
10	2020	**Energy Conservation Initiatives** FB-MB-728 Infrastructure Renewal **Capital Works,** 2020-2029 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 and roofs and the use of renewable energy sources. Included in the above is ongoing Operator training and commissioning of buildings. 2020 Projects include: 1. Lighting retrofits and controls at Brant Hills, Nelson Recreation Centre, Burlington Seniors, Aldershot Pool 2. Facility recommissioning at Burlington Operations Centre and Transit Operations Centre 3. Interval metering installations at City Hall and Burlington Operations Centre of Natural Gas, Electrical and Water submetering systems 4. Solar Photovoltaic Feasibility Studies of City wide, for facilities as well as ground mounted systems, and City Wide Energy Training Plan Development 5. Measures from sustainability and energy audits such as building envelope sealant repairs to various locations to improve facility energy conservation	**Capital**	220	279	1,116	654	9,379	11,647
			Reserve Funds						
			External						
			Gross Cost	220	279	1,116	654	9,379	11,647

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MB': Miscellaneous Buildings									
11	2020	**Greenwood Cemetery and Other Cemetery Facilities - Repair and Renewal** FB-MB-445 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 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. 2020 Projects include: 1. Greenwood Cemetery Office - Exterior Wall Painting 2. Greenwood Cemetery Office - Irrigation and Fence Replacement 3. 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**	124	25	25	25	153	352
			Reserve Funds						
			External						
			Gross Cost	124	25	25	25	153	352

Related Projects

PO-PD-1458 Greenwood Cemetery

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MB': Miscellaneous Buildings									
12	2020	**Park Buildings - Repair and Renewal** FB-MB-8 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 Roads, Parks, Forestry (RPF) operates and maintains 31 small park buildings and structures within the City. Funding is intended to stabilize, replace or improve building components such as minor capital, vandalism repairs, replacement of urinals, toilets, sinks, tiles and flooring, fixtures, pumps, partitions, doors, lights, and roofs.	**Capital**	182	80	22	63	308	655
			Reserve Funds						
			External						
			Gross Cost	182	80	22	63	308	655
		Related Projects PO-PR-1626 Nelson Stadium							
13	2020	**Park Buildings - Revitalization** FB-MB-1725 Infrastructure Renewal **Capital Works,** 2020, 2021, 2023-2029 Roads, Parks, Forestry operates and maintains 31 small park buildings and structures within the City. The facilities consist of public washrooms, sport change rooms, decentralized park maintenance facilities. Within this portfolio of buildings, a few were original constructed in the mid to late 1960's. Funding identified in 2020 is for Park Building design with construction in 2021. Funding identified is currently a place holder for revitalization of various park buildings.	**Capital**	200	1,418		557	18,070	20,246
			Reserve Funds		556				556
			External						
			Gross Cost	200	1,974		557	18,070	20,802
		Related Projects PO-PR-1688 Nelson Park							
Part 'PL': Pools									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PL': Pools									
14	2020	**Pool Facilities - Repair and Renewal** FB-PL-1809 Infrastructure Renewal **Parks & Recreation,** 2020-2029 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. Mountainside and Nelson Recreation Centres pool related projects are captured in FB-CC-1810 (Repair and Renewal - Recreation/Community Centres) 2020 Projects include: 1. Aldershot Pool - Pool Tank and Deck concrete repairs and waterproofing 2. Aldershot Pool - Pool Tank and Deck Tile replacement 3. Aldershot Pool - Ceiling Repair project 4. Aldershot Pool - Heat Exchanger renewal 5. All Pools - General Repairs and Maintenance Facility and Facility Condition Index (FCI) Descriptions: Collegiate Pools: 1. Aldershot Pool, Address: 5 Fairwood Place, FCI 0.32 2. Angela Coughlan Pool, Address: 2425 Upper Middle Road, FCI 0.29 3. Centennial Pool, Address: 5151 New Street, FCI 0.01 Outdoor Pools: 4. LaSalle Wading Pool Address: 50 Northshore Boulevard East, FCI 0.76	**Capital**	490			779	720	1,988
			Reserve Funds	650	52	5	247	470	1,423
			External						
			Gross Cost	1,140	52	5	1,025	1,189	3,412

Part 'TY': Tyandaga

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'TY': Tyandaga									
15	2021	**Tyandaga Golf Club - Repair and Renewal** FB-TY-153 Infrastructure Renewal **Parks & Recreation,** 2021-2028 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. The capital renewal budget is funded by its own reserve as per Council approved bylaw 04-1991. Facility Descriptions: Name: Tyandaga Golf Course Pro Shop/Clubhouse 1265 Tyandaga Park Dr Size: 9,042 SQFT, Originally Built: 1998 Facility Condition Index (FCI): .02 Name: Tyandaga Golf Course Maintenance Bldg 1265 Tyandaga Park Dr Size: 6,000 SQFT, Originally Built: 1964 Facility Condition Index (FCI): 0.44	**Capital**						
			Reserve Funds		60	265	79	341	745
			External						
			Gross Cost		60	265	79	341	745
A Healthy and Greener City - Facilities and Buildings			**Capital Total:**	**8,311**	**4,824**	**8,541**	**2,455**	**65,703**	**65,703**
			Reserve Funds Total:	**3,309**	**1,205**	**1,310**	**1,484**	**3,496**	**10,804**
			External Total:	**14,941**		**3,456**			**18,397**
			Gross Cost Total:	**26,561**	**6,029**	**13,307**	**3,939**	**45,068**	**94,904**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VN': Vehicle - New									
16	2020	**Parks Maintenance - New Vehicles** VE-VN-1910 New / Enhanced **Roads, Parks and Forestry,** 2020, 2021 New vehicles are required for park maintenance due to the expansion of park assets. 1) New utility gator (2020) and pickup truck (2021) required for the downtown core to address maintenance requirements due to expansion of downtown streetscapes, BIA district, Spencer Smith Park expansion east, and continued increased usage and development of Beachway (west). 2) An additional gator utility vehicle for maintenance of new pavilion structure at City View Park including washrooms and change rooms. 3) New lowbed vehicle with power gate and small equipment to support additional gardener position and crew approved in 2019. Power gate required to address health & safety concerns for lifting and Ministry of Labour emphasis on workplace injuries. 4) New lowbed with power gate and small equipment to support Sports Fields crew. When the unit was not available based on use by the Horticulture crews, two sports field crews would have to work together which results in decreased productivity due to varying job needs.	**Capital**		35				35
			Reserve Funds	218					218
			External						
			Gross Cost	218	35				253

Operating Budget Impact

2020	Exp/(Rev)	1.8

Related Projects

PO-PD-115 City View Park

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VN': Vehicle - New									
17	2020	**Private Tree Bylaw - Vehicles for new staff** VE-VN-1956 New / Enhanced **Roads, Parks and Forestry,** 2020 Should the Private Tree By-law be approved by Council in October, five new vehicles will be required for 4 inspectors and 1 supervisor. The vehicles will all be fully electric cars as the vehicle use and driving behaviour will allow for a green vehicle. Another two dual head charging stations will also be required for the Operations Centre to ensure the vehicles can be charged while not in use.	**Capital**	125					125
			Reserve Funds						
			External						
			Gross Cost	125					125
Part 'VR': Vehicle - Replace									
18	2020	**Parks & Recreation - Vehicle Replacement** VE-VR-1945 Infrastructure Renewal **Parks & Recreation,** 2020-2029 Scheduled replacement of owned vehicles and equipment in Parks Maintenance service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. One (1) pickup truck, one (1) ice resurfacer, four (4) ice edgers, and one (1) van scheduled for replacement in 2020. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	185	36	256	392	726	1,595
			External						
			Gross Cost	185	36	256	392	726	1,595

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
19	2020	**Tyandaga - Equipment Replacement** VE-VR-407 Infrastructure Renewal **Roads, Parks and Forestry,** 2020-2029 Scheduled replacement of owned equipment in the Tyandaga Municipal Golf Course Fleet. Equipment scheduled for replacement are evaluated as to their mechanical condition, departmental needs, and maintenance costs. Life cycles are then extended where possible. Please reference attached Tyandaga Vehicle Depreciation Reserve Fund (VDRF) continuity schedule. The following equipment will be purchased in 2020: - Toro Groundsmaster 4700-D - Pendulum Spreader	**Capital**						
			Reserve Funds	116	151	126	15	609	1,016
			External						
			Gross Cost	116	151	126	15	609	1,016
A Healthy and Greener City - Fleet Vehicles, Accessories and Equipment			**Capital Total:**	**125**	**35**			**160**	**160**
			Reserve Funds Total:	**519**	**186**	**382**	**407**	**1,335**	**2,829**
			External Total:						
			Gross Cost Total:	**644**	**221**	**382**	**407**	**1,335**	**2,989**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
20	2020	**City View Park** PO-PD-115 Growth **Capital Works,** 2020-2024 This project implements the City View Park Master Plan and Development Strategy as reported in PR-31-07. The master plan implementation is staged over the next 10 year period. 2020 will include the construction of the park pavilion (from prior approved funding). 2020 and 2021 will also include the design and approval work for construction in 2022 and 2024 as well as accrued funding for 2022 construction. 2022 includes the construction of 2 natural grass ball diamonds - one of them with lights and associated parking lot. 2024 includes the construction of 2 natural grass soccer and/or cricket facilities.	**Capital**						
			Reserve Funds	610	2,370	1,218	1,109	1,000	6,307
			External						
			Gross Cost	610	2,370	1,218	1,109	1,000	6,307

Operating Budget Impact		
2021	Exp/(Rev)	106.2
	FTE Impact	1.8

Related Projects

PO-PR-1577	City View Park
VE-VN-1910	Parks Maintenance - New Vehicles

City View is a City Park containing 3 artificial turf soccer fields, creative playground, storm water pond, parking and significant naturalization planting.

21	2020	**Colin Alton Parkette** PO-PD-1932 New / Enhanced **Capital Works,** 2020 2020 is for the construction of a new parkette in the Alton Community that will include a creative playground, seating area, trees and accessible walkways. Budget allocated here will be used together with prior approved funding for this project.	**Capital**						
			Reserve Funds	100					100
			External						
			Gross Cost	100					100

Operating Budget Impact		
2021	Exp/(Rev)	9.5

3925 Leonardo St.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
22	2020	**Eileen and John Holland Nature Sanctuary** PO-PD-1974 New / Enhanced **Capital Works,** 2020 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. 2020 includes design work to expand the trail system which could be considered phase 3 of the larger project.	**Capital**						
			Reserve Funds	25					25
			External						
			Gross Cost	25					25
1401 Old York Road									
23	2020	**Ireland Park Parking Lot and Pathway Connection** PO-PD-1895 New / Enhanced **Capital Works,** 2020 This project is for the design of a new pedestrian connection (sidewalk) from Headon Forest Road through the main parking lot. This project also includes design work to rebuild the parking lot with improved accessibility, lighting, drainage, healthy trees and circulation.	**Capital**						
			Reserve Funds	50					50
			External						
			Gross Cost	50					50
2315 Headon Forest Drive Ireland is classified a community park providing 4 baseball diamonds, 4 soccer fields, tennis courts creative playground, walkways connecting to the Hydro multi-use trails washroom facilities and parking.									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
24	2020	**Maple Park Improvements** PO-PD-1815 New / Enhanced **Capital Works,** 2020 New infrastructure for the construction of an outdoor working compound and storage area in the north end of Maple Park. Work also includes rebuilding a section of pathway to minimize conflict with park patrons and maintenance operations.	**Capital**	100					100
			Reserve Funds						
			External						
			Gross Cost	100					100
		Related Projects PO-PR-1565 Maple Park							
25	2020	**Multi-Use Trail - Alton Village** PO-PD-1648 Growth **Capital Works,** 2020 This project includes a north/south multi-use trail connection in the creek block between Palladium Way and Dundas Street improving connectivity to the Hydro Corridor Multi-use trail. 2020 includes the construction of a north/south woodlot grass trail connection for recreational and maintenance access.	**Capital**						
			Reserve Funds	200					200
			External						
			Gross Cost	200					200
		Operating Budget Impact **2020** Exp/(Rev) 2.0 **Related Projects** PO-PR-877 Multi-Use Trail							

The Parks Recreation & Cultural Assets Master Plan (2009) directed the development of a trails master plan. The Community Trails Strategy was approved by Council in November 2015. Implementation of priorities will be brought forward through the capital budget process.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
26	2020	**Multi-Use Trail - Sheldon Creek** PO-PD-1733 Growth **Capital Works,** 2020, 2021 New pedestrian bridge and trail connection in the Orchard Community as identified in the Community Trails Strategy. 2020 work includes public engagement, approvals and design for construction the following year. 2021 includes the construction work.	**Capital**						
			Reserve Funds	25	200				225
			External						
			Gross Cost	25	200				225
		Related Projects SM-SD-1848 Sheldon Creek Erosion Control (Dryden Avenue to Blue Spruce Avenue) Located between Orchard Road and Brada Woods Park over Sheldon Creek.							
27	2020	**Multi-Use Trail - Sutton to Bronte Creek Trail** PO-PD-1872 Growth **Capital Works,** 2020 2020 is for the construction of a new east/west trail from Sutton Drive to Bronte Creek Trail along the pipeline corridor in the Orchard Community, providing land transfer and agreements are in place.	**Capital**						
			Reserve Funds	200					200
			External						
			Gross Cost	200					200
		Related Projects PO-PR-877 Multi-Use Trail							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
28	2020	**Windows to the Lake - Green Street** PO-PD-1933 New / Enhanced **Capital Works,** 2020 This project is for the design and construction work related to shoreline improvements for future Window to the Lake development at Green Street.	**Capital**	71					71
			Reserve Funds	9					9
			External						
			Gross Cost	81					81
29	2021	**Beachway Master Plan** PO-PD-1460 New / Enhanced **Capital Works,** 2021-2029 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: 2019 - environmental studies 2022 - detailed design and approvals 2023 - 2029 - phased construction	**Capital**						
			Reserve Funds		30	30	30	180	270
			External						
			Gross Cost		30	30	30	180	270

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
30	2021	**Community Garden Development** PO-PD-1562 New / Enhanced **Capital Works,** 2021, 2024, 2026, 2028 An online survey, using Insight Burlington, was conducted to obtain community feedback on the preferred park site for the next community garden and location preferences for future community park development. The City has a total of 5 community gardens to date, located at Central Park, Amherst Park, Francis Road Bikeway, Ireland Park and Maple Park. 2021 Location to be confirmed. 2022 Sherwood Forest Park (funding is part of Sherwood Forest budget) 2024 Location to be confirmed 2026 Location to be confirmed 2028 Location to be confirmed	**Capital**						
			Reserve Funds		100			300	400
			External						
			Gross Cost		100			300	400
		Related Projects PO-PD-1593 Sherwood Forest - Implementation of Park Enhancements PO-PR-1883 Community Garden							
31	2021	**Tansley Woods Park Splash Pad** PO-PD-1887 New / Enhanced **Capital Works,** 2021, 2022 2021 includes design work for the following year. 2022 is for the construction of a new splash pad.	**Capital**						
			Reserve Funds		50	500			550
			External						
			Gross Cost		50	500			550
			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, multi-use court washroom building and parking. Walkways connect to the adjacent Tansley Woodlot and Tansley Community Centre.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
32	2022	**Multi-Use Trail, Hydro Corridor - Mainway to Upper Middle** PO-PD-1647 Growth **Capital Works,** 2022 This project includes a paved north/south connection between Mainway and Upper Middle Road east of Guelph Line. This project aligns with the Region of Halton Washburn Reservoir and Guelph Line Area watermain projects. The project is a priority for implementation in the approved Community Trails Strategy (2015). 2022 work includes construction of phase 2 (Heathfield to Mainway)	**Capital**						
			Reserve Funds			350			350
			External						
			Gross Cost			350			350

Related Projects

PO-PR-877 Multi-Use Trail

The Parks Recreation & Cultural Assets Master Plan (2009) directed the development of a trails master plan. The Community Trails Strategy was approved by Council in November 2015. Implementation of priorities will be brought forward through the capital budget process.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
33	2022	**Sherwood Forest - Implementation of Park Enhancements**	**Capital**						
		PO-PD-1593 New / Enhanced	**Reserve Funds**			600			600
		Capital Works, 2022	**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) is 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 2022 includes construction of a splash pad, adult fitness 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

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, creative playground, community center, washroom building and parking facilities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
34	2023	**General Brock Surplus School Land Park Construction** PO-PD-1461 New / Enhanced **Capital Works,** 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**				500		500
			Reserve Funds				500		500
			External						
			Gross Cost				1,000		1,000

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.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PD': Park Development									
35	2024-2029	**Multi-Use Trail** PO-PR-877 Growth **Capital Works,** 2024-2029 This project is for the staged implementation of the Multi-Use 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 to the Cycling Master Plan, variable distance loops. Connections to destinations and other trail providers such as Conservation Halton, Royal Botanical Gardens and Bruce Trail is a collaborative effort with our partners. Work in 2024 includes a Community Trails Strategy update to forecast and prioritize trail development in 2025 through 2029.	**Capital**						
			Reserve Funds					4,646	4,646
			External						
			Gross Cost					4,646	4,646

Related Projects

PO-PR-1681	Multi-Use Trail - Hydro Corridor North
PO-PR-1682	Multi-Use Trail - Centennial
PO-PD-1647	Multi-Use Trail, Hydro Corridor - Mainway to Upper Middle
PO-PD-1648	Multi-Use Trail - Alton Village
PO-PR-1650	Multi-Use Trail - Francis Road Bikeway
PO-PD-1872	Multi-Use Trail - Sutton to Bronte Creek Trail

Part 'PR': Park Renewal

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
36	2020	**Amherst Park** PO-PR-1666 Infrastructure Renewal **Capital Works,** 2020, 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 system. 2020 work is for the reconstruction of pathways and gazebo. 2024 is design work for the following year. 2025 work is for the renewal of playground, swings, site furnishings.	**Capital**	140				95	235
			Reserve Funds	140				95	235
			External						
			Gross Cost	280				190	470

2030 Amherst Heights Crt.
Amherst is classified a Neighbourhood park providing a creative playground, community gardens, seating areas and walkways

37	2020	**Bromley Park** PO-PR-1706 Infrastructure Renewal **Capital Works,** 2020, 2021 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 is for design work. 2021 work includes the renewal of playground, swing, site furnishings, and pathway.	**Capital**	10	100				110
			Reserve Funds	10	100				110
			External						
			Gross Cost	20	200				220

Related Projects
SM-SD-512 Appleby Creek Erosion Control (South Service Road to Lake Ontario)

217 Maureen Crt.
Bromley is classified as a Neighbourhood park providing a creative playground

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
38	2020	**Central Park** PO-PR-1569 Infrastructure Renewal **Capital Works,** 2020 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 work is for the replacement of children's playground with rubber safety surfacing.	**Capital**	225					225
			Reserve Funds	225					225
			External						
			Gross Cost	450					450

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 creative 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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
39	2020	**Cumberland Park**	**Capital**	85					85
		PO-PR-1665 Infrastructure Renewal	**Reserve Funds**	85					85
		Capital Works, 2020	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 work is for the renewal of playground, swing, soccer goal posts, site furnishings and pathway.	**Gross Cost**	170					170
		562 Cumberland Ave. Cumberland is classified a Neighbourhood park providing a creative playground, and mini soccer field. An artificial turf football field is located on city and Halton Catholic School Board property approved through Council report PR-10-08.							
40	2020	**Desjardines Park**	**Capital**	100					100
		PO-PR-1670 Infrastructure Renewal	**Reserve Funds**	650					650
		Capital Works, 2020	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 work is for the renewal of playground, swings, site furnishings and walkway as well as the construction of a new splash pad. Of the $650,000 shown as reserve funds, $240,000 is from Section 37 benefits.	**Gross Cost**	750					750
		1811 Imperial Way DesJardines is classified a Neighbourhood park providing a creative playground, multi-use court seating areas and walkways.							

Operating Budget Impact

2021	Exp/(Rev)	30.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
41	2020	**Driftwood Park** PO-PR-1703 Infrastructure Renewal **Capital Works,** 2020, 2021 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 includes design for the following year. 2021 work includes the renewal of playground, swing, site furnishings, and pathway.	**Capital**	10	100				110
			Reserve Funds	10	100				110
			External						
			Gross Cost	20	200				220
		Related Projects SM-SD-1358 Tuck Creek Erosion Control (Dundas Street to Hydro R.O.W.)							
		3123 Driftwood Dr. Driftwood is classified a Neighbourhood park providing a creative playground and walkway							
42	2020	**Elizabeth Gardens Parkette** PO-PR-1709 Infrastructure Renewal **Capital Works,** 2020, 2021 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 includes design. 2021 work includes the renewal of playground, swing, site furnishings, and pathway.	**Capital**	10	85				95
			Reserve Funds	10	85				95
			External						
			Gross Cost	20	170				190
		5412 Croydon Rd. Elizabeth Gardens is classified a Parkette providing a creative playground, seating area and walkways							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
43	2020	**Ireland Park**	**Capital**	160	85	10		1,075	1,330
		PO-PR-1564 Infrastructure Renewal	**Reserve Funds**	160	85	10		659	914
		Capital Works, 2020, 2021, 2022, 2025, 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 system.	**Gross Cost**	320	170	20		1,734	2,244
		2020 works includes the renewal of tennis and basketball courts and design work for the following year.							
		2021 works include the replacement of north playground.							
		2022 includes the community garden renewal.							
		2025 is for design work for the following year.							
		2026 works include replacement of sports lighting system and irrigation.							
		2027 works include replacement of pedestrian bridge and D4.							

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 creative playground, walkways connecting to the Hydro multi-use trails washroom facilities and parking.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
44	2020	**Irving Parkette**	**Capital**	10	85				95
		PO-PR-1701 Infrastructure Renewal	**Reserve Funds**	10	85				95
		Capital Works, 2020, 2021	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system.	**Gross Cost**	20	170				190
		2020 work includes detailed design for construction in the following year.							
		2021 work includes the renewal of playground, swing, site furnishings, shade structures, retaining walls and pathway.							
		5680 Rosaline Rd.							
		Irving is classified a Parkette providing a creative playground, seating area, shade structure and walkway.							
45	2020	**Kiwanis Park**	**Capital**	90					90
		PO-PR-1676 Infrastructure Renewal	**Reserve Funds**	90					90
		Capital Works, 2020	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system.	**Gross Cost**	180					180
		2020 work includes the renewal of playground, swings and site furnishings.							
		494 Townsend Dr.							
		Kiwanis is classified a Neighbourhood park providing a creative playground, small skate feature, half basketball court, Aldershot Arena and parking.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
46	2020	**Lansdown Park** PO-PR-1673 Infrastructure Renewal **Capital Works,** 2020, 2021 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 is design work for the following year. 2021 work is for the decommission of the ball diamond, the replacement of the soccer field and new shade structure by the playground.	**Capital**	30	325				355
			Reserve Funds	30	310				340
			External						
			Gross Cost	60	635				695

Related Projects

SM-SD-1472 Tuck Creek Erosion Control for Three Sections

3448 Hannibal Rd.

Lansdown is classified a Neighbourhood park providing a creative playground, 1 baseball diamond, 1 soccer field and parking

47	2020	**LaSalle Park** PO-PR-1722 Infrastructure Renewal **Capital Works,** 2020 2020 is for design work to repair shoreline protection and pedestrian bridge along west edge of park.	**Capital**	75					75
			Reserve Funds	75					75
			External						
			Gross Cost	150					150

50 North Shore Blvd.

LaSalle Park is classified a City park providing picnic areas, wading pool, baseball diamonds, a creative playground, walkways, seating areas, washroom/RPF maintenance facility, pavilion and parking. The land at LaSalle park is owned by the City of Hamilton and is leased to the City of Burlington who are responsible for all operations and maintenance of park infrastructure (including Pavilion). The Land Agreement with the City of Hamilton expires at the end of 2022.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
48	2020	**Lowville Park** PO-PR-1594 Infrastructure Renewal **Capital Works,** 2020, 2021, 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 system and approved through the Lowville Master Plan Review PR-08-13 2020 is design work for the following year. 2021 work is for the replacement of the pedestrian bridge at the west end of the park. 2023 work includes the detailed design for construction in the following year. 2024 work is for the renewal of playground, swings and ball diamond.	**Capital**	50	275		10	350	685
			Reserve Funds		275		10	350	635
			External						
			Gross Cost	50	550		20	700	1,320

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, creative playground, park pavilion/washroom facilities, School House (designated Heritage building), parking and extensive natural vegetation associated with Bronte Creek.

49	2020	**Maplehurst Park** PO-PR-1687 Infrastructure Renewal **Capital Works,** 2020, 2021 2020 is design for the following year. 2021 work is for the replacement of playground, pathway and site furniture.	**Capital**	10	85				95
			Reserve Funds	10	85				95
			External						
			Gross Cost	20	170				190

1066 Joan Dr.
This park is classified as a parkette providing a playground, trail connection to the neighbourhood and site furniture.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
50	2020	**Mountain Gardens Parkette**	**Capital**	10	85				95
		PO-PR-1683 Infrastructure Renewal	**Reserve Funds**	10	85				95
		Capital Works, 2020, 2021	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system.	**Gross Cost**	20	170				190
		2020 includes design.							
		2021 work includes the renewal of playgrounds, swings, site furnishings and pathways.							
		2080 Mount Forest Dr.							
		Mountain Gardens is classified a Parkette providing a creative playground, seating area and walkway.							
51	2020	**Nelson Stadium**	**Capital**	10	175				185
		PO-PR-1626 Infrastructure Renewal	**Reserve Funds**	10	175				185
		Capital Works, 2020, 2022	**External**	20	350				370
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system.	**Gross Cost**	40	700				740
		2020 is design for the following year.							
		2022 is work for the replacement of artificial turf carpet.							

Related Projects

FB-MB-8 Park Buildings - Repair and Renewal

Nelson High School

Nelson stadium is a facility on HDSB property whereas the city shares the cost of redevelopment. The Parks Recreation& Cultural Assets Master Plan (2009), identifies a two stadium strategy with Nelson serving football, field hockey and special events. The stadium provides an artificial turf football/soccer/field hockey field, rubberized track and spectator seating.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
52	2020	**Paletta Lakefront Park** PO-PR-1804 Infrastructure Renewal **Capital Works,** 2020, 2021 2020 work includes design for stonework and pathway repairs. 2021 is funding for construction.	**Capital**	18	50				68
			Reserve Funds	18	50				68
			External						
			Gross Cost	35	100				135

4280 Lakeshore Road
Paletta Lakefront Park is classified as a City Park, but it is also a significant heritage property with a blend of formal gardens and natural areas. The west side of the park, with the large open space and formal landscape areas, is a part of the original estate and mansion (circa 1930) and the east side of the park is part of the flood plain of Shoreacres Creek and includes a trail system. Both sides of the park offer public access to Lake Ontario.

53	2020	**Park - Repair and Renewal** PO-PR-101 Infrastructure Renewal **Capital Works,** 2020-2029 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. 2026-2028 funding is shown as block funding and will be assigned to asset replacement and in-year renewal needs in future budget preparations.	**Capital**	150	284	300	300	3,147	4,181
			Reserve Funds	150	106			150	406
			External						
			Gross Cost	300	390	300	300	3,297	4,587

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
54	2020	**Port Nelson Parkette** PO-PR-1689 Infrastructure Renewal **Capital Works,** 2020, 2021, 2022 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 includes design work for shoreline improvements to enhance public access to Lake Ontario and ecological functions. 2021 is for the construction of shoreline improvements and the detailed design for park improvements the following year. 2022 work is for the larger park renewal including replacement of playground, pathways and site furniture.	**Capital**	8	80	200			288
			Reserve Funds	8	60	200			268
			External						
			Gross Cost	15	140	400			555
		3000 Lakeshore Rd. Port Nelson is classified a Parkette providing a creative playground, walkways, seating areas and parking lot.							
55	2020	**Roly Bird Park** PO-PR-1690 Infrastructure Renewal **Capital Works,** 2020, 2021 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2020 includes design work. 2021 work is for the replacement of playground, swings, site furnishings and improvements to pathway.	**Capital**	10	85				95
			Reserve Funds	10	85				95
			External						
			Gross Cost	20	170				190
		2203 Industrial St. Roly Bird is classified a Neighbourhood park providing 2 soccer fields, 1 baseball diamond, a creative playground, seating areas, walkways that connect to the Hydro Corridor Multi-use trail, leash free area and parking.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
56	2020	**School Playground Improvement Strategy** PO-PR-133 Infrastructure Renewal **Capital Works,** 2020-2029 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 system. Over the next 10 years, approximately 12 playgrounds are scheduled for replacement. 2020 to 2023 includes Brant Hills Public School, Kilbride Public School, Florence Meares Public School, Lakeshore Public School, Pauline Johnson Public School, Rolling Meadows Public School and Pineland Public School.	**Capital**	100	115	275	180	630	1,300
			Reserve Funds	100	115	275	180	630	1,300
			External						
			Gross Cost	200	230	550	360	1,260	2,600

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
57	2020	**Sherwood Forest Park**	**Capital**	150		1,667		700	2,517
		PO-PR-1567 Infrastructure Renewal	**Reserve Funds**	150		230		50	430
		Capital Works, 2020, 2022, 2025	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system and on the phasing plan identified in the approved Sherwood Forest Revitalization Plan (CW-10-16).	**Gross Cost**	300		1,896		750	2,946
		The implementation of the park renewal will be phased in over a number of years. The phasing of the Facilities and Buildings work will dovetail into the park works. 2020 - work includes Detailed Design for Phase 3, 4 and 5 2022 - work includes Phase 4 Implementation West Side Improvements 2025 - work includes Phase 5 Implementation of West Side improvements							

Related Projects

FB-CC-1135	Sherwood Community Centre Facility - Renewal / Enhancements
PO-PD-1593	Sherwood Forest - Implementation of Park Enhancements
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, creative playground, community center, washroom building and parking facilities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
58	2020	**Spencer Smith Park**	**Capital**	81	225			610	916
		PO-PR-1290 Infrastructure Renewal	**Reserve Funds**	81	225			10	316
		Capital Works, 2020, 2021, 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 system.	**Gross Cost**	163	450			620	1,233
		2020 work for replacements of electrical cabinets, portable transformers and pier lighting system.							
		2021 work is to replace and expand the north pathway from the gazebo area to the central staircase (at the foot of Burlington Street) for improved accessibility.							
		2027 is design work for the following year.							
		2028 work is for the replacement of artificial turf and drainage system around splash pad area.							

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, creative playground, Dofasco spray pad, Rotary pond, Waterfront Centre, Navel monuments, Centennial terrace, gazebo, walkways and parking facilities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
59	2020	**Spencer Smith Park - Brant Street Pier and Waterfront Promenade (Inspection and Remedial Work)** PO-PR-1379 Infrastructure Renewal **Capital Works,** 2020-2029 To ensure the integrity and longevity of the Brant Street Pier and Waterfront Promenade, there is regular condition inspections and remedial work planed. Inspections are typically below and above water and are on a 3-year cycle. Maintenance of minor deficiencies is undertaken by RPF.	**Capital**	13	40	13	13	385	463
			Reserve Funds	13	40	13	13	385	463
			External						
			Gross Cost	25	80	25	25	770	925

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.

60	2020	**Sports Lighting - Relamping Program** PO-PR-1801 Infrastructure Renewal **Capital Works,** 2020, 2023, 2024, 2025, 2027, 2028, 2029 Light bulb replacement program for sports lighting systems to maintain desired light levels. There are 29 sports lighting systems in operation.	**Capital**	30			30	150	210
			Reserve Funds	30			30	150	210
			External						
			Gross Cost	60			60	300	420

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
61	2020	**Sportsfield - Irrigation and Drainage** PO-PR-1896 Infrastructure Renewal **Capital Works,** 2020, 2025, 2026, 2028, 2029 2025 to 2029 funding is placeholder for renewal of natural sports fields including replacement of drainage tile and irrigation systems.	**Capital**					2,049	2,049
			Reserve Funds	25				506	531
			External						
			Gross Cost	25				2,554	2,579
62	2021	**Cavendish Park** PO-PR-1572 Infrastructure Renewal **Capital Works,** 2021, 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 system. 2021 work includes the replacement of baseball backstop, line fence and pathway. 2028 includes design work for the following year. 2029 is for reconstruction of pathway and bridge renewal.	**Capital**		200			525	725
			Reserve Funds		200			25	225
			External						
			Gross Cost		400			550	950

2155 Cavendish Dr.
Cavendish is classified a Neighbourhood park providing 1 baseball diamond, creative playground and walkway.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
63	2021	**Champlain Park** PO-PR-1573 Infrastructure Renewal **Capital Works,** 2021 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2021 work includes replacement of back stop, playground, swings, pathway, site furnishings and drainage improvements.	**Capital**		515				515
			Reserve Funds		115				115
			External						
			Gross Cost		630				630

2101 Mountain Grove Ave.
Champlain is classified a Neighbourhood park providing 1 baseball diamond, 1 soccer field, creative playground seating area, walkways and drainage improvements.

64	2021	**Community Garden** PO-PR-1883 Infrastructure Renewal **Capital Works,** 2021, 2022, 2025, 2026 Work includes renewal at the following locations: 2021 Maple Park 2022 Ireland Park 2025 Central Park 2026 Amherst and Francis Road Bikeway	**Capital**		8	13		38	58
			Reserve Funds		8	7		8	22
			External						
			Gross Cost		15	20		45	80

Related Projects
PO-PD-1562 Community Garden Development

Amherst Park - 2030 Amherst Heights Crt.
Central Park - 2299 New St.
Francis Road Bikeway - 717 North Shore Blvd. E.
Ireland Park - 2315 Headon Forest Dr.
Maple Park - 750 Maple Ave.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
65	2021	**Forestvale Park** PO-PR-1678 Infrastructure Renewal **Capital Works,** 2021, 2022 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2021 work includes detailed design. 2022 work is for the renewal of playground slide.	**Capital**		10	50			60
			Reserve Funds		10				10
			External						
			Gross Cost		20	50			70

1076 Forestvale Dr.

Forestvale is classified a Special Resource Area providing a creative playground . The park is part of the grindstone creek tributary.

66	2021	**Hidden Valley Park** PO-PR-1575 Infrastructure Renewal **Capital Works,** 2021, 2026, 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 system. 2021 work includes the replacement of playground, swing, pavements, site furnishings, improved accessibility of picnic areas (lower section) and changes to underground infrastructure to better accommodate special events. 2026 is design work for the following year. 2027 work is for the replacement of ball diamond D1. 2029 is design work for the following year	**Capital**		225			288	513
			Reserve Funds		225			38	263
			External						
			Gross Cost		450			325	775

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 Rd.

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
67	2021	**LaSalle Pier Condition Inspection** PO-PR-1639 Infrastructure Renewal **Capital Works,** 2021, 2023, 2025, 2027, 2029 This project includes an above and below water inspection of the public pier. These condition assessments are repeated on a 2-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 system.	**Capital**		15		15	45	75
			Reserve Funds		15		15	45	75
			External						
			Gross Cost		30		30	90	150

LaSalle Park Dr.
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

68	2021	**Leighland Park** PO-PR-1684 Infrastructure Renewal **Capital Works,** 2021, 2023, 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 system. 2021 work includes the detailed design. 2023 work includes the replacement of ball diamond (D2), pathways, tennis court and drainage improvements. 2024 includes design. 2025 work is for the renewal of playgrounds, site furnishings and pathways.	**Capital**		35		500	235	770
			Reserve Funds		35		500	10	545
			External						
			Gross Cost		70		1,000	245	1,315

1200 Leighland Rd.
Leighland is classified a Neighbourhood park providing 2 baseball diamonds, a creative playground, public access tennis courts, multi-use court and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
69	2021	**Longmoor Park** PO-PR-1685 Infrastructure Renewal **Capital Works,** 2021, 2022 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2021 is design work for the following year. 2022 work includes the replacement of playgrounds, swings, pathway and site furnishings.	**Capital**		25	100			125
			Reserve Funds			100			100
			External						
			Gross Cost		25	200			225
		4501 Longmoor Dr. Longmoor is classified a Neighbourhood park providing a creative playground, multi-use court, seating areas and walkways							
70	2021	**Optimist Park** PO-PR-1705 Infrastructure Renewal **Capital Works,** 2021, 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 system. 2021 includes work for the renewal of multi-use court, playground and tennis court colour coating. 2024 is design work for the following year. 2025 includes the renewal of ball diamond, tennis and multi-use court and pathways.	**Capital**		285			427	712
			Reserve Funds		115			382	497
			External						
			Gross Cost		400			809	1,209
		2131 Prospect St. Optimist is classified a Neighbourhood park providing 1 baseball diamond, a playground, public access tennis courts, multi-use court, walkways, seating areas, Student Theatre facility, storage building and parking.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
71	2021	**Peart Park**	**Capital**		10	85			95
		PO-PR-1696 Infrastructure Renewal	**Reserve Funds**		10	85			95
		Capital Works, 2021, 2022	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system.	**Gross Cost**		20	170			190
		2021 includes design work for construction the following year.							
		2022 work includes the replacement of playground and safety surfacing.							
		1410 Colonsay Dr.							
		Peart is classified a Neighbourhood park providing a creative playground, seating area, walkway and woodlot							
72	2021	**Pineland Park**	**Capital**		50		250		300
		PO-PR-1816 Infrastructure Renewal	**Reserve Funds**				250		250
		Capital Works, 2021, 2023	**External**						
		2021 includes design work.	**Gross Cost**		50		500		550
		2023 includes the replacement of pedestrian bridge and pathway improvements.							

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 trail connections, soccer and playground amenities.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
73	2021	**Taywood Park** PO-PR-1655 Infrastructure Renewal **Capital Works,** 2021, 2022 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2021 includes design. 2022 is for the renewal of playground, swings, site furnishings and pathway renewal.	**Capital**		10	100			110
			Reserve Funds		10	100			110
			External						
			Gross Cost		20	200			220

4357 Millcroft Park Dr.
Taywood is classified a Neighbourhood park providing 1 soccer field, creative playground, multi-use court, seating areas, walkways and parking

74	2021	**Tecumseh Park** PO-PR-1669 Infrastructure Renewal **Capital Works,** 2021, 2022 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2021 includes design work. 2022 work includes the replacement of ball diamond and pathway improvements.	**Capital**		10	50			60
			Reserve Funds		10	50			60
			External						
			Gross Cost		20	100			120

685 Regency Crt.
Tecumseh is classified a Neighborhood park providing a baseball diamond and creative playground .

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
75	2021	**Tuck Park** PO-PR-1686 Infrastructure Renewal **Capital Works,** 2021, 2022 This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system. 2021 is design work for the following year. 2022 work is for the replacement of playground and safety surfacing.	**Capital**		10	85			95
			Reserve Funds		10	85			95
			External						
			Gross Cost		20	170			190

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, creative playground, woodlot and Tuck Creek

76	2022	**Bridgeview Park** PO-PR-1702 Infrastructure Renewal **Capital Works,** 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 system. 2022 work includes design. 2023 work includes the removal of backstop, pathways, lighting, site furniture and replacement of playground.	**Capital**			10	260		270
			Reserve Funds			10			10
			External						
			Gross Cost			20	260		280

1590 Norwood Ave.

Bridgeview is classified a Neighborhood park providing a creative playground, walkways, baseball diamond and storage building

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
77	2022	**Emerson Park** PO-PR-1699 Infrastructure Renewal **Capital Works,** 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 system. 2022 is design work. 2023 work includes the renewal of playground, swing, site furnishings, and pathway.	**Capital**			10	130		140
			Reserve Funds			10	130		140
			External						
			Gross Cost			20	260		280
		2390 Sutton Dr. Emerson is classified a Neighbourhood park providing 1 baseball diamond, a creative playground, multi-use court, seating areas, walkways and parking							
78	2022	**Fairchild Parkette** PO-PR-1707 Infrastructure Renewal **Capital Works,** 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 system. 2022 is design work. 2023 work includes the renewal of playground, swing, site furnishings, and pathway.	**Capital**			10	85		95
			Reserve Funds			10	85		95
			External						
			Gross Cost			20	170		190
		2175 Fairchild Blvd. Fairchild is classified a Parkette providing a creative playground, seating area and walkways							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
79	2022	**Fairfield Parkette**	**Capital**			10	85		95
		PO-PR-1694 Infrastructure Renewal	**Reserve Funds**			10	85		95
		Capital Works, 2022, 2023	**External**						
		This project implements the phased replacement and or renewal of park assets on a life cycle basis identified in the parks asset management system.	**Gross Cost**			20	170		190
		2022 is design for work the following year.							
		2023 work includes the renewal of swings, site furnishings, and pathway.							
		952 Gorton Ave.							
		Fairfield is classified a Parkette providing a creative playground, seating area and walkway.							
80	2022	**Kerncliff Park**	**Capital**			50		45	95
		PO-PR-1677 Infrastructure Renewal	**Reserve Funds**			50		45	95
		Capital Works, 2022, 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 system.	**Gross Cost**			100		90	190
		2022 is renewal of the large boardwalk.							
		2026 is design.							
		2027 work is for the renewal of wood boardwalk.							
		2198 Kerns Rd.							
		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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
81	2022	**Lampman Park** PO-PR-1697 Infrastructure Renewal **Capital Works,** 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 system. 2022 is design for work the following year. 2023 work includes the renewal of playground, swing, site furnishings, soccer goal posts and multi use court	**Capital**			10	150		160
			Reserve Funds			10	150		160
			External						
			Gross Cost			20	300		320

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

82	2022	**Maple Park** PO-PR-1565 Infrastructure Renewal **Capital Works,** 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 system. 2022 is for design work for the following year. 2023 includes the replacement of sport lighting system of soccer facility (F1) and design work for the following year. 2028 is for design work for the following year. 2029 work is for the renewal of concrete skatepark.	**Capital**			10	200	340	550
			Reserve Funds			10	200	340	550
			External						
			Gross Cost			20	400	680	1,100

Related Projects
PO-PD-1815 Maple Park Improvements

750 Maple Ave.
Maple is classed a Community park providing creative playground, skateboard facility, 2 baseball diamonds, 1 soccer field, Girls Gymnastics Facility and Boys Gymnastic Facility and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
83	2022	**Millcroft Park** PO-PR-1566 Infrastructure Renewal **Capital Works,** 2022, 2023, 2025, 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 system. 2022 includes design for the following year. 2023 is work for replacement of playground. 2025 includes design work for 2026 and 2027. 2026 and 2027 work includes the replacement of ball diamond (D3), sports lighting systems (D1 and D2), pathways, soccer goal posts and tennis court.	**Capital**			10	237	1,302	1,549
			Reserve Funds			10	213	602	825
			External						
			Gross Cost			20	450	1,904	2,374

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

84	2022	**Norton Park** PO-PR-1579 Infrastructure Renewal **Capital Works,** 2022, 2023, 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 system. 2022 includes design work for construction the following year. 2023 work includes the replacement of the north artificial turf field. 2024 includes design work for construction the following year. 2025 work includes the replacement of the south artificial turf field. 2026 work includes the replacement of playground, swings, safety surfacing and skatepark repair work.	**Capital**			10	350	1,170	1,530
			Reserve Funds			10	350	20	380
			External						
			Gross Cost			20	700	1,190	1,910

3035 Tim Dobbie Dr.
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, seating areas, walkways, washroom/shade pavilion with RPF maintenance facility, leash free area and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
85	2022	**Pedestrian Bridge Improvements** PO-PR-1819 Infrastructure Renewal **Capital Works,** 2022, 2023, 2024, 2026, 2027, 2028 2022 and 2026 is design work for the following years. 2023, 2024, 2027 and 2028 includes minor renewal. All bridge replacements are included in individual park renewals.	**Capital**			25	229	135	389
			Reserve Funds			25	25	75	125
			External						
			Gross Cost			50	254	210	514
86	2022	**Queensway Park** PO-PR-1695 Infrastructure Renewal **Capital Works,** 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 system. 2022 includes the detailed design. 2023 work includes the renewal of playground, swing, site furnishings, multi-use court and pathway.	**Capital**			20	200		220
			Reserve Funds			20	200		220
			External						
			Gross Cost			40	400		440

Related Projects

PO-PR-1564 Ireland Park
PO-PR-1816 Pineland Park

Various parks throughout the City.

2440 Glenwood School Dr.
Queensway is classified a Neighbourhood park providing a creative playground and multi-use court.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
87	2023	**Aldershot Park** PO-PR-1574 Infrastructure Renewal **Capital Works,** 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 system. 2023 work includes design. 2024 work includes replacement of the baseball backstop (D1), line fence, playground and pathways and removal of baseball diamond (D2).	**Capital**				25	500	525
			Reserve Funds				25	245	270
			External						
			Gross Cost				50	745	795

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

88	2023	**Beachway Park** PO-PR-1570 Infrastructure Renewal **Capital Works,** 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 system. 2023 includes design. 2024 work is for the replacement of playground and safety surfacing.	**Capital**				8	300	308
			Reserve Funds				8		8
			External						
			Gross Cost				16	300	316

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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
89	2023	**Cleaver Park** PO-PR-1708 Infrastructure Renewal **Capital Works,** 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 system. 2023 includes design. 2024 work includes the renewal of playground, swing, site furnishings, fencing and pathway.	**Capital**				10	135	145
			Reserve Funds				10	135	145
			External						
			Gross Cost				20	270	290
2104 Cleaver Ave. Cleaver is classified a Neighbourhood park providing a creative playground, walkways and woodlot.									
90	2023	**Greenwood Park** PO-PR-1818 Infrastructure Renewal **Capital Works,** 2023, 2024 2023 includes design for construction work the following year. 2024 includes replacement of soccer goal posts, backstop and accessible pathway connections to sportsfields.	**Capital**				15	75	90
			Reserve Funds				15	75	90
			External						
			Gross Cost				30	150	180
Greenwood Park is a neighbourhood park that includes a soccer field, baseball field, parking and pathway connection to the Francis Road Bikeway.									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
91	2023	**Kerns Park** PO-PR-1571 Infrastructure Renewal **Capital Works,** 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 system. 2023 is design for work the following year. 2024 work includes the replacement of playground, swings, site furniture and ball diamond.	**Capital**				20	503	523
			Reserve Funds				20	143	163
			External						
			Gross Cost				40	645	685

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 creative playground, 2 baseball diamonds, shade structure, walkways and parking lot.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
92	2023	**Nelson Park** PO-PR-1688 Infrastructure Renewal **Capital Works,** 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 system. 2023 work includes the detailed design (for construction the following year) in coordination with Facilities and Buildings. 2024 work includes the replacement of playground, swings, site furnishings, bleachers and improvements to ball diamond D1. 2024 work also includes the replacement of the safety surfacing for the playground inside the pool area.	**Capital**				60	1,138	1,198
			Reserve Funds				60	222	282
			External						
			Gross Cost				120	1,360	1,480

Related Projects

FB-MB-1047 Corporate Parking Lots - Revitalization
FB-MB-1725 Park Buildings - Revitalization

4183 New St.
Nelson is Classified as a Community park providing 3 baseball diamonds, 2 soccer fields, BMX dirt jump course, multi-use court, walkways connecting to the Centennial multiuse trail, Nelson Arena and outdoor pool facility, washroom buildings, Appleby Tennis Club and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
93	2023	**Newport Park** PO-PR-1668 Infrastructure Renewal **Capital Works,** 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 system. 2023 includes design for work the following year. 2024 work is for the renewal of playground, swings, site furnishings, soccer goal posts.	**Capital**				10	100	110
			Reserve Funds				10	100	110
			External						
			Gross Cost				20	200	220

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

94	2023	**Orchard Park** PO-PR-1568 Infrastructure Renewal **Capital Works,** 2023, 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 system. 2023 includes design work for the following year. 2024 work includes the replacement of the artificial turf carpet and design work for the following year. 2025 work includes the replacement/renewal of the playground, swings, pathway, multi use court and site furnishings.	**Capital**				10	660	670
			Reserve Funds				10	660	670
			External						
			Gross Cost				20	1,320	1,340

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
95	2023	**Pinemeadow Park** PO-PR-1700 Infrastructure Renewal **Capital Works,** 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 system. 2023 includes design work for the following year. 2024 work includes the renewal of playground, swing, site furnishings, soccer goal posts and pathways.	**Capital**				10	85	95
			Reserve Funds				10	85	95
			External						
			Gross Cost				20	170	190
		3171 Pinemeadow Rd. Pinemeadow is classified a Neighbourhood park providing a creative playground, soccer field, walkway and seating area.							
96	2024-2029	**Apeldoorn Park** PO-PR-1937 Infrastructure Renewal **Capital Works,** 2028, 2029 2028 is design work for the following year. 2029 includes renewal of playground.	**Capital**					90	90
			Reserve Funds					90	90
			External						
			Gross Cost					180	180
		1385 Elgin Street							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
97	2024-2029	**Bayshore Park** PO-PR-1890 Infrastructure Renewal **Capital Works,** 2027, 2028 2027 is for design work for the following year. 2028 includes the replacement of site furniture, shoreline railing and parking lot.	**Capital**					625	625
			Reserve Funds					25	25
			External						
			Gross Cost					650	650

322 North Shore Blvd. E.
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.

98	2024-2029	**Berton Park** PO-PR-1891 Infrastructure Renewal **Capital Works,** 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 and pathways.	**Capital**					370	370
			Reserve Funds					180	180
			External						
			Gross Cost					550	550

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
99	2024-2029	**Brant Hills Park** PO-PR-1691 Infrastructure Renewal **Capital Works,** 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 system. 2025 work includes detailed design. 2026 work includes the renewal of playground, swings, accessible walkways, irrigation systems, drainage, bleachers, site furnishings, and replacement of ball diamond (D2).	**Capital**					535	535
			Reserve Funds					280	280
			External						
			Gross Cost					815	815

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 Dr.
Brant Hills is classified a Community park providing 3 baseball diamonds, 3 soccer fields, creative playground, public assess tennis courts, skateboard feature, walkways and the Brant Hills Community Centre and Public Library.

100	2024-2029	**Burloak Park** PO-PR-1653 Infrastructure Renewal **Capital Works,** 2024, 2025 2024 includes design for construction work the following year. 2025 includes the replacement of playground and safety surfacing.	**Capital**					360	360
			Reserve Funds					110	110
			External						
			Gross Cost					470	470

Burloak is a Regional Waterfront park, providing an accessible 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.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
101	2024-2029	**City View Park** PO-PR-1577 Infrastructure Renewal **Capital Works,** 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 system. 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**					2,365	2,365
			Reserve Funds					415	415
			External						
			Gross Cost					2,780	2,780

Related Projects

PO-PD-115 City View Park

2500 Kerns Rd.

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
102	2024-2029	**Doug Wright Park** PO-PR-1892 Infrastructure Renewal **Capital Works,** 2027, 2028 2027 is design work for the following year. 2028 is for the replacement of irrigation system and the addition of trees.	**Capital**					135	135
			Reserve Funds					135	135
			External						
			Gross Cost					270	270

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

103	2024-2029	**Duncaster Park** PO-PR-1935 Infrastructure Renewal **Capital Works,** 2028, 2029 2028 is design work for the following year. 2029 includes the renewal of pathways and pedestrian bridge.	**Capital**					700	700
			Reserve Funds						
			External						
			Gross Cost					700	700

2259 Duncaster Dr. in the Brant Hills Community.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
104	2024-2029	**Earl Court Park** PO-PR-1825 Infrastructure Renewal **Capital Works,** 2026, 2027 2026 includes the design. 2027 includes the replacement of playground, site furniture and accessible walkways.	**Capital**					90	90
			Reserve Funds					90	90
			External						
			Gross Cost					180	180

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

105	2024-2029	**Fothergill Park** PO-PR-1704 Infrastructure Renewal **Capital Works,** 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 system. 2026 is design for work the following year. 2027 work includes the renewal of playground, swing, site furnishings, and pathway.	**Capital**					115	115
			Reserve Funds					115	115
			External						
			Gross Cost					230	230

Related Projects

SM-SD-1360 Sheldon Creek Erosion Control (CNR to New Street)

480 Fothergill Blvd.

Fothergill Woods is classified a Neighbourhood park providing 1 baseball diamond, a creative playground, full basketball court walkways and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
106	2024-2029	**Henderson Park**	**Capital**					35	35
		PO-PR-1936 Infrastructure Renewal	**Reserve Funds**					35	35
		Capital Works, 2028, 2029	**External**						
		2028 is design for the following year.	**Gross Cost**					70	70
		2029 includes renewal of children's play area and new accessible pathways.							
		328 Henderson Road.							
107	2024-2029	**Kilbride Park**	**Capital**					409	409
		PO-PR-1893 Infrastructure Renewal	**Reserve Funds**					241	241
		Capital Works, 2027, 2029	**External**						
		2027 is for design work.	**Gross Cost**					650	650
		2029 for the replacement of the playground and sportsfield renewal.							
		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.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
108	2024-2029	**Kinsmen Park** PO-PR-1894 Infrastructure Renewal **Capital Works,** 2027, 2028 2027 is design work for the following year. 2028 work includes the replacement of playground, baseball diamond, soccer goal posts and the addition of accessible walkways.	**Capital**					160	160
			Reserve Funds					160	160
			External						
			Gross Cost					320	320

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.

109	2024-2029	**McCoy Common Parkette** PO-PR-1934 Infrastructure Renewal **Capital Works,** 2025, 2026 2025 is design work for the following year. 2026 is renewal work to pathways, gardens, and site furniture.	**Capital**					40	40
			Reserve Funds					25	25
			External						
			Gross Cost					65	65

1795 McCoy Ave - located in the Orchard Community.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
110	2024-2029	**Mountainside Park** PO-PR-1822 Infrastructure Renewal **Capital Works,** 2025, 2026 2025 includes design work. 2026 includes the replacement of playground and safety surfacing.	**Capital**					358	358
			Reserve Funds					8	8
			External						
			Gross Cost					366	366

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 trails.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
111	2024-2029	**Multi-Use Trail - Centennial**	**Capital**					804	804
		PO-PR-1682 Infrastructure Renewal	**Reserve Funds**					46	46
		Capital Works, 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 system.	**Gross Cost**					850	850
		This project includes the asphalt surface renewal (shave and pave) of the multi-use trail.							
		2026 is design work for the following year.							
		2027 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	Multi-Use Trail
SM-SD-1415	Appleby Creek Erosion Control (Dundas St to Upper Middle Road)

423 Martha St.
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	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
112	2024-2029	**Multi-Use Trail - Hydro Corridor North**	**Capital**					465	465
		PO-PR-1681 Infrastructure Renewal	**Reserve Funds**					218	218
		Capital Works, 2026, 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 system.	**Gross Cost**					683	683
		This project includes the asphalt surface renewal (shave and pave) of the multi use trail.							
		2026 includes design.							
		2028 construction (Industrial Street to Berwick Drive).							

Related Projects

PO-PR-877 Multi-Use Trail

2211 Mountainside Dr.

Hydro Corridor Multi-Use Path is classified a Special Resource Area currently starting at Mountainside drive and running to Berwick Dr ., providing a multi-use trail, vehicle control bollards, wayfinding signage and seating areas.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
113	2024-2029	**Orchard Parkette(s)**	**Capital**					580	580
		PO-PR-1889 Infrastructure Renewal	**Reserve Funds**					180	180
		Capital Works, 2026, 2027, 2028	**External**						
		2026 includes design for the following years	**Gross Cost**					760	760
		2027 is for renewal work at Apple Blossom and Dryden parkettes.							
		2028 is for renewal work at Avalon, Easton and Prescott parkettes.							
		Apple Blossom Parkette - 5060 Dryden Ave.							
		Avalon Parkette - 2284 Avalon Dr.							
		Dryden Parkette - 5043 Dryden Ave.							
		Easton Parkette - 2437 Whitehorn Dr.							
		Prescott Parkette - 5120 Dryden Ave.							
114	2024-2029	**Palladium Park**	**Capital**					310	310
		PO-PR-1821 Infrastructure Renewal	**Reserve Funds**					10	10
		Capital Works, 2025, 2026	**External**						
		2025 includes design for construction the following year.	**Gross Cost**					320	320
		2026 includes the replacement of playground, safety surfacing, repaving of the multi use court, irrigation system and addition of trees.							
		Palladium Park is located at 4130 Palladium Way in the Alton Community. The park includes an intermediate soccer field, site furniture, pathways, playground, multi-use court and skate feature.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
115	2024-2029	**Sinclair Park** PO-PR-1820 Infrastructure Renewal **Capital Works,** 2026, 2027 2026 includes design work for the following year. 2027 includes the replacement of playground, safety surfacing, swings and improved accessible walkways.	**Capital**					160	160
			Reserve Funds					160	160
			External						
			Gross Cost					320	320

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

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
116	2024-2029	**Sioux Lookout Park** PO-PR-1824 Infrastructure Renewal **Capital Works,** 2026, 2027 2026 includes design. 2027 includes the replacement of seating areas, site furniture, pathways and lighting system.	**Capital**					206	206
			Reserve Funds					114	114
			External						
			Gross Cost					320	320

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
117	2024-2029	**Tansley Woods Park** PO-PR-1674 Infrastructure Renewal **Capital Works,** 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 system. 2027 includes design work for the following year. 2028 is work the renewal of lit pathway and playground behind the community centre.	**Capital**					160	160
			Reserve Funds					160	160
			External						
			Gross Cost					320	320

Related Projects

PO-PD-1887 Tansley Woods Park Splash Pad

4100 Kilmer Dr.

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

118	2024-2029	**Thorpe Park** PO-PR-1692 Infrastructure Renewal **Capital Works,** 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 system. 2024 work includes detailed design. 2025 work includes the renewal of the ball diamond, pathway, playground, swing and site furnishings.	**Capital**					160	160
			Reserve Funds					160	160
			External						
			Gross Cost					320	320

1140 Stephenson Dr.

Thorpe is classified a Neighbourhood park providing 1 baseball diamond, multi-use court, creative playground, seating areas, walkway and parking

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PR': Park Renewal									
119	2024-2029	**Wellington Park** PO-PR-1826 Infrastructure Renewal **Capital Works,** 2026, 2027 2026 includes design work for construction the following year. 2027 is for the replacement of playground, soccer goal posts and improved accessible walkways.	**Capital**					110	110
			Reserve Funds					110	110
			External						
			Gross Cost					220	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.

120	2024-2029	**Westbury Park** PO-PR-1693 Infrastructure Renewal **Capital Works,** 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 system. 2024 includes design work for construction the following year. 2025 includes the renewal of the playground, swing, site furnishings and pathways. 2028 is design work for the following year. 2029 includes renewal of pedestrian bridge and stairs along trail system.	**Capital**						640	640
			Reserve Funds						140	140
			External						
			Gross Cost						780	780

1470 Westbury Ave.
Westbury is classified a Neighbourhood park providing a creative playground , walkway and woodlot.

Part 'PA': Parkland Acquisition

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PA': Parkland Acquisition									
121		**Park Acquisition Fund** PO-PA-1079 Growth **Capital Works,** 2020-2029 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.	**Capital**						
			Reserve Funds						
			External						
			Gross Cost						
A Healthy and Greener City - Parks and Open Space			**Capital Total:**	**1,755**	**3,512**	**3,297**	**3,892**	**39,672**	**39,672**
			Reserve Funds Total:	**3,328**	**5,404**	**4,202**	**4,243**	**15,572**	**32,749**
			External Total:	**20**		**350**			**370**
			Gross Cost Total:	**5,103**	**8,915**	**7,849**	**8,134**	**42,789**	**72,791**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
122	2020	**Appleby Creek Erosion Control (South Service Road to Lake Ontario)** SM-SD-512 Growth **Capital Works,** 2020-2024 A Class EA Study is currently underway to address the erosion concerns. Detailed Design to follow completion of Class EA. 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**	25	51	858	696	708	2,338
			Reserve Funds	39	2,408	2,291	1,858	1,876	8,472
			External						
			Gross Cost	64	2,459	3,149	2,555	2,584	10,811

Related Projects

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

2020: Location=Detailed Design
2021: Location=Phase 1 Construction of creek works as per Class EA recommendations.
2022: Location=Phase 2 Construction of creek works as per Class EA recommendations.
2023: Location=Phase 3 Construction of creek works as per Class EA recommendations.
2024: Location=Phase 4 Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
123	2020	**Creek Condition Inventory and Erosion Assessment Update** SM-SD-1307 Infrastructure Renewal **Capital Works,** 2020, 2025 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**	100				100	200
			Reserve Funds						
			External						
			Gross Cost	100				100	200
		2020: Location=All urban area creeks 2025: Location=All urban area creeks							
124	2020	**Grindstone Creek Erosion Control (Unsworth Avenue to Sumac Drive)** SM-SD-1260 Infrastructure Renewal **Capital Works,** 2020, 2021 The Class EA Study was started in 2019. The 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.	**Capital**	50	100				150
			Reserve Funds		900				900
			External						
			Gross Cost	50	1,000				1,050
		Related Projects PO-PR-1575 Hidden Valley Park 2019: Location=Class EA 2020: Location=Detailed Design 2021: Location=Construction of creek works as per Class EA recommendations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
125	2020	**Grindstone Creek Erosion Control (Waterdown Rd to Main Branch in Hidden Valley Park)** SM-SD-295 Growth **Capital Works,** 2020, 2021 The Class EA Study was started in 2019. The 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.	**Capital**	25	505				530
			Reserve Funds	25	1,415				1,440
			External						
			Gross Cost	50	1,920				1,970

Related Projects

PO-PR-1575 Hidden Valley Park

2019: Location=Class EA
2020: Location=Detailed Design
2021: Location=Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
126	2020	**Minor Erosion Control Projects** SM-SD-685 Growth **Capital Works,** 2020-2029 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 event.	**Capital**	217	100	150	100	600	1,167
			Reserve Funds	217	100	150	100	600	1,167
			External						
			Gross Cost	435	200	300	200	1,200	2,335

2020: Location=1. Grindstone Creek at Lemonville Rd 2. Hager Creek at Winterberry Dr 3. East Rambo Creek Slope Stability and Erosion Control Works at Roly Bird Park.
2021-2029: Location=Project sites as identified in the 2018 Creek Inventory and Erosion Assessment Report.

127	2020	**Minor Stormwater Inlet / Outlet / Drainage Improvements** SM-SD-883 Infrastructure Renewal **Capital Works,** 2020-2029 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**	100	234	175	125	875	1,509
			Reserve Funds						
			External						
			Gross Cost	100	234	175	125	875	1,509

2020-2029: Location=Drainage improvements at various locations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
128	2020	**Rural Area Culverts Replacement** SM-SD-1146 Infrastructure Renewal **Capital Works,** 2020-2029 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 2009. 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**	220	300	200	259	1,000	1,979
			Reserve Funds						
			External						
			Gross Cost	220	300	200	259	1,000	1,979
2020-2029: Location=a) 2015 No. 1 Side Road b) Culvert replacements and drainage improvements at various rural locations.									
129	2020	**Stormwater Management Pond Refurbishment** SM-SD-962 Infrastructure Renewal **Capital Works,** 2020-2029 City owned stormwater management ponds require sediment removal. Funding is required for sediment surveys, preparation of contract documents, sediment removal and disposal. Stormwater management infrastructure rehabilitation is also included.	**Capital**	250	250	150	254	1,123	2,027
			Reserve Funds						
			External						
			Gross Cost	250	250	150	254	1,123	2,027
2020: Location=Pond 17 pre-construction survey, design and cleanout. 2021: Location=Pond 8 pre-construction survey, design and cleanout.									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
130	2020	**Tuck Creek Erosion Control for Three Sections**	**Capital**		250	250	1,447	2,415	4,362
		SM-SD-1472 Infrastructure Renewal	**Reserve Funds**	75		1,000			1,075
		Capital Works, 2020-2026	**External**						
		THREE sections of Tuck Creek have been identified for this project.	**Gross Cost**	75	250	1,250	1,447	2,415	5,437
		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

2020: Location=Detailed Design
2021: Location=Phase 1 Partial Construction Funding.
2022: Location=Phase 1 Construction of creek works as per Class EA recommendations.
2023: Location=Phase 2 Partial Construction Funding.
2024: Location=Phase 2 Construction of creek works as per Class EA recommendations.
2025: Location=Phase 3 Partial Construction Funding.
2026: Location=Phase 3 Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
131	2020	**West Aldershot Creek Erosion Control (Fairwood Place to Oakland Park Court)** SM-SD-1505 Infrastructure Renewal **Capital Works,** 2020 A Class EA Study and detailed design is currently underway 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. 2019: Location=Partial construction funding 2020: Location=Construction of creek works as per Class EA recommendations.	**Capital**	1,485					1,485
			Reserve Funds						
			External						
			Gross Cost	1,485					1,485
132	2021	**Hager Creek Erosion Control (North Leg Winterberry Drive to South Leg Winterberry Drive)** SM-SD-1268 Infrastructure Renewal **Capital Works,** 2021, 2022 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. 2021: Location=Class EA and Detailed Design 2022: Location=Construction of creek works as per Class EA recommendations.	**Capital**		250	1,100			1,350
			Reserve Funds						
			External						
			Gross Cost		250	1,100			1,350

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
133	2021	**Rambo Creek Erosion Control (Melissa Crescent to Upper Middle Road)** SM-SD-1269 Infrastructure Renewal **Capital Works,** 2021, 2028 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.	**Capital**		250			1,820	2,070
			Reserve Funds						
			External						
			Gross Cost		250			1,820	2,070
		Related Projects PO-PR-1571 Kerns Park PO-PR-1691 Brant Hills Park							
		2021: Location=Class EA and Detailed Design 2028: Location=Construction of creek works as per Class EA recommendations.							
134	2022	**Falcon Creek Erosion Control (North Shore Boulevard to Hamilton Harbour)** SM-SD-1264 Growth **Capital Works,** 2022, 2023 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.	**Capital**			200	320		520
			Reserve Funds			50	80		130
			External						
			Gross Cost			250	400		650
		2022: Location=Class EA and Detailed Design 2023: Location=Construction of creek works as per Class EA recommendations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
135	2022	**Lemonville Road Drainage Improvements** SM-SD-1436 Infrastructure Renewal **Capital Works,** 2022, 2025 Lemonville Road has drainage issues that impact private property. This drainage improvement study will review the issues and provide recommendations for implementation.	**Capital**			200		600	800
			Reserve Funds						
			External						
			Gross Cost			200		600	800
2022: Location=Drainage Study 2025: Location=Construction of creek works as per Class EA recommendations.									
136	2022	**Shoreacres Creek Erosion Control (South Service Road to Harvester Road)** SM-SD-1467 Infrastructure Renewal **Capital Works,** 2022, 2025, 2027 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		1,481	1,726
			Reserve Funds						
			External						
			Gross Cost			245		1,481	1,726
Related Projects RD-SW-261 Harvester Road Sidewalk (Walker's Line - Appleby Line) 2022: Location=Class EA and Detailed Design 2025: Location=Partial Construction Funding 2027: Location=Construction of creek works as per Class EA recommendations.									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
137	2023	**Roseland Creek Improvements (Harvester Road to CNR)** SM-SD-537 Growth **Capital Works,** 2023, 2024 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**				120	686	806
			Reserve Funds				30	319	349
			External						
			Gross Cost				150	1,006	1,156

2023: Location=Class EA and Detailed Design
2024: Location=Construction of creek works as per Class EA recommendations.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
138	2023	**Sheldon Creek Erosion Control (CNR to New Street)** SM-SD-1360 Infrastructure Renewal **Capital Works,** 2023, 2025, 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.	**Capital**				175	3,547	3,722
			Reserve Funds						
			External						
			Gross Cost				175	3,547	3,722

Related Projects

PO-PR-1567	Sherwood Forest Park
PO-PR-1704	Fothergill Park
PO-PR-1682	Multi-Use Trail - Centennial

2023: Location=Class EA
2025: Location=Detailed Design
2028: Location=Partial Construction Funding
2029: Location=Construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
139	2023	**Stormwater Management and Environmental Multi-Year Monitoring** SM-SD-1068 Infrastructure Renewal **Capital Works,** 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							
140	2024-2029	**Appleby Creek Erosion Control (Dundas St to Upper Middle Road)** SM-SD-1415 Infrastructure Renewal **Capital Works,** 2024, 2026 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**					2,260	2,260
			Reserve Funds						
			External						
			Gross Cost					2,260	2,260
		Related Projects PO-PR-1682 Multi-Use Trail - Centennial 2024: Location=Class EA and Detailed Design 2026: Location=Construction of creek works as per Class EA recommendations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
141	2024-2029	**Bronte Creek Tributary Stormwater Management** SM-SD-290 Growth **Capital Works,** 2028, 2030 Detailed design and construction of the Bronte Creek tributary stormwater management facility, (upstream of Mainway at Burloak Drive), as identified in the Sheldon Creek Master Watershed Plan Report. (City's Share) This preliminary cost estimate will be revised during detailed design to reflect the associated land costs. The City's share of the detailed design funding will be available when the developer proceeds with the detailed design of the Bronte Creek tributary stormwater management facility. 2028: Location=City's Share for Detailed Design 2030: Location=City's Share for Construction	**Capital**						
			Reserve Funds					200	200
			External						
			Gross Cost					200	200
142	2024-2029	**Falcon Creek Erosion Control (CNR to Willowbrook Road)** SM-SD-1504 Growth **Capital Works,** 2027, 2028 A Class EA Study and detailed design will be required to address the erosion concerns. Falcon Creek is adjacent to Willowbrook Rd. 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. 2027: Location=Class EA and Detained Design 2028: Location=Construction of creek works as per Class EA recommendations.	**Capital**					525	525
			Reserve Funds					525	525
			External						
			Gross Cost					1,050	1,050

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
143	2024-2029	**Sheldon Creek Erosion Control (South Service Road to CNR)** SM-SD-1270 Infrastructure Renewal **Capital Works,** 2024, 2027 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**					1,438	1,438
			Reserve Funds					259	259
			External						
			Gross Cost					1,697	1,697
		2024: Location=Class EA and Detailed Design 2027: Location=Construction							
144	2024-2029	**Shoreacres Creek Erosion Control (Harvester Road to New Street)** SM-SD-1846 Growth **Capital Works,** 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**					1,556	1,556
			Reserve Funds					275	275
			External						
			Gross Cost					1,830	1,830
		2026: Location=Class EA 2027: Location=Detailed Design 2029: Location=Construction of creek works as per Class EA recommendations.							

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SD': Storm Drainage									
145	2024-2029	**Shoreline Restoration to La Salle Park Adjacent to 132 North Shore Blvd E** SM-SD-1874 Infrastructure Renewal **Capital Works,** 2028 Gabion baskets along shoreline corroding. This shoreline is currently being monitored. Shoreline will require restoration in the future.	**Capital**					710	710
			Reserve Funds						
			External						
			Gross Cost					710	710

2028: Location=Construction of creek works as per Class EA recommendations.

Part 'SM': Storm Water Infrastructure

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SM': Storm Water Infrastructure									
146	2020	**Roseland Creek Flood Control Facility North of QEW** SM-SM-941 Growth **Capital Works,** 2020, 2022, 2023, 2025, 2026 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**	125				875	1,000
			Reserve Funds	125		669	1,161	875	2,830
			External						
			Gross Cost	250		669	1,161	1,750	3,830

2020: Location=Detailed Design (City's Share)
2022: Location=Partial Construction Funding (City's Share)
2023: Location=Partial Construction Funding (City's Share)
2025: Location=Partial Construction Funding (City's Share)
2026: Location=Partial Construction Funding (City's Share)

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SM': Storm Water Infrastructure									
147	2020	**Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)** SM-SM-1623 Growth **Capital Works,** 2020, 2021 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 construction will be completed in 2019. Detailed design of Phases 2 and 3 are underway.	**Capital**	319	985				1,304
			Reserve Funds	1,574	422				1,996
			External						
			Gross Cost	1,893	1,407				3,300

Related Projects

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

2020: Location=Phases 3: Bridge replacements & associated channel upgrades partial construction funding
2021: Location=Phases 3: Bridge replacements & associated channel upgrades construction

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'SM': Storm Water Infrastructure									
148	2023	**Falcon Creek Stormwater Management Predesign** SM-SM-1641 Infrastructure Renewal **Capital Works,** 2023 This project is to investigate options of stormwater management in Falcon Creek to reduce downstream flooding risk, as per approved Council report CW-09-15.	**Capital**						
			Reserve Funds				100		100
			External						
			Gross Cost				100		100

2023: Location=Stormwater Management Predesign

A Healthy and Greener City - Stormwater Management	**Capital Total:**	**2,916**	**3,275**	**3,528**	**3,547**	**35,635**	**35,635**
	Reserve Funds Total:	**2,056**	**5,245**	**4,160**	**3,329**	**4,929**	**19,719**
	External Total:						
	Gross Cost Total:	**4,972**	**8,520**	**7,688**	**6,876**	**27,298**	**55,354**

A Healthy and Greener City - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	**13,107**	**11,646**	**15,366**	**9,893**	**91,158**	**141,170**
Reserve Funds Total:	**9,212**	**12,040**	**10,053**	**9,463**	**25,332**	**66,101**
External Total:	**14,961**	**0**	**3,806**	**0**	**0**	**18,767**
Gross Cost Total:	**37,280**	**23,686**	**29,226**	**19,356**	**116,490**	**226,038**

*** Report values in thousands**

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

An Engaging City


CITY OF
Burlington

An Engaging City

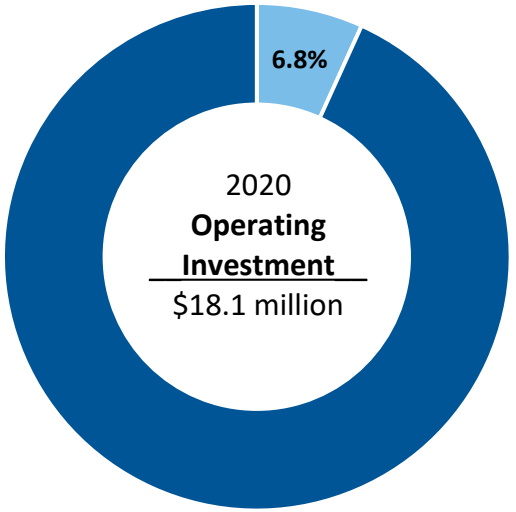
Community members are engaged, empowered, welcomed and well-served by their city. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

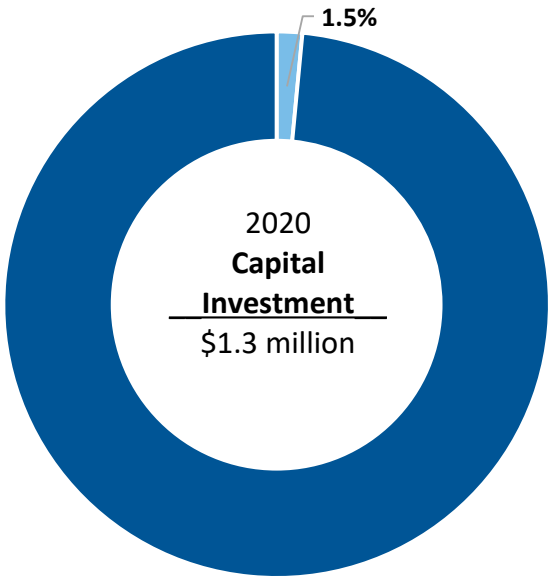
Key Priorities and Goals

- Increase the number of residents using the City's online engagement tool **getinvolvedburlington.ca** by 10% each year and develop a process for reporting to the community on how their input shaped decision-making



Percentage of 2020 Budget





An Engaging City

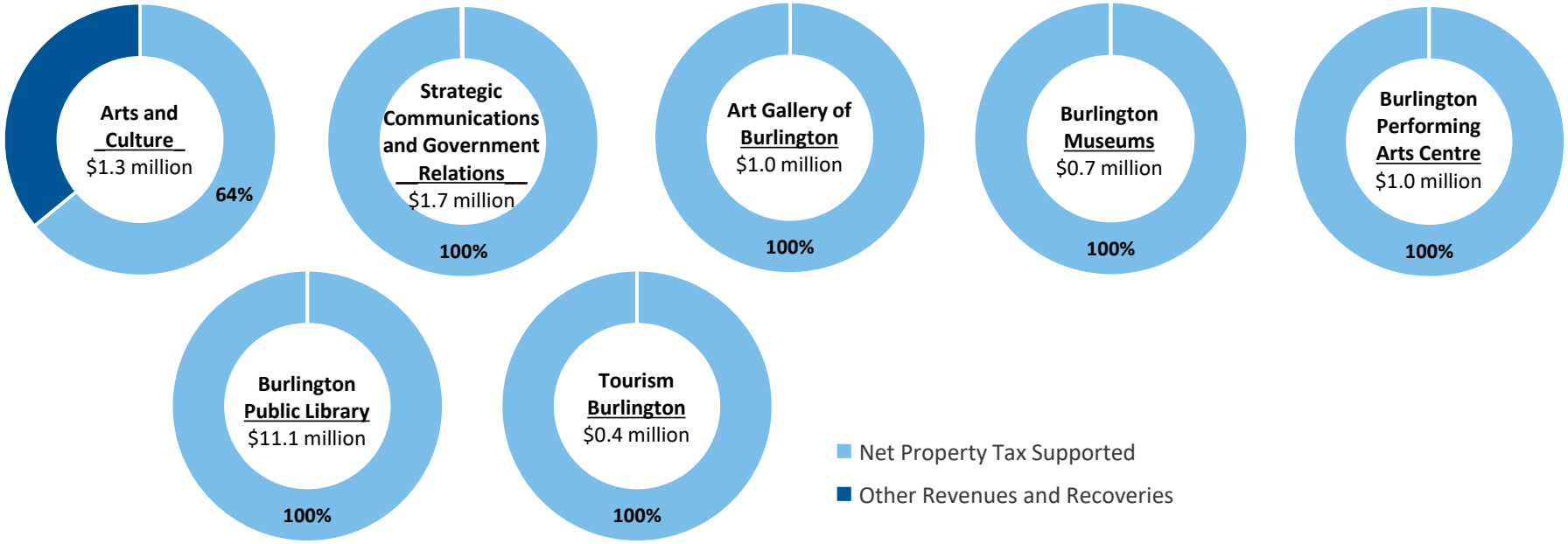
Operating Investment
including Business Cases

Services	2018 Actual	2019 Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Arts and Culture	$ 1,405	$ 1,444	$ 1,292	$ 1,974	$ (709)	$ 1,265	$ (179)	(12.4)%
Strategic Communications and Government	$ 1,579	$ 1,607	$ 1,776	$ 1,697	$ (4)	$ 1,694	$ 86	5.4%
Art Gallery of Burlington *	$ 953	$ 972	$ 972	$ 989	$ -	$ 989	$ 17	1.7%
Burlington Museums *	$ 699	$ 713	$ 713	$ 845	$ (120)	$ 725	$ 12	1.7%
Burlington Performing Arts Centre *	$ 991	$ 1,010	$ 1,010	$ 1,078	$ (50)	$ 1,028	$ 18	1.8%
Burlington Public Library *	$ 10,716	$ 10,930	$ 10,930	$ 11,121	$ -	$ 11,121	$ 191	1.7%
Tourism Burlington *	$ 392	$ 400	$ 400	$ 407	$ -	$ 407	$ 7	1.8%
Total Engaging City	**$ 16,735**	**$ 17,077**	**$ 17,093**	**$ 18,112**	**$ (883)**	**$ 17,229**	**$ 153**	**0.9%**

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

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

Percentage of 2020 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

ARTS AND CULTURE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,114	$ 1,164	$ 1,088	$ 1,025	$ (139)	-11.9%
Operating/Minor Capital Equip.	$ 215	$ 147	$ 158	$ 150	$ 3	2.0%
Purchased Services	$ 593	$ 543	$ 669	$ 546	$ 3	0.6%
Corp. Expenditures/Provisions	$ 108	$ 133	$ 178	$ 174	$ 41	30.8%
Internal Charges & Settlements	$ 75	$ 81	$ 67	$ 80	$ (1)	-1.2%
TOTAL EXPENDITURES	**$ 2,104**	**$ 2,067**	**$ 2,161**	**$ 1,974**	**$ (93)**	**-4.5%**
Controllable Revenues	$ (613)	$ (563)	$ (653)	$ (598)	$ (35)	6.2%
General Revenues & Recoveries	$ (86)	$ (60)	$ (216)	$ (111)	$ (51)	85.0%
TOTAL REVENUES	**$ (699)**	**$ (623)**	**$ (868)**	**$ (709)**	**$ (86)**	**13.8%**
NET OPERATING BUDGET	**$ 1,405**	**$ 1,444**	**$ 1,292**	**$ 1,265**	**$ (179)**	**-12.4%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

($ rounded to thousands)

STRATEGIC COMMUNICATIONS AND GOVERNMENT RELATIONS

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,379	$ 1,432	$ 1,586	$ 1,510	$ 78	5.4%
Operating/Minor Capital Equip.	$ 70	$ 65	$ 77	$ 64	$ (2)	-1.5%
Purchased Services	$ 130	$ 113	$ 112	$ 112	$ (1)	-0.9%
Corp. Expenditures/Provisions	$ -	$ -	$ 0	$ 11	$ 11	n/a
Internal Charges & Settlements	$ -	$ -	$ 0	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 1,579**	**$ 1,611**	**$ 1,776**	**$ 1,697**	**$ 86**	**5.3%**
Controllable Revenues	$ -	$ (4)	$ -	$ (4)	$ -	0.0%
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ -**	**$ (4)**	**$ -**	**$ (4)**	**$ -**	**0.0%**
NET OPERATING BUDGET	**$ 1,579**	**$ 1,607**	**$ 1,776**	**$ 1,694**	**$ 86**	**5.4%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

AN ENGAGING CITY - LOCAL BOARDS

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Art Gallery of Burlington	$ 953	$ 972	$ 972	$ 989	$ 17	1.7%
Burlington Museums Board	$ 699	$ 713	$ 713	$ 725	$ 12	1.7%
Burlington Performing Arts Centre	$ 991	$ 1,010	$ 1,010	$ 1,028	$ 18	1.8%
Burlington Public Library	$ 10,716	$ 10,930	$ 10,930	$ 11,121	$ 191	1.7%
Tourism Burlington	$ 392	$ 400	$ 400	$ 407	$ 7	1.8%
NET CITY CONTRIBUTIONS	**$ 13,750**	**$ 14,025**	**$ 14,025**	**$ 14,271**	**$ 245**	**1.8%**

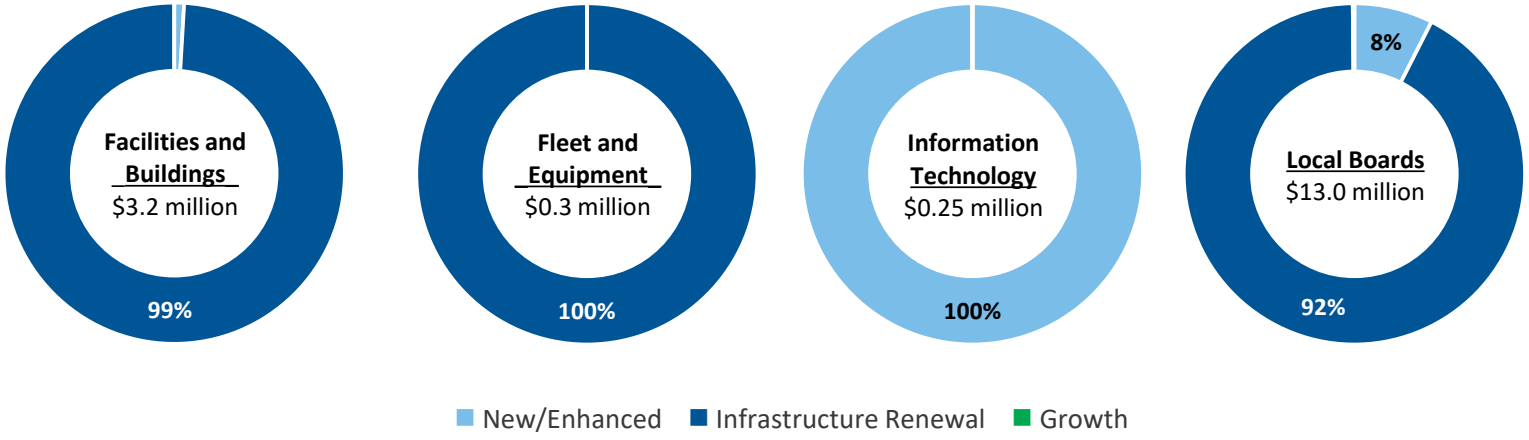
An Engaging City

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Facilities and Buildings	$ 73	$ 103	$ 101	$ 11	$ 270	$ 2,370	$ 26	$ 13	$ 170	$ 74	$ 3,211
Fleet Vehicles, Accessories and Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 66	$ 253	$ -	$ 319
Information Technology	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 25	$ 250
Local Boards	$ 1,207	$ 978	$ 1,668	$ 1,392	$ 1,083	$ 2,191	$ 1,314	$ 1,072	$ 1,077	$ 1,002	$ 12,984
Total Engaging City	**$ 1,305**	**$ 1,106**	**$ 1,794**	**$ 1,428**	**$ 1,378**	**$ 4,586**	**$ 1,365**	**$ 1,176**	**$ 1,525**	**$ 1,101**	**$ 16,764**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
1	2020	**Seniors Centre Audio Induction Loop System** FB-CC-1984 New / Enhanced **Parks & Recreation,** 2020 Purchase and installation of a hearing loop system within the Seniors' Centre facility. The technology wirelessly transmits sound signals directly to people using personal hearing aid devices so that people with hearing loss can participate on equal terms with hearing people.	**Capital**						
			Reserve Funds	30					30
			External						
			Gross Cost	30					30

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CC': Community Centres									
2	2024-2029	**Music Centre Facility - Revitalization** FB-CC-1137 Infrastructure Renewal **Parks & Recreation,** 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. It is a placeholder amount at this time. 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): 0.03	**Capital**					1,806	1,806
			Reserve Funds						
			External						
			Gross Cost					1,806	1,806

Part 'MB': Miscellaneous Buildings

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MB': Miscellaneous Buildings									
3	2020	**Specialty Facilities - Repair and Renewal** FB-MB-1811 Infrastructure Renewal **Parks & Recreation,** 2020-2029 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 cities Specialty Facilities. 2020 Projects include: 1. Music- Overhead door replacement 2. Paletta Gatehouse - Lighting and Heating and Cooling System Renewal 3. Rotary Youth Centre- Carpet replacement 4. All Specialty Facilities - General Repairs and Maintenance Facility and Facility Condition Index (FCI) Descriptions: 1. Music Centre - 2311 New Street, FCI 0.03 2. Student Theater 2131 Prospect Street, FCI 0.05 3. Student Theater Storage Building 2141 Prospect Street, FCI 0.06 4. Paletta Gatehouse, 4250 Lakeshore Road, FCI 0.09 5. Paletta Lakefront Park Barn, 4250 Lakeshore Road, FCI 0.02 6. Lowville Park Schoolhouse, 6207 Guelph Line, FCI 0.11 7. Ella Foote Hall, 2175 Blessington Road, FCI 0.01 8. Rotary Youth Centre, 560 Guelph Line. FCI 0.06 9. Beachway Snack Shack, 1094 Lakeshore Road, FCI 0.01 10. Bridgeview Storage Building, 1530 Norwood Avenue, FCI 0.03 11. Pumphouse Storage Building, 1080 Lakeshore Road, FCI 0.02 12. Sherwood Forest Community Centre, 5270 Fairview Street, FCI 0.36	**Capital**		103	76	11	1,042	1,232
			Reserve Funds	43		25		75	143
			External						
			Gross Cost	43	103	101	11	1,117	1,375

*** Report values in thousands**

An Engaging City - Facilities and Buildings	**Capital Total:**		**103**	**76**	**11**	**3,038**	**3,038**
	Reserve Funds Total:	**73**		**25**		**75**	**173**
	External Total:						
	Gross Cost Total:	**73**	**103**	**101**	**11**	**2,923**	**3,211**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
4	2024-2029	**Culture - Vehicle Replacement** VE-VR-1960 Infrastructure Renewal **Parks & Recreation,** 2027, 2028 Scheduled replacement of owned vehicles and equipment in Culture service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds					319	319
			External						
			Gross Cost					319	319

An Engaging City - Fleet Vehicles, Accessories and Equipment	**Capital Total:**						
	Reserve Funds Total:					**319**	**319**
	External Total:						
	Gross Cost Total:	**0**	**0**	**0**	**0**	**319**	**319**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
5	2020	**Online Customer Service Enhancements** IT-CA-1785 New / Enhanced **Information Technology Service,** 2020-2029 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 on-line services we need to ensure that the City's website can be responsive to customers' needs. Upcoming initiatives include: - Enhancements to the mobile application - Refresh the Online Services webpage - Online form enhancements	**Capital**	25	25	25	25	150	250
			Reserve Funds						
			External						
			Gross Cost	25	25	25	25	150	250
An Engaging City - Information Technology			**Capital Total:**	**25**	**25**	**25**	**25**	**250**	**250**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**25**	**25**	**25**	**25**	**150**	**250**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'AC': Art Gallery									
6	2020	**Art Gallery - Repair and Renewal** LB-AC-1421 Infrastructure Renewal **Art Gallery of Burlington,** 2020-2029 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. 2020 Projects include: 1. Equipment renewal (security, lighting, studio fixtures, gallery fixtures) 2. Windows/ Flooring/ Accessibility retrofit 3. Health & Safety equipment and facility upgrades 4. HVAC system renewal of existing roof top units (implemented in 2022) 5. Asphalt replacement funding for the parking lot (implemented in 2022)	**Capital**	140	131	134	133	827	1,365
			Reserve Funds						
			External						
			Gross Cost	140	131	134	133	827	1,365

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): 0.14

Part 'LI': Library

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'LI': Library									
7	2020	**Library - Collection Expansion** LB-LI-1588 Growth **Libraries,** 2020 The Development Charges by-law allows for the Burlington Public Library's collection to be expanded to align with Burlington's growth. The spending in 2020 will exhaust the Development Charges Reserve Fund. New legislation of Bill 108 is under review which eliminates soft services from development charge collection (including Library Services).	**Capital**	2					2
			Reserve Funds	18					18
			External						
			Gross Cost	20					20
8	2020	**Library - Information Technology - Renewal** LB-LI-73 Infrastructure Renewal **Libraries,** 2020-2029 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. 2020 Projects include: 1. Staff network server infrastructure 2. Computers, laptops and tablets 3. Servers, firewalls and switches 4. Phone system component upgrades	**Capital**	85	524	208	47	1,285	2,149
			Reserve Funds	195			380	700	1,275
			External						
			Gross Cost	280	524	208	427	1,985	3,424

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'LI': Library									
9	2020	**Library - Innovation/ Strategic Initiatives** LB-LI-1006 New / Enhanced **Libraries,** 2020, 2025 In 2020, the Library Board will be developing the Library's next strategic plan engaging the community and key stakeholders in consultations.	**Capital**					30	30
			Reserve Funds	30					30
			External						
			Gross Cost	30				30	60

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'LI': Library									
10	2020	**Library - Repair, Renewal and Leasehold Improvements** LB-LI-1508 Infrastructure Renewal **Libraries,** 2020-2029 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. 2020 Projects include: 1. LED lighting retrofit projects - Central 2. Building access system upgrades - Central 3. Security System renewal - Central 4. Accessible sliding entrance doors - Brant Hills, Aldershot 5. Staff furniture/ workspaces to improve collaboration, workflow efficiency and accessibility - Central 6. Central Park patio replacement - Central 7. HVAC service life extension - Central 8. Uninterrupted power supply for data centre - Central	**Capital**	407		310	485	1,995	3,197
			Reserve Funds		20			797	817
			External						
			Gross Cost	407	20	310	485	2,792	4,014

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL

Part 'LI': Library

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
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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'LI': Library									
11	2020	**Library (New Appleby) - Southeast Library Expansion** LB-LI-1921 New / Enhanced **Libraries,** 2020, 2022 In 2023, the New Appleby branch lease will be expiring. To prepare for the future, in 2020, funds will be directed to a demographic study of the southeast service area to determine whether the current location, space and service model best serves this community in light of anticipated population intensification and the mobility hub. In addition, funds have been set aside to implement an enhanced service model as determined from the 2020 study. Total cost for implementation is likely to exceed the funds identified. While the result of the study is unknown, we anticipate either an expansion of the existing space or a new location in partnership with another organization or developer.	**Capital**			17			17
			Reserve Funds	30		663			693
			External						
			Gross Cost	30		680			710

2020 - Library (New Appleby) - Southeast Service Expansion Study
2022 - Library (New Appleby) - Southeast Library Expansion

Part 'MU': Museums

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MU': Museums									
12	2020	**Joseph Brant Museum & Ireland House Museum - Repair and Renewal** LB-MU-1584 Infrastructure Renewal **Museums,** 2020-2029 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. 2020 Projects include: 1. Annual Plant Health Program - IHM 2. Repairs to Summer Kitchen/ Woodshed, historic home & cottage/ driveshed - IHM 3. Furnishings & Equipment - IHM and JBM 4. Equipment Replacement/ Repair - IHM 5. Technology & IT Infrastructure - IHM and JBM 6. Contribution to Reserves - IHM and JBM	**Capital**	120	114	116	115	719	1,184
			Reserve Funds						
			External						
			Gross Cost	120	114	116	115	719	1,184

IHM - Ireland House Museum
JBM - Joseph Brant Museum

Part 'PC': Performing Arts

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'PC': Performing Arts									
13	2020	**Performing Arts Centre - Performance Support Technologies** LB-PC-1583 New / Enhanced **The Burlington Performing Arts Centre,** 2020-2029 This project includes new technology to keep The Burlington Performing Arts Centre current with industry standards. 2020 Project: 1. Purchase main theatre theatrical moving lights	**Capital**						
			Reserve Funds	10	10	10	10	60	100
			External	10	10	10	10	60	100
			Gross Cost	20	20	20	20	120	200
14	2020	**Performing Arts Centre - Repair & Renewal** LB-PC-1731 Infrastructure Renewal **The Burlington Performing Arts Centre,** 2020-2029 The Burlington Performing Arts Centre opened in 2011 as a Leadership in Energy and Environmental Design (LEED) Gold certified building. 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. 2020 Projects include: 1. Replace Sound Consoles 2. Replace Main Theatre Flooring	**Capital**	46	44	45	45	278	458
			Reserve Funds	57	63	78	84	494	775
			External	57	63	78	84	494	775
			Gross Cost	160	169	200	212	1,266	2,007

Facility Description:
Performing Art Centre, 440 Locust
Size: 69,350 SQFT, Originally Built: 2011
Major Renovation Dates: none
Facility Condition Index (FCI): 0.04

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
An Engaging City - Local Boards			Capital Total:	800	813	830	825	8,402	8,402
			Reserve Funds Total:	340	93	751	474	2,051	3,708
			External Total:	67	73	88	94	554	875
			Gross Cost Total:	1,207	978	1,668	1,392	7,739	12,984

An Engaging City - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	825	941	931	861	8,132	11,690
Reserve Funds Total:	413	93	776	474	2,445	4,199
External Total:	67	73	88	94	554	875
Gross Cost Total:	1,305	1,106	1,794	1,428	11,131	16,764

* Report values in thousands

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

A Safe City

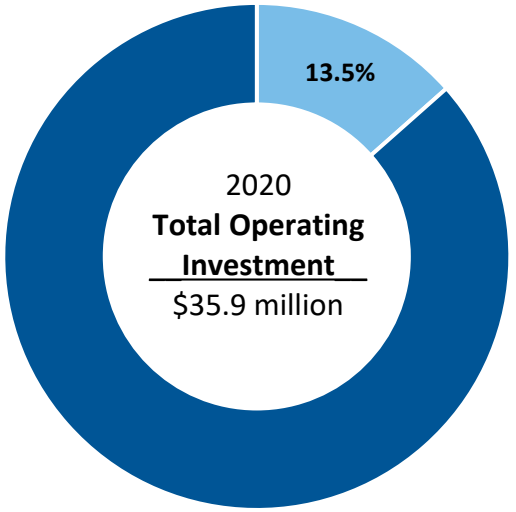

CITY OF
Burlington

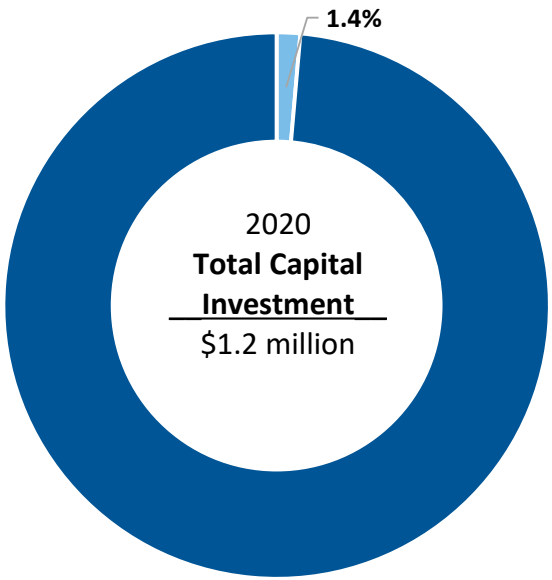
A Safe City

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.



Percentage of 2020 Budget





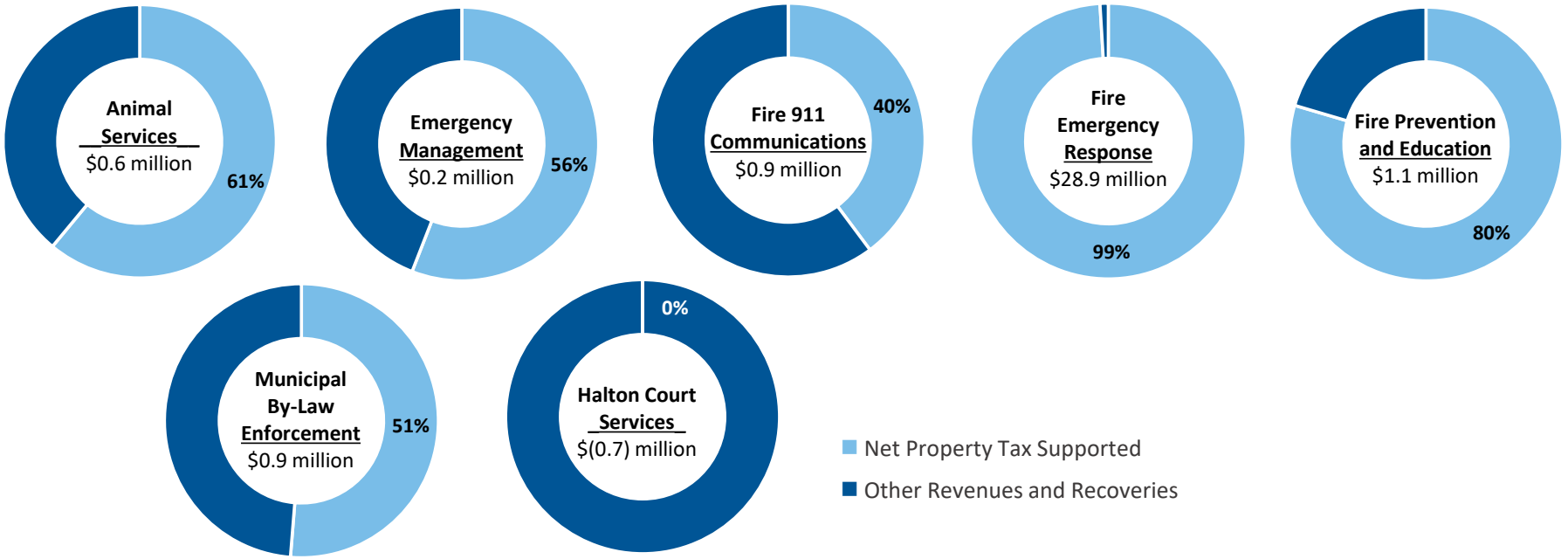
A Safe City

Operating Investment
including Business Cases

Services	2018 Actual	2019 Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Animal Services	$ 569	$ 563	$ 580	$ 1,009	$ (393)	$ 616	$ 53	9.4%
Emergency Management	$ 147	$ 161	$ 166	$ 318	$ (140)	$ 178	$ 16	10.2%
Fire 911 Communication	$ 915	$ 961	$ 975	$ 2,351	$ (1,415)	$ 936	$ (25)	(2.6)%
Fire Emergency Response	$ 27,313	$ 28,789	$ 28,853	$ 29,204	$ (283)	$ 28,921	$ 132	0.5%
Fire Prevention and Public Education	$ 1,064	$ 1,160	$ 1,068	$ 1,389	$ (284)	$ 1,105	$ (55)	(4.7)%
Municipal By-Law Enforcement and Licensing	$ 633	$ 849	$ 801	$ 1,677	$ (817)	$ 860	$ 11	1.2%
Halton Court Services	$ (963)	$ (733)	$ (731)	$ -	$ (746)	$ (746)	$ (13)	1.7%
Total Safe City	**$ 29,678**	**$ 31,750**	**$ 31,712**	**$ 35,947**	**$ (4,078)**	**$ 31,869**	**$ 119**	**0.4%**

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

Percentage of 2020 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

ANIMAL SERVICES

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 773	$ 808	$ 799	$ 841	$ 33	4.0%
Operating/Minor Capital Equip.	$ 107	$ 86	$ 75	$ 86	$ 1	0.9%
Purchased Services	$ 59	$ 50	$ 72	$ 77	$ 27	52.8%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 4	$ 5	$ 6	$ 5	$ -	0.0%
TOTAL EXPENDITURES	**$ 942**	**$ 949**	**$ 952**	**$ 1,009**	**$ 60**	**6.3%**
Controllable Revenues	$ (374)	$ (386)	$ (372)	$ (393)	$ (7)	1.9%
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ (374)**	**$ (386)**	**$ (372)**	**$ (393)**	**$ (7)**	**1.9%**
NET OPERATING BUDGET	**$ 569**	**$ 563**	**$ 580**	**$ 616**	**$ 53**	**9.4%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

EMERGENCY MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Base Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 111	$ 113	$ 117	$ 125	$ 12	10.4%
Operating/Minor Capital Equip.	$ 24	$ 18	$ 22	$ 24	$ 6	32.0%
Purchased Services	$ 9	$ 10	$ 29	$ 149	$ 139	1418.4%
Corp. Expenditures/Provisions	$ 4	$ 21	$ 21	$ 21	$ -	0.0%
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 147**	**$ 161**	**$ 189**	**$ 318**	**$ 156**	**97.1%**
Controllable Revenues	$ -	$ -	$ (2)	$ -	$ -	n/a
General Revenues & Recoveries	$ -	$ -	$ (21)	$ (140)	$ (140)	n/a
TOTAL REVENUES	**$ -**	**$ -**	**$ (23)**	**$ (140)**	**$ (140)**	**n/a**
NET OPERATING BUDGET	**$ 147**	**$ 161**	**$ 166**	**$ 178**	**$ 16**	**10.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

FIRE 911 COMMUNICATIONS

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,477	$ 1,781	$ 1,721	$ 1,763	$ (18)	-1.0%
Operating/Minor Capital Equip.	$ 16	$ 20	$ 12	$ 20	$ (0)	-1.2%
Purchased Services	$ 118	$ 171	$ 100	$ 186	$ 15	8.9%
Corp. Expenditures/Provisions	$ 92	$ -	$ 165	$ -	$ -	n/a
Internal Charges & Settlements	$ 293	$ 370	$ 360	$ 382	$ 12	3.3%
TOTAL EXPENDITURES	**$ 1,996**	**$ 2,342**	**$ 2,358**	**$ 2,351**	**$ 9**	**0.4%**
Controllable Revenues	$ (1,081)	$ (1,381)	$ (1,383)	$ (1,415)	$ (34)	2.5%
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ (1,081)**	**$ (1,381)**	**$ (1,383)**	**$ (1,415)**	**$ (34)**	**2.5%**
NET OPERATING BUDGET	**$ 915**	**$ 961**	**$ 975**	**$ 936**	**$ (25)**	**-2.6%**

OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

FIRE EMERGENCY RESPONSE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 26,539	$ 27,911	$ 27,819	$ 28,007	$ 96	0.3%
Operating/Minor Capital Equip.	$ 737	$ 696	$ 801	$ 733	$ 36	5.2%
Purchased Services	$ 402	$ 428	$ 538	$ 449	$ 21	4.9%
Corp. Expenditures/Provisions	$ 15	$ 15	$ 15	$ 15	$ -	0.0%
Internal Charges & Settlements	$ 5	$ 1	$ -	$ 1	$ -	0.0%
TOTAL EXPENDITURES	**$ 27,698**	**$ 29,051**	**$ 29,173**	**$ 29,204**	**$ 154**	**0.5%**
Controllable Revenues	$ (322)	$ (189)	$ (234)	$ (200)	$ (11)	6.0%
General Revenues & Recoveries	$ (63)	$ (73)	$ (87)	$ (83)	$ (10)	13.8%
TOTAL REVENUES	**$ (385)**	**$ (262)**	**$ (320)**	**$ (283)**	**$ (21)**	**8.2%**
NET OPERATING BUDGET	**$ 27,313**	**$ 28,789**	**$ 28,853**	**$ 28,921**	**$ 132**	**0.5%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

FIRE PREVENTION & EDUCATION SERVICE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actuals	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,218	$ 1,282	$ 1,229	$ 1,250	$ (32)	-2.5%
Operating/Minor Capital Equip.	$ 20	$ 25	$ 28	$ 25	$ 0	1.0%
Purchased Services	$ 16	$ 50	$ 23	$ 115	$ 65	131.3%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ 0	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 1,254**	**$ 1,356**	**$ 1,281**	**$ 1,389**	**$ 33**	**2.4%**
Controllable Revenues	$ (190)	$ (161)	$ (199)	$ (184)	$ (23)	14.1%
General Revenues & Recoveries	$ -	$ (35)	$ (13)	$ (100)	$ (65)	185.7%
TOTAL REVENUES	**$ (190)**	**$ (196)**	**$ (212)**	**$ (284)**	**$ (88)**	**44.7%**
NET OPERATING BUDGET	**$ 1,064**	**$ 1,160**	**$ 1,068**	**$ 1,105**	**$ (55)**	**-4.7%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

MUNICIPAL BY-LAW ENFORCEMENT AND LICENSING

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,333	$ 1,560	$ 1,452	$ 1,605	$ 45	2.9%
Operating/Minor Capital Equip.	$ 45	$ 48	$ 45	$ 45	$ (3)	-6.6%
Purchased Services	$ 28	$ 29	$ 27	$ 20	$ (10)	-32.9%
Corp. Expenditures/Provisions	$ 3	$ 207	$ 254	$ -	$ (207)	-100.0%
Internal Charges & Settlements	$ 7	$ 6	$ 8	$ 6	$ -	0.0%
TOTAL EXPENDITURES	**$ 1,415**	**$ 1,851**	**$ 1,787**	**$ 1,677**	**$ (174)**	**-9.4%**
Controllable Revenues	$ (782)	$ (795)	$ (732)	$ (817)	$ (22)	2.8%
General Revenues & Recoveries	$ -	$ (207)	$ (254)	$ -	$ 207	-100.0%
TOTAL REVENUES	**$ (782)**	**$ (1,002)**	**$ (986)**	**$ (817)**	**$ 185**	**-18.5%**
NET OPERATING BUDGET	**$ 633**	**$ 849**	**$ 801**	**$ 860**	**$ 11**	**1.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

HALTON COURT SERVICES

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Base Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Halton Court Services	$ (963)	$ (733)	$ (731)	$ (746)	$ (13)	1.8%
TOTAL CITY REVENUE	**$ (963)**	**$ (733)**	**$ (731)**	**$ (746)**	**$ (13)**	**1.8%**

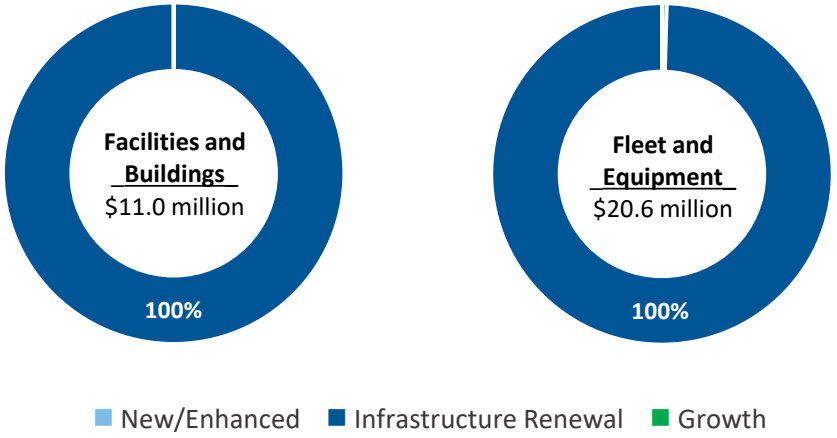
A Safe City

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Facilities and Buildings	$ 55	$ 883	$ 239	$ 324	$ 476	$ 2,755	$ 485	$ 1,045	$ 4,666	$ 80	$ 11,008
Fleet Vehicles, Accessories and Equipment	$ 1,146	$ 2,274	$ 3,211	$ 806	$ 934	$ 2,512	$ 2,290	$ 3,217	$ 1,919	$ 2,335	$ 20,644
Total Safe City	**$ 1,201**	**$ 3,157**	**$ 3,450**	**$ 1,130**	**$ 1,410**	**$ 5,266**	**$ 2,775**	**$ 4,262**	**$ 6,585**	**$ 2,415**	**$ 31,652**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'FI': Fire									
1	2020	**Fire Department Facilities - Repair and Renewal** FB-FI-13 Infrastructure Renewal **Fire Department,** 2020-2029 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. 2020 Projects include: 1. Fire Station 5 - Training Room Flooring Replacement 2. Various Fire Station Exterior Landscape Works Repair 3. Fire Station Stabilization Repairs and Renewals Burlington Fire Facilities include: Station #1 Headquarters - 1255 Fairview Street, FCI 0.01 Station #1 Service Building - 1225 Fairview Street, FCI 0.01 Station #1 Fire Training Tower - 1225 Fairview Street, FCI N/A Station #2 - 2300 Upper Middle Road, FCI 0.07 Station #3 - 1044 Waterdown Road, FCI 0.04 Station #4 - 711 Appleby Line, FCI 0.08 Station #5 - 2241 Kilbride Street, FCI 0.06 Station #6 - 455 Cumberland Avenue, FCI 0.11 Station #7 - 1400 Dundas Street, FCI 0.10 Station #8 - 1837 Ironstone Drive, FCI 0.01	**Capital**	48	40	234	314	2,678	3,314
			Reserve Funds						
			External						
			Gross Cost	48	40	234	314	2,678	3,314

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'FI': Fire									
2	2021	**Fire Station - Revitalization** FB-FI-1718 Infrastructure Renewal **Fire Department,** 2021, 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 2021, 2025 and 2028 with future renewal needs of other stations outside of the 10 year forecast. Facility Descriptions: Name: Fire Station 3, 1044 Waterdown Road Size: 7,707 SQFT, Originally Built: 1958, Major Renovation Dates: 1998 Facility Condition Index (FCI): 0.04 Name: Fire Station 4, 711 Appleby Line Size: 8,321 SQ FT, Originally Built: 1968, Major Renovation Dates: 2002 Facility Condition Index (FCI): 0.08 Note: These funding years do not include any land related costs	**Capital**		800			6,407	7,207
			Reserve Funds						
			External						
			Gross Cost		800			6,407	7,207
Part 'MB': Miscellaneous Buildings									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MB': Miscellaneous Buildings									
3	2020	**Animal Shelter Facility - Repair and Renewal** FB-MB-444 Infrastructure Renewal **Department of City Building - Planning, Building and Culture,** 2020-2029 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. 2020 Projects include: 1. Hot Water Heater replacement 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): 0.02	**Capital**	8	43	5	10	422	488
			Reserve Funds						
			External						
			Gross Cost	8	43	5	10	422	488
A Safe City - Facilities and Buildings			**Capital Total:**	**55**	**883**	**239**	**324**	**11,008**	**11,008**
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	**55**	**883**	**239**	**324**	**9,507**	**11,008**

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'EN': Equipment - New									
4	2020	**Diesel Engine Carbon Flush Equipment** VE-EN-1973 New / Enhanced **Fire Department,** 2020 Engine carbon flush equipment cleans out carbon, soot and sludge buildup inside diesel engines. At the same time, it improves the engines efficiency and reduces wear and tear, thus reducing maintenance costs. Carbon deposit buildup is causing lower engine performance and increased maintenance costs on diesel engine components such as piston heads, fuel injectors and intake valves. When carbon buildup begins to accumulate on various surfaces inside the engine and is left untreated, the vehicle loses power, becomes sluggish and causes a significant increase in emissions and reduction in fuel economy. The cost of replacing failed components due to this build up is continuing to rise. It is recommended that flushing the intake components on a regular basis as part of the vehicles planned maintenance decreases the number of preventable failures and improves engine performance and supports the planned life cycle of a vehicle.	**Capital**	15					15
			Reserve Funds						
			External						
			Gross Cost	15					15

Carbon buildup in the low emission diesels are causing lower engine performance and increased maintenance costs due to carbon deposit buildup on diesel engine components such as piston heads, fuel injectors and intake valves. The best thing you can do to keep a diesel vehicle in optimal driving condition is to keep the engine clean of carbon deposits. When carbon buildup begins to accumulate on various surfaces inside the engine and is left untreated, the vehicle loses power, becomes sluggish and causes a significant increase in emissions and reduction in fuel economy. The cost of replacing failed components due to this build up is continuing to rise and research has found that flushing the intake components on a regular basis will decrease the number of failures and improve/maintain performance and support the planned life cycle of a vehicle.

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'EN': Equipment - New									
5	2020	**Second Set of Firefighter Personal Protective Equipment (Bunker Gear)** VE-EN-1772 New / Enhanced **Fire Department,** 2017-2021 2020 is the fourth (4th) year into the five-year implementation plan (2017 – 2021) NFPA Standard 1971 outlines the minimum design, performance testing and certification requirements for structural firefighting protective ensembles as well as recommending that all PPE (personal protective equipment) be properly fitted to each individual. NFPA standard 1851 outlines the selection, care and maintenance of protective gear and advises that all bunker gear, based on condition, is retired at 10 years of service. Burlington is the last fire department in the Region to provide two (2) sets of bunker gear to career firefighters. In addition, the Ministry of Labour has ordered other fire departments to provide a second (2nd) set of bunker gear to their firefighters. This funding provides a proactive measure with a phased in approach to provide a second set of bunker gear for each full-time firefighter. A phased implementation plan provides a fiscally responsible plan and supports ongoing future life-cycle replacement. NFPA = National Fire Protection Association	**Capital**	40	40				80
			Reserve Funds						
			External						
			Gross Cost	40	40				80
Part 'ER': Equipment - Replacement									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'ER': Equipment - Replacement									
6	2020	**Fire - Equipment Replacement** VE-ER-383 Infrastructure Renewal **Fire Department,** 2020-2029 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. Please reference attached Fire Vehicle Depreciation Reserve Fund (VDRF) continuity schedule. 2020 items include: Emergency Response Equipment Personal Protective Equipment (PPE) Breathing Apparatus Equipment (SCBA) Defibrillator Equipment	**Capital**						
			Reserve Funds	520	536	711	547	3,253	5,567
			External						
			Gross Cost	520	536	711	547	3,253	5,567

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'ER': Equipment - Replacement									
7	2020	**Fire Dispatch Centre - Equipment Replacement** VE-ER-967 Infrastructure Renewal **Fire Department,** 2020-2023, 2025-2028 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. Please reference attached Fire Vehicle Depreciation Reserve Fund (VDRF) continuity schedule. 2020: Dispatch Computer Hardware and Equipment, IP PBX 911 Phone System (no longer supported by vendor) Costs will be shared based on project and cost share Agreement NFPA = National Fire Protection Association	**Capital**						
			Reserve Funds	79	41	33	59	798	1,010
			External	148		67	30	1,383	1,628
			Gross Cost	227	41	100	89	2,181	2,638

Part 'VR': Vehicle - Replace

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
8	2020	**Animal Control - Vehicle Replacement** VE-VR-1942 Infrastructure Renewal **Department of City Building - Planning, Building and Culture,** 2020, 2023, 2028, 2029 Scheduled replacement of owned vehicles and equipment in Animal Control service , with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. One (1) Pickup Truck scheduled for replacement in 2020. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	33			35	68	136
			External						
			Gross Cost	33			35	68	136

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
9	2020	**Fire - Vehicle Replacement** VE-VR-406 Infrastructure Renewal **Fire Department,** 2020-2029 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 1901-09 industry best practice is 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. Please reference attached Fire Vehicle Depreciation Reserve Fund (VDRF) continuity schedule. 2020 projects include: 4 Support Vehicles NFPA = National Fire Protection Association	**Capital**						
			Reserve Funds	210	1,550	2,400	75	7,180	11,415
			External						
			Gross Cost	210	1,550	2,400	75	7,180	11,415

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'VR': Vehicle - Replace									
10	2020	**Municipal By-law Enforcement and Licensing - Vehicle Replacement** VE-VR-1944 Infrastructure Renewal **Department of City Building - Planning, Building and Culture,** 2020, 2021, 2025, 2027-2029 Scheduled replacement of owned vehicles and equipment in Municipal By-law Enforcement and Licensing service, with consideration to lifecycle, department's needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Three (3) Pickup Trucks scheduled for replacement in 2020. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds	101	107			405	613
			External						
			Gross Cost	101	107			405	613
11	2023	**Aerial Fire Apparatus Non-Destructive Testing & Refurbishment** VE-VR-1597 Infrastructure Renewal **Fire Department,** 2023, 2025, 2028 Funding is provided for non-destructive testing and refurbishing of four 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 is required every five (5) years during the life of the vehicle. Please reference attached Fire Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	**Capital**						
			Reserve Funds				60	120	180
			External						
			Gross Cost				60	120	180

NFPA = National Fire Protection Association

*** Report values in thousands**

A Safe City - Fleet Vehicles, Accessories and Equipment							
	Capital Total:	55	40			95	95
	Reserve Funds Total:	943	2,234	3,144	776	11,823	18,921
	External Total:	148		67	30	1,383	1,628
	Gross Cost Total:	1,146	2,274	3,211	806	13,207	20,644

A Safe City - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	110	923	239	324	9,507	11,103
Reserve Funds Total:	943	2,234	3,144	776	11,823	18,921
External Total:	148	0	67	30	1,383	1,628
Gross Cost Total:	1,201	3,157	3,450	1,130	22,714	31,652

* Report values in thousands


CITY OF
Burlington

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

Good Governance

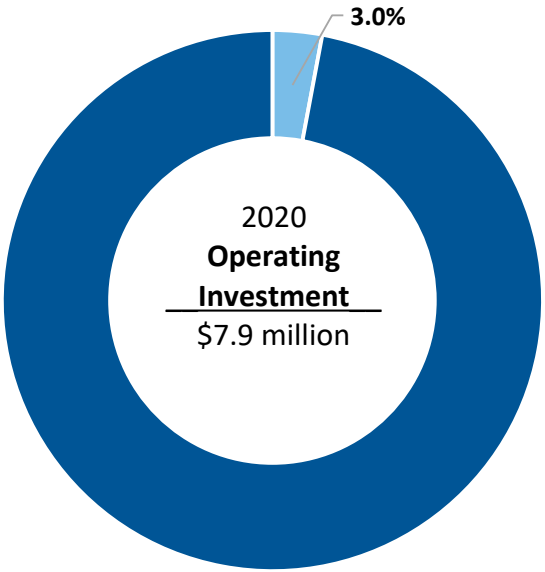

CITY OF
Burlington

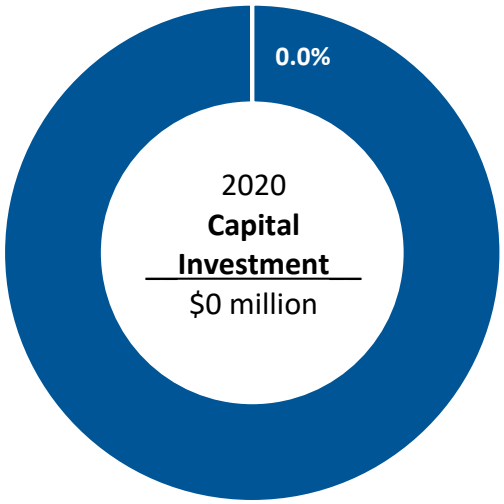
Good Governance

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.



Percentage of 2020 Budget





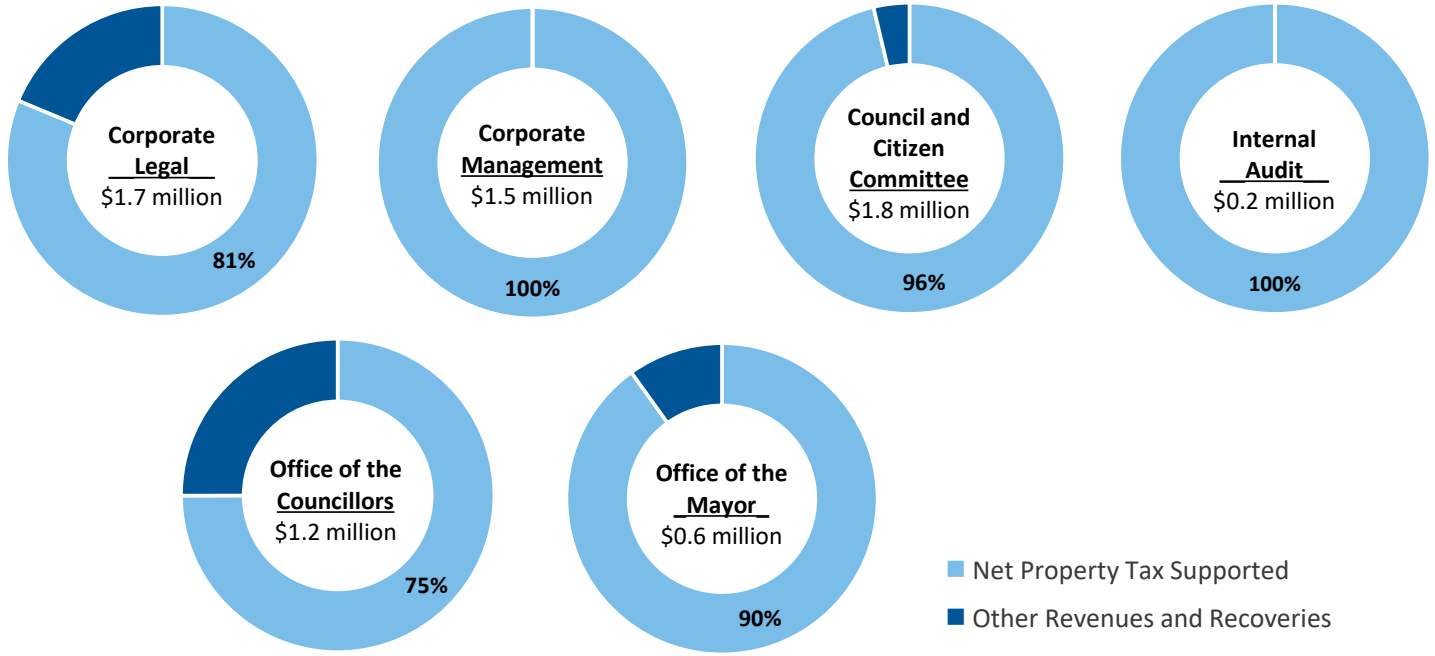
Good Governance

Operating Investment
including Business Cases

Services	2018 Actual	2019 Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Corporate Legal	$ 1,460	$ 1,604	$ 1,334	$ 2,087	$ (391)	$ 1,696	$ 93	5.8%
Corporate Management	$ 1,823	$ 1,899	$ 1,838	$ 1,548	$ -	$ 1,548	$ (351)	(18.5)%
Council and Citizen Committee	$ 1,791	$ 1,915	$ 1,995	$ 1,871	$ (70)	$ 1,802	$ (114)	(5.9)%
Internal Audit	$ 186	$ 219	$ 209	$ 210	$ -	$ 210	$ (8)	(3.8)%
Office of the Councillors	$ 987	$ 1,126	$ 1,068	$ 1,541	$ (385)	$ 1,155	$ 29	2.6%
Office of the Mayor	$ 466	$ 546	$ 543	$ 637	$ (63)	$ 574	$ 28	5.1%
Total Good Governance	**$ 6,712**	**$ 7,308**	**$ 6,986**	**$ 7,894**	**$ (909)**	**$ 6,985**	**$ (323)**	**(4.4)%**

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

Percentage of 2020 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

CORPORATE LEGAL

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,759	$ 1,856	$ 1,539	$ 1,948	$ 92	5.0%
Operating/Minor Capital Equip.	$ 50	$ 64	$ 69	$ 48	$ (16)	-25.4%
Purchased Services	$ 90	$ 94	$ 174	$ 91	$ (3)	-2.7%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 1,899**	**$ 2,014**	**$ 1,782**	**$ 2,087**	**$ 73**	**3.6%**
Controllable Revenues	$ (193)	$ (204)	$ (273)	$ (214)	$ (10)	4.7%
General Revenues & Recoveries	$ (247)	$ (206)	$ (175)	$ (177)	$ 29	-14.1%
TOTAL REVENUES	**$ (440)**	**$ (410)**	**$ (448)**	**$ (391)**	**$ 20**	**-4.8%**
NET OPERATING BUDGET	**$ 1,460**	**$ 1,604**	**$ 1,334**	**$ 1,696**	**$ 93**	**5.8%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

CORPORATE MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,422	$ 1,521	$ 1,376	$ 1,165	$ (356)	-23.4%
Operating/Minor Capital Equip.	$ 34	$ 31	$ 60	$ 38	$ 7	22.8%
Purchased Services	$ 226	$ 346	$ 351	$ 345	$ (2)	-0.5%
Corp. Expenditures/Provisions	$ 141	$ -	$ 51	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 1,823**	**$ 1,899**	**$ 1,838**	**$ 1,548**	**$ (351)**	**-18.5%**
Controllable Revenues	$ -	$ -	$ -	$ -	$ -	n/a
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
NET OPERATING BUDGET	**$ 1,823**	**$ 1,899**	**$ 1,838**	**$ 1,548**	**$ (351)**	**-18.5%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

COUNCIL & CITIZEN COMMITTEE

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,592	$ 1,572	$ 1,585	$ 1,499	$ (73)	-4.6%
Operating/Minor Capital Equip.	$ 299	$ 101	$ 118	$ 76	$ (25)	-24.6%
Purchased Services	$ 213	$ 80	$ 140	$ 64	$ (16)	-20.1%
Corp. Expenditures/Provisions	$ 217	$ 233	$ 232	$ 233	$ -	0.0%
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 2,320**	**$ 1,985**	**$ 2,075**	**$ 1,871**	**$ (114)**	**-5.7%**
Controllable Revenues	$ (19)	$ (16)	$ (20)	$ (16)	$ -	0.0%
General Revenues & Recoveries	$ (510)	$ (54)	$ (60)	$ (54)	$ -	0.0%
TOTAL REVENUES	**$ (529)**	**$ (70)**	**$ (80)**	**$ (70)**	**$ -**	**0.0%**
NET OPERATING BUDGET	**$ 1,791**	**$ 1,915**	**$ 1,995**	**$ 1,802**	**$ (114)**	**-5.9%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

INTERNAL AUDIT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 164	$ 179	$ 169	$ 171	$ (8)	-4.6%
Operating/Minor Capital Equip.	$ 1	$ 1	$ 0	$ 0	$ (0)	-50.0%
Purchased Services	$ 21	$ 39	$ 39	$ 39	$ 0	0.8%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 186**	**$ 219**	**$ 209**	**$ 210**	**$ (8)**	**-3.8%**
Controllable Revenues	$ -	$ -	$ -	$ -	$ -	n/a
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
NET OPERATING BUDGET	**$ 186**	**$ 219**	**$ 209**	**$ 210**	**$ (8)**	**-3.8%**

OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

OFFICE OF THE COUNCILLORS

($ rounded to thousands)

	2018	2019		2020 Approved		
		Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,282	$ 1,400	$ 1,343	$ 1,435	$ 35	2.5%
Operating/Minor Capital Equip.	$ 6	$ 22	$ 15	$ 21	$ (0)	-1.2%
Purchased Services	$ 38	$ 85	$ 66	$ 85	$ -	0.0%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ 0	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 1,327**	**$ 1,506**	**$ 1,425**	**$ 1,541**	**$ 35**	**2.3%**
Controllable Revenues	$ (339)	$ (380)	$ (357)	$ (385)	$ (5)	1.4%
General Revenues & Recoveries	$ (1)	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ (340)**	**$ (380)**	**$ (357)**	**$ (385)**	**$ (5)**	**1.4%**
NET OPERATING BUDGET	**$ 987**	**$ 1,126**	**$ 1,068**	**$ 1,155**	**$ 29**	**2.6%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

($ rounded to thousands)

OFFICE OF THE MAYOR

	2018	2019		2020 Approved		
		Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 495	$ 568	$ 558	$ 586	$ 18	3.2%
Operating/Minor Capital Equip.	$ 15	$ 21	$ 19	$ 24	$ 3	15.3%
Purchased Services	$ 12	$ 18	$ 25	$ 26	$ 8	42.5%
Corp. Expenditures/Provisions	$ -	$ -	$ 0	$ -	$ -	n/a
Internal Charges & Settlements	$ 2	$ 0	$ 0	$ 0	$ -	0.0%
TOTAL EXPENDITURES	**$ 524**	**$ 608**	**$ 602**	**$ 637**	**$ 29**	**4.8%**
Controllable Revenues	$ (58)	$ (62)	$ (60)	$ (63)	$ (1)	1.8%
General Revenues & Recoveries	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL REVENUES	**$ (58)**	**$ (62)**	**$ (60)**	**$ (63)**	**$ (1)**	**1.8%**
NET OPERATING BUDGET	**$ 466**	**$ 546**	**$ 543**	**$ 574**	**$ 28**	**5.1%**

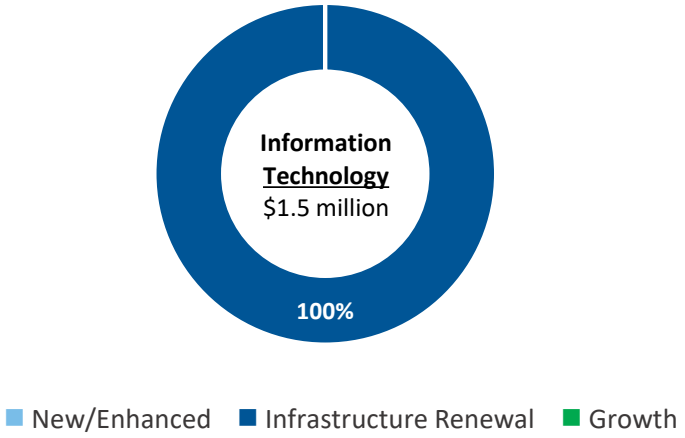
Good Governance

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Information Technology	$ -	$ 500	$ -	$ -	$ -	$ 500	$ -	$ -	$ -	$ 500	$ 1,500
Total Good Governance	**$ -**	**$ 500**	**$ -**	**$ -**	**$ -**	**$ 500**	**$ -**	**$ -**	**$ -**	**$ 500**	**$ 1,500**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
1	2021	**Election Technology** IT-CA-1832 Infrastructure Renewal **Information Technology Service,** 2021, 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.	**Capital**		500			1,000	1,500
			Reserve Funds						
			External						
			Gross Cost		500			1,000	1,500

Good Governance - Information Technology	**Capital Total:**		**500**			**1,500**	**1,500**
	Reserve Funds Total:						
	External Total:						
	Gross Cost Total:	**0**	**500**	**0**	**0**	**1,000**	**1,500**

Good Governance - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	**0**	**500**	**0**	**0**	**1,000**	**1,500**
Reserve Funds Total:	**0**	**0**	**0**	**0**	**0**	**0**
External Total:	**0**	**0**	**0**	**0**	**0**	**0**
Gross Cost Total:	**0**	**500**	**0**	**0**	**1,000**	**1,500**

*** Report values in thousands**

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

Enabling Services


CITY OF
Burlington

Enabling Services

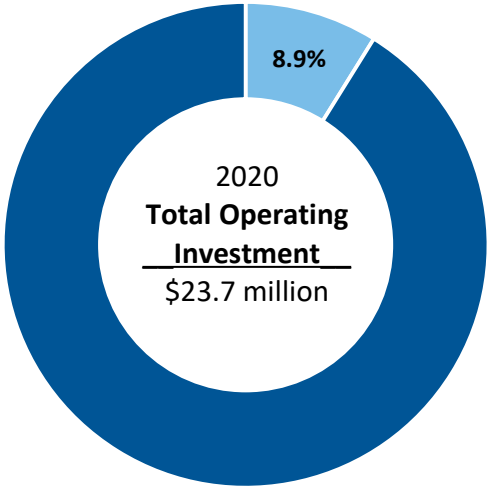
Enabling services support the entire organization and are the foundation to service delivery to our residents. The City will ensure all City services are supported to serve their customers efficiently and cohesively. We will work together to ensure the assets, people, processes and finances of the organization are resilient, safe and flexible.

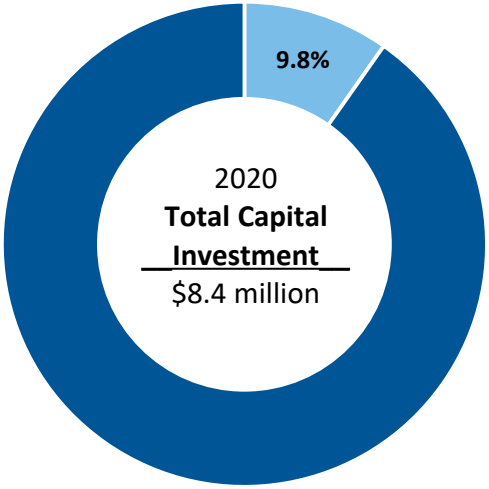
Key Priorities and Goals

- Decrease the City's infrastructure funding gap by 25% by 2022
- Increase the tax rate at the rate of inflation (excluding infrastructure and increase in services)
- Increase the community satisfaction with City services by 5% by 2022
- Increase the number of on-line self service options by 10% by 2022



Percentage of 2020 Budget





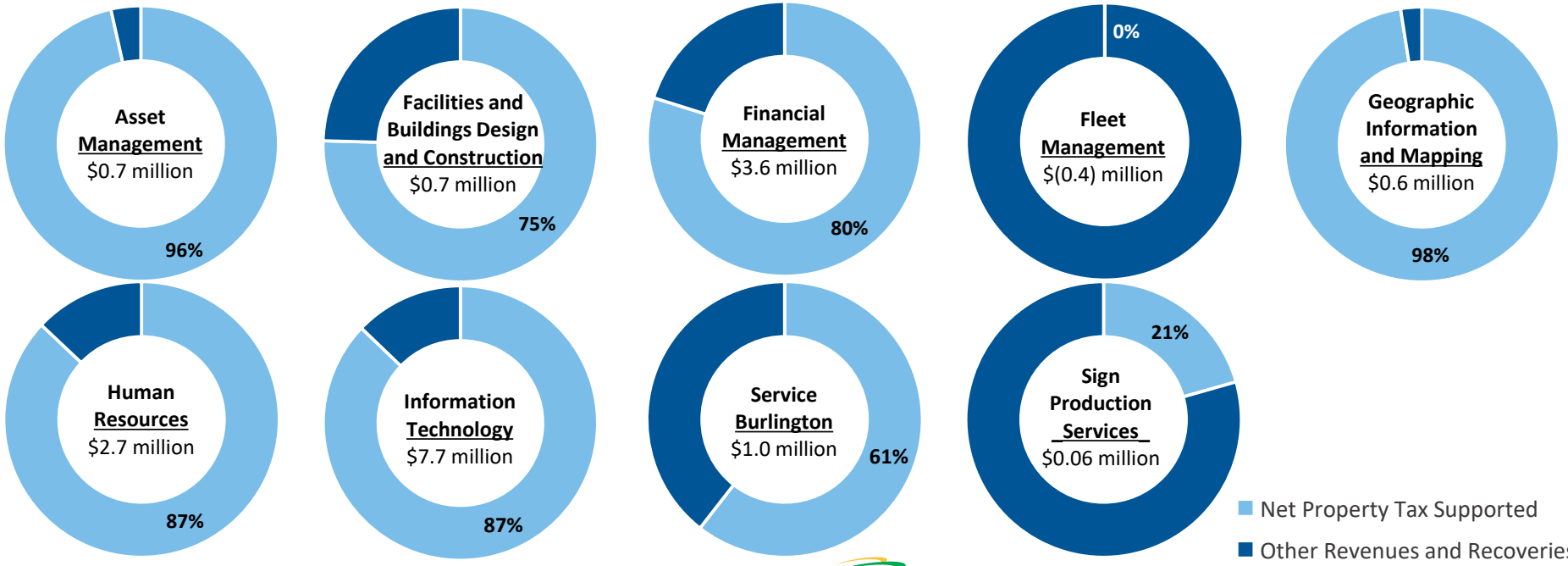
Enabling Services

Operating Investment

Services	2018 Actual	2019 Budget	2019 Actual	2020 Approved Total Expenses	2020 Approved Total Revenues	2020 Approved Net Budget	2020 Approved $ Change	2020 Approved % Change
Asset Management	$ 672	$ 734	$ 707	$ 774	$ (27)	$ 747	$ 13	1.7%
Facilities and Buildings Design and Construction	$ 690	$ 739	$ 690	$ 967	$ (238)	$ 730	$ (9)	(1.3)%
Financial Management	$ 3,354	$ 3,406	$ 3,408	$ 4,490	$ (905)	$ 3,585	$ 179	5.2%
Fleet Management	$ 1	$ (505)	$ (174)	$ 2,873	$ (3,302)	$ (429)	$ 76	(15.1)%
Geographic Information and Mapping	$ 515	$ 624	$ 598	$ 645	$ (16)	$ 629	$ 5	0.7%
Human Resources	$ 2,290	$ 2,542	$ 2,396	$ 3,114	$ (404)	$ 2,710	$ 167	6.6%
Information Technology	$ 6,398	$ 6,963	$ 6,652	$ 8,889	$ (1,141)	$ 7,748	$ 785	11.3%
Service Burlington	$ 331	$ 372	$ 363	$ 1,621	$ (640)	$ 981	$ 609	163.5%
Sign Production Services	$ 75	$ 52	$ 93	$ 290	$ (230)	$ 60	$ 8	16.1%
Total Enabling Services	**$ 14,326**	**$ 14,928**	**$ 14,733**	**$ 23,663**	**$ (6,903)**	**$ 16,760**	**$ 1,832**	**12.3%**

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

Percentage of 2020 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

ASSET MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actuals	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 690	$ 750	$ 743	$ 767	$ 17	2.2%
Operating/Minor Capital Equip.	$ 0	$ -	$ -	$ -	$ -	n/a
Purchased Services	$ 7	$ 7	$ 7	$ 7	$ (1)	-6.8%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 698**	**$ 758**	**$ 750**	**$ 774**	**$ 16**	**2.1%**
Controllable Revenues	$ -	$ -	$ -	$ -	$ -	n/a
General Revenues & Recoveries	$ (26)	$ (24)	$ (43)	$ (27)	$ (4)	15.0%
TOTAL REVENUES	**$ (26)**	**$ (24)**	**$ (43)**	**$ (27)**	**$ (4)**	**15.0%**
NET OPERATING BUDGET	**$ 672**	**$ 734**	**$ 707**	**$ 747**	**$ 13**	**1.7%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

FACILITIES & BUILDINGS - DESIGN AND CONSTRUCTION

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 894	$ 948	$ 948	$ 947	$ (1)	-0.1%
Operating/Minor Capital Equip.	$ 0	$ 2	$ 1	$ 2	$ (1)	-26.2%
Purchased Services	$ 8	$ 14	$ 7	$ 13	$ (1)	-7.2%
Corp. Expenditures/Provisions	$ 2	$ 6	$ 3	$ 6	$ -	0.0%
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 905**	**$ 970**	**$ 959**	**$ 967**	**$ (3)**	**-0.3%**
Controllable Revenues	$ -	$ -	$ -	$ -	$ -	n/a
General Revenues & Recoveries	$ (215)	$ (231)	$ (269)	$ (238)	$ (7)	3.0%
TOTAL REVENUES	**$ (215)**	**$ (231)**	**$ (269)**	**$ (238)**	**$ (7)**	**3.0%**
NET OPERATING BUDGET	**$ 690**	**$ 739**	**$ 690**	**$ 730**	**$ (9)**	**-1.3%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

FINANCIAL MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 4,003	$ 4,037	$ 4,087	$ 4,256	$ 219	5.4%
Operating/Minor Capital Equip.	$ 106	$ 94	$ 81	$ 90	$ (4)	-4.2%
Purchased Services	$ 97	$ 133	$ 188	$ 137	$ 4	3.0%
Corp. Expenditures/Provisions	$ (0)	$ -	$ 0	$ -	$ -	n/a
Internal Charges & Settlements	$ 6	$ 8	$ 3	$ 8	$ -	0.0%
TOTAL EXPENDITURES	**$ 4,211**	**$ 4,272**	**$ 4,359**	**$ 4,490**	**$ 219**	**5.1%**
Controllable Revenues	$ (422)	$ (461)	$ (520)	$ (518)	$ (57)	12.3%
General Revenues & Recoveries	$ (435)	$ (404)	$ (431)	$ (388)	$ 16	-4.0%
TOTAL REVENUES	**$ (857)**	**$ (865)**	**$ (951)**	**$ (905)**	**$ (40)**	**4.6%**
NET OPERATING BUDGET	**$ 3,354**	**$ 3,406**	**$ 3,408**	**$ 3,585**	**$ 179**	**5.2%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

FLEET MANAGEMENT

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 1,316	$ 1,400	$ 1,362	$ 1,433	$ 32	2.3%
Operating/Minor Capital Equip.	$ 1,178	$ 1,032	$ 1,164	$ 1,046	$ 14	1.3%
Purchased Services	$ 428	$ 368	$ 405	$ 378	$ 10	2.7%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ 46	$ 17	$ 17	$ 17	$ 0	0.6%
TOTAL EXPENDITURES	**$ 2,968**	**$ 2,817**	**$ 2,949**	**$ 2,873**	**$ 56**	**2.0%**
Controllable Revenues	$ (5)	$ (4)	$ (7)	$ (5)	$ (2)	47.2%
General Revenues & Recoveries	$ (2,961)	$ (3,318)	$ (3,116)	$ (3,297)	$ 22	-0.7%
TOTAL REVENUES	**$ (2,967)**	**$ (3,322)**	**$ (3,123)**	**$ (3,302)**	**$ 20**	**-0.6%**
NET OPERATING BUDGET	**$ 1**	**$ (505)**	**$ (174)**	**$ (429)**	**$ 76**	**-15.1%**

OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

GEOGRAPHIC INFORMATION AND MAPPING

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 520	$ 623	$ 583	$ 630	$ 7	1.1%
Operating/Minor Capital Equip.	$ 10	$ 10	$ 17	$ 10	$ (0)	-2.1%
Purchased Services	$ 5	$ 7	$ 4	$ 6	$ (2)	-21.5%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 535**	**$ 640**	**$ 604**	**$ 645**	**$ 5**	**0.7%**
Controllable Revenues	$ (2)	$ (2)	$ (1)	$ (1)	$ 1	-47.4%
General Revenues & Recoveries	$ (19)	$ (14)	$ (5)	$ (15)	$ (1)	7.1%
TOTAL REVENUES	**$ (20)**	**$ (16)**	**$ (6)**	**$ (16)**	**$ (0)**	**0.6%**
NET OPERATING BUDGET	**$ 515**	**$ 624**	**$ 598**	**$ 629**	**$ 5**	**0.7%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

HUMAN RESOURCES

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 2,018	$ 2,172	$ 2,003	$ 2,337	$ 165	7.6%
Operating/Minor Capital Equip.	$ 72	$ 66	$ 67	$ 66	$ (1)	-0.8%
Purchased Services	$ 453	$ 455	$ 480	$ 711	$ 256	56.3%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 2,543**	**$ 2,693**	**$ 2,550**	**$ 3,114**	**$ 420**	**15.6%**
Controllable Revenues	$ (2)	$ -	$ (0)	$ -	$ -	n/a
General Revenues & Recoveries	$ (250)	$ (151)	$ (154)	$ (404)	$ (253)	167.5%
TOTAL REVENUES	**$ (252)**	**$ (151)**	**$ (154)**	**$ (404)**	**$ (253)**	**167.5%**
NET OPERATING BUDGET	**$ 2,290**	**$ 2,542**	**$ 2,396**	**$ 2,710**	**$ 167**	**6.6%**

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

INFORMATION TECHNOLOGY

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 4,027	$ 4,854	$ 4,223	$ 5,195	$ 341	7.0%
Operating/Minor Capital Equip.	$ 78	$ 78	$ 88	$ 74	$ (4)	-5.5%
Purchased Services	$ 2,727	$ 3,147	$ 2,803	$ 3,620	$ 473	15.0%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 6,832**	**$ 8,079**	**$ 7,114**	**$ 8,889**	**$ 809**	**10.0%**
Controllable Revenues	$ (98)	$ (28)	$ (54)	$ (29)	$ (1)	3.7%
General Revenues & Recoveries	$ (336)	$ (1,088)	$ (408)	$ (1,112)	$ (24)	2.2%
TOTAL REVENUES	**$ (434)**	**$ (1,116)**	**$ (462)**	**$ (1,141)**	**$ (25)**	**2.2%**
NET OPERATING BUDGET	**$ 6,398**	**$ 6,963**	**$ 6,652**	**$ 7,748**	**$ 785**	**11.3%**

2020 OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

SERVICE BURLINGTON

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 599	$ 889	$ 884	$ 1,550	$ 660	74.2%
Operating/Minor Capital Equip.	$ 43	$ 38	$ 45	$ 52	$ 14	36.4%
Purchased Services	$ 1	$ 2	$ 6	$ 17	$ 15	903.4%
Corp. Expenditures/Provisions	$ -	$ 1	$ -	$ 2	$ 1	100.0%
Internal Charges & Settlements	$ -	$ -	$ -	$ -	$ -	n/a
TOTAL EXPENDITURES	**$ 643**	**$ 930**	**$ 935**	**$ 1,621**	**$ 691**	**74.2%**
Controllable Revenues	$ (232)	$ (232)	$ (262)	$ (241)	$ (10)	4.2%
General Revenues & Recoveries	$ (80)	$ (326)	$ (309)	$ (398)	$ (72)	22.1%
TOTAL REVENUES	**$ (313)**	**$ (558)**	**$ (572)**	**$ (640)**	**$ (82)**	**14.6%**
NET OPERATING BUDGET	**$ 331**	**$ 372**	**$ 363**	**$ 981**	**$ 609**	**163.5%**

OPERATING BASE BUDGET

SERVICE RESOURCE SUMMARY

SIGN PRODUCTION SERVICES

($ rounded to thousands)

	2018	2019		2020 Approved		
	Actual	Budget	Actual	Budget	$ Change vs. 2019 Budget	% Change vs. 2019 Budget
Human Resources	$ 194	$ 194	$ 204	$ 205	$ 11	5.7%
Operating/Minor Capital Equip.	$ 79	$ 72	$ 107	$ 79	$ 7	9.1%
Purchased Services	$ 0	$ 0	$ 0	$ 0	$ -	0.0%
Corp. Expenditures/Provisions	$ -	$ -	$ -	$ -	$ -	n/a
Internal Charges & Settlements	$ -	$ 6	$ 6	$ 6	$ -	0.0%
TOTAL EXPENDITURES	**$ 273**	**$ 273**	**$ 317**	**$ 290**	**$ 18**	**6.4%**
Controllable Revenues	$ (23)	$ (5)	$ (12)	$ (6)	$ (1)	20.0%
General Revenues & Recoveries	$ (174)	$ (216)	$ (213)	$ (224)	$ (8)	3.8%
TOTAL REVENUES	**$ (198)**	**$ (221)**	**$ (225)**	**$ (230)**	**$ (9)**	**4.2%**
NET OPERATING BUDGET	**$ 75**	**$ 52**	**$ 93**	**$ 60**	**$ 8**	**16.1%**

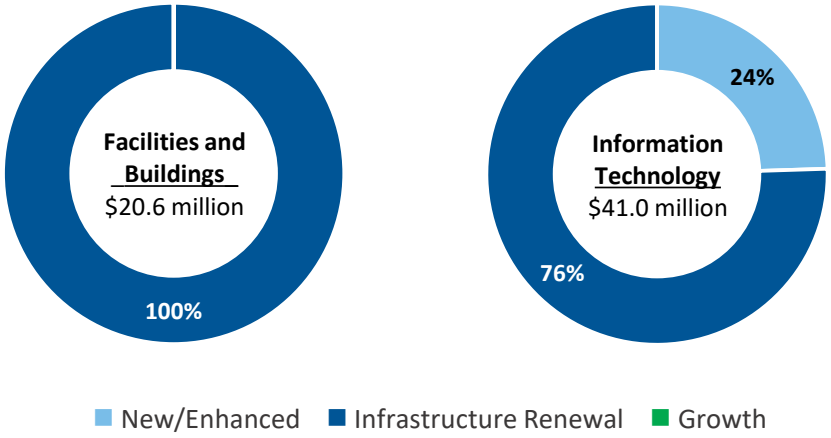
Enabling Services

Capital Investment

Asset Categories	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Facilities and Buildings	$ 2,559	$ 3,764	$ 1,467	$ 2,710	$ 3,996	$ 762	$ 3,406	$ 1,039	$ 411	$ 497	$ 20,611
Information Technology	$ 5,867	$ 4,122	$ 3,000	$ 3,119	$ 3,326	$ 2,975	$ 4,375	$ 4,785	$ 4,965	$ 4,510	$ 41,044
Total Enabling Services	**$ 8,426**	**$ 7,886**	**$ 4,467**	**$ 5,829**	**$ 7,323**	**$ 3,737**	**$ 7,781**	**$ 5,824**	**$ 5,376**	**$ 5,007**	**$ 61,655**

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

2020 - 2029 Capital Investment by Project Type



Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
1	2020	**City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal** FB-BD-525 Infrastructure Renewal **Parks & Recreation,** 2020-2029 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. Some of the 2020 Projects include: 1. City Hall - Automatic Entrance Door System replacements. 2. City Hall - Air Handling System Revitalization implementation 3. City Hall - CCTV Security System Camera upgrades. Facility Description: City Hall, 426 Brant Street Size: 91,988 SQFT, Originally Built: 1965, Major Renovation Dates: 1986 Facility Condition Index (FCI): 0.12 414 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): 0.02	**Capital**	870	400	423	653	1,448	3,795
			Reserve Funds						
			External						
			Gross Cost	870	400	423	653	1,448	3,795

Related Projects

FB-BD-1387	City Hall Facility - Revitalization
PK-PK-1471	Parking Garage - Repair and Renewal

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
2	2020	**City Hall Facility - Revitalization** FB-BD-1387 Infrastructure Renewal **Capital Works,** 2020-2024, 2026 2020 Funding is for detail design. Funding identified in future years is 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. Projects include: 2020 - 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): 0.12	**Capital**	410	2,524	897	1,751	3,825	9,406
			Reserve Funds						
			External						
			Gross Cost	410	2,524	897	1,751	3,825	9,406

Related Projects

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

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'BD': Buildings and Operations									
3	2020	**Corporate Accessibility Improvements** FB-BD-613 Infrastructure Renewal **Capital Works,** 2020-2022 A 2013 accessibility audit shows more than 2500 unique opportunities for improvements to accessibility. We are currently in year 5 of a 7 year accessibility improvement plan. 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**	373	459	117			949
			Reserve Funds						
			External						
			Gross Cost	373	459	117			949
4	2020	**Facility Infrastructure Asset Management** FB-BD-1003 Infrastructure Renewal **Capital Works,** 2020-2025, 2027-2029 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**	111	38	30	25	647	851
			Reserve Funds						
			External						
			Gross Cost	111	38	30	25	647	851
Part 'MB': Miscellaneous Buildings									

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'MB': Miscellaneous Buildings									
5	2020	**Corporate Facilities and Buildings Security Implementation** FB-MB-1077 Infrastructure Renewal **Parks & Recreation,** 2020 Based on findings from Corporate Security Review lead by the Emergency Management Office, capital funding is for projects that would typically address installation of surveillance and intrusion- systems, reception area modifications, controlling access to restricted areas and software upgrades to provide a safer environment and reduce risk for patrons and staff using City Facilities.	**Capital**	300					300
			Reserve Funds						
			External						
			Gross Cost	300					300
6	2020	**Corporate Parking Lots - Revitalization** FB-MB-1047 Infrastructure Renewal **Capital Works,** 2020, 2021, 2023-2029 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. 2020 Projects include: 1. Nelson Park- Recreation Centre and Pool Portion - Partial Reconstruction	**Capital**	495	342		281	4,192	5,310
			Reserve Funds						
			External						
			Gross Cost	495	342		281	4,192	5,310

Related Projects

RD-RA-1534 New Street Resurfacing
PO-PR-1688 Nelson Park

*** Report values in thousands**

Enabling Services - Facilities and Buildings	**Capital Total:**	**2,559**	**3,764**	**1,467**	**2,710**	**20,611**	**20,611**
	Reserve Funds Total:						
	External Total:						
	Gross Cost Total:	**2,559**	**3,764**	**1,467**	**2,710**	**10,111**	**20,611**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
7	2020	**Enterprise Asset Management Solution (EAMS) Project**	**Capital**	792					792
		IT-CA-1880 Infrastructure Renewal	**Reserve Funds**						
		Office of the City Manager, 2020	**External**						
			Gross Cost	792					792

As part of Burlington's digital transformation strategy, the EAMS project is focused on replacing the City's existing asset maintenance software which is at end of life and not fulfilling current business needs. The project goal is to procure and implement an enterprise asset management solution that will inventory the City's assets (linear, fleet & equipment, and facilities), support condition assessments, provide capital planning for asset replacement, assist in addressing service requests for the assets, support managing and undertaking work on the assets, support managing stockrooms in support of the work on the assets, and report on all these activities and assets.

To date, $1,929,300 has been established for the project as part of the 2018-2027 and 2019-2028 capital budgets to fund costs associated with the solution and three 2-year contract positions. Additional funding of $792,000 is required to support project delivery, bringing the funding envelope to $2,721,300. These additional funds are required to support: two 2-year contract roles for a Business Analyst and Application Analyst; a time recording solution as part of the Avantis decommissioning process; and, additional software integrations with other existing and emerging solutions.

As a note, two ongoing staff resources will be required post project implementation (2022) to ensure the solution sustains business needs by providing ongoing solution administration, training and support. There will also be on-going vendor licensing and support costs. The staff positions will be brought forward for consideration as part of the 2021 budget process.

Operating Budget Impact		
2021	Exp/(Rev)	100.0
	FTE Impact	0.0
2022	Exp/(Rev)	210.6
	FTE Impact	2.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
8	2020	**Enterprise Resource Planning (ERP) Program** IT-CA-1507 Infrastructure Renewal **Information Technology Service,** 2020 The ERP Program is focused on digital transformation in the areas of Human Capital Management, Payroll, Financials, Budgets and Forecasts, identified as a priority in Council's Vision to Focus document (Initiative 5.3). Key benefits include reducing the number of outdated/siloed systems, automating manual processes, and providing a fully integrated, flexible, data rich, and intuitive solution. In 2019, Council approved $6.055 million to procure and implement an ERP solution along with $1.5 million to fund four contract staff. The 2020 budget includes funding for eight additional contract staff to deliver on the program. Dedicated staff will focus on process transformation, configuration, implementation, data and integrations, project management, and overall change management. At this time, staff has identified a need for three additional ongoing staff to provide ongoing solution administration, training, support, and evolution of the software solution. Prior to requesting additional resources, staff will look for opportunities to reallocate existing positions.	**Capital**	1,925					1,925
			Reserve Funds						
			External						
			Gross Cost	1,925					1,925

Operating Budget Impact		
2021	Exp/(Rev)	110.0
	FTE Impact	1.0
2022	Exp/(Rev)	110.0
	FTE Impact	1.0
2023	Exp/(Rev)	110.0
	FTE Impact	1.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
9	2020	**Municipal Property Tax Software** IT-CA-1882 Infrastructure Renewal **Information Technology Service,** 2020 The City's current tax software has been in use for almost 20 years and is nearing end of life with limited support by the vendor and this support scheduled to end in 2021. Property tax software is used to bill and collect property taxes as well as process assessment and tax changes on behalf of the City, Region and Local Boards of Education. Staff are in touch with the property tax system marketplace and alternative solutions are being explored. This initiative includes funding to replace the solution and for staffing a seconded team for the implementation and successful delivery of the project.	**Capital**	1,500					1,500
			Reserve Funds						
			External						
			Gross Cost	1,500					1,500

Operating Budget Impact

2021	Exp/(Rev)	81.0
2022	Exp/(Rev)	81.0

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
10	2020	**Renewal Applications / Infrastructure** IT-CA-1599 Infrastructure Renewal **Information Technology Service,** 2020-2029 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 parking ticket solution, the telephone system, and network hardware. 2020 projects include: 1. Renewal of servers, desktops, file storage 2. Renewal of phone system 3. Upgrades of software that supports our online services	**Capital**	1,452	2,499	2,400	2,400	16,308	25,059
			Reserve Funds	138	325	200	200	850	1,713
			External						
			Gross Cost	1,590	2,824	2,600	2,600	17,158	26,772

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
11	2021	**Minor Enhancements** IT-CA-1837 New / Enhanced **Information Technology Service,** 2021-2029 Funds are allocated each year to support minor technology enhancement projects.	**Capital**		25	25	25	150	225
			Reserve Funds						
			External						
			Gross Cost		25	25	25	150	225
12	2021	**New Applications / Infrastructure - Future** IT-CA-1598 New / Enhanced **Information Technology Service,** 2021-2029 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**		1,163	315	434	7,269	9,181
			Reserve Funds						
			External						
			Gross Cost		1,163	315	434	7,269	9,181

*** Report values in thousands**

Ref. #	Year	Project	Category	2020	2021	2022	2023	2024-2029	TOTAL
Part 'CA': Corporate Applications									
13	2021	**Treasury Management** IT-CA-1929 New / Enhanced **Information Technology Service,** 2021 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 **2022** Exp/(Rev) 20.0						
Part 'TI': Technology Infrastructure									
14	2020	**Cyber Security Enhancements** IT-TI-1930 New / Enhanced **Information Technology Service,** 2020-2029 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 2020, the Program will address mobile access security.	**Capital**	60	60	60	60	360	600
			Reserve Funds						
			External						
			Gross Cost	60	60	60	60	360	600
Enabling Services - Information Technology			**Capital Total:**	**5,729**	**3,797**	**2,800**	**2,919**	**39,331**	**39,331**
			Reserve Funds Total:	**138**	**325**	**200**	**200**	**850**	**1,713**
			External Total:						
			Gross Cost Total:	**5,867**	**4,122**	**3,000**	**3,119**	**24,937**	**41,044**

*** Report values in thousands**

Enabling Services - Total

	2020	2021	2022	2023	2024-2029	TOTAL
Capital Total:	8,288	7,561	4,267	5,629	34,198	59,942
Reserve Funds Total:	138	325	200	200	850	1,713
External Total:	0	0	0	0	0	0
Gross Cost Total:	8,426	7,886	4,467	5,829	35,048	61,655

* Report values in thousands

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

Corporate Expenditures and Revenues


CITY OF
Burlington

2020 CORPORATE EXPENDITURES AND REVENUES

	2018	2019		2020				
	Actual	Budget	Actual	Base Budget	Business Cases	Total Budget	$ Change from 2019	% Change from 2019
Corporate Expenditures								
Financial Transactions								
Provision for Contingency	1,938,445	2,038,445	2,038,445	2,038,445	-	2,038,445	-	0.0%
Provision for Insurance	3,450,000	3,500,000	3,500,000	3,550,000	-	3,550,000	50,000	1.4%
Provision for Joseph Brant Hospital	4,800,000	3,100,000	3,100,000	3,100,000	-	3,100,000	-	0.0%
Provision for Strategic Land Acquisition	240,000	240,000	240,000	240,000	-	240,000	-	0.0%
Provision for Randle Reef	230,000	-	-	-	-	-	-	0.0%
Provision for Culture Initiatives	100,000	100,000	100,000	100,000	-	100,000	-	0.0%
Provision for Policy Initiatives	100,000	100,000	100,000	100,000	-	100,000	-	0.0%
Provision for Property Tax Matters	3,784,462	1,441,945	1,552,442	1,441,945	-	1,441,945	-	0.0%
Total Financial Transactions	14,642,907	10,520,390	10,630,887	10,570,390	-	10,570,390	50,000	0.5%
Capital Financing Transactions								
Capital from Operating Funding	3,933,380	3,445,300	3,445,300	3,445,300	175,000	3,620,300	175,000	5.1%
Provision for VDRF	3,306,860	3,709,134	3,709,134	3,857,500	31,500	3,889,000	179,865	4.8%
Provision for IT Renewal	50,000	55,125	52,000	57,881	-	57,881	2,756	5.0%
Provision to Infrastructure Renewal RESF	18,497,200	22,145,700	22,145,700	24,220,700	-	24,220,700	2,075,000	9.4%
City's Share of Locals	(16,435)	(9,306)	(9,306)	(7,080)	-	(7,080)	2,226	-23.9%
Debt Charges	9,000,000	8,500,000	8,500,000	8,500,000	-	8,500,000	-	0.0%
Total Capital Financing Transactions	34,721,005	37,845,953	37,845,953	40,074,301	206,500	40,280,801	2,434,848	6.4%
Shared Costs								
Civic Administration	1,873,963	1,755,265	1,959,865	1,918,829	-	1,918,829	163,564	9.3%
Financial Expenses (ex. bank charges, postage, etc.)	1,770,822	1,118,303	2,124,382	1,121,144	1,000	1,122,144	3,841	0.3%
Total Shared Costs	3,644,785	2,873,568	4,084,247	3,039,973	1,000	3,040,973	167,405	5.8%
Total Corporate Expenditures	**53,008,697**	**51,239,911**	**52,561,086**	**53,684,664**	**207,500**	**53,892,164**	**2,652,252**	**5.2%**

2020 CORPORATE EXPENDITURES AND REVENUES

	2018	2019		2020				
	Actual	Budget	Actual	Base Budget	Business Cases	Total Budget	$ Change from 2019	% Change from 2019
Corporate Revenues								
Supplementary Taxes	(1,227,823)	(1,000,000)	(1,993,285)	(1,000,000)	-	(1,000,000)	-	0.0%
Payment in Lieu of Taxes	(4,036,009)	(3,610,095)	(3,669,683)	(3,662,496)	-	(3,662,496)	(52,401)	1.5%
Penalties & Interest on Taxes	(2,174,575)	(2,100,000)	(2,284,452)	(2,125,000)	-	(2,125,000)	(25,000)	1.2%
Earnings on Investments	(5,948,795)	(5,300,000)	(7,036,683)	(5,300,000)	-	(5,300,000)	-	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	(250,000)	(250,000)	-	(250,000)	-	0.0%
Other Revenues	(217,546)	(365,000)	(310,700)	(290,000)	-	(290,000)	75,000	-20.5%
Total Corporate Revenues	**(13,854,749)**	**(12,625,095)**	**(15,544,804)**	**(12,627,496)**	**-**	**(12,627,496)**	**(2,401)**	**0.0%**

2020 Approved Budget

2020 Operating and Capital Budgets

2021-2029 Capital Forecast

Additional Analysis


CITY OF
Burlington

OPERATING BUDGET SUMMARY

	2019	Approved Budget					Tax Impact	
	Budget	Base Budget	Business Cases	Approved Total Budget	$ Change from 2019	% Change from 2019	Base Budget	Total Budget
Net Expenditures								
A City that Grows								
Building Code Permits and Inspection	(1,301,929)	(1,370,182)	-	(1,370,182)	(68,254)	5.2%	0.0%	0.0%
Community Design and Development Review	1,974,252	2,141,118	-	2,141,118	166,866	8.5%	0.1%	0.1%
Business Economic Development Corporation	1,368,050	1,391,990	-	1,391,990	23,941	1.8%	0.0%	0.0%
Total City that Grows	**2,040,373**	**2,162,926**	**-**	**2,162,926**	**122,553**	**6.0%**	**0.1%**	**0.1%**
A City that Moves								
Roadway and Sidewalk Maintenance	11,129,540	11,780,419	28,298	11,808,717	679,178	6.1%	0.3%	0.3%
Parking Management	(835,850)	(881,477)	-	(881,477)	(45,627)	5.5%	0.0%	0.0%
Road and Structure Design and Construction	1,232,877	1,493,888	-	1,493,888	261,011	21.2%	0.1%	0.1%
Traffic Operations Management	4,841,551	4,890,740	-	4,890,740	49,189	1.0%	0.0%	0.0%
Transportation Planning	490,852	484,565	-	484,565	(6,287)	-1.3%	0.0%	0.0%
Transit Conventional Service	13,072,032	13,549,971	845,182	14,395,153	1,323,121	10.1%	0.2%	0.7%
Transit Handivan Service	1,714,047	1,747,260	130,821	1,878,081	164,033	9.6%	0.0%	0.1%
Total City that Moves	**31,645,050**	**33,065,366**	**1,004,301**	**34,069,667**	**2,424,617**	**7.7%**	**0.6%**	**1.2%**
A Healthier and Greener City								
Parks and Open Space Maintenance	5,346,827	5,615,684	88,520	5,704,204	357,377	6.7%	0.1%	0.2%
Tree Management	3,590,794	3,796,702	128,500	3,925,202	334,408	9.3%	0.1%	0.2%
Organized Sport Support	4,383,890	4,610,181	-	4,610,181	226,290	5.2%	0.1%	0.1%
Recreation	6,372,335	6,474,721	-	6,474,721	102,387	1.6%	0.0%	0.0%
Parks and Open Space Design and Development	650,421	690,528	-	690,528	40,107	6.2%	0.0%	0.0%
Surface Water Drainage	1,707,458	1,734,973	77,775	1,812,748	105,290	6.2%	0.0%	0.1%
Environment and Energy	440,459	449,936	99,871	549,807	109,348	24.8%	0.0%	0.1%
Cemetery	105,373	102,581	-	102,581	(2,792)	-2.6%	0.0%	0.0%
Total Healthier and Greener City	**22,597,557**	**23,475,305**	**394,666**	**23,869,971**	**1,272,414**	**5.6%**	**0.4%**	**0.6%**

OPERATING BUDGET SUMMARY

	2019	Approved Budget					Tax Impact	
	Budget	Base Budget	Business Cases	Approved Total Budget	$ Change from 2019	% Change from 2019	Base Budget	Total Budget
An Engaging City								
Arts and Culture	1,444,024	1,490,067	-	1,490,067	46,044	3.2%	0.0%	0.0%
Strategic Communications and Government Relations	1,607,360	1,693,701	-	1,693,701	86,341	5.4%	0.0%	0.0%
Burlington Public Library	10,930,072	11,121,348	-	11,121,348	191,276	1.7%	0.0%	0.0%
Tourism Burlington	399,556	406,549	-	406,549	6,992	1.8%	0.0%	0.0%
Burlington Performing Arts Centre	1,010,441	1,028,123	-	1,028,123	17,683	1.8%	0.0%	0.0%
Art Gallery of Burlington	972,155	989,168	-	989,168	17,013	1.7%	0.0%	0.0%
Museums of Burlington	712,955	725,431	-	725,431	12,477	1.7%	0.0%	0.0%
Total Engaging City	**17,076,562**	**17,454,388**	**-**	**17,454,388**	**377,825**	**2.2%**	**0.1%**	**0.1%**
A Safe City								
Animal Services	562,892	615,659	-	615,659	52,767	9.4%	0.0%	0.0%
Municipal By-law Enforcement	849,360	859,896	-	859,896	10,537	1.2%	0.0%	0.0%
Fire Prevention and Education	1,160,161	1,105,263	-	1,105,263	(54,898)	-4.7%	0.0%	0.0%
Emergency Management	161,175	177,644	-	177,644	16,469	10.2%	0.0%	0.0%
Emergency Response Service	28,789,204	28,921,385	-	28,921,385	132,181	0.5%	-0.1%	-0.1%
Fire Communications	960,816	935,566	-	935,566	(25,249)	-2.6%	0.0%	0.0%
Halton Court Services	(733,265)	(746,097)	-	(746,097)	(12,832)	1.7%	0.0%	0.0%
Total Safe City	**31,750,342**	**31,869,316**	**-**	**31,869,316**	**118,974**	**0.4%**	**-0.1%**	**-0.1%**
Good Governance								
Corporate Management	1,898,528	1,547,739	-	1,547,739	(350,789)	-18.5%	-0.2%	-0.2%
Internal Audit	218,550	210,320	-	210,320	(8,231)	-3.8%	0.0%	0.0%
Mayor and Council	1,672,197	1,725,973	3,200	1,729,173	56,977	3.4%	0.0%	0.0%
Council and Citizen Committee	1,915,356	1,801,717	-	1,801,717	(113,639)	-5.9%	-0.1%	-0.1%
Corporate Legal	1,603,561	1,696,381	-	1,696,381	92,820	5.8%	0.0%	0.0%
Total Good Governance	**7,308,191**	**6,982,129**	**3,200**	**6,985,329**	**(322,862)**	**-4.4%**	**-0.2%**	**-0.2%**

OPERATING BUDGET SUMMARY

	2019	Approved Budget					Tax Impact	
	Budget	Base Budget	Business Cases	Approved Total Budget	$ Change from 2019	% Change from 2019	Base Budget	Total Budget
Enabling Services								
Facilities and Buildings Design and Construction	739,041	729,583	-	729,583	(9,458)	-1.3%	0.0%	0.0%
Human Resources	2,542,297	2,614,746	94,961	2,709,707	167,410	6.6%	0.0%	0.1%
Asset Management	733,956	746,650	-	746,650	12,694	1.7%	0.0%	0.0%
Service Burlington	372,432	981,312	-	981,312	608,880	163.5%	0.4%	0.4%
Financial Management	3,406,296	3,584,899	-	3,584,899	178,603	5.2%	0.1%	0.1%
Information Technology	6,963,097	7,639,914	107,829	7,747,743	784,646	11.3%	0.4%	0.4%
Geographic Information and Mapping	624,263	628,904	-	628,904	4,641	0.7%	0.0%	0.0%
Signs Production Services	51,506	59,783	-	59,783	8,277	16.1%	0.0%	0.0%
Fleet Management	(505,170)	(429,012)	-	(429,012)	76,158	-15.1%	0.0%	0.0%
Total Enabling Services	**14,927,718**	**16,556,779**	**202,790**	**16,759,569**	**1,831,851**	**12.3%**	**0.9%**	**1.0%**
Total City Services	**127,345,793**	**131,566,208**	**1,604,958**	**133,171,165**	**5,825,373**	**4.6%**	**1.7%**	**2.7%**
Corporate Expenditures								
Financial Transactions								
Provision for Contingency	2,038,445	2,038,445	-	2,038,445	-	0.0%	0.0%	0.0%
Provision for Insurance	3,500,000	3,550,000	-	3,550,000	50,000	1.4%	0.0%	0.0%
Provision for Joseph Brant Hospital	3,100,000	3,100,000	-	3,100,000	-	0.0%	0.0%	0.0%
Provision for Strategic Land Acquisition	240,000	240,000	-	240,000	-	0.0%	0.0%	0.0%
Provision for Randle Reef	-	-	-	-	-	0.0%	0.0%	0.0%
Provision for Culture Initiatives	100,000	100,000	-	100,000	-	0.0%	0.0%	0.0%
Provision for Policy Initiatives	100,000	100,000	-	100,000	-	0.0%	0.0%	0.0%
Provision for Emerald Ash Borer	-	-	-	-	-	0.0%	0.0%	0.0%
Provision for Property Tax Matters	1,441,945	1,441,945	-	1,441,945	-	0.0%	0.0%	0.0%
Total Financial Transactions	10,520,390	10,570,390	-	10,570,390	50,000	0.5%	0.0%	0.0%

OPERATING BUDGET SUMMARY

	2019	Approved Budget					Tax Impact	
	Budget	Base Budget	Business Cases	Approved Total Budget	$ Change from 2019	% Change from 2019	Base Budget	Total Budget
Capital Financing Transactions								
Capital from Operating Funding	3,445,300	3,445,300	175,000	3,620,300	175,000	5.1%	0.0%	0.1%
Provision for VDRF	3,709,134	3,857,500	31,500	3,889,000	179,865	4.8%	0.1%	0.1%
Provision to Infrastructure Renewal RESF	22,145,700	24,220,700	-	24,220,700	2,075,000	9.4%	1.1%	1.1%
Provision for IT Renewal	55,125	57,881	-	57,881	2,756	5.0%	0.0%	0.0%
City's Share of Local	(9,306)	(7,080)	-	(7,080)	2,226	-23.9%	0.0%	0.0%
Debt Charges	8,500,000	8,500,000	-	8,500,000	-	0.0%	-0.1%	-0.1%
Total Capital Financing Transactions	37,845,953	40,074,301	206,500	40,280,801	2,434,848	6.4%	1.1%	1.2%
Shared Costs								
Civic Administration	1,755,265	1,918,829	-	1,918,829	163,564	9.3%	0.1%	0.1%
Financial Expenses (ex. bank charges, postage, etc.)	1,118,303	1,121,144	1,000	1,122,144	3,841	0.3%	0.0%	0.0%
Total Shared Costs	2,873,568	3,039,973	1,000	3,040,973	167,405	5.8%	0.1%	0.1%
Total Corporate Expenditures	**51,239,911**	**53,684,664**	**207,500**	**53,892,164**	**2,652,252**	**5.2%**	**1.1%**	**1.3%**
Total Net Expenditures	**178,585,704**	**185,250,871**	**1,812,458**	**187,063,329**	**8,477,625**	**4.7%**	**2.8%**	**3.9%**
Corporate Revenues								
Supplementary Taxes	(1,000,000)	(1,000,000)	-	(1,000,000)	-	0.0%	0.0%	0.0%
Payment in Lieu of Taxes	(3,610,095)	(3,662,496)	-	(3,662,496)	(52,401)	1.5%	0.0%	0.0%
Penalties & Interest on Taxes	(2,100,000)	(2,125,000)	-	(2,125,000)	(25,000)	1.2%	0.0%	0.0%
Earnings on Investments	(5,300,000)	(5,300,000)	-	(5,300,000)	-	0.0%	0.0%	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	-	(250,000)	-	0.0%	0.0%	0.0%
Other Revenues	(365,000)	(290,000)	-	(290,000)	75,000	-20.5%	0.0%	0.0%
Total Corporate Revenues	**(12,625,095)**	**(12,627,496)**	**-**	**(12,627,496)**	**(2,401)**	**0.0%**	**0.1%**	**0.1%**
Net City Tax Levy	**165,960,609**	**172,623,375**	**1,812,458**	**174,435,833**	**8,475,224**	**5.1%**	**2.91%**	**3.99%**

CITY OF BURLINGTON
Full Time Equivalents (FTE) Staffing Summary

	2019 Restated Budget			2020 Base Budget			2019 - 2020 Base Change			2020 Business Cases			2020 Approved Total Budget			2019 - 2020 Change		
Service	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**
A City that Grows																		
Building Permits and Inspection	26.0	-	26.0	26.0	-	26.0	-	-	-	-	-	-	26.0	-	26.0	-	-	-
Community Design and Development Review	38.0	1.4	39.4	38.0	1.4	39.4	-	-	-	-	-	-	38.0	1.4	39.4	-	-	-
A City that Moves																		
Parking Management	7.0	1.3	8.3	6.0	1.3	7.3	(1.0)	-	(1.0)	-	-	-	6.0	1.3	7.3	(1.0)	-	(1.0)
Road and Structure 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	51.1	3.9	55.0	47.7	5.6	53.3	(3.4)	1.7	(1.7)	2.0	(0.6)	1.4	49.7	5.0	54.7	(1.4)	1.1	(0.3)
Specialized Transit	14.3	2.0	16.3	14.3	2.0	16.3	-	-	-	1.0	-	1.0	15.3	2.0	17.3	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	146.8	9.9	156.7	146.8	9.9	156.7	-	-	-	8.0	-	8.0	154.8	9.9	164.7	8.0	-	8.0
Transportation Network Planning	4.0	-	4.0	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
A Healthier and Greener City																		
Cemetery	3.0	0.4	3.4	3.0	0.4	3.4	-	-	-	-	-	-	3.0	0.4	3.4	-	-	-
Environment and Energy	4.0	-	4.0	4.0	-	4.0	-	-	-	1.0	-	1.0	5.0	-	5.0	1.0	-	1.0
Organized Sport Support	47.6	30.6	78.2	49.7	28.5	78.2	2.1	(2.2)	(0.1)	-	-	-	49.7	28.5	78.2	2.1	(2.2)	(0.1)
Parks and Open Space Design and Development	7.0	-	7.0	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-
Parks and Open Space Maintenance	43.4	24.7	68.1	46.9	25.0	71.9	3.5	0.3	3.8	2.0	-	2.0	48.9	25.0	73.9	5.5	0.3	5.8
Recreation	57.0	102.7	159.7	56.0	102.7	158.7	(1.0)	-	(1.0)	-	-	-	56.0	102.7	158.7	(1.0)	-	(1.0)
Surface Water Drainage	11.5	0.7	12.2	11.4	0.7	12.1	(0.1)	-	(0.1)	-	-	-	11.4	0.7	12.1	(0.1)	-	(0.1)
Tree Management	18.0	0.4	18.4	18.3	0.4	18.7	0.3	-	0.3	5.0	-	5.0	23.3	0.4	23.7	5.3	-	5.3
An Engaging City																		
Arts and Culture	8.0	7.1	15.1	9.0	6.1	15.1	1.0	(1.0)	-	-	-	-	9.0	6.1	15.1	1.0	(1.0)	-
Strategic Communications and Government Relations	12.0	0.3	12.3	13.0	0.3	13.3	1.0	-	1.0	-	-	-	13.0	0.3	13.3	1.0	-	1.0
A Safe City																		
Animal Services	8.0	0.7	8.7	8.0	0.7	8.7	-	-	-	-	-	-	8.0	0.7	8.7	-	-	-
Emergency Management	1.0	-	1.0	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-
Emergency Response Service	184.0	2.5	186.5	184.0	2.5	186.5	-	-	-	-	-	-	184.0	2.5	186.5	-	-	-
Fire Communications	11.0	2.0	13.0	11.0	2.5	13.5	-	0.5	0.5	-	-	-	11.0	2.5	13.5	-	0.5	0.5
Fire Prevention & Education	9.0	-	9.0	9.0	-	9.0	-	-	-	-	-	-	9.0	-	9.0	-	-	-
Municipal 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

	2019 Restated Budget			2020 Base Budget			2019 - 2020 Base Change			2020 Business Cases			2020 Approved Total Budget			2019 - 2020 Change		
Service	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**	**FT**	**PT**	**Total**
Good Governance																		
Corporate Legal	13.0	-	13.0	13.0	-	13.0	-	-	-	-	-	-	13.0	-	13.0	-	-	-
Corporate Management	9.0	-	9.0	6.0	-	6.0	(3.0)	-	(3.0)	-	-	-	6.0	-	6.0	(3.0)	-	(3.0)
Council and Citizen Committee	15.0	0.3	15.3	14.0	0.3	14.3	(1.0)	-	(1.0)	-	-	-	14.0	0.3	14.3	(1.0)	-	(1.0)
Internal Audit	1.0	-	1.0	1.0	-	1.0	-	-	-	-	-	-	1.0	-	1.0	-	-	-
Mayor and Council	9.0	-	9.0	9.0	-	9.0	-	-	-	-	-	-	9.0	-	9.0	-	-	-
Enabling Services																		
Asset Management	8.0	-	8.0	8.0	-	8.0	-	-	-	-	-	-	8.0	-	8.0	-	-	-
Facilities and Buildings Design and Construction	8.0	-	8.0	8.0	-	8.0	-	-	-	-	-	-	8.0	-	8.0	-	-	-
Financial Management	37.0	-	37.0	37.0	-	37.0	-	-	-	-	-	-	37.0	-	37.0	-	-	-
Fleet Management	15.4	0.8	16.2	14.0	-	14.0	(1.4)	(0.8)	(2.2)	-	-	-	14.0	-	14.0	(1.4)	(0.8)	(2.2)
Geographic Information Mapping	6.0	0.3	6.3	6.0	0.3	6.3	-	-	-	-	-	-	6.0	0.3	6.3	-	-	-
Human Resources	14.0	1.6	15.6	14.0	1.6	15.6	-	-	-	1.0	-	1.0	15.0	1.6	16.6	1.0	-	1.0
Information Technology	35.0	1.0	36.0	36.0	1.0	37.0	1.0	-	1.0	1.0	-	1.0	37.0	1.0	38.0	2.0	-	2.0
Service Burlington	6.0	1.2	7.2	10.0	1.2	11.2	4.0	-	4.0	-	-	-	10.0	1.2	11.2	4.0	-	4.0
Sign Production	2.0	-	2.0	2.0	-	2.0	-	-	-	-	-	-	2.0	-	2.0	-	-	-
Shared Services	4.0	-	4.0	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
	960.0	**225.0**	**1,185.0**	**962.0**	**223.5**	**1,185.5**	**2.0**	**(1.5)**	**0.5**	**21.0**	**(0.6)**	**20.4**	**983.0**	**223.0**	**1,206.0**	**23.0**	**(2.1)**	**20.9**

Summary of Human Resource Costs and Benefits

	2019	2020	2020 vs 2019 Base			2020	2020 vs 2019 Total	
Expenditures	**Budget**	**Base Budget**	**Δ**	**Δ%**	**Business Cases**	**Total Budget**	**Δ**	**Δ%**
Regular Full Time Salaries & Wages	$ 78,886,449	$ 81,219,765	$ 2,333,316	3.0%	$ 1,206,271	$ 82,426,036	$ 3,539,587	4.5%
Part Time/Temp/Casual Salaries & Wages	8,512,005	8,659,273	147,268	1.7%	-	8,659,273	147,268	1.7%
Councillors Compensation	840,284	858,784	18,500	2.2%	-	858,784	18,500	2.2%
Overtime	1,396,942	1,505,668	108,726	7.8%	-	1,505,668	108,726	7.8%
Volunteer Firefighter Allowance	260,000	200,000	(60,000)	-23.1%	-	200,000	(60,000)	-23.1%
Training Pay - Fire	-	25,000	25,000	0.0%	-	25,000	25,000	0.0%
Vacation Pay, On Call, Sick Leave, Paid Leave, etc.	4,683,283	4,672,484	(10,799)	-0.2%	132,435	4,804,920	121,637	2.6%
Sub-total Earnings	**94,578,963**	**97,140,974**	**2,562,011**	**2.7%**	**1,338,707**	**98,479,681**	**3,900,718**	**4.1%**
Benefits (incl. Standard Life, CPP, EI & OMERS)	20,472,116	21,049,433	577,317	2.8%	310,601	21,360,034	887,918	4.3%
Employee Health Tax	1,797,385	1,830,569	33,184	1.8%	24,927	1,855,496	58,111	3.2%
Employee Accident Fund	1,451,276	1,493,595	42,319	2.9%	20,353	1,513,948	62,672	4.3%
WCB Experience	84,000	-	(84,000)	-100.0%	-	-	(84,000)	-100.0%
Sub-total Legislated Benefits	**23,804,777**	**24,373,597**	**568,820**	**2.4%**	**355,881**	**24,729,478**	**924,701**	**3.9%**
Education, Training & Development	1,010,086	1,007,164	(2,922)	-0.3%	18,150	1,025,314	15,228	1.5%
Employee Memberships	181,725	180,775	(950)	-0.5%	3,000	183,775	2,050	1.1%
Innovation/Awards	152,650	150,000	(2,650)	-1.7%	-	150,000	(2,650)	-1.7%
Other Allowances & Benefits	8,300	8,300	-	0.0%	-	8,300	-	0.0%
Sub-total Other Benefits & Allowances	**1,352,761**	**1,346,239**	**(6,522)**	**-0.5%**	**21,150**	**1,367,389**	**14,628**	**1.1%**
Total Human Resources Budget	**119,736,501**	**122,860,811**	**3,124,309**	**2.6%**	**1,715,738**	**124,576,548**	**4,840,047**	**4.0%**

GROSS EXPENSES AND REVENUES

	2019	2020							Tax Impact
	Budget	Base Budget	Δ Base	Δ%	Non Base Items	Total Budget	Δ Total	Δ%	Total Budget
Expenditure Categories									
Human Resources	119,736,501	122,860,811	3,124,309	2.6%	1,715,738	124,576,548	4,840,047	4.0%	
Materials, Supplies & Utilities	15,774,355	15,807,338	32,983	0.2%	318,545	16,125,883	351,529	2.2%	
Purchased Services	23,505,192	24,201,471	696,278	3.0%	1,015,714	25,217,185	1,711,992	7.3%	
Funding for Capital & Debt Repayment	41,381,008	40,615,446	(765,562)	-1.9%	407,496	41,022,942	(358,066)	-0.9%	
Infrastructure Renewal Funding	21,407,600	24,263,700	2,856,100	13.3%	-	24,263,700	2,856,100	13.3%	
Provision to Local Boards & Committees	15,620,428	15,716,810	96,381	0.6%	170,000	15,886,810	266,381	1.7%	
Provision to Reserve Funds	12,670,873	12,513,945	(156,928)	-1.2%	-	12,513,945	(156,928)	-1.2%	
Internal Charges & Settlements	5,201,329	5,208,640	7,311	0.1%	-	5,208,640	7,311	0.1%	
Financial Expenses	2,131,714	2,153,714	22,000	1.0%	72,907	2,226,621	94,907	4.5%	
Total Expenditures	**257,429,000**	**263,341,873**	**5,912,873**	**2.3%**	**3,700,400**	**267,042,274**	**9,613,274**	**3.7%**	
							-		
Revenue Categories						-	-		
User Fees	(34,920,079)	(35,472,830)	(552,751)	1.6%	(722,326)	(36,195,156)	(1,275,077)	3.7%	
Other Corporate Revenues	(36,117,825)	(34,778,444)	1,339,381	-3.7%	(1,163,817)	(35,942,261)	175,564	-0.5%	
Senior Government Grants	(8,045,225)	(7,971,119)	74,106	-0.9%	-	(7,971,119)	74,106	-0.9%	
External Recoveries	(5,981,065)	(6,041,495)	(60,430)	1.0%	(1,800)	(6,043,295)	(62,230)	1.0%	
Internal Revenues	(6,404,197)	(6,454,610)	(50,413)	0.8%	-	(6,454,610)	(50,413)	0.8%	
Total Revenues	**(91,468,391)**	**(90,718,498)**	**749,893**	**-0.8%**	**(1,887,943)**	**(92,606,441)**	**(1,138,050)**	1.2%	
Property Taxes - City	**165,960,609**	**172,623,375**	**6,662,766**	**4.0%**	**1,812,458**	**174,435,833**	**8,475,224**	**5.1%**	**3.99%**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
A City that Grows				
Building Code Permits and Inspection	(1,370,182)			(1,370,182)
Community Design and Development Review	2,141,118			2,141,118
Business Economic Development Corporation	1,391,990			1,391,990
Total City that Grows	**$ 2,162,926**	**$ -**	**$ -**	**$ 2,162,926**
A City that Moves				
Roadway and Sidewalk Maintenance	10,495,585	1,313,133		11,808,717
Parking Management	(881,477)			(881,477)
Road and Structure Design and Construction	1,493,888			1,493,888
Traffic Operations Management	4,890,740			4,890,740
Transportation Planning	484,565			484,565
Transit Conventional Service	(0)	14,395,153		14,395,153
Transit Handivan Service	1,878,081			1,878,081
Total City that Moves	**$ 18,361,381**	**$ 15,708,286**	**$ -**	**$ 34,069,667**
A Healthier and Greener City				
Parks and Open Space Maintenance	5,704,204			5,704,204
Tree Management	3,090,674	834,528		3,925,202
Organized Sport Support	4,610,181			4,610,181
Recreation	6,474,721			6,474,721
Parks and Open Space Design and Development	690,528			690,528
Surface Water Drainage	1,015,638	797,110		1,812,748
Environment and Energy	549,807			549,807
Cemetery	102,581			102,581
Total Healthier and Greener City	**$ 22,238,333**	**$ 1,631,638**	**$ -**	**$ 23,869,971**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
An Engaging City				
Arts and Culture	1,490,067			1,490,067
Strategic Communications and Government Relations	1,693,701			1,693,701
Burlington Public Library	11,121,348			11,121,348
Tourism Burlington	406,549			406,549
Burlington Performing Arts Centre	1,028,123			1,028,123
Art Gallery of Burlington	989,168			989,168
Museums of Burlington	725,431			725,431
Total Engaging City	**$ 17,454,388**	**$ -**	**$ -**	**$ 17,454,388**
A Safe City				
Animal Services	615,659			615,659
Municipal By-law Enforcement	859,896			859,896
Fire Prevention and Education	1,105,263			1,105,263
Emergency Management	177,644			177,644
Emergency Response Service	28,921,385			28,921,385
Fire Communications	935,566			935,566
Halton Court Services	(746,097)			(746,097)
Total Safe City	**$ 31,869,316**	**$ -**	**$ -**	**$ 31,869,316**
Good Governance				
Corporate Management	1,547,739			1,547,739
Internal Audit	210,320			210,320
Mayor and Council	1,729,173			1,729,173
Council and Citizen Committee	1,801,717			1,801,717
Corporate Legal	1,696,381			1,696,381
Total Good Governance	**$ 6,985,329**	**$ -**	**$ -**	**$ 6,985,329**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Enabling Services				
Facilities and Buildings Design and Construction	729,583			729,583
Human Resources	2,709,707			2,709,707
Asset Management	746,650			746,650
Service Burlington	981,312			981,312
Financial Management	3,584,899			3,584,899
Information Technology	7,747,743			7,747,743
Geographic Information and Mapping	628,904			628,904
Signs Production Services	59,783			59,783
Fleet Management	(429,012)			(429,012)
Total Enabling Services	**$ 16,759,569**	**$ -**	**$ -**	**$ 16,759,569**
City Services	**$ 115,831,242**	**$ 17,339,924**	**$ -**	**$ 133,171,165**
Corporate Expenditures				
Financial Transactions				
Provision for Contingency	2,038,445			2,038,445
Provision for Insurance	3,550,000			3,550,000
Provision for Joseph Brant Hospital	-		3,100,000	3,100,000
Provision for Strategic Land Acquisition	240,000			240,000
Provision for Randle Reef	-			-
Provision for Culture Initiatives	100,000			100,000
Provision for Policy Initiatives	100,000			100,000
Provision for Property Tax Matters	1,441,945			1,441,945
Total Financial Transactions	**$ 7,470,390**	**$ -**	**$ 3,100,000**	**$ 10,570,390**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Capital Financing Transactions				
Total Capital from Operating Funding	2,990,753	629,547		3,620,300
Total Provision for VDRF	3,889,000			3,889,000
Total Provision to Infrastructure Renewal RESF	24,220,700			24,220,700
Total Provision for IT Renewal	57,881			57,881
Total City's Share of Local	(7,080)			(7,080)
Debt Charges	4,574,665	3,925,335		8,500,000
Total Capital Financing Transactions	**$ 35,725,919**	**$ 4,554,882**	**$ -**	**$ 40,280,801**
Shared Costs				
Civic Administration	1,918,829			1,918,829
Total Employee Parking	286,000			286,000
Total 414 Locust St. Facility Operations	(50,670)			(50,670)
Total Corporate Facility Administratio	297,918			297,918
Total Sims Square	-			-
Total Corporate Projects	-			-
Total City Hall Building Facility Operations	1,385,581			1,385,581
Financial Expenses (ex. bank charges, postage, etc.)	1,122,144			1,122,144
Total General Financial Expenses	(185,896)			(185,896)
Total Corporate Postage / Courier	254,200			254,200
Total Retired Employees	750,000			750,000
Total Human Resources Other	298,840			298,840
Total Provision for Inventory Adjustments	5,000			5,000
Total Shared Costs	**$ 3,040,973**	**$ -**	**$ -**	**$ 3,040,973**
Total Corporate Expenditures	**$ 46,237,281**	**$ 4,554,882**	**$ 3,100,000**	**$ 53,892,164**
Total Net Expenditures	**$ 162,068,522**	**$ 21,894,806**	**$ 3,100,000**	**$ 187,063,329**

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Corporate Revenues				
Supplementary Taxes	(1,000,000)			(1,000,000)
Payment in Lieu of Taxes	(3,662,496)			(3,662,496)
Penalties & Interest on Taxes	(2,125,000)			(2,125,000)
Earnings on Investments	(5,300,000)			(5,300,000)
Reserve Fund Contribution to Operating	(250,000)			(250,000)
Other Revenues	(290,000)			(290,000)
Total Corporate Revenues	**$ (12,627,496)**			**$ (12,627,496)**
Net City Tax Levy	**$ 149,441,026**	**$ 21,894,806**	**$ 3,100,000**	**$ 174,435,833**

Urban/Rural Tax Rate Calculation

		Whole City	Urban Area	City Hospital	Total
WEIGHTED ASSESSMENT		$ 51,528,399,576	$ 49,867,348,163	$ 51,528,399,576	
2020 TAX RATES					
Residential	RT	0.00290017	0.00043906	0.00006016	0.00339939
Residential - Farmland I	R1	0.00217513	0.00032930	0.00004512	0.00254955
Multi-Res	MT	0.00580034	0.00087812	0.00012032	0.00679878
New Multi-Res	NT	0.00290017	0.00043906	0.00006016	0.00339939
Commercial	CT	0.00422410	0.00063949	0.00008762	0.00495121
- full shared payment in lieu	CH	0.00422410	0.00063949	0.00008762	0.00495121
- excess land	CU	0.00422410	0.00063949	0.00008762	0.00495121
- vacant land	CX	0.00422410	0.00063949	0.00008762	0.00495121
- farmland I	C1	0.00217513	0.00032930	0.00004512	0.00254955
- new construction	XT	0.00422410	0.00063949	0.00008762	0.00495121
- new construction - excess land	XU	0.00422410	0.00063949	0.00008762	0.00495121
Office	DT	0.00422410	0.00063949	0.00008762	0.00495121
- excess land	DU	0.00422410	0.00063949	0.00008762	0.00495121
- full shared payment in lieu	DH	0.00422410	0.00063949	0.00008762	0.00495121
- new construction	YT	0.00422410	0.00063949	0.00008762	0.00495121
Shopping Centre	ST	0.00422410	0.00063949	0.00008762	0.00495121
Shopping Centre-vac.unit, excess land	SU	0.00422410	0.00063949	0.00008762	0.00495121
Parking Lot	GT	0.00422410	0.00063949	0.00008762	0.00495121
Industrial	IT	0.00684411	0.00103614	0.00014197	0.00802222
- full shared payment in lieu	IH	0.00684411	0.00103614	0.00014197	0.00802222
- excess land	IU	0.00606339	0.00091794	0.00012578	0.00710711
- vacant land	IX	0.00606339	0.00091794	0.00012578	0.00710711
- excess land shared payment in lieu	IK	0.00606339	0.00091794	0.00012578	0.00710711
- new construction	JT	0.00684411	0.00103614	0.00014197	0.00802222
Large Industrial	LT	0.00684411	0.00103614	0.00014197	0.00802222

Urban/Rural Tax Rate Calculation

		Whole City	Urban Area	City Hospital	Total
Large Industrial - excess land	LU	0.00606339	0.00091794	0.00012578	0.00710711
Industrial - Farmland I	I1	0.00217513	0.00032930	0.00004512	0.00254955
Pipelines	PT	0.00307911	0.00046615	0.00006387	0.00360913
Farm	FT	0.00058003	0.00008781	0.00001203	0.00067987
Managed Forests	TT	0.00072504	0.00010977	0.00001504	0.00084985
2020 Taxes on Urban Household with $100,000 CVA		$ 290.02	$ 43.91	$ 6.02	$ 339.95
2020 Taxes on Rural Household with $100,000 CVA		$ 290.02		$ 6.02	$ 296.04
2020 Taxes on Commercial Property with $100,000 CVA		$ 422.41	$ 63.95	$ 8.76	$ 495.12
2019 NOTIONAL TAX RATE					
Residential	RT	0.00278289	0.00042519	0.00006080	0.00326888
Rural	RT	0.00278289		0.00006080	0.00284369
CHANGE 2020 VS. 2019					
Tax Rate		0.00011728	0.00001387	(0.00000064)	0.00013051
Urban %		4.21%	3.26%	-1.05%	3.99%
Rural %		4.21%		-1.05%	4.10%
Impact on $100,000 Urban Household		$ 11.73	$ 1.39	$ (0.06)	$ 13.06
Impact on $100,000 Rural Household		$ 11.73		$ (0.06)	$ 11.67

City of Burlington Reserve and Reserve Funds
As At December 31, 2019 with Comparatives to December 31, 2018

1. CAPITAL RELATED RESERVES AND RESERVE FUNDS

A) Development Related Reserves and Reserve Funds	Uncommitted Balance As at Dec 31, 2018	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Growth Studies	117,563	38,391	-	38,391
Library	57,467	42,721	17,738	24,983
Transit	1,201,757	1,011,896	86,382	925,514
Transportation*	10,034,944	16,953,970	6,371,065	10,582,905
Storm Drainage*	4,887,617	6,319,392	2,167,620	4,151,772
Fire Protection*	(1,009,440)	1,141	1,019,811	(1,018,670)
Parks & Recreation	1,257,227	4,238,247	4,017,133	221,115
Park Dedication	15,062,064	16,636,186	7,314,645	9,321,541
Public Benefits	-	517,051	517,051	-
Future Services	6,125,352	11,464,886	6,202,094	5,262,792
Future Services Signs & Barricades	481,887	494,754	-	494,754
Future Services Trees	195,253	155,455	-	155,455
Total Development Related Reserve Funds*	**38,411,691**	**57,874,090**	**27,713,538**	**30,160,552**

B) Vehicle and Equipment Reserve Funds				
Vehicle Replacements - Fire	1,592,665	829,294	-	829,294
Vehicle Replacements - RPM & PR	2,803,472	3,677,935	-	3,677,935
Vehicle Replacements - Tyandaga	319,049	317,467	-	317,467
Total Vehicle and Equipment Reserve Funds	**4,715,186**	**4,824,696**	**-**	**4,824,696**

***A portion of the committed balance represents borrowing between Development Charge Reserve Funds for capital projects. The current outstanding amount borrowed is disclosed in the commitment however repayment is expected to take place over a number of years.**

City of Burlington Reserve and Reserve Funds
As At December 31, 2019 with Comparatives to December 31, 2018

C) Transit Related Reserve Funds	Uncommitted Balance As at Dec 31, 2018	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Transit Inter-Regional/Capital	157	11,832	-	11,832
Transit Capital	117,099	199,511	-	199,511
Provincial Gas Tax	1,822,461	2,286,228	1,220,023	1,066,204
Federal Gas Tax - Transit Dedicated	969,850	593,171	333,624	259,547
Transit Shelters	1,330	1,366	-	1,366
Total Transit Related Reserve Funds	**2,910,896**	**3,092,107**	**1,553,647**	**1,538,460**

D) Other Capital Reserve Funds				
Burlington Hydro Proceeds	8,475,064	13,811,948	5,153,158	8,658,790
Capital Purposes	4,841,923	3,924,836	10,000	3,914,836
Infrastructure Renewal	6,627,546	7,396,695	-	7,396,695
Information Technology Renewal	1,197,500	986,266	-	986,266
MRBII	0	0	-	0
Federal Gas Tax	3,530,432	9,923,667	5,453,235	4,470,432
Public Art Reserve Fund	626,607	620,201	20,900	599,301
Railway Crossing	-	7,979,812	7,979,812	-
Joseph Brant Memorial Hospital	-	7,870,066	7,870,066	-
Strategic Plan	707,548	842,203	293,325	548,877
Strategic Land Acquisition	7,133,200	7,374,898	1,003,007	6,371,891
Total Other Capital Reserve Funds	**33,139,820**	**60,730,592**	**27,783,504**	**32,947,088**

City of Burlington Reserve and Reserve Funds
As At December 31, 2019 with Comparatives to December 31, 2018

2. OPERATING RELATED RESERVES AND RESERVE FUNDS

A) Stabilization Reserves and Reserve Funds	Uncommitted Balance As at Dec 31, 2018	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Contingency	6,272,559	10,098,877	2,078,185	8,020,692
Severe Weather	3,912,790	4,017,264	-	4,017,264
Tax Rate Stabilization	4,191,959	6,947,560	2,491,319	4,456,241
Building Permit Stabilization	2,773,637	3,322,564	-	3,322,564
Planning Fee Stabilization	3,706,352	3,001,066	150,360	2,850,706
Engineering Fee Stabilization	664,949	539,939	-	539,939
Commodity Stabilization Reserve Fund	195,449	557,672	-	557,672
Total Stabilization Reserve Funds	**21,717,696**	**28,484,943**	**4,719,864**	**23,765,079**

B) Corporate Reserve Funds				
Employee Accident	3,919,373	6,727,959	2,003,149	4,724,809
Benefits	2,106,052	2,803,935	-	2,803,935
Total Corporate Reserve Funds	**6,025,425**	**9,531,894**	**2,003,149**	**7,528,745**

C) Corporate Reserves				
Election Expense	-	324,500	324,500	-
Insurance	-	4,049,998	4,049,998	-
Early Retirement	2,846	2,846	-	2,846
Emergency Plan	140,934	133,539	-	133,539
Ontario Cannabis Legalization Implementation	-	254,372	-	254,372
Tree Planting	17,280	34,138	-	34,138
Future Expense	838,920	896,259	-	896,259
Total Corporate Reserves	**999,979**	**5,695,652**	**4,374,498**	**1,321,154**

City of Burlington Reserve and Reserve Funds
As At December 31, 2019 with Comparatives to December 31, 2018

3. LOCAL BOARDS AND PROGRAM SPECIFIC RESERVES AND RESERVE FUNDS

A) Program Specific Reserve Funds	Uncommitted Balance As at Dec 31, 2018	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Economic Development	43,848	45,018	-	45,018
Parks & Recreation Infrastructure				
Waterfront Centre	397,192	347,253	-	347,253
Paletta Mansion	586,619	599,451	-	599,451
Senior's Centre	502,195	496,816	-	496,816
Tyandaga Facility	128,826	68,385	-	68,385
LaSalle Park Pavilion	414,847	397,005	-	397,005
Burlington Youth Centre	-	16,949	16,949	-
Sports Fields	136,737	178,437	-	178,437
Haber Community Centre	398,338	447,500	-	447,500
Recreation Centre	203,252	230,180	-	230,180
Pools	425,026	524,022	-	524,022
Arenas	433,885	433,056	-	433,056
Culture	138,190	119,180	-	119,180
Randal Reef	-	1,249,231	1,249,231	-
Downtown Streetscape	50,665	52,018	-	52,018
Community Heritage	265,410	263,351	-	263,351
Mundialization Committee	197,551	161,639	-	161,639
Naval Memorial	40,748	41,836	-	41,836
LaSalle Marina	-	467,554	467,554	-
Policy Initiatives	1,089,717	1,983,791	1,633,957	349,835
Culture Initiatives	119,415	173,940	50,000	123,940
Energy Initiatives	50,096	78,492	31,118	47,374
Community Investment	194,223	221,193	-	221,193
Sims Square Reserve Fund	800,411	978,717	-	978,717
Forestry Reserve Fund	30,011	81,852	58,031	23,821
Total Program Specific Reserve Funds	**6,647,202**	**9,656,867**	**3,506,840**	**6,150,027**

Parks & Rec Program specific reserve funds are those whereby a capital surcharge is collected and directed to the reserve fund to be used by the facility for capital purposes.

City of Burlington Reserve and Reserve Funds
As At December 31, 2019 with Comparatives to December 31, 2018

B) Local Boards Reserve Funds	Uncommitted Balance As at Dec 31, 2018	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Parking District	9,259,235	9,819,588	-	9,819,588
Downtown BIA	290,105	288,231	-	288,231
BEDC Operations	295,383	394,073	-	394,073
BEDC Strategic Initiatives	217,410	280,414	-	280,414
BEDC Innovation Centre	162,147	133,341	-	133,341
Library Board	1,885,309	2,266,080	-	2,266,080
Tourism Burlington	87,505	89,841	-	89,841
Museums Board - Joseph Brant General	131,651	203,991	-	203,991
Museums Board - Joseph Brant Project	155,630	159,785	-	159,785
Museums Board - Ireland House General	175,799	191,218	-	191,218
Museums Board - Ireland House Project	93,321	89,779	-	89,779
Museum Board - Joseph Brant Transformation Prc	919,377	-	-	-
PAC	612,700	1,005,576	10,279	995,297
PAC - CPRF	701,321	797,273	-	797,273
PAC Donations	8,164	13,802	5,279	8,523
Total Local Boards Reserve Funds	**14,995,055**	**15,732,991**	**15,558**	**15,717,433**

C) Program Specific Reserves				
Crime Prevention	26,810	26,810	-	26,810
Burlington International Games	63,907	63,907	-	63,907
Total Program Specific Reserves	**90,716**	**90,716**	**-**	**90,716**

Total Reserve Funds	**122,290,411**	**179,829,302**	**64,700,864**	**114,611,387**

Total Reserves	**7,363,255**	**15,885,246**	**6,969,735**	**9,432,563**

Total Reserves and Reserve Funds	**129,653,666**	**195,714,548**	**71,670,599**	**124,043,949**

CORPORATE VEHICLE DEPRECIATION RESERVE FUND
10 Year Vehicle and Equipment Reserve Fund Status (2020-2029)
Excluding Fire Department, Transit Conventional Buses, and Tyandaga Golf Course

YEAR	BALANCE FORWARD	CORPORATE REPLACEMENT REQUIREMENTS	REPLACEMENT BUDGET PROVISION	CLOSING BALANCE
2020	$ 3,678	$ 4,121	$ 2,321	$ 1,878
2021	$ 1,878	$ 3,840	$ 2,321	$ 359
2022	$ 359	$ 1,461	$ 2,321	$ 1,220
2023	$ 1,220	$ 1,426	$ 2,321	$ 2,115
2024	$ 2,115	$ 1,631	$ 2,321	$ 2,805
2025	$ 2,805	$ 986	$ 2,321	$ 4,141
2026	$ 4,141	$ 3,965	$ 2,321	$ 2,497
2027	$ 2,497	$ 2,582	$ 2,321	$ 2,236
2028	$ 2,236	$ 3,299	$ 2,321	$ 1,258
2029	$ 1,258	$ 3,522	$ 2,321	$ 57

Numbers are in $ Thousands

NOTES:

1. Total value of Vehicles and Equipment = $25.5 million
2. Total number of Vehicles and Equipment = 621
3. Corporate Replacement Requirements include Transit Support vehicles and Handi-vans which are not funded by Federal and Provincial gas tax
4. The provision to this reserve fund has been increased by 4%

FIRE DEPARTMENT

Approved 2020-2029 Budget and Forecast

FIRE VEHICLE DEPRECIATION RESERVE FUND

YEAR	BALANCE FORWARD	REPLACEMENT REQUIREMENTS	REPLACEMENT BUDGET PROVISION	CLOSING BALANCE
2020	$ 829	$ 809	$ 1,592	$ 1,612
2021	$ 1,612	$ 2,127	$ 1,592	$ 1,078
2022	$ 1,078	$ 3,144	$ 1,592	$ (474)
2023	$ (474)	$ 741	$ 1,592	$ 378
2024	$ 378	$ 934	$ 1,592	$ 1,036
2025	$ 1,036	$ 2,428	$ 1,592	$ 200
2026	$ 200	$ 1,824	$ 1,592	$ (31)
2027	$ (31)	$ 2,977	$ 1,592	$ (1,416)
2028	$ (1,416)	$ 995	$ 1,592	$ (819)
2029	$ (819)	$ 2,193	$ 1,592	$ (1,420)

Numbers are in $ Thousands

Expenditures from this reserve fund are largely impacted by fluctuations in the US Dollar to Canadian Dollar exchange rate.
The sustainability of this reserve fund is monitored regularly.
The provision to this reserve fund has been increased by 4%.

TYANDAGA GOLF COURSE
10 Year Vehicle and Equipment Reserve Fund Status (2020-2029)
Tyandaga Vehicle Depreciation Reserve Fund

YEAR	BALANCE FORWARD	REPLACEMENT REQUIREMENTS	REPLACEMENT BUDGET PROVISION	CLOSING BALANCE
2020	$ 317	$ 116	$ 77	$ 279
2021	$ 279	$ 151	$ 77	$ 206
2022	$ 206	$ 126	$ 77	$ 157
2023	$ 157	$ 15	$ 77	$ 219
2024	$ 219	$ 220	$ 77	$ 77
2025	$ 77	$ 79	$ 77	$ 75
2026	$ 75	$ 52	$ 77	$ 100
2027	$ 100	$ 126	$ 77	$ 52
2028	$ 52	$ 97	$ 77	$ 33
2029	$ 33	$ 35	$ 77	$ 75

Numbers are in $ Thousands

NOTES:

Total value of Vehicles and Equipment = $1.0 million
Total number of Vehicles and Equipment = 38
The provision to this reserve fund has been increase by 4%

TRANSIT FEDERAL AND PROVINCIAL GAS TAX RESERVE FUND

10 Year Combined Federal and Provincial Gas Tax Reserve Fund Status (2020-2029)

Excluding Support, Supervisory and Handi-van vehicles

YEAR	BALANCE FORWARD	TOTAL TRANSIT REQUIREMENTS	TOTAL FEDERAL & PROVINCIAL GAS TAX	CLOSING BALANCE
2020	$ 1,326	$ (934)	$ 3,073	$ 3,464
2021	$ 3,464	$ (4,244)	$ 3,373	$ 2,593
2022	$ 2,593	$ (5,666)	$ 3,436	$ 364
2023	$ 364	$ (4,569)	$ 3,499	$ (706)
2024	$ (706)	$ (3,376)	$ 3,499	$ (582)
2025	$ (582)	$ (2,397)	$ 3,499	$ 520
2026	$ 520	$ (455)	$ 3,499	$ 3,565
2027	$ 3,565	$ (2,844)	$ 3,499	$ 4,221
2028	$ 4,221	$ (3,441)	$ 3,499	$ 4,279
2029	$ 4,279	$ (2,844)	$ 3,499	$ 4,935

Numbers are in $ Thousands

NOTES:

1. Total value of Replacement Vehicles and Equipment = $30.1 million
2. Total number of Replacement Vehicles = 47
3. Transit support, supervisory and Handi-van vehicles are funded through the Corporate Vehicle Depreciation Reserve Fund (VDRF)


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