

2021

2021 Approved Budget

2021 Operating and Capital Budgets
2022–2030 Capital Forecast



burlington.ca/budget





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2022-2030 Capital Forecast

Overview



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.

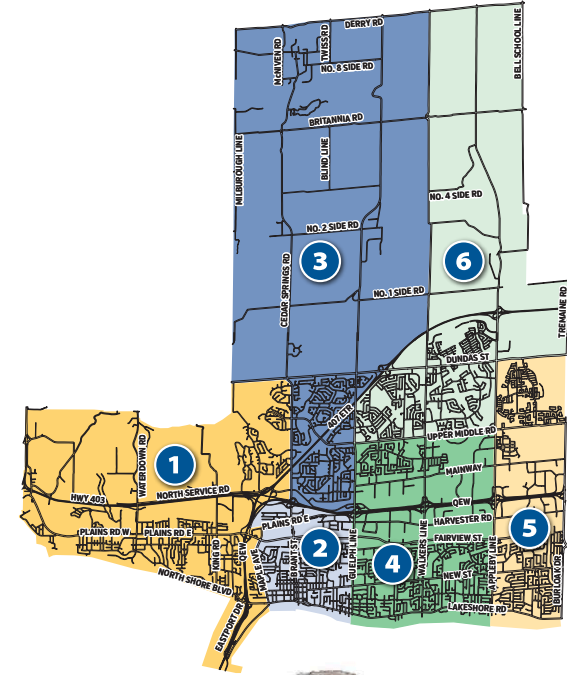
The city offers world-class urban amenities, including shopping and dining and is home to some of Ontario's top festivals and events. Attractions include the world-renowned Royal Botanical Gardens and the Burlington Performing Arts Centre.



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.



Ward 1
Councillor
Kelvin Galbraith

Ward 2
Councillor
Lisa Kearns

Ward 3
Councillor
Rory Nisan

Mayor
Marianne
Meed Ward

Ward 4
Councillor
Shawna Stolte

Ward 5
Councillor
Paul Sharman

Ward 6
Councillor
Angelo Bentivegna

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

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

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

Vision to Focus includes 5 Focus Areas:



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



Focus Area 2 - Improving Integrated City Mobility



Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment



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



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

About the Plan

Our Focus 2018-2022

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

Our Vision 2040+

Where People, Nature and Business Thrive

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



Vision to Focus and the Budget Process

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

It is important to ensure that resources and funding are aligned with the four-year V2F Plan and ultimately to the long-term Strategic Plan. During the 2021 budget development, the V2F needs were balanced against the current pressures facing the budget as a result of the COVID-19 pandemic. These decisions about resources and pacing of implementation of the V2F Plan initiatives were evaluated by the Strategy and Risk Team.

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

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



How the Budget is Developed

Framework Report

The 2021 budget process began with a Budget Framework Report. This was presented to Council for consideration and approval in Sept. 2020, 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. This review ensured the proposed budget was submitted and aligned with the City's financial policies. This review resulted in approximately \$2.34 million in budget reductions.

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

Strategy and Risk Team (SRT) Review

Following the internal staff review, the Budget and the Operating Risk Mitigation Measures were reviewed by the SRT 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 with the public. Staff will continue to use the city's website and engagement platform and a variety of communication vehicles, including videos, online events, and surveys.

The "Budget Basics" video continues to be available on the website, explaining how the city develops its budgets. This year, a new budget video has been developed to outline the pressures the City is facing with respect to the COVID-19 pandemic and to encourage the public to provide feedback on the budget.

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

In addition, a revised version of Burlington Open Budget, on the city's website, was available to the public to allow residents to view the city's 2021 budget data in an intuitive and illustrative form.

A virtual budget townhall using the TEAMS Live format was held on Jan. 20, 2021.

A comprehensive report outlining the 2021 Budget Engagement process (Report F-05-21) was presented to Committee on Feb. 3, 2021.



How the Budget is Approved

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

Council Information Sessions provide members of Council an opportunity to review the budget documents and direct questions to staff. Given gathering restrictions as a result of COVID-19, the traditional in-person Council Information Session was not held this year. In lieu of this event, it was requested that Members of Council provided all budget related questions directly to Finance who coordinated the responses back in a consolidated memo to all members of Council.

Members of Council 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.

A Committee meeting to review the Capital budget was scheduled for Jan. 12, 2021. Preliminary budget approval was granted at this committee level, followed by a formal approval of the Capital budget at the subsequent Council meeting of Jan. 19, 2021.

The Operating Budget was reviewed and amended on Feb. 23, 2021. The formal approval of the Operating Budget was granted at the subsequent Council meeting of March 3, 2021.

Budget Process



Key Budget Dates

The following meetings were scheduled for the review and approval of the 2021 Budget:

Date	Meeting	Item
Dec. 10, 2020	CSSRA Committee	Capital Budget Overview Report
Jan. 12, 2021	CSSRA Committee	Capital Budget Review and Approval
Jan. 19, 2021	Council	Capital Budget Approval
Jan. 20, 2021	TEAMS Live	Virtual Budget Town Hall
Jan. 21, 2021	CSSRA Committee	Operating Budget Overview Report
Feb. 23 and 25, 2021	CSSRA Committee	Operating Budget Review and Approval
Mar. 3, 2021	Council	Operating Budget Approval

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

Budget at a Glance

The City of Burlington 2021 Budget represents a public investment of \$344.7 million to provide infrastructure and daily services to its residents, while advancing Council's priorities and long-term objectives.

\$344.7
million [gross]

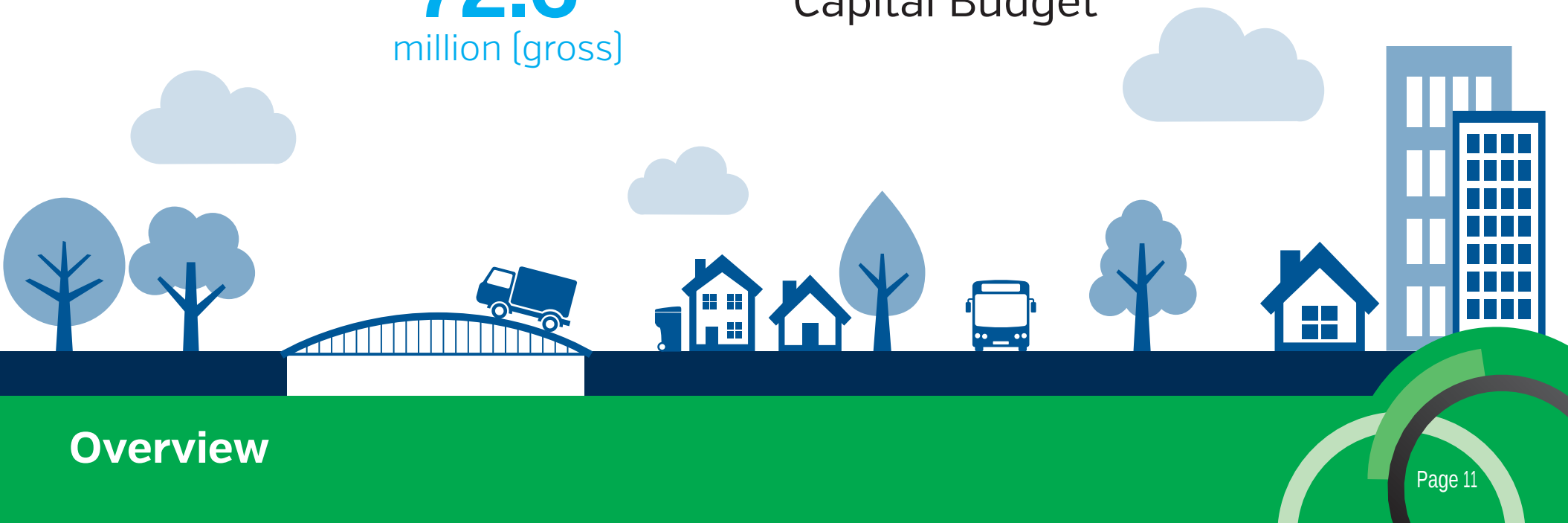
Invested in services

\$272.1
million [gross]

Operating Budget

\$72.6
million [gross]

Capital Budget



Service Structure of the City

The City of Burlington has multiple lines of business. For business planning purposes, they are organized into 45 distinct services. Of these, 27 services are delivered directly to the public, 11 are internally focused support services and 7 are managed externally by distinct governance structures but receive a portion of their funding from the city. For budget presentation purposes the 45 services have been grouped into 7 service categories.



A City that Grows

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



A City that Moves

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



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

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



A Safe City

- Animal Services
- By-Law Enforcement and Licensing
- Emergency Management
- Fire 911 Communication
- Fire Emergency Response
- Fire Prevention, Education, Fire Code Inspection and Enforcement
- Halton Court Services



Good Governance

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



Enabling Services

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

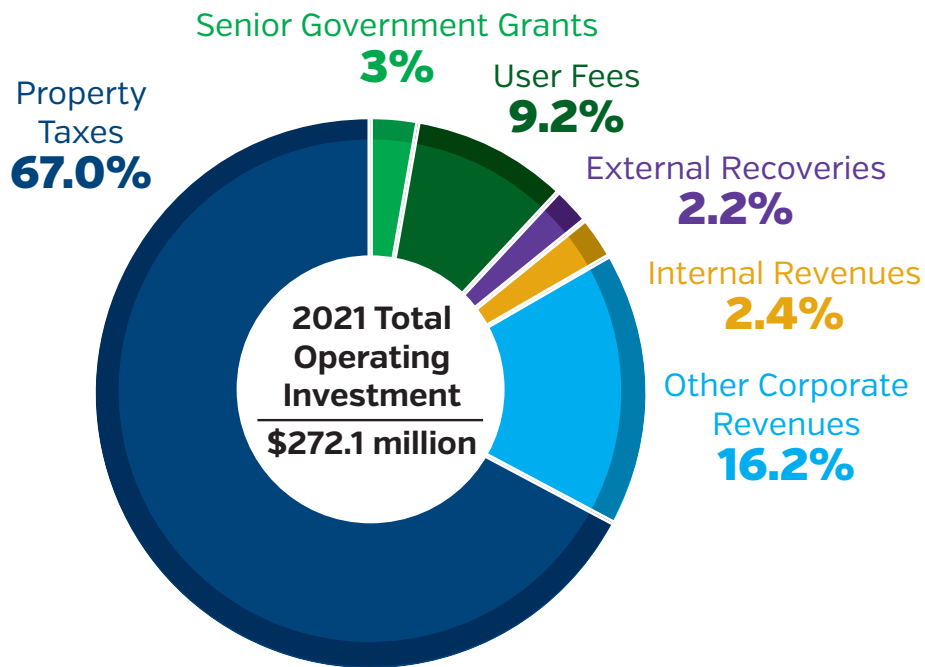
Investment in City Services

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	\$12.3	\$53.0	\$40.1	\$18.5	\$36.7	\$8.0	\$24.4
Portion Funded by Property Taxes	\$3.2	\$37.6	\$31.4	\$18.1	\$32.9	\$7.1	\$17.8
Total Capital Investment	\$0.4	\$37.1	\$21.8	\$1.9	\$4.0	\$0.3	\$7.1

**values in millions*

How the Operating Budget is Funded



Property Taxes

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

Senior Government Grants

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

External Recoveries

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

User Fees

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

Internal Revenues/Charges

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

Other Corporate Revenues

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

How the Capital Budget is Funded

Funding from Internal Sources

Cash

- **Infrastructure Renewal Reserve Fund (IRRF)**

This funding source is cash [tax levy] transferred from the dedicated infrastructure levy in the operating budget based on the Asset Management Plan. It is used to fund infrastructure renewal projects. Also included is a \$2.1 million draw from the Hydro Reserve Fund.

- **Capital From Current (CFC)**

This funding source is cash [tax levy] transferred from the operating budget to the capital budget. It is used to fund all types of capital projects 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

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

Funding from External Sources

Development Related

- **Development Charges (DC)**

Development charges provide for a recovery from developers toward eligible growth related infrastructure. The City collects development charges to pay for increased capital costs [transportation, storm drainage, parks and recreation, library, transit and fire] arising from development. Development charges are established through a legislated background study and bylaw process that occurs on a five-year cycle.

- **Park Dedication**

The City collects cash in lieu of parkland dedication. These funds are used for parkland acquisition and capital assets for public recreational purposes in accordance with governing legislation and municipal policy.

How the Capital Budget is Funded

Senior Government Funding

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

- **Provincial Gas Tax (PGT)**

This program was introduced in 2004 and provides funding to municipalities for transit capital and operating expenditures. Of the \$2.3 million total funding received, the City uses \$765,000 to support operating expenditures with the balance used to support capital expenditures.

- **Federal Gas Tax (FGT)**

This program was introduced in 2005 and in 2021 provides \$5.8 million of funding to the City for infrastructure renewal. It is primarily used to fund road and transit projects.

- **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:

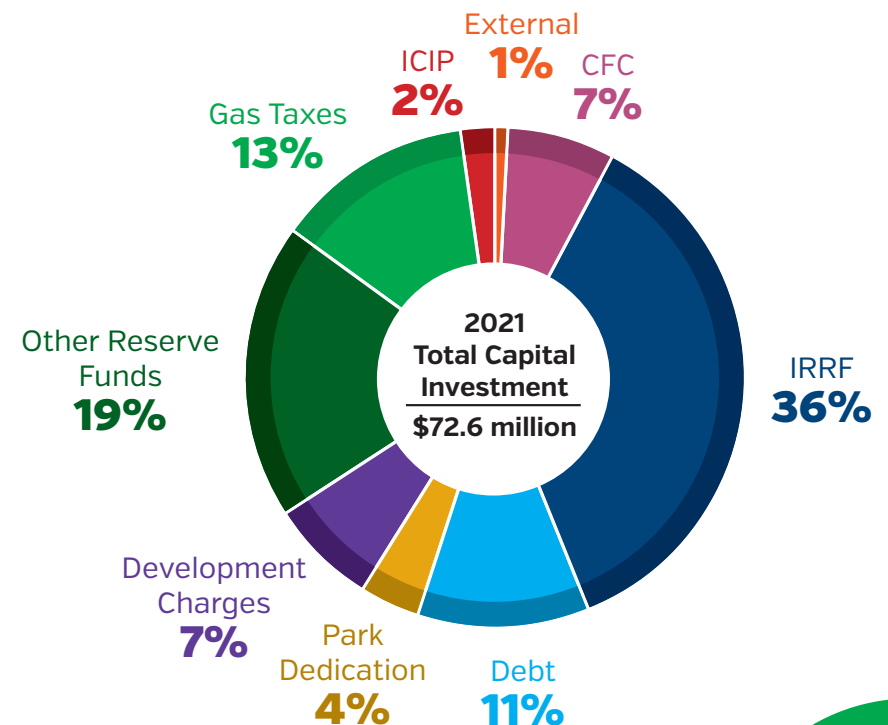
- Public Transit
- Community, Culture and Recreation
- Green

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 procured projects with other municipalities or for work performed on their assets. The largest of these recoveries are received from the Region of Halton for water and wastewater works and our neighbouring municipalities of Oakville and Hamilton for work performed on boundary roads.



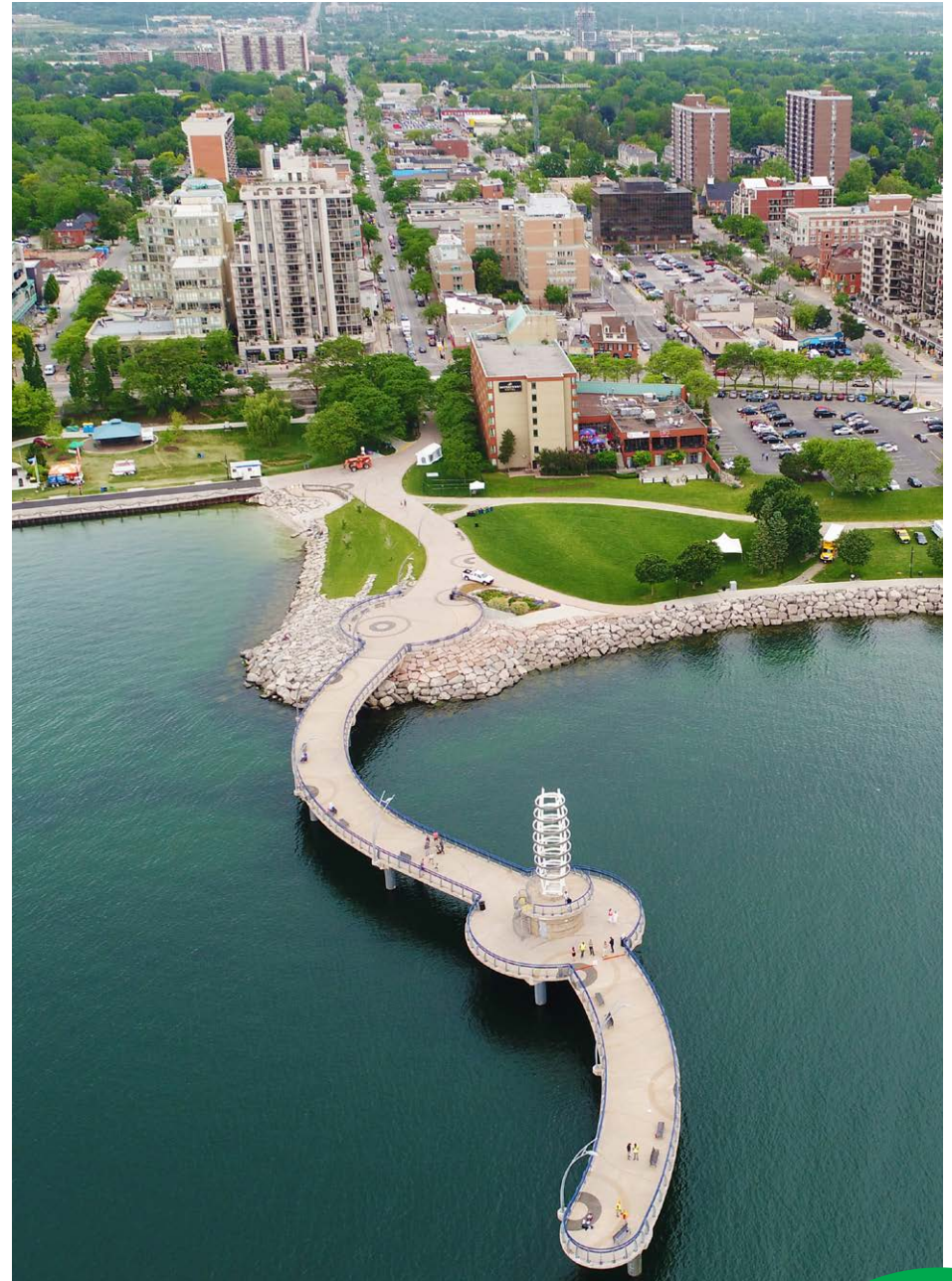
Budget Format – Two Budgets in One

As a result of the financial pressures of the ongoing COVID-19 Pandemic, the 2021 Operating budget is effectively two budgets in one. The steps to develop the 2021 budget were as follows:

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

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

The ongoing 2021 budget results in a tax increase while the one-time 2021 COVID budget has been offset by temporary cost savings and a one-time funding plan.



COVID-19 Pandemic

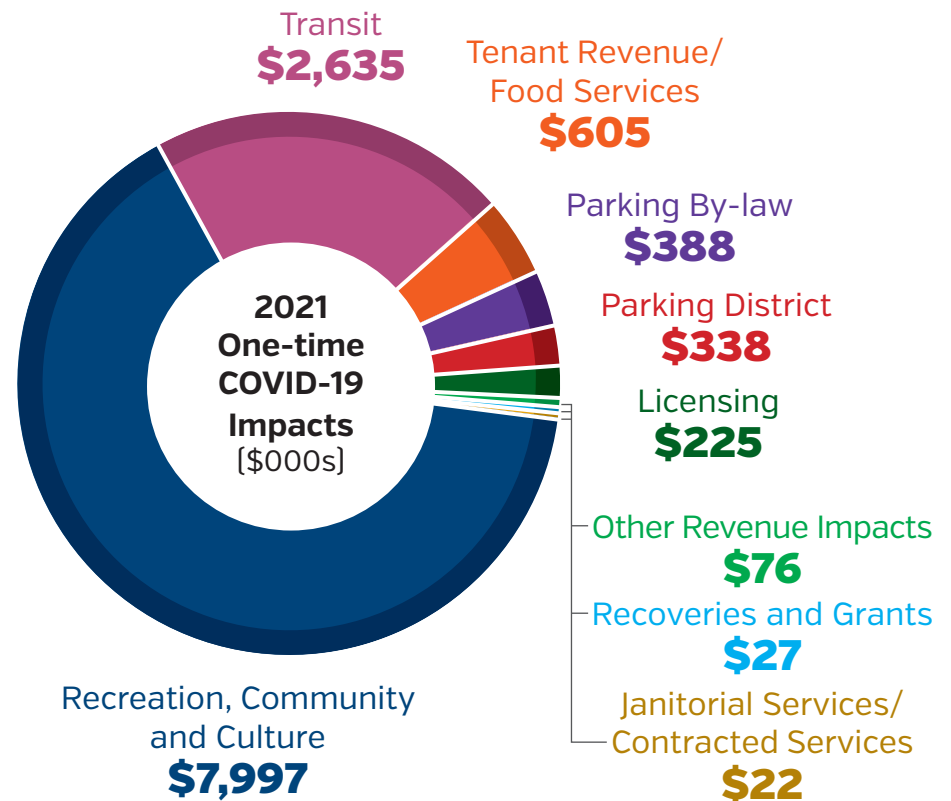
The COVID-19 pandemic is an unprecedented global event, unlike anything that has been experienced in our lifetimes. In addition to the immediate health concerns that it represents for individuals, it is expected to continue to have wide-reaching economic impacts on many individuals and organizations.

The COVID-19 pandemic represents one of the most significant financial challenges municipalities have ever faced. The financial impacts are the result of restrictions designed to reduce the transmission of the virus within our community.

2021 Estimated COVID-19 Impacts

Budgetary pressures associated with the COVID-19 pandemic are expected to continue into 2021. The largest of these impacts relate to decreased revenues particularly in recreation programs and facility rentals and transit fares. Staff have spent considerable time reviewing the financial impacts on Services experienced during 2020 and recognize similar conditions will continue well into 2021 with gradual improvement as the year progresses given the roll out of a vaccination program. Unlike the Federal and Provincial Governments, the City cannot budget for a deficit and therefore must budget/fund revenue shortfalls.

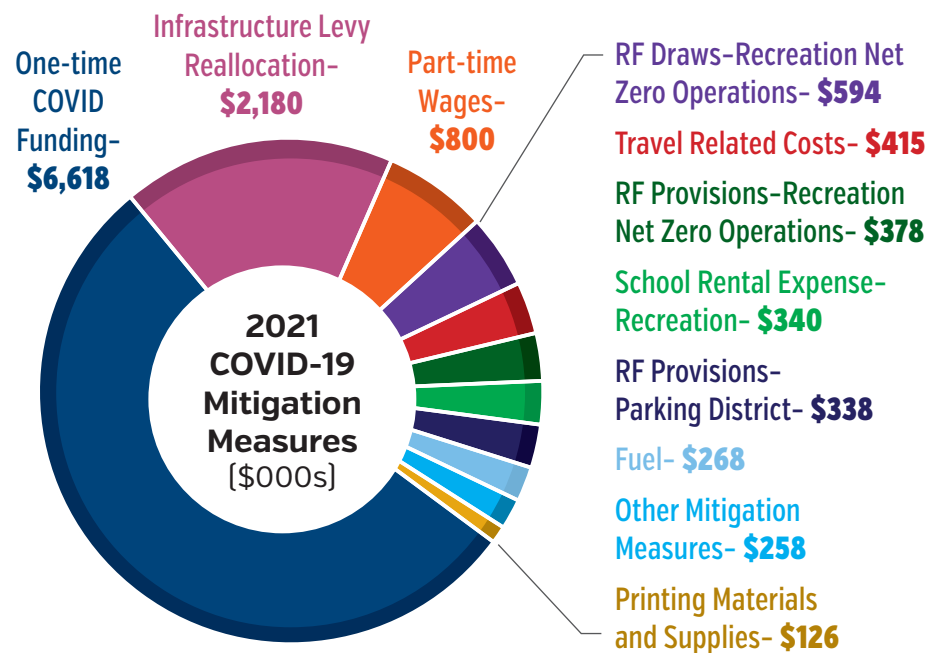
The projected total 2021 revenue impact of COVID-19 is \$12.3 million due to modified operations of various programs and services and reduced capacity limits in place to protect the health and safety of residents.



2021 Estimated COVID-19 Impacts

Decrease in Revenues/ Increase in Expenditures	2021 COVID-19 Impact	Assumptions/Comments
Recreation, Community and Culture	\$ 7,997,034	Revenue impacts across Ice Rentals (85% reduction in Q1, decreasing to 50% reduction in Q4); Admissions (75% reduction in Q1, decreasing to 50% reduction in Q4); Memberships (100% reduction in Q1, decreasing to 75% reduction in Q4); Registered Programs (90% reduction in Q1, decreasing to 50% reduction in Q4); Facility Rentals (85% reduction in Q1, decreasing to 50% reduction in Q4) and School Board Facility Rental Revenues (100% reduction in Q1, decreasing to 50% reduction in Q4). Also a 50% decline in sponsorship revenue and \$100K decline in concession revenues expected.
Transit	\$ 2,635,425	Ridership levels are assumed to be 50% of 2020 budget until Q4, where a slight rebound is expected. Advertising and Charter revenues are also impacted by low ridership.
Tenant Revenue	\$ 605,475	Tenant lease revenue anticipated to be lower due to COVID restrictions impacting food services providers.
Parking By-law	\$ 387,500	Parking fine revenue anticipated to be 25% lower due to a reduction of enforcement during COVID restrictions.
Parking District	\$ 337,916	Approximately 30% reduction in downtown parking revenues due to reduced travel and remote work arrangements.
Licensing	\$ 225,000	General and Lottery licensing revenues are expected to be 35% below normal conditions as COVID restrictions continue.
Recoveries & Grants	\$ 27,040	Minor reduction in recoveries for work performed on behalf of other agencies.
Janitorial Services/Contracted Services	\$ 22,109	Increased janitorial costs due to COVID precautions.
Other Revenue Impacts	\$ 76,379	Various other minor reductions across a number of areas based on 2020 experience.
Total Impact	\$ 12,313,878	

COVID-19 Mitigation Measures



In order to help offset the impacts related to the pandemic, Council approved a recommendation to temporarily redirect the planned Infrastructure Renewal Levy to the operating budget to fund one-time COVID impacts in 2021. This will provide \$2.18 million of one-time funding to offset the one-time COVID impacts in 2021.

In addition, Services have identified one-time mitigation savings in 2021 given continued travel restrictions and a remote working environment. These savings are considered to be temporary in nature and have a minimal impact on service delivery. Overall, a total of \$4.4 million in one-time mitigation measures have been incorporated into the 2021 Budget.

Safe Restart Agreement Funding

To date, the city has received \$19.8 million in Senior Government Support under 3 phases of the Safe Restart program and the Municipal Transit Enhanced Cleaning program.

Of this value, \$6.9 million was used to offset 2020 operating pressures. The balance of funding will be used to mitigate 2021 COVID operating pressures. Any unused funding will be applied to 2022 operating pressures in accordance with the agreements.

In addition, the Federal Government announced it will top-up the federal gas tax fund for 2021. For Burlington, this amounts to an additional \$5.6 million for infrastructure projects.

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

COVID-19 Mitigation Measures

Mitigation Measures	2021 COVID-19 Impact	Assumptions/Comments
Savings in Part-time Wages	\$ [799,537]	Part-time wage savings are realized mainly as a result of reduced recreational offerings (40% reduction in Q1, 25% in Q2 and 10% reduction in Q3, returning to normalized offerings in Q4). Savings are slightly offset by increased costs for Greeters/Screeners and Facility personnel.
Reduced Travel Related Expenses	\$ [415,100]	Savings in professional development, meeting expenses and other travel related costs given continued travel restrictions and remote working environment.
Reduced School Rental Expense for Recreation	\$ [340,217]	Reduced rental expense as school gymnasiums are unavailable for use during COVID restrictions.
Fuel Savings	\$ [267,984]	10% fuel savings in Transit as a result of modified Transit schedule.
Savings in Printing and Materials and Supplies	\$ [125,587]	Reduction in recreation program materials and printing costs.
Reduced Presto Commissions	\$ [71,819]	Commissions paid to Metrolinx decline as a result of lower anticipated ridership.
Reduced Program Related Costs	\$ [70,440]	Savings are mainly due to reduced food inventory expenses as a result of closed concessions, including The Bistro at the Senior Centre.
Savings in Leaf Collection Program	\$ [40,500]	Savings in the Leaf Collection Program due to a continued modified schedule in 2021.
Other Expense Reductions	\$ [74,880]	Various other miscellaneous savings across a number of services including savings in the Leaf Collection Program due to a modified 2021 collection schedule.
Total Impact	\$ [2,206,065]	
Additional One-Time Mitigation Measures		
Safe Restart Funding	\$ [6,617,577]	Carry over of Safe Restart funding to support one-time 2021 COVID impacts.
One-Time Infrastructure Levy Reallocation	\$ [2,180,000]	Re-allocation of infrastructure levy to fund one-time 2021 COVID impacts.
Reduced Parking District Reserve Fund Provisions	\$ [337,916]	Reduced provision to Parking District Reserve Fund as a result of decreased revenues.
Reduced Net Zero Reserve Fund Provisions	\$ [378,453]	A decline in revenues in net zero operations (Tyandaga and Food Services) will result in reduced reserve fund provisions/draws from reserve funds (see next item).
Increased Net Zero Reserve Fund Draws	\$ [593,866]	Draws from net zero reserve funds required to offset revenue shortfalls.
Total Impact	\$ [10,107,813]	
Total Mitigation Measures	\$ [12,313,878]	
Net Financial Impact	\$ 0	

Budget Pressures, Financial Sustainability and Budget Risks

The City continues to closely monitor revenue sources and financial strategies to maintain financial sustainability as outlined in the objectives of the city's long-term financial plan. There are a number of issues that the City will need to be mindful of in 2021 and future years.

These pressures include:

Human Resource Management, Labour Market and Workforce

Municipalities are service organizations that rely heavily on human resources to deliver the range and quality of services that residents have come to expect. Human resource costs (including benefits, training, etc.) as a percentage of the City's gross budget has decreased from 50.5% in 2004 to 47.3% in 2021.

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

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

This has been identified as the number one enterprise risk for the City. While 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.

Designing and Evolving our Organization (DEOO)

Evolving the Organization – Phase 1 set the stage for engaging staff in further refining the organizational design through Designing and Evolving our Organization [DEOO]. The City of Burlington is at a tipping point particularly related to the management of risks and effectively implementing and executing strategy. The staff and service delivery has been cumulatively affected and, to a certain extent negatively affected, by a history of changes.

Designing and Evolving our Organization – Phase 2 allows the City of Burlington to continue to evolve to meet the changing environment, address the strengths and weaknesses of the organization, and prepare for the future.

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

Budget Pressures, Financial Sustainability and Budget Risks

Annually DEOO will include the following process:

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

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

A total of 8.5 new positions were approved during 2020 as part of DEOO - Phase 1. The cost of these positions have been reflected in the City's base budgets but are outlined separately in the Human Resources Summary included in the Additional Analysis section of this book.

Building a 21st Century Workforce

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

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

Each of these major initiatives require financial and staffing resources to ensure a successful implementation and as well as ongoing operational support. As part of the 2021 Operating Budget, permanent resources were approved to support the strategy, processes and technology for the Business Intelligence (BI) platform and data analytics.

Controllable Revenues

In 2020, the City realized an \$18 million shortfall in revenues across city operations as a result of the COVID-19 pandemic. While it is difficult to predict the long-term impact, it is expected that there will once again be a significant reduction in revenues as these are highly dependent on the phased recovery of services and the future participation in city programs and services by residents and businesses. For 2021, anticipated revenue reductions have been reflected as one-time impacts. Should a portion of these revenue reductions prove to be longer in nature, they will need to be incorporated as permanent adjustments to future budgets.

Budget Pressures, Financial Sustainability and Budget Risks

Assessment Growth

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

The Framework report assumed assessment growth at 0.6% however, the actual weighted assessment growth for the 2021 budget is 0.34%. This provides approximately \$590,000 of additional revenue to offset inflation and growth-related costs in the base budget. The 0.34% represents net assessment growth, as changes in assessment resulting from Assessment Review Board decisions and Requests for Reconsideration are included in the overall change.

To mitigate the impact of the reduced assessment growth a one-time revenue draw from the Tax Rate Stabilization Reserve Fund of \$450,000 for assessment growth stabilization equivalent to 0.26% has been included in the 2021 Budget.

Over the past five years, net assessment growth has ranged from a high of 1.07% to a low of 0.15% for an average of 0.52%.

Year	Net Assessment Growth
2017	0.15%
2018	0.41%
2019	0.64%
2020	1.07%
2021	0.34%
2017–2021 Average	0.52%

Local Boards

Local Boards include the Burlington Public Library, Burlington Museums, Art Gallery of Burlington, The Burlington Performing Arts Centre (BPAC), Tourism Burlington and Burlington Economic Development. For 2021, a base budget increase of 1.75% was provided for local boards, equating to \$274,096.

Budget Pressures, Financial Sustainability and Budget Risks

Planning for the Future – Reserve Funds

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

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

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

As of December 2020, the consolidated balance of these reserve funds is below target at 8.8%. Funding from the Safe Restart Agreement will be used to offset the anticipated 2020 budget shortfall with the balance remaining carried forward to support anticipated one-time COVID impacts in 2021.

- **Capital Reserve Funds** - Annual contributions to capital funds that are consistent and predictable is vital for the future rehabilitation and replacement of assets. The City is targeting a balance equal to 2% of the total asset replacement value. Based on the City's total asset replacement value of \$3 billion, this equates to an estimated \$60 million.

As of December 2020, the City's uncommitted consolidated year-end balance in capital renewal reserve funds is approximately \$38.3 million, below the intended target. The repurposing of the Infrastructure Renewal Levy temporarily decreases funding to the capital program however this is a prudent measure given the uncertainty COVID places on the 2021 budget. While this temporary repurposing is recommended to address the short-term COVID operating impacts for 2021 it is not sustainable as a means of funding longer term operating impacts.

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

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

Major Base Budget Drivers

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

Budget Pressures, Financial Sustainability and Budget Risks

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 an infrastructure deficit over the next 30 years due to notable factors such as cost escalation, climate change impacts and service levels. 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.

Net New Additions to the Asset Base

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

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

Level of Service (LOS) Impacts

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

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

Budget Pressures, Financial Sustainability and Budget Risks

Several examples of incurred service level change, include:

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

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

Inflationary Pressures

Much of the capital program is tied to the costs of construction related materials and supplies which are impacted by market conditions and more recently tariffs. This results in the construction price index increasing higher than the rate of inflation.

Economic Considerations

The City has a number of purchases that are paid for using US dollars such as fire trucks and software maintenance. The foreign exchange risk can cause fluctuations in the market value of these goods at any time during the year given changing economic conditions. 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. However, the City operates within the statutory limitations to maintain flexibility and ensure prudent fiscal management.

Legislative Changes

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

City of Burlington Reserves and Reserve Funds

As at Dec. 31, 2020

Capital Related Reserve and Reserve Funds	Uncommitted Balance
Development Related Reserve and Reserve Funds	\$ 25,170,999
Vehicle and Equipment Reserve Funds	\$ 4,359,377
Transit Related Reserve Funds	\$ 4,054,394
Other Capital Reserve Funds	\$ 38,311,711
Total Capital Related Reserve and Reserve Funds	\$ 71,896,481
Operating Related Reserve and Reserve Funds	Uncommitted Balance
Stabilization Reserve and Reserve Funds	\$ 25,178,079
Corporate Reserve Funds	\$ 9,793,143
Corporate Reserves	\$ 254,372
Total Operating Related Reserve and Reserve Funds	\$ 35,225,594
Local Boards and Programs Specific Reserve and Reserve Funds	Uncommitted Balance
Program Specific Reserve Funds	\$ 17,161,609
Local Boards Reserve Funds	\$ 7,175,058
Program Specific Reserves	\$ 37,718
Total Local Boards and Program Specific Reserve and Reserve Funds	\$ 24,374,385
Total Reserve Funds	\$ 121,662,509
Total Reserves	\$ 9,833,951
Total Reserve Funds and Reserves	\$ 131,496,461

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).

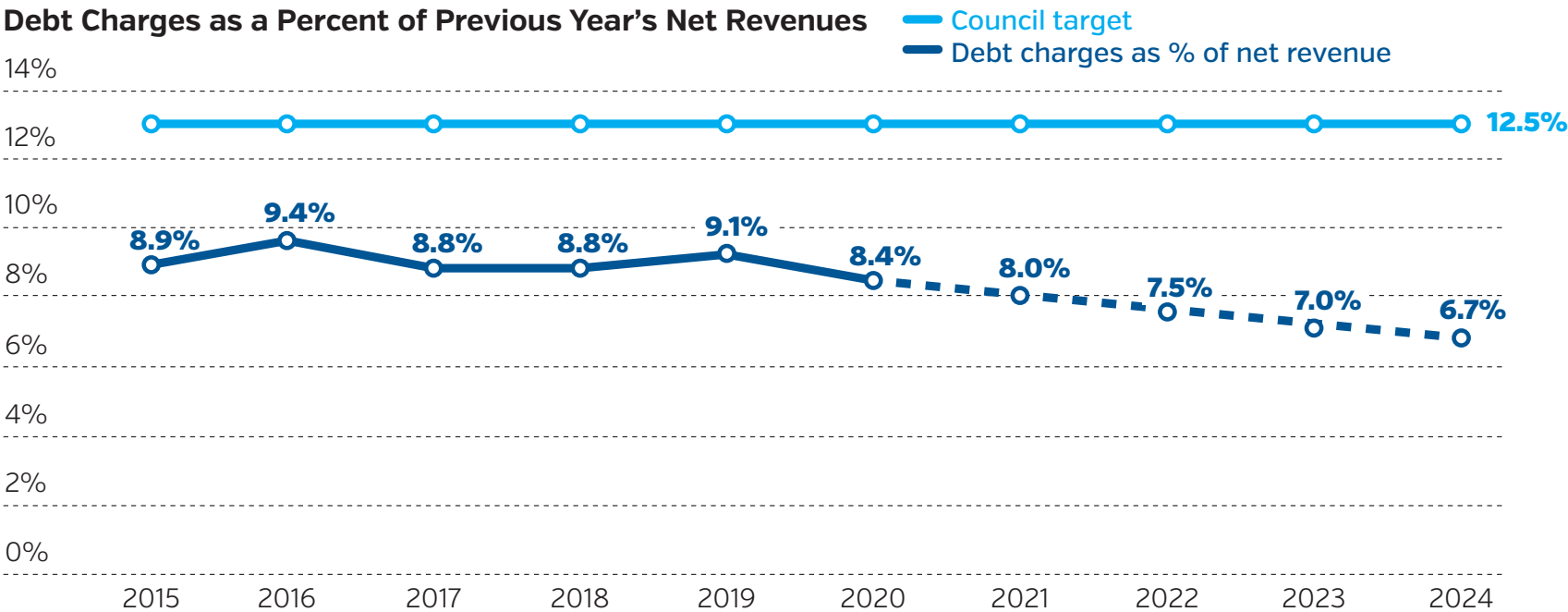
The City's total debt charges as a percentage of own source revenue is 10.5%, which is below the Council approved policy of 12.5%, and below the provincial limit of 25%.

The City has an estimated \$88.8 million in total principal debt outstanding. Taking into consideration principal debt repayments of \$13.6 million, a debt issuance of \$6.8 million, as well as \$17.8 million in debt which has been approved and

not issued, total City principal debt outstanding at year end 2020 is approximately \$99.8 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*

2021 Risk Mitigation Measures

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

In 2021, these risk mitigation measures have been divided into four categories as follows:

Sustaining City Services

- Additional funding for on-going recreation facility maintenance as well the conversion of part-time staffing to full-time.
- Permanent resources to support the City's data analytics technology [BI program].
- Additional part-time resource to support the audio and video technology within Council Chambers.
- Additional resources to support ongoing and growing workloads in Forestry and Road Maintenance.
- Additional resource to support and enhance community engagement.

Managing Community Growth

- One-time funding to carry out the comprehensive review of the Zoning By-law and complete the Major Transit Station Area planning project.
- Additional resources to support the Development Application and Review Process as identified in Report PL-45-20.
- An additional resource to meet workload demands and ensure legislated timelines are met for the review and issuance of building permits.
- An additional legal resource to support the ongoing work of Community Planning.

Enhancing Services

- One-time funding to continue the plumbing grant program.

Modifications to Services to Address COVID

- Implementation of the parking measures at Beachway and Lowville Park as identified in Report RS-09-20.
- Additional temporary resources to aid with Municipal By-law Enforcement funded from Halton Region.

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

Property Tax Impact

The 2021 approved budget reflects service efficiencies, leveraging non-tax revenue sources, addressing risk, and continuing on a path towards long-term financial sustainability.

For 2021, this consists of an approved base amount of \$181,324,794 plus approved risk mitigation measures of \$951,594 for a total approved net tax levy of \$182,276,388. This net tax levy represents 67.0% of total operating revenues in 2021.

Overall, the 2021 budget maintains the city's financial position, addresses corporate risk and ensures residents continue to receive the programs and services that provide for the high quality of life in Burlington.

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

- The city's base budget is presented with a 2.95% tax increase
- Assessment growth (new residential units and businesses) of 0.34% as well as further draw from the tax rate stabilization reserve fund of \$450,000 (0.26%) reduces the based budget tax impact to 2.35%
- The dedicated infrastructure levy of \$2.18 million (temporarily redirected to address short-term COVID impacts) results in an additional tax increase of 1.25%

This brings the total approved city tax increase to 3.6% before recommended risk mitigation measures.

Included in the 2021 Approved Budget are four categories of risk mitigation measures as follows:

- Sustaining city operations and finances (\$1.04 million) result in an additional tax increase of 0.60%
 - Managing community growth (\$77.7K) result in an additional tax increase of 0.04%.
 - Enhancing services (\$0K) with no impact on tax increase.
 - Modifications to services to address COVID (\$168K savings) results in a tax decrease of 0.10%.
- This brings the total City tax increase to 4.14%
 - Combined with the Halton Region increase and the Boards of Education, the overall increase is 2.5% or \$19.02 per \$100,000 of Current Value Assessment.

Property Tax Impact

The following table provides a breakdown of the 2021 approved tax increase:

	Base Budget Change	Tax Impact	One-time COVID Impacts	Tax Impact
City Services	\$ 5,391,080	3.08%	\$ 8,844,577	
Corporate Revenues and Expenditures	\$ [232,120]	[0.13%]		
Base Impact	\$ 5,158,960	2.95%	\$ 8,844,577	5.05%
Assessment Growth		[0.34%]		
One-time funding Re: Projected Assessment Growth	\$ [450,000]	[0.26%]		
Revised Impact	\$ 4,708,960	2.35%		
Infrastructure Levy redirected to address one-time COVID Impacts	\$ 2,180,000	1.25%	\$ [2,180,000]	[1.25%]
One-time COVID funding			\$ [6,664,577]	[3.81%]
Cumulative Impact	\$ 6,888,960	3.60%	\$ [8,844,577]	[5.05%]
Sustaining City Services	\$ 1,041,859	0.60%		
Managing Community Growth	\$ 77,735	0.04%		
Enhancing Services		0.00%		
Modifications to Services to address COVID	\$ [168,000]	[0.10%]		
Total Impact	\$ 7,840,554	4.14%	\$ 0	0.00%
Overall Tax Impact* (City, Region, Education)		2.50%		

* Halton Region 1.85% and Board of Education 0.00%

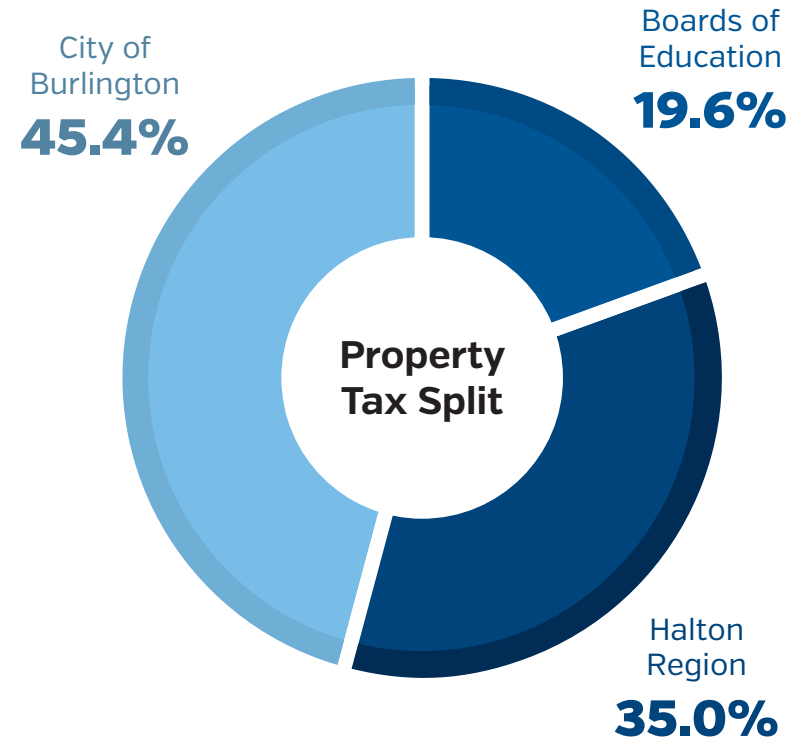
Property Tax Impact

Property Tax Split

The City of Burlington collects taxes for the City, Halton Region and Halton School Boards. For each \$1.00 in residential taxes collected, approximately 45.4% stays with the City, 35.0% goes to Halton Region and 19.6% goes to the Halton School Boards.

City Tax Rate Calculation

Taxpayers across the whole city are responsible for paying their proportionate share of those services charged to the entire city. The net cost of these services is approximately \$156.3 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 \$22.8 million. The total net costs are then divided by the total assessment base to determine the tax rates for each property class.



	2020 Share of Tax Bill	2021 Share of Tax Bill	2020 Taxes	2021 Tax Increase	2021 Taxes	\$ Impact on Tax Bill	% Impact on Tax Bill
Burlington	44.7%	45.4%	\$ 339.94	4.14%	\$ 354.02	\$ 14.08	1.85%
Halton	35.2%	35.0%	\$ 267.63	1.85%	\$ 272.57	\$ 4.94	0.65%
Education	20.1%	19.6%	\$ 153.00	0.00%	\$ 153.00	\$ -	0.00%
TOTAL	100%	100%	\$ 760.57	2.50%	\$ 779.59	\$ 19.02	2.50%

* numbers may not add due to rounding

Property Tax Impact

Property Taxes

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

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

Assessment

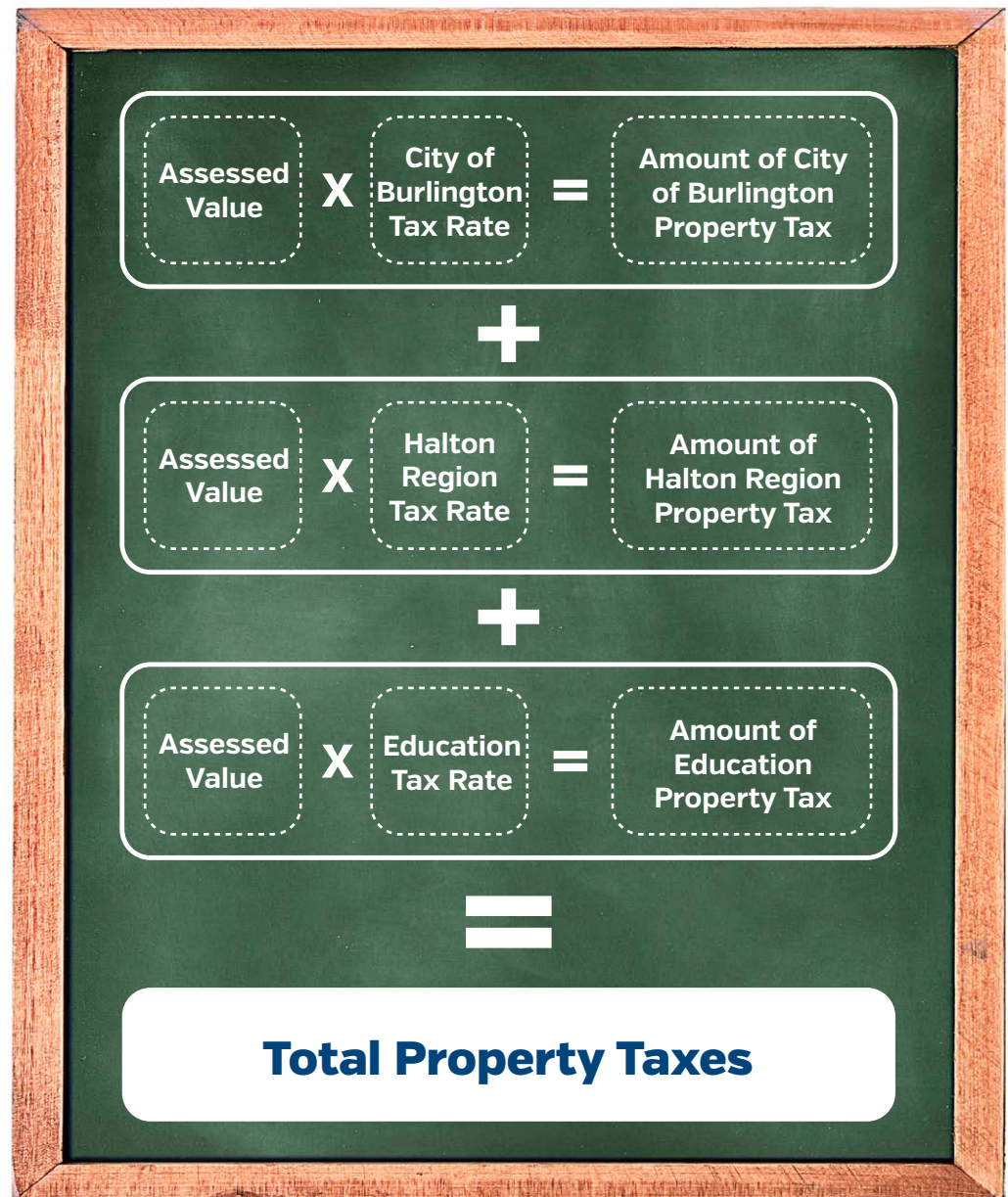
Current value assessment is the amount of money that a property would sell for, if sold at arm's length, by a willing seller to a willing buyer. The Municipal Property Assessment Corporation (MPAC) is responsible for setting assessment values for all properties in Ontario.

Residential Tax Rate

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

Calculating Property Taxes

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



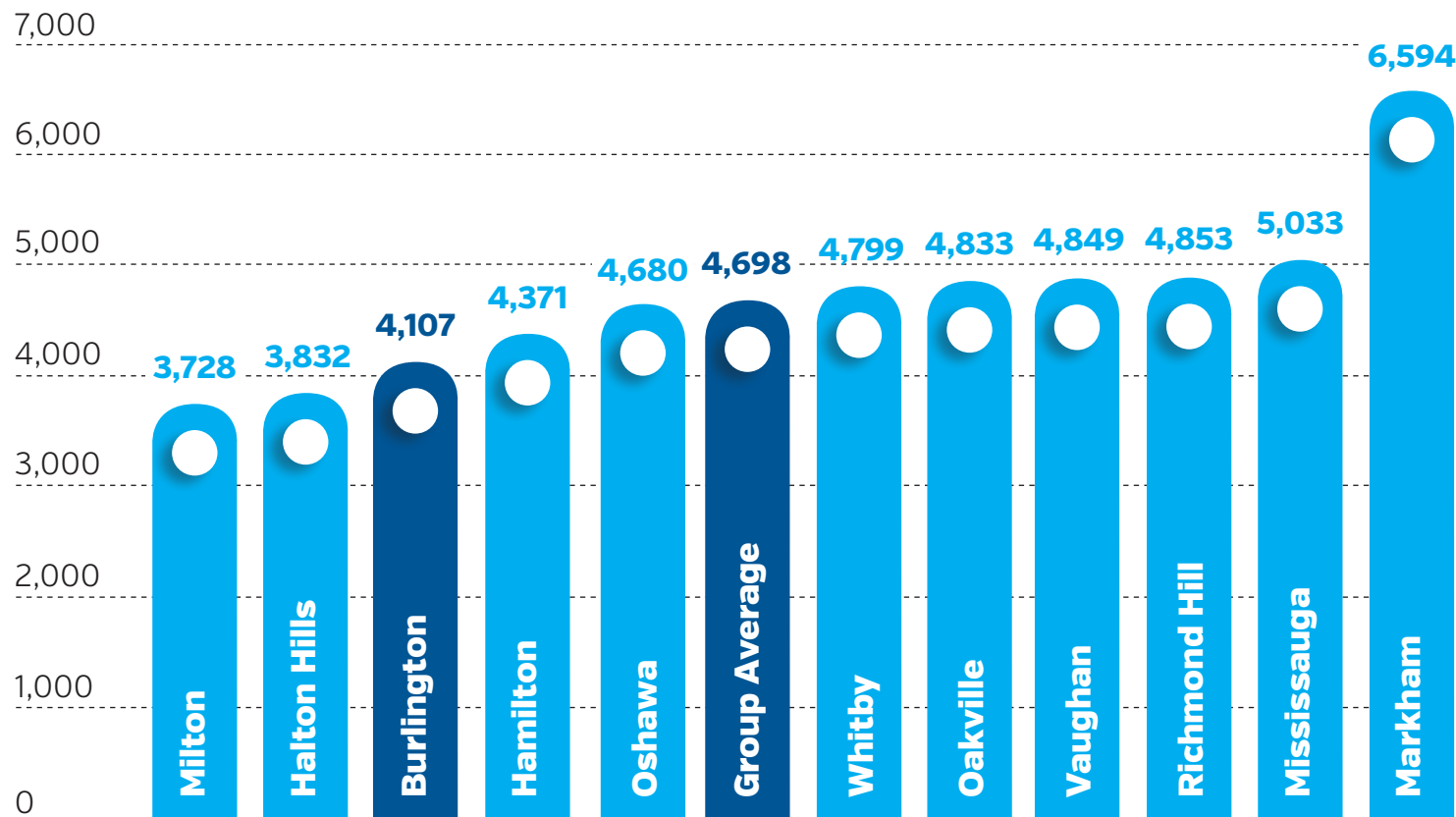
Property Tax Comparison

Burlington's taxes are competitive

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

Residential Property Tax Burdens

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





2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

Risk Mitigation Measures



City of Burlington

Summary of 2021 Risk Mitigation Measures

REF #	Service	Description	2021 Approved Cost	One time Funding/Revenue Recovery	2021 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
Base Budget Increase before Risk Mitigation Measures			\$ 6,889			3.60%		
Sustaining City Services								
2021-051	Organized Sport Support	Maintaining Assets in Recreation Services to meet lifecycle requirements and reduce risk Additional funding for facility maintenance to address funding gap and reduce risk of facility closures resulting from unplanned repairs.	\$ 100	\$ -	\$ 100	0.06%		
2021-057	Recreation Services	Convert 4 Arena Pool Operators (9 month contract- to FT) Conversion of Temporary Operator Hours to Full-Time to increase stability in facility operations and maintain service levels.	\$ 113	\$ -	\$ 113	0.06%	4.0(P)	-3.1(P)
2021-069	Information Technology	Business Intelligence Staff 2 new permanent positions to sustain the data analytics technology delivered through the Business Intelligence Program	\$ 236	\$ -	\$ 236	0.13%	2.0(P)	
2021-070	Information Technology	PT Audio Video Specialist Part-time position to support the audio and video technology within Council Chambers.	\$ 50	\$ -	\$ 50	0.03%		0.5(P)
2021-076	Tree Management	3 Additional Arborists An additional Forestry crew to address the ongoing and growing workload on City lands	\$ 293	\$ -	\$ 293	0.17%	3.0(P)	
2021-077	Road and Sidewalk Maintenance	3 Additional Heavy Equipment Operators Additional Heavy Equipment Operators to address the ongoing and growing workload in Road Maintenance operations.	\$ 227	\$ -	\$ 227	0.13%	3.0(P)	
2021-078	Corporate Communications and Engagement	Engagement and Volunteer Coordinator Additional resource to support and enhance community engagement	\$ 23	\$ -	\$ 23	0.01%	1.0(P)	
Sub - Total Sustaining City Services			\$ 1,042	\$ -	\$ 1,042	0.60%	13.0(P)	-2.6(P)

City of Burlington

Summary of 2021 Risk Mitigation Measures

REF #	Service	Description	2021 Approved Cost	One time Funding/Revenue Recovery	2021 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
Managing Community Growth								
2021-048	Community Design and Development Review	Comprehensive Zoning By-law Review Funding to carry out the comprehensive review of the Zoning By-law including staffing and consulting needs.	\$ 538	\$ (538)	\$ -	0.00%	1.0(C)	
2021-049	Community Design and Development Review	Major Transit Station Area (MTSA) - Area Specific Planning Project Funding to complete area specific planning for the areas around the three GO Stations.	\$ 500	\$ (500)	\$ -	0.00%		
2021-072	Community Design and Development Review	4 Additional Community Design and Development Review Staff Additional resources to support the Development Application and Review Process as identified in Report PL-45-20	\$ 415	\$ (415)	\$ -	0.00%	4.0(P)	
2021-073	Building Code Permits and Inspection	Building Technologist Staff Additional resource to meet workload demands and ensure that legislated time lines are being met for the review and issuance of building permits.	\$ 111	\$ (111)	\$ -	0.00%	1.0(P)	
2021-074	Corporate Legal	Solicitor Planning and Development Additional solicitor position for the Planning, Development & Real Estate practice group in order to support the on-going work of Community Planning.	\$ 78	\$ -	\$ 78	0.04%	1.0(P)	
Sub - Total Managing Community Growth			\$ 1,642	\$ (1,564)	\$ 78	0.04%	6.0 (P) 1.0 (C)	

City of Burlington

Summary of 2021 Risk Mitigation Measures

REF #	Service	Description	2021 Approved Cost	One time Funding/Revenue Recovery	2021 Net Cost	Tax Impact	Full Time FTE Impact	Part Time FTE Impact
Enhancing Services								
2021-058	Building Code Permits and Inspection	Plumbing Grant Program Continuation of the grant program for financial assistance equivalent to the cost of building permits for basement flood prevention work.	\$ 50	\$ (50)	\$ -	0.00%		
Sub - Total Enhancing Services			\$ 50	\$ (50)	\$ -	0.00%		
Modifications to Services to Address COVID								
2021-063	Parking Management	Parking capacity measures at Beachway and Lowville Park Implementation of parking measures at Beachway and Lowville Parks as identified in Report RS-09-20	\$ 77	\$ (245)	\$ (168)	-0.10%		1.0(C)
2021-075	By-law Enforcement and Licensing	Additional By-law Enforcement Officers (2) - COVID Enforcement Additional temporary resources to aid with municipal law enforcement funded by the Region of Halton	\$ 234	\$ (234)	\$ -	0.00%	2.0(C)	
Sub - Total Modifications to Services to Address COVID			\$ 311	\$ (479)	\$ (168)	-0.10%	2.0 (C)	1.0 (C)
Total Proposed Risk Mitigation Measures			\$ 3,044	\$ (2,093)	\$ 952	0.54%	19.0 (P) 2.0 (C)	-2.6 (P) 1.0 (C)
Total Approved Budget Increase					\$ 7,841	4.14%		

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

Number:	2021-051	Service:	Recreation
		Business Case Type	Service Enhancement

Purpose

Description	Parks and Recreation operates and maintains 28 assets, including arenas, community centres, pools, specialty, and corporate facilities, and supports 17 joint venture facilities. These assets provide residents and visitors with opportunities for sport, recreation, and leisure activities, and have a replacement asset value (RAV) of \$193.5 M (City's Asset Management Plan, 2016). Proper maintenance is essential for enjoyment of our facilities to meet (operating budget) or extend (capital budget) the lifespan of these identified assets; however, our existing funding between operating and capital is \$3.12 M representing a shortfall of approximately \$750,000. This business case focuses on addressing a portion of the operating budget funding gap using a phased approach that amounts to \$100,000. The operating budget for facility operations maintenance is not adequate for the needs of the business. Part of the City's budget process involves the provision of targets and guidelines for service areas, which may or may not adequately address all areas of the business and which are subject to many pressures, including HR and utility increases. Under-budgeting puts the City at risk for unplanned repairs and adversely impacts customers. These repairs are typically costly, involving overtime and emergency procurement. Customer impacts are significant, as closures for emergency repairs are, by their nature, short-notice cancellations, causing great inconvenience for user groups, and disappointment for program participants. An example of this is the Mainway compressor failure in the 2016/17 ice season. The repairs necessitated by this breakdown caused an emergency closure lasting 10 days, resulting in 140 hours of lost ice time for user groups,
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Risk Mitigation Measure - Maintaining Assets in Recreation Services to meet lifecycle requirements and reduce risk

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

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

Account Category	2021 Budget
Purchased Services	\$ 100,000
Total	\$ 100,000
Net Total	\$ 100,000

Capital Impacts

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

Risk Mitigation Measure - Convert 4 Arena Pool Operators (9 month contract- to FT)

Number:	2021-057	Service:	Organized Sport Support
		Business Case Type	Service Enhancement

Purpose

Description	Facility Operations in Leisure Services employs many full- and part-time staff, with a current division of 30% and 70% respectively. When compared to full-time staff, part-time staff tend to be more junior, temporary and more casual with their tenure. The high ratio of part-time staff compared to full-time in Burlington increases risk to the department, as flagged in the recent ORFA facility audit. The Facility Operator positions in particular was identified in the audit as entirely critical to the successful, safe operation of recreation facilities. Compared to other municipalities, Burlington has room to grow in full-time complement for facility operators. For example, a nearby municipality with a similar size portfolio as Burlington (1 million square feet of space compared to 1.1. million) has double the number of full-time facility operators (30 vs 60). This disparity is further highlighted by the loss of our part time staff to full time positions elsewhere - in the 2018-19 ice season alone, 13 temporary operators were lost to full-time positions at other municipalities. In many cases, we are paying to train staff for longterm employment elsewhere, instead of keeping talent in-house. This high rate of turnover has additional costs associated with recruitment, training, and onboarding as well as increased overtime costs for staff coverage during the gapping periods. This business case proposes converting 1.61 PT facility operators FTE to 2 full-time positions, as well as converting 2 temporary arena pool operators (who work 9 months each year) to full-time positions as part of an overall strategy to create a more appropriate ratio between full- and part-time staff complement.
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Justification

V2F Workplan Initiative / Strategic Alignment	Focus Area 5 - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation - Improving our employment identity to become a top employer in the Greater Toronto and Hamilton Area. Our current ratio of full- and part-time staff is not indicative of industry best practices, which we strive to maintain
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Risk Mitigation Measure - Convert 4 Arena Pool Operators (9 month contract- to FT)

	in all our operations. This has been flagged by an independent audit, and it also is intuitively known by Facility Operations leadership. Strategically creating a more appropriate ratio between full- and part-time staff not only manages risk in the department but will support retention of staff and the City's reputation as an excellent employer in the GTA.
Benefits of Implementation	Fostering stability in facility operations helps maintain the service levels expected by customers. Fully trained staff are more suitably equipped to maintain and operate the facility. Reducing turn over mitigates the risk caused by short staffing, including the risk of not being able to open a facility for its scheduled hours. Converting part-time and temporary arena pool operator hours will increase stability in service delivery, assist in managing staff workload concerns, and reduce costs associated with recruitment, training, and onboarding. It also specifically addresses an area of risk identified by an independent audit.
Consequences / Risks of Not Implementing	Turn over caused by reliance on part-time and temporary operators causes gapping that creates strain on the other operators and supervisory staff. Additionally, there are provisions limiting the permitted duration of a contract for temporary operators, causing further workload issues when temporary staff are laid off for a period.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 113,404
Total	\$ 113,404
Net Total	\$ 113,404

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	4.00

Risk Mitigation Measure - Convert 4 Arena Pool Operators (9 month contract- to FT)

Part Time	(3.11)
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Total FTE	0.89
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FTE Type	On-going / Permanent
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Position(s)	Facility Operators
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Risk Mitigation Measure - Information Technology Business Intelligence staff

Number:	2021-069	Service:	Information Technology
		Business Case Type	Service Enhancement

Purpose

Description	The Business Intelligence (BI) program, introduced in 2017, has delivered technology and skills that transform data into high quality and meaningful information for decision-making purposes. It assists employees at all levels of the organization to make informed and actionable decisions. The BI program has delivered a wide variety of data dashboards and data analytics capabilities to many City departments. Overall, BI has improved service delivery, helped mitigate risk, and replaced manual and time-consuming data analysis processes. The team requires 4 permanent staff but only 2 are being requested at this time. It is anticipated that a business case will be submitted in 2022 for the additional 2 staff. These staff will sustain the data analytics technology delivered through the Business Intelligence program. Key functions will include data configuration, data architecture and analytics, data quality and integration, and establishing standards for data management. The team will provide support for existing dashboards, analytics and system integrations that are relied on by the business for decision-making purposes, managing risk, and maintaining operations. The team will continue to build on the existing capabilities by connecting more data from the City's business systems into the platform. Self-service options are available, and the team will continue to provide skills development to City staff throughout the organization on the effective use of the tool for data analytic purposes.
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Justification

V2F Workplan Initiative / Strategic Alignment	This request satisfies several aspects of Focus Area Five - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation. Business Intelligence/data analytics enables efficiency and technology transformation by providing more direct access to real-time data from all City business systems, making data more
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Risk Mitigation Measure - Information Technology Business Intelligence staff

	visible and readily available for use in decision-making. Technology transformation will further be achieved as data architecture and data management standards increase the effectiveness of data capture with greater integration of systems and a clearer 'single source of truth' for data-driven information. The Business Intelligence program has developed a platform that enables reporting on the status of every initiative in Vision to Focus, provides visualization and detailed information that is easy to navigate for staff and members of Council with the goal of delivering a public facing report card. Finally, this request directly accomplishes the City's goal in Vision to Focus of "Ensuring that strategic initiatives and corporate projects are resourced and sustained."
Benefits of Implementation	Data is the foundation and is a fundamental component of all our business processes. It is relied upon to make day-to-day operational decisions and enables informed and proactive strategic decisions. The City can use data analytics to better understand how a service area is functioning and quickly adjust service delivery based on known patterns and deficiencies. In 2013, a consultant was engaged to assess our key business systems and in doing so advised us that our reporting capabilities were weak and the ability to extract and analyze data from our systems was difficult and extremely time consuming. A key recommendation was to focus on improving reporting and analytic capabilities. The Business Intelligence program was launched in 2017 and has built a reporting and dashboard platform that enables data to be easily extracted and analyzed not just from one system but allows data to be combined from many systems. This data analytics platform is now widely used and relied on by many City departments. (See below for Examples of use.) These data analytic capabilities have improved service delivery, helped mitigate risk, and replaced manual and time-consuming processes. The City uses upwards of 130 business systems all containing important and complex business data. Collecting, maintaining, protecting, securing, and integrating data in our processes and decisions is fundamental and that is why enterprise data management and data analytics are an important part of IT service delivery. Some examples of use:

Risk Mitigation Measure - Information Technology Business Intelligence staff

	Transit - Analysis of route performance and ridership counts - Daily download and prep of Presto data Transportation - Modal split analysis - Parking lot utilization and parking infractions - Available parking spaces provided on map in real-time Fire - Monitor incidents and incident locations - Monitor staff training completion rates - Syncing of partner data into dispatch system - Data integration between dispatch and records management system Emergency Control Group - By-law enforcement and COVID-19 complaint data - Parking and traffic monitoring - PPE supply management Finance - Connection to banking data for reconciliations - Data integrations to support corporate Point-of-Sale system. - Analysis of investment data Halton Court Services - Automatic upload of police cam footage
Consequences / Risks of Not	Without new FTEs, it will be impossible to sustain the BI platform. Provision of new and support of existing data

Risk Mitigation Measure - Information Technology Business Intelligence staff**Implementing**

analytics, dashboards, reports, and provision of data quality assessments would not be possible.

Through the final phase of the BI program the team has identified ample opportunities to further enhance and develop new analytics in 2021, across a wide variety of City services. The existing ITS complement does not have the capacity to sustain existing applications and meet this demand without dedicated resources.

There are approx. 875 reports that exist in an antiquated system that is at end-of-life and no longer supported. These reports are considered essential by the business and are currently being converted to the BI platform. The inability to complete the conversion and provide on-going support for these reports will introduce significant risk to the organization.

In the absence of a reporting solution, other less reliable tools would be used by City staff without appropriate data quality and and other controls in place.

Options Considered

A third party organization could be engaged to provide support for the existing platform but the annual cost would be higher than the cost of hiring permanent staff.

Financial Impact

Account Category		2021 Budget
Human Resources		\$ 235,765
Total		\$ 235,765
Net Total		\$ 235,765

Risk Mitigation Measure - Information Technology Business Intelligence staff**Human Resource Impact**

	2021 Budget FTE Impact
Full Time / Contract	2.00
Part Time	0.00
Total FTE	2.00
FTE Type	On-going / Permanent
Position(s)	Business Intelligence Data Modeller (Grade 11) and Business Intelligence Specialist (Grade 10)

Risk Mitigation Measure - Information Technology Audio Visual Specialist

Number:	2021-070	Service:	Information Technology
		Business Case Type	Service Enhancement

Purpose

Description	ITS is seeking to hire a part-time A/V Specialist to support audio and video technology within the Council Chambers, web streaming of Committee and Council sessions and virtual meeting services required due to COVID. The ITS department currently has a single A/V Specialist and has no effective backup that would be able to support a meeting of Council in the event that this sole resource becomes ill or is otherwise unavailable. The part-time A/V Specialist will also provide backup and supplementary support of other types of public engagement meetings and corporate A/V including the Emergency Operations Centre, Halton Court Services, general meeting rooms and training facilities.
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Justification

V2F Workplan Initiative / Strategic Alignment	This position aligns with being An Engaging City - Good Governance in the City's Strategic Plan. It aligns with key objectives related to access to information and public participation.
Benefits of Implementation	The City will be able to continue to provide consistent and professional presentation of it's Council meetings to the public.
Consequences / Risks of Not Implementing	There a significant risk that a Council meeting could not be easily held and could only be conducted in a very constrained and modified fashion that would fail to meet the expectation of Council and the public. There currently is no viable plan B.

Risk Mitigation Measure - Information Technology Audio Visual Specialist

Options Considered

ITS considered cross-training a Technical Support Analyst (TSA) and has done some of this, however the complexity of the Council Chamber operations and technology has exceeded the ability of a TSA to reasonably be expected to take on this role. The skill set of an experienced A/V Specialist that include video production is very different from a TSA that provides general help desk services for end-user devices and applications. The ability to deliver a professional presentation and respond to issues quickly and effectively under immense pressure requires a high degree of knowledge and confidence that can only be gained by experience.

In addition, the City's Service Desk is under-resourced and cannot afford to lose a TSA to participate in Committee of Council meetings that are regularly long in duration and conducted during business hours.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 49,920
Total	\$ 49,920
Net Total	\$ 49,920

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	0.00
Part Time	0.50
Total FTE	0.50
FTE Type	On-going / Permanent
Position(s)	PT Audio Video Specialist

Risk Mitigation Measure - 3 Additional Arborists Tree Management

Number:	2021-076	Service:	Tree Management
		Business Case Type	Service Enhancement

Purpose

Description	Forestry staff have identified more than 460 service requests that have not yet been inspected, and an additional 2,021 incomplete work orders pertaining to Forestry Operations within the City's Right of Ways and Parks for 2020. This is an ongoing issue that has been identified and tracked through the introduction of a comprehensive GIS based work order management system which includes a standardized approach for risk assessment in accordance with best management practice. Based on the quantity of outstanding work orders, Forestry's operating budget cannot support the additional workload either via in house staff, or through the use of contracted services without the provision of additional staffing or funding. Recommendations have been brought forward through the 'Designing and Evolving Our Organization' (DEOO) process to this effect: In order to address this ongoing corporate risk, 6 additional FTE with associated equipment have been requested, which would bring the Forestry Operations complement to 15 frontline arborists. Through the DEO process, it has been recommended that this be phased over several years, starting in 2021 with the provision of a 3 person parks crew, with associated equipment. Additional staff would be requested in subsequent years. Through consultation with legal services, it has been confirmed that maximizing the use of operating budgets on an annual basis is not a sufficient defense in the event that a failure caused injury or damage to person or property.
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Justification

V2F Workplan Initiative / Strategic Alignment	The provision of an additional crew aligns with the following: 1) Vision to Focus Plan: Focus Area 3 - Supporting Sustainable Infrastructure and a Resilient Environment w 2) Adhere to the council approved Levels of Service Document
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Risk Mitigation Measure - 3 Additional Arborists Tree Management

	3) Compliance with the Minimum Maintenance Standards for Municipal Highways (O. Reg. 239/02).
Benefits of Implementation	The introduction of an additional Forestry crew will help to address the ongoing and growing workload on City lands, as it pertains to known risks.
Consequences / Risks of Not Implementing	If additional staffing resources are not approved, known hazards will not be able to be addressed within a reasonable timeframe, which poses a risk to general public safety, and exposes the corporation to potential liability and litigation in the event of personal injury or death.
Environmental Impact	The ability to address known hazards in a more timely manner will yield a more resilient urban forest long term. Not only will the resources be able to address a large volume of ongoing work, but it will also allow staff to better maintain the existing Forestry assets that the City has already planted.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 233,062
Operating & Minor Capital	\$ 8,025
Corp. Expenditures / Provisions	\$ 52,000
Total	\$ 293,087
Net Total	\$ 293,087

Capital Impacts

Requires the purchase of \$520,000 of capital equipment. This will be funded from a draw from a capital reserve fund.

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	3.00

Risk Mitigation Measure - 3 Additional Arborists Tree Management

Part Time	0.00
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Total FTE	3.00
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FTE Type	On-going / Permanent
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Position(s)	Arborist (3)
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Risk Mitigation Measure - 3 Additional Heavy Equipment Operators

Number:	2021-077	Service:	Roadway and Sidewalk Maintenance
		Business Case Type	Service Enhancement

Purpose

Description	Road and Sidewalk maintenance provides year round maintenance for roads and sidewalks within the city's road allowance in accordance with legislated requirements (Minimum Maintenance Standards) and Council-approved levels of service. This also includes maintenance of regional roads in Burlington and boundary roads with the Towns of Milton and Oakville and the City of Hamilton. Road and sidewalk maintenance is provided through a combination of in-house and managed contracted resources. The service also includes Road & Sidewalk inspection and maintenance, road patrolling, debris pickup, street sweeping, leaf pick up and winter maintenance. Recommendations have been brought forward through the 'Designing and Evolving Our Organization' (DEOO) process to this effect: In order to address the ongoing corporate risk, 7 additional FTEs have been requested which would bring the complement to 16 heavy equipment operators. Through the DEO process, it has been recommended that this be phased over several years, starting in 2021 with the provision of a 3 heavy equipment operators. Additional staffing would be requested in subsequent years.
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Justification

V2F Workplan Initiative / Strategic Alignment	Aligns with Vision to Focus - improving integrated city mobility
Benefits of Implementation	Additional heavy equipment operators will help to address: - the ongoing and growing workload relating to legislated repairs from road inspections - the increase in repairs such as crack sealing, asphalt patching and curb & gutter repairs given reductions to the Shave & Pave program - provide capacity during the leaf program to address other work orders - allow for limited vacation time to be used during the fall/winter season therefore relieving the vacation burden on the spring/summer maintenance activities

Risk Mitigation Measure - 3 Additional Heavy Equipment Operators

Consequences / Risks of Not Implementing	If additional staffing resources are not approved, known hazards will not be able to be addressed within a reasonable timeframe, which poses a risk to general public safety, and exposes the corporation to potential liability and litigation in the event of personal injury.
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Financial Impact

Account Category	2021 Budget
Human Resources	\$ 225,158
Operating & Minor Capital	\$ 2,025
Total	\$ 227,183
Net Total	\$ 227,183

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	3.00
Part Time	0.00
Total FTE	3.00
FTE Type	On-going / Permanent
Position(s)	Heavy Equipment Operator (3)

Risk Mitigation Measure - Engagement and Volunteer Coordinator

Number: 2021-078 **Service:**
Business Case Type Service Enhancement Approved

Purpose

Description A permanent full-time resource to support and augment the current work being done in the area of engagement and volunteer management. This permanent resource will continue to work closely with the Engagement & Volunteer Manager to deliver key engagement and volunteer management goals.

Justification

V2F Workplan Initiative / Strategic Alignment

- Focus Area 3 (Working with Finance): Including citizen engagement; to be responsive to citizens' needs in infrastructure and new infrastructure growth
- Focus Area 4: Being a municipal leader in community engagement, collaboration and volunteerism
- Focus Area 4: Improving community engagement with diverse communities
- Focus Area 5: Increasing community and customer input into how the City delivers services
- Focus Area 5 (Working with HR): Increasing employee engagement and workplace culture scores

Benefits of Implementation

The new name for our department is Corp. Communications & Engagement, with this name change engagement is even more front and centre for our staff and residents. Engaging residents to get their feedback is also a priority for this Council when making decisions that affect residents so it's important that a function like this is prominent.

Enhancing community engagement has been a key priority for members of Council; an additional resource is needed to meet this need. Engaging the community is also something our residents have come to expect from us so we must ensure we do it well. With another FTE in place, the Corp. Communications and Engagement team will also be able to support more engagement activities both internally and externally.

Risk Mitigation Measure - Engagement and Volunteer Coordinator

	An additional FTE will also have positive benefits for staff, as there continues to be growing engagement opportunities internally.
Consequences / Risks of Not Implementing	Currently, there is only one person within the corporation dedicated to engagement, this practice is not sustainable especially considering the focus on engaging residents. Continuity of engagement operations during planned or unplanned absences of the Engagement & Volunteer Manager. Department support for engagement has been divided between the Engagement & Volunteer Coordinator and the Manager; if the Coordinator position does not become permanent workload on the Manager would be increased significantly and service standards to client departments would be negatively impacted. The City of Burlington has a Volunteer Management Strategy to address the inconsistent approach to recruiting, training, on-boarding, evaluating and recognizing volunteers. The Strategy came out a Mohawk Future Ready project and was assigned to Corporate Communications & Engagement with no additional resources. The online component of the volunteer management system is ready to launch post COVID-19. The staff member leading the development and implementation of the plan is on contract; full implementation of the plan is at risk, in addition to the reputational risk to the City's image if a dedicated resource isn't in place to complete the implementation and manage ongoing work. COVID meant all meetings/workshops/townhalls etc. were virtual, once the pandemic is over there will be a need for both virtual and in-person engagement, meaning doubling engagement efforts.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 22,500
Total	\$ 22,500
Net Total	\$ 22,500

Risk Mitigation Measure - Engagement and Volunteer Coordinator**Human Resource Impact****2021 Budget
FTE Impact**

Full Time / Contract 1.00

Part Time 0.00

Total FTE 1.00**FTE Type** On-going / Permanent**Position(s)** Engagement and Volunteer Coordinator

Risk Mitigation Measure - Comprehensive Zoning By-law Review

Number:	2021-048	Service:	Community Design and Development Review
		Business Case Type	Service Enhancement

Purpose

Description	A Zoning By-law is the primary implementation tool of an Official Plan. The City's current Zoning By-law is approximately 20 years old and requires a comprehensive update to align with the planning framework, vision, and principles of the adopted Official Plan. Vision to Focus (2018-2022) as well as the Red Tape Red Carpet Task-force have identified a comprehensive review of the Zoning By-law as a priority to align land use regulations with adopted policies of the Burlington Official Plan. A municipality is required by the Planning Act to update its Zoning By-law no less than three years after the approval of an Official Plan update.
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Justification

V2F Workplan Initiative / Strategic Alignment	Undertake Vision to Focus Initiative: Focus Area 1 identifies initiation of the Zoning By-law Review as an action that will achieve community responsive growth management. This project will contribute the the following objectives of the Red Tape Red Carpet initiative: RT2 - Targets and Key Performance Indicators - the completion of this project will facilitate a more predictable application process, channeled through Site Plan applications, and a reduced need for developers to seek Zoning By-law Amendments. RT4 - Website Optimization for Business Support - the completion of this project will allow for online zoning information which aligns with the City's Official Plan RT5 - Improved Customer Service Technology - the completion of this project will facilitate improved self-serve
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Risk Mitigation Measure - Comprehensive Zoning By-law Review

	access for relevant information to the Development industry RC14 - Business Attraction/Retention - the completion of this project will facilitate a more streamline development process for businesses wanting to move to or expand in Burlington
Benefits of Implementation	A comprehensive Zoning By-law review is required by legislation to facilitate the current land use expectations of Council, the public, and the development industry. An updated Zoning By-law will encourage investment and facilitate desirable growth by providing for a streamlined process for the development community. This will increase fees paid to the City related to Site Plan applications, and ultimately increased property tax revenue.
Consequences / Risks of Not Implementing	The comprehensive review of the Zoning By-law is a complex and resource heavy undertaking that will require specialized consulting services to complete as well as a contract staff person to manage the project. Community Planning does not have the capacity to do this work in house. The risk of not undertaking this work is investment in Burlington by the development industry may be dampened by the cost and time implications of Zoning By-law Amendment applications. Another risk is that development which is permitted as of right by the current in force and effect Zoning By-law may not be compatible with the objectives and vision of the adopted Official Plan, thus enabling undesirable development.
Environmental Impact	The adopted Official Plan directs growth through intensification with transit supportive densities that will encourage transit use and active transportation, and also includes policies related to natural environment and conservation. Development which is desirable and supportive of these policies will be encouraged and facilitated through a streamlined site plan approval process as an outcome of the comprehensive review of the Zoning By-law.

Risk Mitigation Measure - Comprehensive Zoning By-law Review**Financial Impact**

Account Category	2021 Budget
Human Resources	\$ 137,814
Purchased Services	\$ 400,000
Total	\$ 537,814
General Revenues & Recoveries	\$ 537,814
Total	\$ 537,814
Net Total	\$ 0

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	1.00
Part Time	0.00
Total FTE	1.00
FTE Type	One-time / Contract
Position(s)	Temporary Contract - Coordinator of Special Projects (1 year)

Risk Mitigation Measure - Major Transit Station Area (MTSA) - Area Specific Planning Project

Number:	2021-049	Service:	Community Design and Development Review
		Business Case Type	Service Enhancement

Purpose

Description

The Strategic Plan (2015-2040), Vision to Focus (2018-2022) and the adopted Burlington Official Plan (adopted April 2018) identify that the City will complete area specific planning for the areas around the three GO Stations.

The purpose of this budget request is to seek funding to complete area-specific planning (ASPs) for the City's three Major Transit Station Areas (MTSAs), specifically the three GO Stations on the Lakeshore West, previously referred to as the Mobility Hubs Study.

The purpose of the MTSA Area-Specific Planning Project is to guide future growth and development in the Aldershot GO, Burlington GO and Appleby GO MTSAs. The plans will focus on creating complete communities that are environmentally friendly, infrastructure-efficient, walkable, bikable, and support local and regional transit with a mix of uses such as employment, public service facilities, parks, housing, recreation, entertainment and shopping.

The 2015-2040 Strategic Plan emphasizes the importance of mobility hub lands, now referred to as the MTSAs. The Strategic Plan contains specific guidance to direct growth and intensification to each GO station, and to undertake ASPs for each area, and enable walkable neighbourhoods in these areas. Further, the plan indicates that the city will prioritize the planning for each "mobility hub" which will consider and include high quality urban design, jobs, housing servicing, public transportation, parks and green space.

In 2017, work was initiated on the development of ASPs through the Mobility Hubs Study which included visioning, public engagement and technical studies. This resulted in draft precinct plans for each study area around the Aldershot, Burlington and Appleby GO Stations. The study was placed on hold in Q1 2019 for various reasons including the Regional Municipal Comprehensive Review, and Council's focus on other initiatives including the re-examination of the adopted Official Plan and the Interim Control Bylaw Land Use Study.

Risk Mitigation Measure - Major Transit Station Area (MTSA) - Area Specific Planning Project

	The purpose of this funding request is to complete the Area Specific Plans, including the completion of technical studies, further public engagement opportunities and the development of plans to guide future development and investment in these areas. The timing of this budget request aligns with the Region of Halton's work related to advancing key planning priorities of Halton municipalities through the Official Plan Review. Staff at the Region have been directed to prepare an initial Regional Official Plan Amendment to advance select local municipal planning priorities related to urban structure. The City has emphasized the importance of delineating the MTSA's expeditiously to inform the development of the ASPs. This funding request does not include the funding of any strategies, programs or support the funding for new staff or responsibilities that may emerge from the completion of MTSA Area Specific Plans.
Justification	
V2F Workplan Initiative / Strategic Alignment	Undertake Vision to Focus Initiative: Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth. The focus area identifies the following: Complete the area specific plans for Mobility Hubs Respond to Regulatory Requirement: Planning Act, Protected MTSA policies Growth Plan (2019), Transit Corridor and Station Areas policies (including policies related to MTSA's on priority transit corridors). Regional Official Plan Review / Municipal Comprehensive Review to guide growth to 2051
Benefits of Implementation	This funding would directly support a strategic initiative identified within the Strategic Plan, adopted Official Plan policy and prioritized in the Vision to Focus Plan.

Risk Mitigation Measure - Major Transit Station Area (MTSA) - Area Specific Planning Project

	This would align with implementing the early findings of the Region of Halton Official Plan Review which is expected to delineate MTSA boundaries for the purposes of area-specific planning.
Consequences / Risks of Not Implementing	Impact the City's ability to achieve a target established in the Vision to Focus. The target date established in Vision to Focus to complete the area-specific plans is Q4-2021. Impact the City's ability to implement local area-specific plans and to implement Regional direction in a timely manner. It is expected that the MTSA boundaries will be delineated by the Region by mid-year 2021. Should the ASPs not be reinitiated at this time there will be a delay in establishing local guidance for achieving growth and complete communities in these areas that are already experiencing significant development pressures.
Environmental Impact	The development of ASPs around the GO Station MTSA's will direct growth through intensification with transit supportive densities that will encourage transit use and active transportation. The ASPs will encourage less reliance on private automobiles by planning for a wide range of complete community elements in these areas.

Financial Impact

Account Category	2021 Budget
Purchased Services	\$ 500,000
Total	\$ 500,000
General Revenues & Recoveries	\$ 500,000
Total	\$ 500,000
Net Total	\$ 0

Risk Mitigation Measure - 4 Additional Community Design and Development Review staff

Number:	2021-072	Service:	Community Design and Development Review
Report Ref (if applicable)	PL-45-20	Business Case Type	Service Enhancement

Purpose

Description	The purpose of this business case is to begin implementing the first phase of the "Future State" Organizational Design for Community Planning as approved in principle by Council on August 24, 2020 (Report PL-45-20). The new Organizational Design for Community Planning is extensive and will be implemented over multiple phases and budget cycles. The overall intent of the new organizational design is to reduce risk to the corporation, bring leadership depth, facilitate succession planning and staff retention, and provide a more responsive service delivery and customer experience through improved capacity. This business case includes 4 positions, all oriented towards Development Services, which can be supported through the application fees and revenues of Development Services. The positions are: 1 Coordinator of Site Plan Review. This position is an essential people leader position within the Planning Implementation Team of Development Services and will coordinate the staff responsible for reviewing various application types including: site plan, minor variance, consent, condominium, NEC, and sign variance. 2 x Planning Technologists. This position is critical for implementing the recommendations of the 2019 DAP service review where it will be the primary point of contact for applicants in the Pre-Building Permit process. Community Planning is not currently resourced to provide this important aspect of our business service which is integral to our customer experience delivery. 1 Intermediate Technician (Capital Works / Site Engineering). Site Engineering is a critical part of Development Services. They are responsible for the engineering review of development along with all associated field work including site visits, inspections, and monitoring. For the Pre-Building Permit process, there is currently 1 staff person primarily dedicated to this portfolio. Given the volume of applications and their complexity, this is not sustainable and additional resources are required to improve this imbalance in capacity.
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Risk Mitigation Measure - 4 Additional Community Design and Development Review staff**Justification****V2F Workplan Initiative / Strategic Alignment**

This business case is guided by key actions from the strategic focus areas of V2F: Increase economic prosperity and community responsive city growth; Building more citizen engagement, community health and culture; and Deliver customer centric services with a focus on efficiency and technology transformation.

It also supports recommendations from the Red Tape Red Carpet Task Force aimed at improving efficiency and capacity of business processes for development services and the facilitation of a One Window customer experience.

Benefits of Implementation

The benefits of implementation include: a more stable leadership structure in Community Planning via the Coordinator of Site Plan Review; improved customer experience that enables a "One Window" Development Services model via the 2 Planning Technologists; and increases capacity for Site Engineering staff from Capital Works to deal with development review and associated field work (site visits, monitoring, and inspections).

This business case has internal benefits by improving staff's ability to manage workload and deliver on the expectations of Council. It also has external facing benefits by improving our customer interface and enabling a more efficient and nimble development review process.

Consequences / Risks of Not Implementing

There are several risks with not implementing this business case.

HR Risks: Development Services is stretched very thin. Without additional staff to manage known capacity problems we risk burnout, mental/physical illness, and staff retention.

Reputational Risks: If we do not start implementing the Future State Organizational Design of Community Planning, we will not be able to provide the level of service that Council and our customers expect. This could have an impact on the City's reputation as a desirable place to do business. It could also impact our ability to attract top staff talent as we could develop a reputation for not being a desirable place to work by being consistently under-resourced.

Risk Mitigation Measure - 4 Additional Community Design and Development Review staff

	Legislative Risks: Development services is bound by provincial legislation. Without appropriate staff levels and structure, we could miss legislated timelines from the Planning Act, leading to more LPAT hearings. Further, with staff being stretched so thin there is increased probability of errors in work which could have legal implications as well as additional Reputational Risks (see above).
Environmental Impact	Community Planning has a role to play in delivering on Council's approved Climate Action Plan. Through policy, regulation, and process, Community Planning is responsible for ensuring the development of complete and transit-supportive communities that minimize the City's carbon footprint. The staff outlined in this business case are part of the Development Services team responsible for Planning Implementation who enable the application of Council's climate objectives.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 415,367
Total	\$ 415,367
Controllable Revenues	\$ 415,367
Total	\$ 415,367
Net Total	\$ 0

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	4.00
Part Time	0.00
Total FTE	4.00

Risk Mitigation Measure - 4 Additional Community Design and Development Review staff

FTE Type	On-going / Permanent
Position(s)	1 Coordinator of Site Plan Review; 2 Planning Technologists; and 1 Intermediate Technician (Capital Works/Site Engineering)

Risk Mitigation Measure - Building Technologist Staff

Number:	2021-073	Service:	Building Code Permits and Inspection
		Business Case Type	Service Enhancement

Purpose

Description	The Building Technologist position is part of the Building Section and this role is responsible for the technical plan review of building permit applications for compliance with the provincial requirements of the Ontario Building Code (OBC). This position will also respond to public inquiries and educate applicants or their agents on OBC requirements and other related technical regulations/standards. Review building permit applications to ensure compliance with the health and safety requirements of the OBC, National Building Code, Ontario Fire Code and related regulations and standards such as NFPA, CSA and ULC. Review the technical merits of alternate solutions proposed in place of specified OBC requirements while making professional recommendations. Prepare formal responses to the Building Code Commission in relation to technical disputes of the OBC. Provincial legislation (OBC), specifies the mandated provincial technical qualifications required by Building Officials and they are expected to be fully qualified in all categories related to their responsibilities and duties. Plans review is conducted within prescribed turnaround times as mandated in the OBC, ranging from 10 to 30 business days. Deficiency letters are also issued within these time frames and are comprehensive and well documented.
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Justification

V2F Workplan Initiative / Strategic Alignment	This business case supports maintaining and continually developing a safe City. It supports a City that Grows through redevelopment and intensification and the development of energy efficient buildings. Ongoing changes to the Ontario Building Code will enhance requirements in accessibility, residential affordability and climate change. This will be in line with initiatives related to energy efficiency and sustainable development which aligns with the 2015-2040 Strategic Plan.
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Benefits of Implementation	Will assist our permit team to meet our workload demands and to ensure that legislated time lines are being met for the review and issuance of building permits. The City of Burlington through redevelopment and intensification is facing more infill developments which impose more complexities in the design of construction projects, which in turn requires more time and effort to review. Will promote succession planning and knowledge transfer amongst
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Risk Mitigation Measure - Building Technologist Staff

	the Building Section. Succession planning has become an increasingly important issue as the workforce ages and an increasing number of experienced building officials are retiring. From a funding perspective this position will be funded by building permit revenues and/or the Building Permit Stabilization Reserve Fund dependent on annual issuance of building permits.
Consequences / Risks of Not Implementing	The Building Department is expecting a busy construction period in 2021 and beyond, based on the current projects which are scheduled and under review in Community Planning. These projects will filter down into building permit submissions once they receive the proper zoning/planning approvals. The construction industry expects to receive building permit approvals/reviews within the legislated turnaround times and there is a risk of not being able to deliver within these legislated time lines. Without appropriate staff levels and structure, we will not be able to provide the level of service/meet legislated timelines. Without additional staff to manage our workload demands we risk fatigue/burnout, mental/physical illness, and staff retention. Building permits are the vehicle for the collection of permit fees to support operations, development charges to fund growth related capital costs and future assessment growth. When the issuance of permits are impacted due to inadequate staffing so to are expected future revenue streams.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 110,706
Total	\$ 110,706
Controllable Revenues	\$ 110,706
Total	\$ 110,706
Net Total	\$ 0

Risk Mitigation Measure - Building Technologist Staff**Human Resource Impact**

	2021 Budget FTE Impact
Full Time / Contract	1.00
Part Time	0.00
Total FTE	1.00
FTE Type	On-going / Permanent
Position(s)	Building Technologist

Risk Mitigation Measure - Solicitor Planning and Development

Number: 2021-074

Service:

Business Case Type

Service Enhancement Approved

Purpose

Description	One additional solicitor position is being requested for the Planning, Development & Real Estate practice group in order to support the on-going work of Community Planning. At present, the practice group is led by one Deputy Corporation Counsel and consists of one Solicitor assigned to real estate law, and one Senior Law Clerk supporting planning, development and real estate. The demands for legal service has been steadily increasing and there simply isn't sufficient capacity in the current staffing level to continue to "do it all". This position will increase the capacity of Corporate Legal Services to deliver quality service to the administration and Council.
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Justification

V2F Workplan Initiative / Strategic Alignment

The request aligns with Focus Area 1 of the Strategic Plan - Increasing Economic Prosperity and Community Responsive Growth. The Key Drivers of the growing demand for legal service support for Community Planning are the same drivers that are impacting Community Planning organizationally. Legal works very closely with Community Planning on policy initiatives, at the front and back ends of development files, and on any resulting appeals. As has been identified, Community Planning is expected to grow from current staff complement of 29 to 51 over the next 3 years. The demand for service is reflected in the following:

- approximately 50 active major development files (7,000 residential units, 40 Tall/Mid-rise buildings, employment, commercial)
- 30 major development pre-consultations to date
- pre-building permit applications are up more than 50% over last year
- # of application approvals "on hold" due to ICBL continuation
- major policy development work either in progress or anticipated in the foreseeable future including comprehensive zoning by-law review, housing strategy, Regional municipal comprehensive review, various urban design guidelines, cultural heritage study, adjusting the Urban Growth Centre and removing the MTSA from the downtown .

Risk Mitigation Measure - Solicitor Planning and Development

	The number of appeals that will be at the LPAT over the next 5 plus years will be substantial, and will require a dedicated internal resource either to handle the appeals in-house or support external counsel. At this time there are currently 18 active site specific appeals at LPAT and another 34 active appeals in response to the changes to planning instruments flowing from the interim control by-law. When the interim control by-law freeze is lifted, Community Planning will continue to process development applications currently held in abeyance, some of which may result in further site specific appeals. The Region has approved the city's new official plan and that appeal period is currently running. There will be further appeals to the city's new zoning by-law in 2021/2022.
Benefits of Implementation	The addition of one solicitor position would resource the planning and development practice group to take on the day-to-day legal support for Community Planning. At present Community Planning is expecting to grow from a current staff complement of 29 to 51 over the next three years. The addition of each new planning position, represents a "new client" for the Planning, Development and Real Estate Practice group in Legal Services. This new position will expand our capacity to meet the growing demand for legal support. More importantly the addition of this position will make better use of the Deputy Corporation Counsel position. This more senior position would be freed up from much of the day-to-day demand for legal services and allow the position to concentrate on the major strategic initiatives being undertaken in Community Planning as identified above. These are important initiatives and are central to the delivery of the strategic plan that Council has adopted on the growth front. The additional resource will create capacity for the Deputy Corporation Counsel to manage the sheer volume of LPAT work that is coming out of the planning and development area. The government has reversed changes made to the Planning Act with respect to how hearings are conducted. The legislative changes will result in more appeals for the municipality to defend, and lengthy and expensive hearings de novo. The sheer volume of appeal work will be handled by a combination of internal and external legal resources. The magnitude of the job to be done requires a great deal of internal coordination. The nature of the appeals demands that the appeals are handled consistently so that the city doesn't lose sight of the inter-relatedness of

Risk Mitigation Measure - Solicitor Planning and Development

	much of the work that is underway. Finally, the additional position allows for greater succession planning in the Planning, Development and Real Estate practice group. The City is at a point where it will have a new official plan and new comprehensive zoning by-law. Bringing on a new solicitor will allow this individual to start "on the ground floor" as these new instruments are applied and tested. Building that internal capacity is important in a small department like Corporate Legal Services.
Consequences / Risks of Not Implementing	Failure to expand Corporate Legal Services internal capacity will have negative consequences for the City: - Risk of failing to deliver key results on Council's Strategic Plan (defend the new OP, defend the changes to the planning instruments, defend changes to the comprehensive zoning by-law, development of MTSA's along major transit corridors) - Risk of failing to provide timely advice to Community Planning on a day-to-day basis. - Heavier reliance on the use of external counsel which is more costly to the municipality. - Failure to develop our internal talent to the detriment of the individual and the corporation. Succession management is critical given that specialized positions have proven difficult to fill in the past. - Reputational risk to the department if we are unable to meet the needs and expectations for legal services. - Potential for increased legal risk to the corporation. Having legal involved early on in planning issues makes for better decision-making.
Environmental Impact	There are key applications being processed such as the Nelson Quarry expansion that may have environmental impacts. Dealing with these types of issues requires a lot of planning and legal resources and have the potential to end up in major, lengthy hearings.

Risk Mitigation Measure - Solicitor Planning and Development

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 77,415
Purchased Services	\$ 320
Total	\$ 77,735
Net Total	\$ 77,735

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	1.00
Part Time	0.00
Total FTE	1.00
FTE Type	On-going / Permanent
Position(s)	Solicitor

Risk Mitigation Measure - Plumbing Grant Program

Number:	2021-058	Service:	Building Code Permits and Inspection
		Business Case Type	Service Enhancement

Purpose

Description	Continuation of the grant program to provide financial assistance equivalent to the cost of the building permit fee to qualified Burlington residents for eligible basement flooding prevention work in accordance with the criteria set out in planning and building department report PB-85-14. \$50,000 of one-time funding from the Tax Rate Stabilization Reserve Fund is required to continue this program. The program was implemented after the flood in 2014 and to date \$356,000 has been provided to support the cost of building permits fees relating to basement flooding prevention measures.
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Justification

V2F Workplan Initiative / Strategic Alignment	"Supporting sustainable infrastructure and resilient environment".
Benefits of Implementation	Installing basement flood prevention devices helps to reduce the risk of basement flooding due to sanitary sewer backup into the basement. The Home Flood Protection Program provides practical, specific recommendations that property owners can undertake to their property to reduce the risk of flooding and mitigate damages should flooding occur. Staff believe that this program provides valuable information to property owners in assessing their risk to flood damage and measures they can take to mitigate this specific to their own individual property and circumstances.
Consequences / Risks of Not Implementing	Residents could decide not to install basement flood prevention devices because of the cost to them.
Environmental Impact	Planning for resiliency is a very important aspect in protecting our community from the impacts of climate change in the future.

Risk Mitigation Measure - Plumbing Grant Program**Financial Impact**

Account Category	2021 Budget
Purchased Services	\$ 50,000
Total	\$ 50,000
General Revenues & Recoveries	\$ 50,000
Total	\$ 50,000
Net Total	\$ 0

Risk Mitigation Measure - Parking capacity measures at Beachway and Lowville Park

Number:	2021-063	Service:	Parking
Report Ref (if applicable)	RS-09-20	Business Case Type	Service Enhancement

Purpose

Description	Over the years, Beachway and Lowville have been popular parks both with residents and non-residents and have posed challenges pertaining to capacity, parking lot size, asset maintenance, to name a few. In the summer months, both locations attract events and gatherings such as picnics, outdoor activities and more. Summer 2020 posed additional challenges due to Covid-19 and the imposed gathering size limitations. To address the typical capacity issues and the Covid-19 concerns, additional measures were activated to better manage parking lot capacity and number of park visitors. For 2021 it is recommended that paid parking be implemented at Beachway Park and the Reservation System pilot be extended at Lowville Park. The recommended option at Beachway will require the installation of 10 parking machines for a total capital cost of \$95,000. Staff anticipate that these costs would be recover within the first year of operation through the collection of fees estimated at around \$170,000. Minor ongoing operating costs to support the parking machines are estimated at approx. \$2,000/year. The recommended option at Lowville will require one-time funding of \$75,000 in 2021 to cover staff costs and hosting fees for the reservation system pilot extension.
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Risk Mitigation Measure - Parking capacity measures at Beachway and Lowville Park**Financial Impact**

Account Category	2021 Budget
Human Resources	\$ 75,000
Operating & Minor Capital	\$ 2,000
Total	\$ 77,000
General Revenues & Recoveries	\$ 75,000
Controllable Revenues	\$ 170,000
Total	\$ 245,000
Net Total	(\$ 168,000)

Capital Impacts

Capital Investment of \$95,000 for the installation of 10 parking machines at Beachway.

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	0.00
Part Time	1.00
Total FTE	1.00
FTE Type	One-time / Contract
Position(s)	Temporary Contract staffing for Lowville

Risk Mitigation Measure - Additional Bylaw Enforcement Officers - COVID

Number:	2021-075	Service:	By-law Enforcement
		Business Case Type	Service Enhancement

Purpose

Description	The purpose of this business case is to add two additional By-law Enforcement Officer positions on a contract basis to aid with municipal law enforcement. Costs to be offset by funding from the Region of Halton with the agreement that COVID-19 enforcement be prioritized. Resources dedicated to by-law enforcement were last increased in 2019, however growth in the city and more specifically development intensification has increased the frequency and complexity of issues. In the last 5 years, the volume of regular calls to the By-law Section has doubled. When compared to the other lower tier municipalities in the region, Burlington has approximately 50% less staff on a per capita basis. • Burlington – 1 by-law officer per 27,461 population • Milton – 1 by-law officer per 12,232 population • Oakville – 1 by-law officer per 10,065 pop • Halton Hills – 1 per 7,333 The COVID-19 pandemic has highlighted the importance of enforcement in maintaining public safety. The lack of staffing resources has made it difficult to maintain appropriate service levels during the pandemic and has increased the levels of staff fatigue. COVID-19 related regulations require regular enforcement outside of regular business hours. Current staffing levels make it difficult to cover all required shifts. Staff previously operated on a Monday-Friday 8:30-4:30 schedule so their work-life balance has been greatly impacted by this pandemic.
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Justification

V2F Workplan Initiative / Strategic Alignment	Additional By-law Officers help us achieve Focus Area #5 of Vision to Focus - Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation. Specifically, it allows us to maintain a reasonable customer service level response.
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Risk Mitigation Measure - Additional Bylaw Enforcement Officers - COVID

Benefits of Implementation	Improves ability to maintain customer service levels and provide coverage outside of business hours and focus on proactive enforcement of COVID-19 public safety regulations.
Consequences / Risks of Not Implementing	Risk to Public Health/Safety and reduced customer service levels as staff are unable to address issues in a timely manner and there is not enough capacity to patrol outside of regular business hours. Potential for staff burnout, mental/physical illness, loss of experienced staff and inability to attract new staff due to workload pressures.

Financial Impact

Account Category	2021 Budget
Human Resources	\$ 222,413
Operating & Minor Capital	\$ 10,747
Purchased Services	\$ 840
Total	\$ 234,000
Controllable Revenues	\$ 234,000
Total	\$ 234,000
Net Total	\$ 0

Capital Impacts

Additional vehicles and relevant equipment (radios, computers) required.

Human Resource Impact

	2021 Budget FTE Impact
Full Time / Contract	2.00

Risk Mitigation Measure - Additional Bylaw Enforcement Officers - COVID

Part Time	0.00
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Total FTE	2.00
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FTE Type	One-time / Contract
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Position(s)	By-law Enforcement Officers
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2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

A City that Grows



A City that Grows

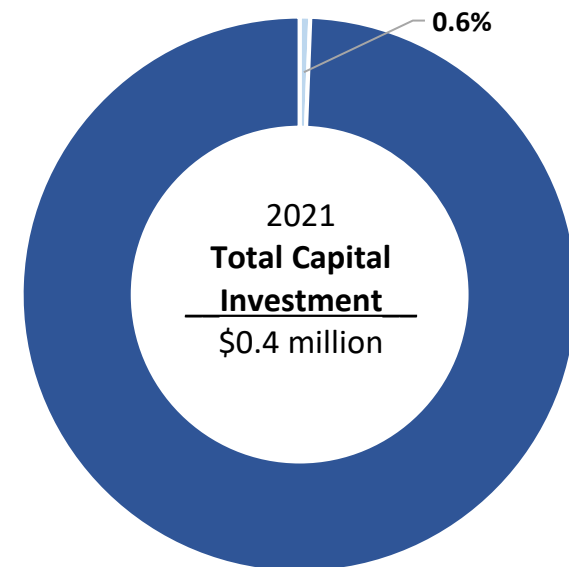
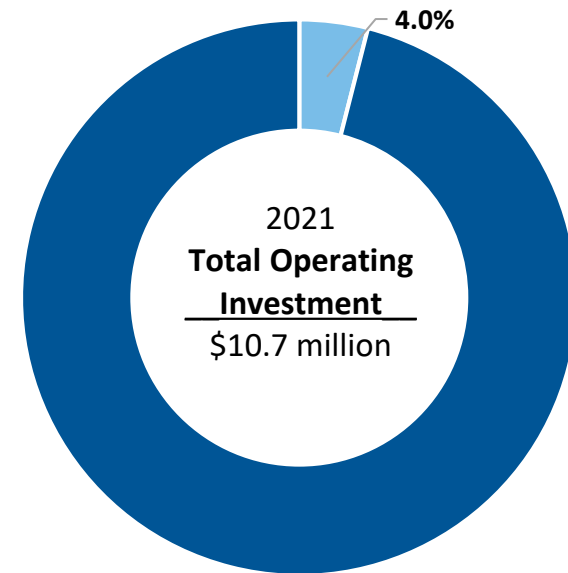
The City of Burlington attracts talent, good jobs and economic opportunity while having achieved intensification and a balanced, targeted population growth for youth, families, newcomers and seniors.

Key Priorities and Goals

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



Percentage of 2021 Budget



A City that Grows

Operating Investment Including One time COVID Impacts

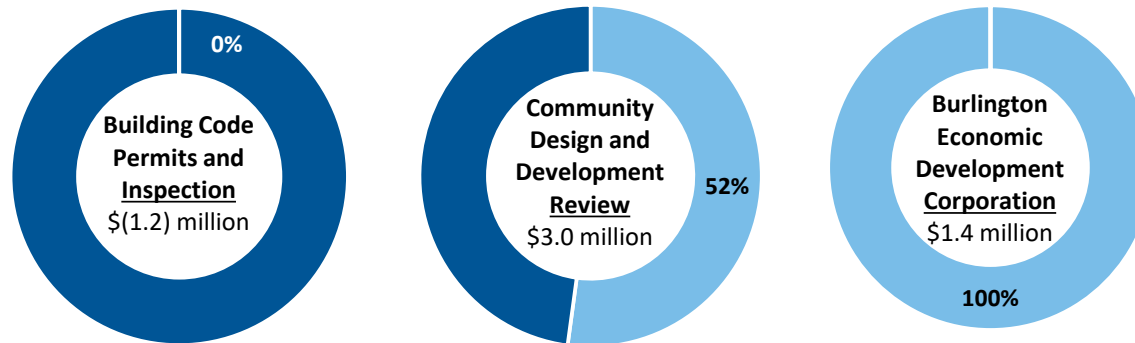
Services	2020		2021 Approved				
	Net Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Building Code Permits and Inspection	\$ (1,370)	\$ (890)	\$ 3,474	\$ (4,705)	\$ (1,231)	\$ 139	(10.1)%
Community Design and Development Review	\$ 1,992	\$ 2,138	\$ 5,802	\$ (2,776)	\$ 3,026	\$ 1,035	51.9%
Burlington Economic Development Corporation *	\$ 1,392	\$ 1,642	\$ 1,416	\$ -	\$ 1,416	\$ 24	1.7%
Total City that Grows	\$ 2,013	\$ 2,890	\$ 10,693	\$ (7,481)	\$ 3,211	\$ 1,198	59.5%

Excludes Risk Mitigation Measures

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

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

Percentage of 2021 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported ■ Other Revenues and Recoveries

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

BUILDING CODE PERMITS AND INSPECTION

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 3,057	\$ 2,831	\$ 3,302	\$ 246	8.0%	\$ -	\$ 3,302	8.0%
Operating/Minor Capital Equip.	\$ 46	\$ 37	\$ 44	\$ (2)	-3.3%	\$ -	\$ 44	-3.3%
Purchased Services	\$ 42	\$ 162	\$ 51	\$ 9	20.8%	\$ -	\$ 51	20.8%
Corp. Expenditures/Provisions	\$ 63	\$ 63	\$ 66	\$ 3	4.4%	\$ -	\$ 66	4.4%
Internal Charges & Settlements	\$ 11	\$ 6	\$ 10	\$ (1)	-10.0%	\$ -	\$ 10	-10.0%
TOTAL EXPENDITURES	\$ 3,219	\$ 3,098	\$ 3,474	\$ 255	7.9%	\$ -	\$ 3,474	7.9%
Controllable Revenues	\$ (4,589)	\$ (3,044)	\$ (4,720)	\$ (131)	2.8%	\$ 15	\$ (4,705)	2.5%
General Revenues & Recoveries	\$ -	\$ (945)	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (4,589)	\$ (3,988)	\$ (4,720)	\$ (131)	2.8%	\$ 15	\$ (4,705)	2.5%
NET OPERATING BUDGET	\$ (1,370)	\$ (890)	\$ (1,246)	\$ 124	-9.1%	\$ 15	\$ (1,231)	-10.1%

Base Budget Commentary

Human Resource increase reflects the impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Increase in purchased services relating to professional services for peer reviews of plans/drawings. Building permit revenues are increasing based on rate increase as well the anticipation for a busy construction period in 2021.

One time COVID Impact Commentary

One time loss is anticipated in Property Report revenues

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

COMMUNITY DESIGN AND DEVELOPMENT REVIEW

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 4,684	\$ 4,658	\$ 5,697	\$ 1,013	21.6%	\$ (21)	\$ 5,676	21.2%
Operating/Minor Capital Equip.	\$ 60	\$ 50	\$ 39	\$ (21)	-35.5%	\$ 9	\$ 48	-20.6%
Purchased Services	\$ 506	\$ 631	\$ 80	\$ (425)	-84.1%	\$ (2)	\$ 78	-84.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 5,250	\$ 5,340	\$ 5,817	\$ 566	10.8%	\$ (14)	\$ 5,802	10.5%
Controllable Revenues	\$ (2,735)	\$ (2,240)	\$ (2,776)	\$ (42)	1.5%	\$ -	\$ (2,776)	1.5%
General Revenues & Recoveries	\$ (524)	\$ (961)	\$ -	\$ 524	-100.0%	\$ -	\$ -	-100.0%
TOTAL REVENUES	\$ (3,259)	\$ (3,201)	\$ (2,776)	\$ 482	-14.8%	\$ -	\$ (2,776)	-14.8%
NET OPERATING BUDGET	\$ 1,992	\$ 2,138	\$ 3,040	\$ 1,049	52.7%	\$ (14)	\$ 3,026	51.9%

Base Budget Commentary

Human Resource increase is related to Phase 2 of the Designing and Evolving the organization costs, as well as standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB and OMERS . This increase will be partially offset by savings in Operating and Purchased services costs. Controllable revenues are increasing in line with the rate increase.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET
SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

BURLINGTON ECONOMIC DEVELOPMENT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Burlington Economic Development Corporation	\$ 1,392	\$ 1,642	\$ 1,416	\$ 24	1.7%	\$ -	\$ 1,416	1.7%
TOTAL CITY CONTRIBUTIONS	\$ 1,392	\$ 1,642	\$ 1,416	\$ 24	1.7%	\$ -	\$ 1,416	1.7%

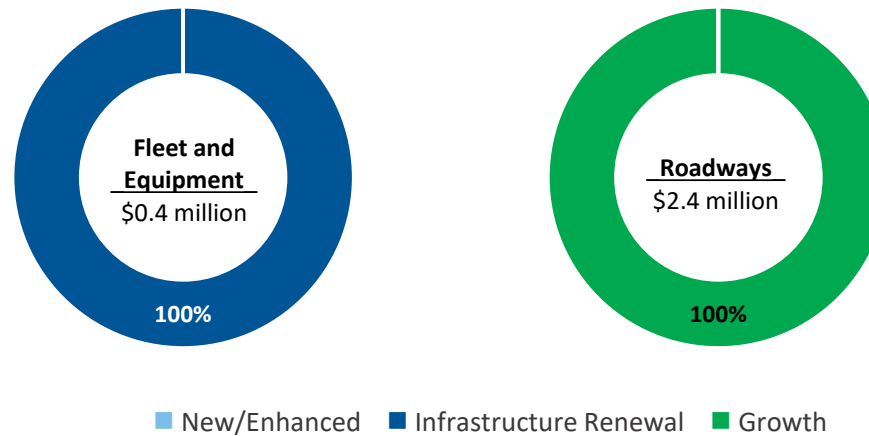
A City that Grows

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Fleet Vehicles, Accessories and Equipment	\$ 43	\$ -	\$ -	\$ -	\$ -	\$ 44	\$ 202	\$ 78	\$ 43	\$ -	\$ 410
Roadways	\$ 400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400
Total City that Grows	\$ 443	\$ 200	\$ 200	\$ 200	\$ 200	\$ 444	\$ 402	\$ 278	\$ 243	\$ 200	\$ 2,810

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

2021 - 2030 Capital Investment by Project Type



Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'VR': Vehicle - Replace									
1	2021	Building Permits & Inspection - Vehicle Replacement	Capital						
		VE-VR-1943 Infrastructure Renewal	Reserve Funds	43				367	410
		Building and By-law, 2021, 2026-2029	External						
		Scheduled replacement of owned vehicles and equipment in Building Permits and Inspection service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost	43				367	410
		One support vehicle scheduled for replacement in 2021. Budgeted for a PHEV.							
		Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
A City that Grows - Fleet Vehicles, Accessories and Equipment									
			Capital Total:						
			Reserve Funds Total:	43				367	410
			External Total:						
			Gross Cost Total:	43	0	0	0	367	410

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'RL': Locals									
2	2021	Development Charges Study	Capital	20				20	40
		RD-RL-327 Growth	Reserve Funds	180				180	360
		Finance, 2021, 2026	External						
		A City Wide Development Charge (DC) Background Study was completed in 2019 with a DC by-law enacted June 1, 2019. Since the passage of the D.C. By-law, More Homes, More Choice Act, 2019 (Bill 108), received Royal Assent June 6, 2019 amending DCA. Further, the COVID-19 Economic Recovery Act (Bill 197) was proclaimed by the Ontario Legislature on September 18, 2020 which contains further amendments to the DCA as well replaced current community benefit provisions under the Planning Act (s.37 and s. 37.1). The city will have 2 years from the date of proclamation of the relevant legislation to transition the current DC By-law to the new rules as well as establish a Community Benefits Charge (CBC) and by-law for capital costs related to high density (re)/developments.	Gross Cost	200				200	400
Related Projects									
RD-RL-1443		Integrated Mobility Plan							
3	2021	Legislated Development Charge Exemptions	Capital	200	200	200	200	1,200	2,000
		RD-RL-1886 Growth	Reserve Funds						
		Finance, 2021-2030	External						
		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.	Gross Cost	200	200	200	200	1,200	2,000

* Report values in thousands

A City that Grows - Roadways

Capital Total:	220	200	200	200	2,040	2,040
Reserve Funds Total:	180				180	360
External Total:						
Gross Cost Total:	400	200	200	200	1,400	2,400

A City that Grows - Total

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025-</u> <u>2030</u>	<u>TOTAL</u>
Capital Total:	220	200	200	200	1,220	2,040
Reserve Funds Total:	223	0	0	0	547	770
External Total:	0	0	0	0	0	0
Gross Cost Total:	443	200	200	200	1,767	2,810

* Report values in thousands



2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

A City that Moves



A City that Moves

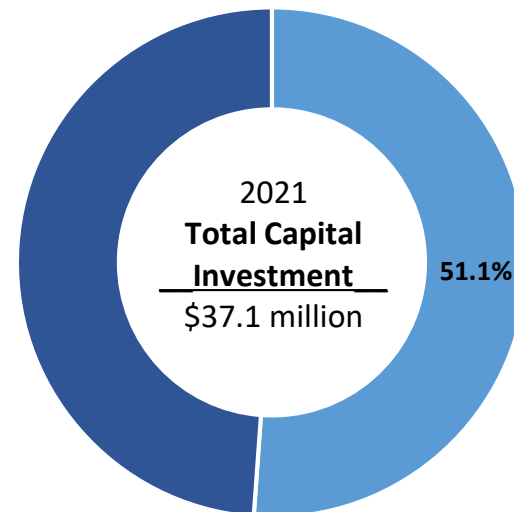
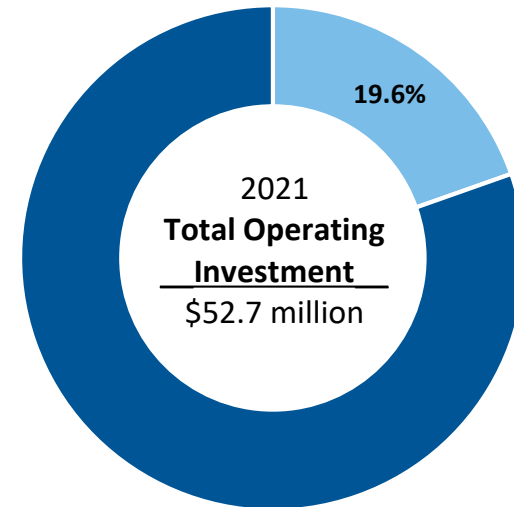
People and goods move through the city more efficiently and safely. A variety of convenient, affordable and green forms of transportation that align with regional patterns are the norm. Walkability within new/transitioning neighbourhoods and the downtown are a reality.

Key Priorities and Goals

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



Percentage of 2021 Budget



A City that Moves

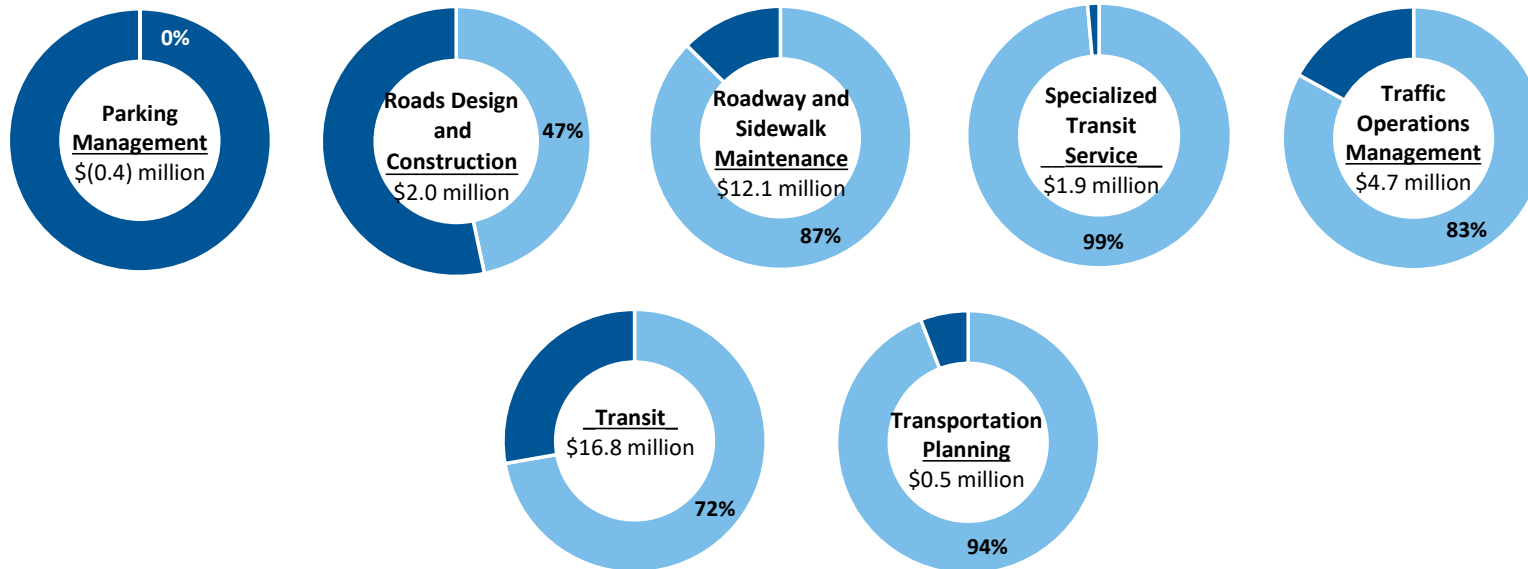
Operating Investment Including One time COVID Impacts

Services	2020		2021 Approved				
	Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Parking Management	\$ (881)	\$ (339)	\$ 3,252	\$ (3,686)	\$ (434)	\$ 448	(50.8)%
Roads and Structure Design & Construction	\$ 1,745	\$ 1,709	\$ 4,256	\$ (2,271)	\$ 1,986	\$ 241	13.8%
Roadway and Sidewalk Maintenance	\$ 11,809	\$ 9,926	\$ 13,874	\$ (1,747)	\$ 12,127	\$ 318	2.7%
Specialized Transit Service	\$ 1,878	\$ 1,748	\$ 1,969	\$ (28)	\$ 1,942	\$ 63	3.4%
Traffic Operations Management	\$ 4,640	\$ 4,108	\$ 5,602	\$ (950)	\$ 4,652	\$ 12	0.3%
Transit	\$ 14,395	\$ 14,525	\$ 23,258	\$ (6,455)	\$ 16,804	\$ 2,408	16.7%
Transportation Planning	\$ 485	\$ 447	\$ 526	\$ (31)	\$ 495	\$ 10	2.2%
Total City that Moves	\$ 34,070	\$ 32,125	\$ 52,738	\$ (15,167)	\$ 37,571	\$ 3,501	10.3%

Excludes Risk Mitigation Measures

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

Percentage of 2021 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported ■ Other Revenues and Recoveries

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

PARKING MANAGEMENT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 623	\$ 600	\$ 662	\$ 39	6.3%	\$ -	\$ 662	6.3%
Operating/Minor Capital Equip.	\$ 143	\$ 135	\$ 137	\$ (6)	-4.0%	\$ (3)	\$ 134	-6.2%
Purchased Services	\$ 901	\$ 601	\$ 897	\$ (4)	-0.4%	\$ -	\$ 897	-0.4%
Corp. Expenditures/Provisions	\$ 1,469	\$ 394	\$ 1,383	\$ (87)	-5.9%	\$ (338)	\$ 1,045	-28.9%
Internal Charges & Settlements	\$ 480	\$ 447	\$ 513	\$ 33	6.8%	\$ -	\$ 513	6.8%
TOTAL EXPENDITURES	\$ 3,617	\$ 2,176	\$ 3,593	\$ (24)	-0.7%	\$ (341)	\$ 3,252	-10.1%
Controllable Revenues	\$ (3,863)	\$ (1,963)	\$ (3,863)	\$ (0)	0.0%	\$ 727	\$ (3,136)	-18.8%
General Revenues & Recoveries	\$ (636)	\$ (552)	\$ (550)	\$ 85	-13.4%	\$ -	\$ (550)	-13.4%
TOTAL REVENUES	\$ (4,499)	\$ (2,515)	\$ (4,413)	\$ 85	-1.9%	\$ 727	\$ (3,686)	-18.1%
NET OPERATING BUDGET	\$ (881)	\$ (339)	\$ (820)	\$ 61	-6.9%	\$ 386	\$ (434)	-50.8%

Base Budget Commentary

Human Resources increase is comprised of a unionized position re-classification, provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Savings in **Operating and Minor Capital Equipment** are due to a reduction in general building materials to align with historical actuals, offset by an increase in equipment parts and materials. Increased chargebacks from other areas within the City lead to a rise **Internal Charges**.

Corporate Expenditures/Provisions were reduced to reflect a lower provision to the Parking reserve fund. Decrease in Recoveries as a result of less chargebacks to other areas within the City.

One time COVID Impact Commentary

Reduced activity from COVID closures and remote working result in a one-time reduction in expected rental revenues and parking fines. This is partially offset by a reduced provision to the Parking District Reserve Fund.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ROADS & STRUCTURES DESIGN & CONSTRUCTION

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 3,511	\$ 3,324	\$ 3,787	\$ 276	7.9%	\$ (7)	\$ 3,780	7.7%
Operating/Minor Capital Equip.	\$ 69	\$ 91	\$ 71	\$ 2	2.7%	\$ (11)	\$ 60	-13.1%
Purchased Services	\$ 401	\$ 371	\$ 405	\$ 3	0.8%	\$ (4)	\$ 401	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 10	\$ 11	\$ 15	\$ 5	48.1%	\$ -	\$ 15	48.1%
TOTAL EXPENDITURES	\$ 3,991	\$ 3,798	\$ 4,278	\$ 286	7.2%	\$ (21)	\$ 4,256	6.6%
Controllable Revenues	\$ (211)	\$ (201)	\$ (220)	\$ (10)	4.7%	\$ 8	\$ (213)	1.0%
General Revenues & Recoveries	\$ (2,036)	\$ (1,888)	\$ (2,058)	\$ (22)	1.1%	\$ -	\$ (2,058)	1.1%
TOTAL REVENUES	\$ (2,247)	\$ (2,089)	\$ (2,279)	\$ (32)	1.4%	\$ 8	\$ (2,271)	1.1%
NET OPERATING BUDGET	\$ 1,745	\$ 1,709	\$ 1,999	\$ 254	14.6%	\$ (14)	\$ 1,986	13.8%

Base Budget Commentary

Human Resources increase is comprised of funding for the new Director position approved as part of Designing and Evolving our Organization as well as provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. The increase in **Internal Charges** reflects increased costs for hourly vehicle usage (corporately net zero as is offset by revenue in Fleet Service). **Controllable Revenues** are up slightly due to an increase in the Excavation Permit Fee and **General Revenues and Recoveries** increase as a result of higher expected recoveries for staff time spent on Capital Projects.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ROADWAY AND SIDEWALK MAINTENANCE

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 6,903	\$ 6,078	\$ 7,070	\$ 167	2.4%	\$ 17	\$ 7,087	2.7%
Operating/Minor Capital Equip.	\$ 1,477	\$ 921	\$ 1,468	\$ (9)	-0.6%	\$ (75)	\$ 1,393	-5.7%
Purchased Services	\$ 3,943	\$ 3,691	\$ 4,075	\$ 132	3.3%	\$ (15)	\$ 4,060	3.0%
Corp. Expenditures/Provisions	\$ -	\$ 0	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 1,403	\$ 837	\$ 1,335	\$ (68)	-4.9%	\$ -	\$ 1,335	-4.9%
TOTAL EXPENDITURES	\$ 13,726	\$ 11,527	\$ 13,947	\$ 221	1.6%	\$ (74)	\$ 13,874	1.1%
Controllable Revenues	\$ (1,908)	\$ (1,591)	\$ (1,754)	\$ 153	-8.0%	\$ 17	\$ (1,737)	-8.9%
General Revenues & Recoveries	\$ (10)	\$ (10)	\$ (10)	\$ -	0.0%	\$ -	\$ (10)	0.0%
TOTAL REVENUES	\$ (1,918)	\$ (1,601)	\$ (1,764)	\$ 153	-8.0%	\$ 17	\$ (1,747)	-8.9%
NET OPERATING BUDGET	\$ 11,809	\$ 9,926	\$ 12,183	\$ 374	3.2%	\$ (56)	\$ 12,127	2.7%

Base Budget Commentary

Human Resources increase is comprised of a re-rating of a Supervisor role, a conversion of a part-time role to a full time Equipment Operator, provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Purchased Services** increases are due to the need to accommodate the costs of the new winter maintenance for roads contract. **Internal Charges** are the result of trending decreased vehicle usage expenditures. This change is a net zero impact as it is offset by increases in the Fleet Service. **Controllable Revenue** was negatively impacted by changes to the recovery model from the Region.

One time COVID Impact Commentary

There is a one time COVID increase in part time costs and one-time savings in leaf collection for reduced disposal and rental equipment costs as a result of program delivery modifications. There is also anticipated reduced road salt requirements which will negatively impact Region recoveries.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

SPECIALIZED TRANSIT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,414	\$ 1,363	\$ 1,450	\$ 36	2.5%	\$ -	\$ 1,450	2.5%
Operating/Minor Capital Equip.	\$ 263	\$ 162	\$ 251	\$ (12)	-4.4%	\$ 1	\$ 252	-4.1%
Purchased Services	\$ 228	\$ 201	\$ 268	\$ 40	17.4%	\$ (30)	\$ 238	4.3%
Corp. Expenditures/Provisions	\$ 27	\$ 27	\$ 28	\$ 1	4.0%	\$ -	\$ 28	4.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,933	\$ 1,753	\$ 1,998	\$ 65	3.4%	\$ (29)	\$ 1,969	1.9%
Controllable Revenues	\$ (55)	\$ (5)	\$ (55)	\$ -	0.0%	\$ 28	\$ (28)	-50.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (55)	\$ (5)	\$ (55)	\$ -	0.0%	\$ 28	\$ (28)	-50.0%
NET OPERATING BUDGET	\$ 1,878	\$ 1,748	\$ 1,943	\$ 65	3.5%	\$ (2)	\$ 1,942	3.4%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** decrease is mainly due to lower equipment and parts costs to align with historical actuals. **Purchased Services** increase is related to additional marketing efforts and increased vehicle insurance premiums.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as fuel, professional development, meeting expenses and mileage given travel restrictions and the remote working environment. This is offset by a one-time decrease in fare revenue as ridership gradually recovers.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

TRAFFIC OPERATIONS MANAGEMENT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 3,501	\$ 2,944	\$ 3,599	\$ 97	2.8%	\$ (12)	\$ 3,586	2.4%
Operating/Minor Capital Equip.	\$ 1,156	\$ 1,332	\$ 1,206	\$ 50	4.3%	\$ (2)	\$ 1,204	4.2%
Purchased Services	\$ 784	\$ 780	\$ 684	\$ (100)	-12.8%	\$ -	\$ 684	-12.8%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 124	\$ 210	\$ 128	\$ 3	2.8%	\$ -	\$ 128	2.8%
TOTAL EXPENDITURES	\$ 5,565	\$ 5,265	\$ 5,616	\$ 51	0.9%	\$ (14)	\$ 5,602	0.7%
Controllable Revenues	\$ (727)	\$ (851)	\$ (751)	\$ (24)	3.3%	\$ -	\$ (751)	3.3%
General Revenues & Recoveries	\$ (198)	\$ (307)	\$ (199)	\$ (1)	0.5%	\$ -	\$ (199)	0.5%
TOTAL REVENUES	\$ (926)	\$ (1,157)	\$ (950)	\$ (25)	2.7%	\$ -	\$ (950)	2.7%
NET OPERATING BUDGET	\$ 4,640	\$ 4,108	\$ 4,666	\$ 26	0.6%	\$ (14)	\$ 4,652	0.3%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** increase is related to higher utility costs for streetlighting. **Controllable Revenues** increase is related to higher anticipated recoveries from the Province, aligning with historical actuals.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

TRANSIT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 14,549	\$ 14,164	\$ 14,957	\$ 408	2.8%	\$ (66)	\$ 14,891	2.4%
Operating/Minor Capital Equip.	\$ 4,083	\$ 3,044	\$ 3,996	\$ (87)	-2.1%	\$ (283)	\$ 3,713	-9.1%
Purchased Services	\$ 2,149	\$ 2,160	\$ 2,112	\$ (37)	-1.7%	\$ (133)	\$ 1,978	-7.9%
Corp. Expenditures/Provisions	\$ 2,559	\$ 4,740	\$ 2,566	\$ 7	0.3%	\$ -	\$ 2,566	0.3%
Internal Charges & Settlements	\$ 110	\$ 78	\$ 110	\$ -	0.0%	\$ -	\$ 110	0.0%
TOTAL EXPENDITURES	\$ 23,451	\$ 24,186	\$ 23,741	\$ 290	1.2%	\$ (483)	\$ 23,258	-0.8%
Controllable Revenues	\$ (5,670)	\$ (2,637)	\$ (5,913)	\$ (243)	4.3%	\$ 2,608	\$ (3,305)	-41.7%
General Revenues & Recoveries	\$ (3,385)	\$ (7,023)	\$ (3,150)	\$ 236	-7.0%	\$ -	\$ (3,150)	-7.0%
TOTAL REVENUES	\$ (9,056)	\$ (9,660)	\$ (9,063)	\$ (7)	0.1%	\$ 2,608	\$ (6,455)	-28.7%
NET OPERATING BUDGET	\$ 14,395	\$ 14,525	\$ 14,678	\$ 283	2.0%	\$ 2,125	\$ 16,804	16.7%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** decrease is mainly due to anticipated savings in parts/equipment as older buses are being replaced. **Purchased Services** decrease is mainly due to reduced costs in external services to align with historical actuals, this is partially offset by an increase to the required vehicle insurance premium.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as fuel, professional development, meeting expenses and mileage given travel restrictions and the remote working environment. This is offset by a one-time decrease in Transit revenue due to lower ridership, fewer transit charters, and decreased advertising revenues.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

TRANSPORTATION PLANNING

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 477	\$ 473	\$ 489	\$ 12	2.4%	\$ -	\$ 489	2.4%
Operating/Minor Capital Equip.	\$ 3	\$ 1	\$ 3	\$ (0)	-9.5%	\$ (1)	\$ 2	-41.3%
Purchased Services	\$ 37	\$ 5	\$ 36	\$ (1)	-2.3%	\$ (0)	\$ 35	-3.1%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 517	\$ 479	\$ 527	\$ 10	2.0%	\$ (1)	\$ 526	1.8%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (32)	\$ (32)	\$ (31)	\$ 1	-4.2%	\$ -	\$ (31)	-4.2%
TOTAL REVENUES	\$ (32)	\$ (32)	\$ (31)	\$ 1	-4.2%	\$ -	\$ (31)	-4.2%
NET OPERATING BUDGET	\$ 485	\$ 447	\$ 496	\$ 12	2.4%	\$ (1)	\$ 495	2.2%

Base Budget Commentary

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

One time COVID Impact Commentary

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

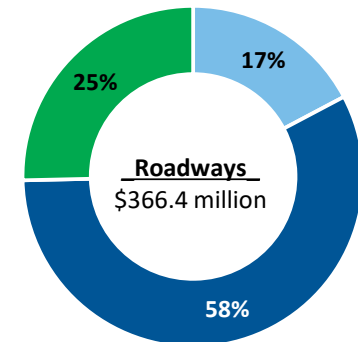
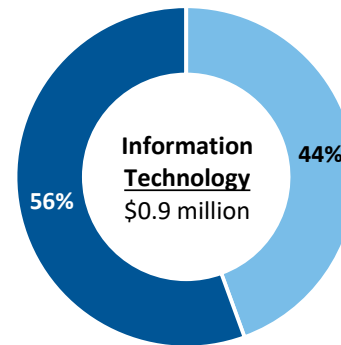
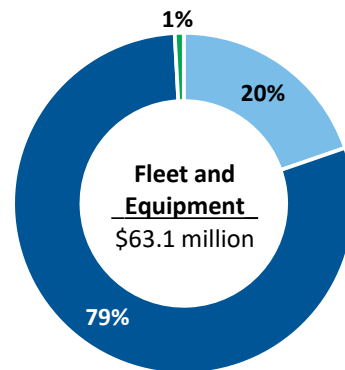
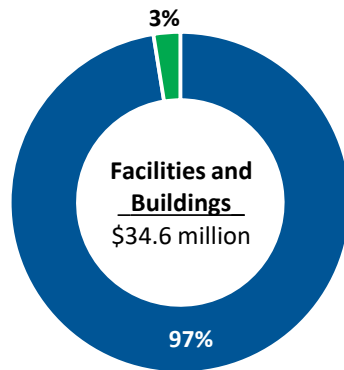
A City that Moves

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Facilities and Buildings	\$ 2,102	\$ 14,847	\$ 10,904	\$ 1,651	\$ 2,387	\$ 285	\$ 326	\$ 361	\$ 216	\$ 1,569	\$ 34,647
Fleet Vehicles, Accessories and Equipment	\$ 7,842	\$ 9,407	\$ 8,192	\$ 6,996	\$ 5,903	\$ 3,554	\$ 4,117	\$ 4,861	\$ 5,610	\$ 6,619	\$ 63,101
Information Technology	\$ 600	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ 900
Roadways	\$ 26,605	\$ 31,865	\$ 27,367	\$ 26,372	\$ 50,507	\$ 26,801	\$ 28,135	\$ 53,301	\$ 44,572	\$ 50,912	\$ 366,438
Total City that Moves	\$ 37,150	\$ 56,169	\$ 46,514	\$ 35,068	\$ 58,847	\$ 30,691	\$ 32,627	\$ 58,522	\$ 50,398	\$ 59,100	\$ 465,086

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

2021 - 2030 Capital Investment by Project Type



■ New/Enhanced ■ Infrastructure Renewal ■ Growth

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BD': Buildings and Operations									
1	2021	Burlington Operations Centre Campus - Repair and Renewal	Capital	1,267	357	1,474	54	2,004	5,156
		FB-BD-3 Infrastructure Renewal							
		Roads, Parks and Forestry, 2021-2030	Reserve Funds						
		The Burlington Operations Centre is a centralized facility used to provide repair and maintenance services to roads, sidewalks, parks & open spaces, and surface water drainage. This location also provides forestry, traffic operations management, sign production, vehicle fleet maintenance, transportation, and bylaw enforcement inspection services.	External						
			Gross Cost	1,267	357	1,474	54	2,004	5,156
		An Operations Centre Outdoor Review was completed in 2011 which reviewed environmental regulations, best practices, health and safety, security, and appropriate phasing & coordination of required works. This program is being implemented and completed on a phased approach over the next 10-year period. In 2018, a functional design review was completed to look at operational efficiencies within the space. Options from the review will be implemented when various building systems come up for renewal.							
		Work completed to date includes replacement of the refueling system, partial asphaltting, LED lighting enhancements, environmental surface water controls, enhanced security and access control and renewals to the existing Heating Ventilation and Air Conditioning systems.							
		2021 Projects include:							
		1. Administration Building - Rear and Side yard area asphalt and bollard renewals							
		2. Brine Station Storage Tank Replacements							
		3. Administration Building - Sanitary Service Line condition review and assessment							
		4. Administration Building - 2nd Floor Restroom and Kitchenette renewals							
		5. Campus - General Repairs and Maintenance							
		Campus buildings include the following:							
		Name: Administration Building, 3330 Harvester Road							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'BD': Buildings and Operations									
		Size: 50,084 SQFT, Originally Built: 1971, Major Renovation Dates: 1995 Facility Condition Index (FCI): 0.11							
		Name: Guard Shack Building, 3330 Harvester Road Size: 130 SQFT, Originally Built: 1995, Major Renovation Dates: 2019 Facility Condition Index (FCI): 0.00							
		Name: West Storage Building, 3330 Harvester Road Size: 4800 SQFT, Originally Built: 1969, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.04							
		Name: Sand/Salt Domes, 3330 Harvester Road Size: 10,010 SQFT, Originally Built: 1999, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.01 (for 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							
		Name: Brine Station, 3330 Harvester Road Originally Built: 2003, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.99							
		Name: Weigh Scale Station, 3330 Harvester Road Originally Built: 1995, Major Renovation Dates: 2019 Facility Condition Index (FCI): 0.00							
Related Projects									
FB-BD-1727		Burlington Operations Centre Campus - Revitalization							
FB-BD-1915		RPF New Materials Storage Facility - Operations Centre							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'BD': Buildings and Operations									
2	2021	Burlington Transit Operations - Expansion	Capital	147	2,870	1,817			4,834
		FB-BD-1863 Growth	Reserve Funds	26	430	325			781
		Transit, 2021, 2022, 2023	External	477	9,075	5,958			15,509
		The Burlington Transit Operations Centre at 3332 Harvester Road requires this funding for the planned facility expansion in future years. Transit growth projections have been forecast and there are existing space restrictions on the current site that will not allow future storage for buses. The funding is a placeholder and subject to senior government funding (ICIP) and future directions on transit expansion program.	Gross Cost	650	12,375	8,100			21,125
		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. Development of the plan is currently ongoing.							
		Facility Descriptions:							
		Name: Transit Operations Centre, 3332 Harvester Road							
		Size: SQFT, Originally Built: 1978, Major Renovation Dates: 2010							
		Facility Condition Index (FCI): 0.13							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'BD': Buildings and Operations									
3	2021	Burlington Transit Operations Centre and Downtown Terminal - Repair and Renewal	Capital	68	335	25	120	1,386	1,934
		FB-BD-39 Infrastructure Renewal	Reserve Funds						
		Transit, 2021-2030	External	117			260	1,145	1,523
		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 with green initiatives and in-year breakdown coverage to maintain the facilities in an operational state.	Gross Cost	185	335	25	380	2,532	3,457
		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.							
		2021 Projects include:							
		1. Transit Operations Centre - Vehicle Hydraulic Hoist Replacement Lift at Door 11.							
		2. Transit Terminal and Operations Centre - various renewals and repairs.							
		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): 0.13							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'BD': Buildings and Operations									
4	2022	Burlington Operations Centre Campus - Revitalization	Capital		1,780	1,265	1,217	608	4,870
		FB-BD-1727 Infrastructure Renewal	Reserve Funds			40			40
		Facility Assets, 2022-2025	External						
		Purpose of this funding is to act as a place holder for the planned review, design and revitalization of the Burlington Operations Centre Campus buildings. A master plan is currently being developed with the adjacent Burlington Transit property. This study is exploring options of revitalization and updates and is scheduled to be completed in 2021.	Gross Cost		1,780	1,305	1,217	608	4,910

Campus buildings include the following:

Name: Administration Building, 3330 Harvester Road
Size: 50,084 SQFT, Originally Built: 1971, Major Renovation Dates: 1995
Facility Condition Index (FCI): 0.11

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

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

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

Name: Brine Station, 3330 Harvester Road

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
<u>Part 'BD': Buildings and Operations</u>									
		Originally Built: 2003, Major Renovation Dates: N/A Facility Condition Index (FCI): 0.99							
		Name: Weigh Scale Station, 3330 Harvester Road Originally Built: 1995, Major Renovation Dates: 2019 Facility Condition Index (FCI): 0.00							
<u>Related Projects</u>									
FB-BD-3		Burlington Operations Centre Campus - Repair and Renewal							
A City that Moves - Facilities and Buildings			Capital Total:	1,482	5,342	4,581	1,390	16,794	16,794
			Reserve Funds Total:	26	430	365			821
			External Total:	594	9,075	5,958	260	1,145	17,032
			Gross Cost Total:	2,102	14,847	10,904	1,651	5,144	34,647

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'EN': Equipment - New									
5	2021	Grapple Hook and Rotator	Capital	25					25
		VE-EN-1958 New / Enhanced	Reserve Funds						
		Roads, Parks and Forestry, 2021	External						
		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. As we know, the arborist role is the most dangerous position in the City. The attachment will be used during emergency response as well as everyday operations.	Gross Cost	25					25
Operating Budget Impact 2021 Exp/(Rev) 8.5									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'EN': Equipment - New									
6	2021	Transit Signal Priority - Technology on Buses VE-EN-1902 New / Enhanced Transit, 2021-2024 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.	Capital	147	45	11	11		213
			Reserve Funds						
			External	403	125	29	29		587
			Gross Cost	550	170	40	40		800
Operating Budget Impact 2021 Exp/(Rev) 13.7									
		This project is for outfitting all Burlington Transit buses with transit signal priority devices. The majority of buses would be outfitted in 2021/2022 with funding put aside for expansion buses in 2023/2024.							
		The bulk of the funding for this project would come from ICIP (Investing in Canada Infrastructure Program), which is 40% Federal contribution, 33.33% Provincial contribution and 26.67% City of Burlington contribution.							

Part 'ER': Equipment - Replacement

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'ER': Equipment - Replacement									
7	2021	Transit Revenue Processing Equipment - Replacement VE-ER-775 Infrastructure Renewal Transit, 2021, 2023 This is to refurbish the GFI receiver, replace the coin sorter and wrapping equipment required for processing transit cash revenues based on the manufacturer's scheduled life cycle for this equipment. A volume analysis of cash fares will also be done to determine level of replacement equipment required and the functionality of new Presto devices.	Capital						
			Reserve Funds	25		45			70
			External						
			Gross Cost	25		45			70
8	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		200				200
			External						
			Gross Cost		200				200

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'ER': Equipment - Replacement									
9	2025-2030	Video Cameras on Buses	Capital						
		IT-DA-1839 Infrastructure Renewal	Reserve Funds					165	165
		Transit, 2025	External						
		Asset life cycle replacement of video surveillance equipment installed on buses in 2018 to provide evidence for passenger complaints and evidence to support insurance claims. Replacement in 2025 based on 7 year asset life cycle.	Gross Cost					165	165

Part 'VN': Vehicle - New									
10	2021	Road Maintenance - New Vehicles	Capital	65					65
		VE-VN-1830 New / Enhanced	Reserve Funds						
		Roads, Parks and Forestry, 2021	External						
		New vehicles are required for road maintenance to improve response times and efficiency.	Gross Cost	65					65
		2021 Vehicles include:	Operating Budget Impact 2021 Exp/(Rev) 22.0						
		1. Smart Flagger to increase efficiency and reduce risk to worker Health & Safety during roadside maintenance operations. \$50K							
		2. Tamper Attachment for Backhoe to improve compaction resulting in longer lasting repairs in drainage resulting in increased efficiency. \$15K							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VN': Vehicle - New									
11	2021	Specialized Transit Vehicles (Handi-Van) - Expansion	Capital	50	50		50	287	437
		VE-VN-1502 Growth	Reserve Funds	10	10		10	59	89
		Transit, 2021, 2022, 2024-2026, 2028	External	165	165		165	331	826
		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	225	225		225	676	1,352
		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.	Operating Budget Impact						
			2021	Exp/(Rev)	143.1				
				FTE Impact	1.0				
			2022	Exp/(Rev)	143.1				
				FTE Impact	1.0				
			2024	Exp/(Rev)	143.1				
				FTE Impact	1.0				
			2025	Exp/(Rev)	143.1				
				FTE Impact	1.0				
			2026	Exp/(Rev)	143.1				
				FTE Impact	1.0				
			2028	Exp/(Rev)	143.1				
				FTE Impact	1.0				
		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							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VN': Vehicle - New									
12	2022	Conventional Transit Vehicles - Expansion	Capital		580	580	580	580	2,322
		VE-VN-1503 Growth	Reserve Funds		119	119	119	119	475
		Transit, 2022-2025	External		1,923	1,923	1,923	1,923	7,690
		Expansion vehicles are required to improve Transit service to levels needed to achieve the strategic goal of "A City that Moves". These are conventional expansion buses (40ft costs). A growth strategy and 5 year business plan was developed in 2020 to support this forecast and determine staffing needs for 2020 and beyond.	Gross Cost		2,622	2,622	2,622	2,622	10,487
		The bulk of the funding for this expansion would come from ICIP (Investing in Canada Infrastructure Program), which is 40% Federal contribution, 33.33% Provincial Contribution and 26.67% City of Burlington contribution.	Operating Budget Impact						
		Expansion of conventional buses will take a pause in 2021 as Transit determines ridership levels and further needs.	2022	Exp/(Rev)	1,452.9				
				FTE Impact	8.0				
			2023	Exp/(Rev)	1,452.9				
				FTE Impact	8.0				
			2024	Exp/(Rev)	1,452.9				
				FTE Impact	8.0				
			2025	Exp/(Rev)	1,452.9				
				FTE Impact	8.0				
		2022: 4 buses - operating impact: 8 FTE operators							
		2023: 4 buses - operating impact: 8 FTE operators							
		2024: 4 buses - operating impact: 8 FTE operators							
		2025: 4 buses - operating impact: 8 FTE operators							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'VN': Vehicle - New									
13	2025-2030	Transit 5 Year Business Plan Update	Capital					55	55
		VE-VN-1901 Growth	Reserve Funds					11	11
		Transit, 2025	External					183	183
		Burlington Transit will update the Five-Year Business Plan from 2020-2024 to 2025-2029 to continue to guide the long-term improvement and expansion of Burlington's transit system. The plan will follow the visions of the City's Strategic Plan, Official Plan, Vision 2 Focus and other related policy documents. This Business Plan is being updated to continue to meet the City's public transit needs in an efficient and innovative manner, identify and implement industry best practices, and determine a growth strategy looking at both Capital and Operating Budget requirements. The Five-Year Business Plan will include an industry scan, staffing review, resource management review (including capital requirements), an implementation plan and a financial impact analysis.	Gross Cost					250	250
		The funding is a placeholder and subject to senior government funding (ICIP).							
Part 'VR': Vehicle - Replace									
14	2021	Conventional Transit Vehicle - Repair and Renewal Program	Capital						
		VE-VR-405 Infrastructure Renewal	Reserve Funds	206	206	206	206	1,236	2,060
		Transit, 2021-2030	External						
		Part of a multi-year program to perform required major body repairs and engine/drive train rebuilds to conventional transit fleet.	Gross Cost	206	206	206	206	1,236	2,060
		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.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'VR': Vehicle - Replace									
15	2021	Conventional Transit Vehicles - Vehicle Replacement	Capital						
		VE-VR-399 Infrastructure Renewal	Reserve Funds	4,042	4,968	4,347	3,105	15,524	31,985
		Transit, 2021-2025, 2027-2030	External	304					304
		A 12 year life cycle supports the industry standard for conventional buses currently in place for the Metrolinx Joint Procurement Program. To smooth out the replacement schedule staff reviews large component replacements and determines if the bus life can be extended.	Gross Cost	4,347	4,968	4,347	3,105	15,524	32,289
		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							
		2030: 9 conventional replacements							
		Total replacements - 52							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'VR': Vehicle - Replace									
16	2021	Parking - Vehicle Replacement	Capital						
		VE-VR-1959 Infrastructure Renewal	Reserve Funds	88	30			206	324
		Transportation, 2021, 2022, 2025, 2029, 2030	External						
		Scheduled replacement of owned vehicles and equipment in Parking service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost	88	30			206	324

Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.

17	2021	Road & Sidewalk Maintenance - Vehicle Replacement	Capital						
		VE-VR-1947 Infrastructure Renewal	Reserve Funds	1,684	794	311	338	6,850	9,978
		Roads, Parks and Forestry, 2021-2030	External						
		Scheduled replacement of owned vehicles and equipment in Road Maintenance service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost	1,684	794	311	338	6,850	9,978

Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VR': Vehicle - Replace									
18	2021	Road Design & Construction - Vehicle Replacement VE-VR-1948 Infrastructure Renewal Engineering Services, 2021, 2027-2029 Scheduled replacement of owned vehicles and equipment in Road Design and Construction service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Capital						
			Reserve Funds	170				342	512
			External						
			Gross Cost	170				342	512
Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.									
19	2021	Specialized Transit Vehicles (Handi-Van) - Vehicle Replacement VE-VR-401 Infrastructure Renewal Transit, 2021-2024, 2026-2029 This program replaces specialized (Handi-Van) vehicles that have reached the end of the 7 year life cycle, based on the industry standard currently in place for the Metrolinx Joint Procurement Program for low-floor specialized transit vehicles.	Capital						
			Reserve Funds	383	191	191	383	2,106	3,255
			External						
			Gross Cost	383	191	191	383	2,106	3,255
Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.									
2021: 2 buses 2022: 1 bus 2023-2030: 15 buses									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'VR': Vehicle - Replace									
20	2021	Traffic Operations - Vehicle Replacement VE-VR-1946 Infrastructure Renewal Transportation , 2021, 2023, 2024, 2026, 2027, 2029 Scheduled replacement of owned vehicles and equipment in Traffic Signals service , with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Capital						
			Reserve Funds	34		325	32	498	889
			External						
			Gross Cost	34		325	32	498	889
			Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.						
21	2021	Transit Support - Vehicle Replacement VE-VR-1961 Infrastructure Renewal Transit , 2021, 2023, 2024, 2026-2030 Scheduled replacement of owned vehicles and equipment in Transit service , with consideration to life cycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Capital						
			Reserve Funds	40		105	45	190	380
			External						
			Gross Cost	40		105	45	190	380
			Please reference Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.						

* Report values in thousands

A City that Moves - Fleet Vehicles, Accessories and Equipment

Capital Total:	287	676	591	641	3,117	3,117
Reserve Funds Total:	6,683	6,518	5,649	4,237	27,305	50,393
External Total:	873	2,213	1,952	2,117	2,436	9,591
Gross Cost Total:	7,842	9,407	8,192	6,996	30,664	63,101

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'CA': Corporate Applications									
22	2021	Parking Management System Replacement	Capital	375					375
		IT-CA-1994 Infrastructure Renewal	Reserve Funds	125					125
		Transportation, 2021	External						
		This is a replacement of Ticket Tracer that is currently reaching end of Life and unable to meet all required Business needs.	Gross Cost	500					500
		Direction is an upgrade to existing AIMS solution to activate other functionalities currently processed in Ticket Tracer.							
		Burlington owns the AIMS solution but only uses the ticket issuance feature . An Upgrade to AIMS solution would activate a lot of the other features that can replace functionalities currently processed in Ticket Tracer. This upgrade to AIMS solution would require data migration, system configuration, purchase of additional licenses and turning on required features. It will utilize same hardware and software for the ticket issuance solution. AIMS is already integrated with other systems such as the parking payment machines, pay-by-phone module (Honk) and License Plate Recognition (LPR) System.							
		This is a viable direction that reduces time, effort, error and optimizes existing infrastructure. It also improves transition experience for all stakeholders as it will be an upgrade to a software already in use by the city.							

Part 'DA': Department Applications

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'DA': Department Applications									
23	2021	Alternate Service Delivery/On Demand Service	Capital	27	13	13	13	77	143
		IT-DA-1908 New / Enhanced	Reserve Funds						
		Transit, 2021-2027	External	73	37	37	37	73	257
		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	100	50	50	50	150	400
		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 was 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.							
A City that Moves - Information Technology				Capital Total:	402	13	13	13	518
				Reserve Funds Total:	125				125
				External Total:	73	37	37	37	257
				Gross Cost Total:	600	50	50	50	900

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RA': Arterial Roads									
24		Railway Crossing Reserve Fund Contribution RD-RA-481 Growth Engineering Services, 2021-2030 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 2021-2030.	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 Railway Underpass							
		RD-RA-769 Mainway Grade Separation							
		RD-RA-1116 Burloak Drive - Grade Separation at C.N.R.							
25	2021	Burloak Drive - Grade Separation at C.N.R. RD-RA-1116 Growth Engineering Services, 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							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RA': Arterial Roads									
26	2021	Miscellaneous Land RD-RA-199 Growth Engineering Services, 2021-2030 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	2021	2022	2023	2024	2025-	TOTAL
Part 'RA': Arterial Roads									
27	2021	Plains Road West Renewal	Capital	978	3,040			8,053	12,071
		RD-RA-1749 Infrastructure Renewal	Reserve Funds	2,767	1,000			1,850	5,617
		Engineering Services , 2021, 2022, 2025, 2029	External						
		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 beginning in 2021 is from Waterdown Road to Spring Gardens Road.	Gross Cost	3,745	4,040			9,903	17,688
		The project will include state of good repair work that includes replacement of all pavement, curb, sidewalk, street lighting and traffic signal infrastructure. This work will account for \$4.7 million of the total \$8.4 million project cost (\$0.6 million from prior approved funding).							
		In addition, corridor enhancements are recommended within each phase. Included in the project is funding for transit stop improvements, as well as protected cycling facilities on both sides of the road. This preferred active transportation option is in keeping with the City's Draft Cycling Plan, and is being recommended by Capital Works and Transportation Services following a review that considered impact to trees, utilities and the existing vehicle lane configuration of the road. The cost to relocate utilities to support construction of the cycling facilities is \$1.5 million, and the cost to construct them is \$2.1 million.							
		These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City.							
		Funding in 2021 is for utility relocation and detailed design. The roadwork and active transportation facility construction will take place in 2022.							

Related Projects

RD-BG-1866 Wolfe Island Bridge Rehabilitation

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RA': Arterial Roads									
2021: Location=Utility Relocation and Detailed Design (Waterdown Road to Royal Botanical Gardens)									
2022: Location=Construction (Waterdown Road to Royal Botanical Gardens)									
2025: Location=Shadeland Avenue to Waterdown Road									
2029: Location=Royal Botanical Gardens to York Boulevard, York Boulevard (Plains Road West to City Limit), Intersection Improvements									
28	2021	Walker's Line at Britannia Road Intersection Improvements	Capital	294					294
		RD-RA-1862 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External						
		This rural intersection is experiencing sightline and drainage issues. To address these, it is expected that the berm at the northwest corner will be pushed back to stop erosion, lighting in the intersection will be improved and road signage and guide rail will be reviewed and replaced as required.	Gross Cost	294					294
2021: Location=Additional Funding for Construction									
29	2022	Pavement Management System Software & Data Update	Capital		120			120	240
		RD-RA-347 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022, 2027	External						
		In order to keep the Pavement Management Application (PMA) current, a consultant will be retained to undertake a comprehensive condition assessment and data collection of all city roadways. This assessment is done on a 5-year interval and is typically carried out jointly with other municipal partners. The data provided is used to update the PMA (RoadMatrix) as well as integrate with the city's Enterprise Asset Management Solution (EAMS) platforms.	Gross Cost		120			120	240
2022: Location=City wide data collection									
2027: Location=City wide data collection									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RA': Arterial Roads									
30	2022	South Service Road Renewal	Capital		1,800				1,800
		RD-RA-1964 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022	External						
		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.	Gross Cost		1,800				1,800
		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.							

2022: Location=Harvester Road - Century Drive

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'RA': Arterial Roads									
31	2023	Lakeshore Road Resurfacing & Multi-Use Pathway Renewal	Capital			2,000		2,700	4,700
		RD-RA-1544 Infrastructure Renewal	Reserve Funds					1,300	1,300
		Engineering Services, 2023, 2025, 2027	External						
		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.	Gross Cost			2,000		4,000	6,000

Related Projects

RD-BG-1512 Lakeshore Road Culvert (#120030) Rehabilitation
RD-BG-1513 Pine Cove Bridge (#110006) Replacement

2023: Location=Guelph Line - Walker's Line

2025: Location=Appleby Line - Burloak Drive

2027: Location=Brant Street - Torrance Avenue

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RA': Arterial Roads									
32	2023	South Service Road Construction (Aldershot GO Station to Development Boundary)	Capital						
		RD-RA-964 Growth	Reserve Funds			2,870			2,870
		Engineering Services, 2023	External						
		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.	Gross Cost			2,870			2,870
		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.							

2023: Location=Construction of South Service Road extension across Aldershot GO Station

2023: Location=City's Share of bridge at Falcon Creek

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'RA': Arterial Roads									
33	2024	Cedar Springs Road Resurfacing	Capital				275	5,394	5,669
		RD-RA-1776 Infrastructure Renewal	Reserve Funds					3,700	3,700
		Engineering Services, 2024, 2026, 2027, 2028	External						
		Arterial resurfacing is necessary where significant deterioration of the pavement condition (i.e. surface distress and/or ride quality) has occurred. Arterial road resurfacing typically involves removal and replacement of 100mm of asphalt. Resurfacing at the optimum time in the pavement's life-cycle is a cost-effective method of rejuvenating the road asset. The scope of work for this section of Cedar Springs Road will include necessary replacement or rehabilitation of culvert crossings. It will also include the addition of paved shoulders that would facilitate active transportation (both cycling and walking) and improve overall user safety.	Gross Cost				275	9,094	9,369
2024: Location=Project Design, Permitting and Partial Funding									
2026: Location=No. 2 Side Road to Britannia Road									
2027: Location=Project Design and Permitting									
2028: Location=Dundas Street to No. 2 Side Road									
34	2025-2030	Appleby Line Renewal	Capital					4,163	4,163
		RD-RA-1969 Infrastructure Renewal	Reserve Funds					1,000	1,000
		Engineering Services, 2027	External						
		Appleby Line has been identified as requiring resurfacing from Lakeshore Road to Fairview Street. This 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.	Gross Cost					5,163	5,163

2027: Location=Lakeshore Road to Fairview Street

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL	
Part 'RA': Arterial Roads										
35	2025-2030	Arterial Road Resurfacing RD-RA-482 Infrastructure Renewal Engineering Services, 2028-2030 Arterial resurfacing is necessary where significant deterioration of the pavement condition (i.e. surface distress and/or ride quality) has occurred. Arterial road resurfacing typically involves removal and replacement of 100mm of asphalt, installation of a heavy-duty binder and minor rehabilitation to storm sewers, curb & gutter and sidewalks. Resurfacing at the optimum time in the pavement's life-cycle is a cost-effective method of rejuvenating the road asset. This funding in 2028-2030 is presented in block form and will be assigned to specific projects in future budget preparations based on arterial corridor life-cycle condition assessments and priority projects identified in the Integrated Mobility Plan (IMP).	Capital					6,606	6,606	
			Reserve Funds						14,427	14,427
			External							
			Gross Cost						21,032	21,032
36	2025-2030	Cumberland Avenue Railway Underpass RD-RA-681 Growth Engineering Services, 2025 Cumberland Avenue presently dead-ends at the CNR crossing. Through the QEW Prosperity Corridor Block Plan and Implementation Study, the need for an extension of Cumberland Avenue from Fairview Street to Harvester Road was identified. As such, a grade-separated crossing of the rail line is required. The extension will accommodate vehicular, transit and active modes of transportation.	Capital					220	220	
			Reserve Funds						4,180	4,180
			External							
			Gross Cost						4,400	4,400
Related Projects										
RD-RA-481 Railway Crossing Reserve Fund Contribution										

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RA': Arterial Roads									
37	2025-2030	Fairview Street Resurfacing	Capital					4,477	4,477
		RD-RA-1609 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2026	External						
		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.	Gross Cost					4,477	4,477
		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.							
Related Projects									
RD-RA-1962		Walker's Line (Fairview Street to Dundas Street) Renewal							
2026: Location=Walker's Line - Appleby Line									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RA': Arterial Roads									
38	2025-2030	Harvester Road at Walker's Line Intersection Improvements & Widening	Capital					145	145
		RD-RA-184 Growth	Reserve Funds					2,755	2,755
		Engineering Services, 2028	External					2,900	2,900
		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.	Gross Cost					5,800	5,800
		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.							

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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RA': Arterial Roads									
39	2025-2030	Harvester Road Widening (Guelph Line to Walkers Line)	Capital					239	239
		RD-RA-1113 Growth	Reserve Funds					5,876	5,876
		Engineering Services, 2029	External					70	70
		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.	Gross Cost					6,186	6,186
		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.							
Related Projects									
		RD-RA-184 Harvester Road at Walker's Line Intersection Improvements & Widening							
		RD-RR-763 Harvester Road at Guelph Line Intersection Improvements & Widening							
2029: Location=Construction									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RA': Arterial Roads									
40	2025-2030	King Road (Future South Service Road to North Service Road)	Capital						
		RD-RA-776 Growth	Reserve Funds					10,669	10,669
		Engineering Services, 2025, 2028	External					7,611	7,611
		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.	Gross Cost					18,280	18,280
		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.							
2025: Location=Land Acquisition & Detailed Design									
2028: Location=Construction									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'RA': Arterial Roads									
41	2025-2030	King Road Rehabilitation (King Forest Court to Top of Escarpment)	Capital					6,518	6,518
		RD-RA-1108 Growth	Reserve Funds					724	724
		Engineering Services, 2027	External						
		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 is currently underway.	Gross Cost					7,242	7,242

2027: Location=Reconstruction (King Forest Court-Top of Escarpment)

42	2025-2030	Mainway Grade Separation	Capital					120	120
		RD-RA-769 Growth	Reserve Funds					380	380
		Engineering Services, 2029	External						
		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.	Gross Cost					500	500
		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.							

Related Projects

RD-RA-481 Railway Crossing Reserve Fund Contribution

2029: Location=Detailed Design, Storm & Utilities

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RA': Arterial Roads									
43	2025-2030	North Service Road Renewal	Capital					1,200	1,200
		RD-RA-1967 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2026	External						
		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.	Gross Cost					1,200	1,200
		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									
44	2025-2030	Rural Road Renewal	Capital					6,437	6,437
		RD-RA-1992 Infrastructure Renewal	Reserve Funds					2,563	2,563
		Engineering Services, 2028-2030	External						
		The previously funded Rural Active Transportation (AT) Strategy is intended to guide the City in developing a rural AT network, recognizing that the rural areas are sparsely populated and important destinations are spread out across longer distances. The study will provide a framework for embedding AT infrastructure into the transportation network as well as guide the prioritization and implementation of infrastructure as part of future capital works.	Gross Cost					9,000	9,000
		This funding in 2028-2030 is presented in block form and will be assigned to specific projects in future budget preparations based on the results of the strategy.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RA': Arterial Roads									
45	2025-2030	Upper Middle Road Renewal	Capital					1,800	1,800
		RD-RA-1963 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2026	External						
		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.	Gross Cost					1,800	1,800

2026: Location=Guelph Line to 407 Crossing

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'RA': Arterial Roads									
46	2025-2030	Walker's Line (Fairview Street to Dundas Street) Renewal	Capital					5,450	5,450
		RD-RA-1962 Infrastructure Renewal	Reserve Funds					2,950	2,950
		Engineering Services, 2025, 2026	External						
		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.	Gross Cost					8,400	8,400
		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 also been identified as part of the spine network in the City's Draft Cycling Plan. Included in the project costs is \$1.4 million of funding for the conversion of the existing deficient 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.							
Related Projects									
	RD-RA-1609	Fairview Street Resurfacing							
	2025:	Location=North Service Road - Dundas Street							
	2026:	Location=Fairview Street - Interchange							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RA': Arterial Roads									
47	2025-2030	Walker's Line Widening	Capital					1,488	1,488
		RD-RA-787 Growth	Reserve Funds					372	372
		Engineering Services, 2028	External						
		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.	Gross Cost					1,860	1,860
		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.							

2028: Location=Walker's Line (Highway 407 to No. 1 Sideroad)

Part 'BG': Bridges and Culverts									
48	2021	Cedar Springs Culvert Works	Capital	175					175
		RD-BG-1999 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External						
		The cross-road culvert structure, road overhead and retaining wall located at 5653 Cedar Springs Road requires renewal work. A design has been prepared by a consultant retained by Storm Water Management for tendering and construction in 2021.	Gross Cost	175					175

2021: Location=Culvert and Retaining Wall at 5653 Cedar Springs Road

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BG': Bridges and Culverts									
49	2021	Walker's Line Bridge Rehabilitation (ID#110077)	Capital	430					430
		RD-BG-1488 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External						
		For this small rigid-frame bridge, it has been determined through a detailed structure investigation as well as bi-annual visual inspections that the structure requires rehabilitation of a number of its components. Design, permitting and tender preparation is underway, and will continue through 2021. Structure rehabilitation is scheduled for 2022.	Gross Cost	430					430

2021: Location=Additional funding for Construction (1.7km N. of Britannia Road)

50	2022	Minor Bridge & Culvert Rehabilitation at Various Locations	Capital		400	400	400	5,732	6,932
		RD-BG-619 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022-2025, 2028-2030	External						
		Minor bridge and culvert rehabilitation needs are established from biennial visual inspections conducted in accordance with the Ontario Structure Inspection Manual (OSIM). Minor rehabilitation should be undertaken in a timely manner in order to extend the service life of these structures. The visual inspections completed in 2020 will be utilized to identify future rehabilitation needs.	Gross Cost		400	400	400	5,732	6,932

Related Projects

RD-BG-320 Bridge Detailed Condition Survey and Engineering

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'BG': Bridges and Culverts									
51	2022	New Street Bridge (#110047) Rehabilitation RD-BG-1511 Infrastructure Renewal Engineering Services, 2022 The bridge on New Street, passing over Shoreacres Creek, was originally constructed in 1960. The structure is in need of repairs to the deck, barriers and railings. A detailed condition survey was carried out in 2014 which identified the scope of work for the project. New Street has been identified as part of the spine network in the City's Draft Cycling Plan. Included in the project costs is funding for protected cycling facilities on both sides of the road. At the New Street crossing of Shoreacres Creek, the current structure is too narrow to accommodate cycle lanes being added to the cross-section. The additional funding for this project is to provide for the construction of two new structures on either side of the bridge. This will enable continuous flow of the proposed cycle track facilities (referenced in Council report TS-11-17) without potential conflicts between cyclists and pedestrians. Previous funding was approved for detailed design, land and permitting work to be completed in advance of the construction of the new structures.	Capital		333				333
			Reserve Funds						
			External						
			Gross Cost		333				333

2022: Location=Additional Funding

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BG': Bridges and Culverts									
52	2022	Structure Condition Assessments and Inspections	Capital		140		140	420	700
		RD-BG-321 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022, 2024, 2026, 2028, 2030	External						
		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.	Gross Cost		140		140	420	700
		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.							
Related Projects									
PO-PR-1381		Pedestrian Bridge Assessment							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'BG': Bridges and Culverts									
53	2023	Lakeshore Road Culvert (#120030) Rehabilitation	Capital			1,058			1,058
		RD-BG-1512 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023	External						
		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. Funding was approved in 2019 for the detailed design of the proposed work.	Gross Cost			1,058			1,058
Related Projects									
RD-RA-1544		Lakeshore Road Resurfacing & Multi-Use Pathway Renewal							
2023: Location=Construction (Lakeshore Road @ Tuck Creek)									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BG': Bridges and Culverts									
54	2023	Pine Cove Bridge (#110006) Replacement	Capital			2,063			2,063
		RD-BG-1513 Infrastructure Renewal	Reserve Funds			854			854
		Engineering Services, 2023	External						
		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.	Gross Cost			2,917			2,917
		The updated estimate and project scope is based on new Municipal Class Environmental Assessment report for Roseland Creek, completed by Aquafor Beech (May, 2018).							
		Funding was approved in 2019 for the detailed design of the replacement structure.							
Related Projects									
RD-RA-1544		Lakeshore Road Resurfacing & Multi-Use Pathway Renewal							
SM-SM-1617		Roseland Creek Culvert Upgrade at New Street							
2023: Location=Construction (Lakeshore Road @ Roseland Creek)									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'BG': Bridges and Culverts									
55	2025-2030	Britannia Road Culvert Replacement RD-BG-1972 Infrastructure Renewal Engineering Services, 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)

56	2025-2030	Corporate Drive Culvert Construction (between Appleby Line and Burloak Drive) RD-BG-229 New / Enhanced Engineering Services, 2025 This culvert construction at Corporate Dr and Sheldon Creek is necessary to continue Corporate Drive across to the Bronte Meadows development. This work will be coordinated with any future development for this site.	Capital						
			Reserve Funds					150	150
			External					750	750
			Gross Cost					900	900

2025: Location=Corporate Drive (Between Appleby & Burloak Drive)

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BG': Bridges and Culverts									
57	2025-2030	Ironstone Drive Culvert Rehabilitation RD-BG-1971 Infrastructure Renewal Engineering Services, 2025, 2026 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
2025: Location=Detailed Design & Permitting 2026: Location=Construction (Ironstone Drive @ Appleby Creek)									
58	2025-2030	Major Bridge Rehabilitation RD-BG-1553 Infrastructure Renewal Engineering Services, 2027, 2029, 2030 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					4,500	4,500
			Reserve Funds						
			External						
			Gross Cost					4,500	4,500
Related Projects RD-BG-320 Bridge Detailed Condition Survey and Engineering									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BG': Bridges and Culverts									
59	2025-2030	No. 8 Side Road Culvert Replacement	Capital					725	725
		RD-BG-1970 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025, 2026	External						
		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.	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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BG': Bridges and Culverts									
60	2025-2030	Wolfe Island Bridge Rehabilitation	Capital					500	500
		RD-BG-1866 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2029	External						
		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.	Gross Cost					500	500
		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.							
Related Projects									
	RD-RA-1749	Plains Road West Renewal							
2029: Location=Deck Resurfacing & Minor Rehabilitation									
Part 'RC': Collector Roads									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RC': Collector Roads									
61	2025-2030	Kern's Road Reconstruction	Capital					525	525
		RD-RC-1988 Infrastructure Renewal	Reserve Funds					975	975
		Engineering Services, 2028	External						
		The section of Kern's Road from the Reservoir to Dundas Street has been identified as requiring renewal. This future work will involve the removal and replacement of the asphalt surface and base, replacement of deficient curb and sidewalk and replacement of sections of deficient storm infrastructure. Timing and scope will be influenced by adjacent development in Waterdown.	Gross Cost					1,500	1,500

2028: Location=Kern's Road from Reservoir to Dundas Street

Part 'RR': Joint Region Road Projects

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RR': Joint Region Road Projects									
62	2021	Kenwood Avenue & Bromley Road Area Minor Reconstruction	Capital	700			2,331		3,031
		RD-RR-1635 Infrastructure Renewal	Reserve Funds				1,650		1,650
		Engineering Services, 2021, 2024	External				119		119
		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.	Gross Cost	700			4,100		4,800
		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.							
Related Projects									
	RD-SW-1611	Bromley Road Sidewalk Construction							
2021: Location=Kenwood Avenue (Lakeshore Road - Bromley Road)									
2024: Location=Bromley Road, Brewer Court, Broughton Crescent, Verhoeven Road, Linwood Crescent, Maureen Court									
2024: Location=Construction of Sidewalk on Bromley Road, Linwood Crescent and Maureen Court									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
63	2021	Mount Forest Drive Minor Reconstruction	Capital	912					912
		RD-RR-1713 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External	63					63
		Mount Forest Drive has 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. In addition, Halton Region has identified a need to replace one or both services in the area during the project.	Gross Cost	975					975

2021: Location=Mount Forest Drive (Guelph Line - Tait Avenue)

64	2021	Rexway Drive Area Minor Reconstruction	Capital	3,437					3,437
		RD-RR-1615 Infrastructure Renewal	Reserve Funds	2,476					2,476
		Engineering Services, 2021	External	187					187
		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 .	Gross Cost	6,100					6,100

Related Projects

SM-SM-1628 Tuck Creek Culvert Upgrade (Rexway Dr and Rockwood Dr)

2021: Location=Rockwood Drive, Chestnut Place, Thornwood Avenue, Geneva Park Drive, Geneva Place, Windsor Court, Jennifer Crescent, Putter Place, Manfred Drive, Woodview Road (Rexway Drive -Fairview Street), Braemore Court

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RR': Joint Region Road Projects									
65	2022	Autumn Hill Area Renewal	Capital		1,879				1,879
		RD-RR-1926 Infrastructure Renewal	Reserve Funds		700				700
		Engineering Services, 2022	External		52				52
		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 waste water servicing needs and the work will be delivered as a joint project.	Gross Cost		2,630				2,630

2022: Location=Autumn Hill Crescent (Driftwood Drive - Snowhill Court), Carncastle Gate, Fontana Court, Park Knoll Court, Flanagan Court, Driftwood Drive (Guelph Line- Hemlock Court, Autumn Hill - Cul-de-sac)

66	2022	Havendale Boulevard Renewal	Capital		965				965
		RD-RR-1928 Infrastructure Renewal	Reserve Funds		1,100				1,100
		Engineering Services, 2022	External		300				300
		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 waste water servicing needs and the work will be delivered as a joint project.	Gross Cost		2,365				2,365

2022: Location=Brant Street - End, Sitwell Court

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
67	2022	Palmer Drive Renewal RD-RR-1927 Infrastructure Renewal Engineering Services, 2022 Palmer Drive (Guelph Line to Michael Crescent) has been identified as requiring renewal. 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 waste water servicing needs and the work will be delivered as a joint project.	Capital		781				781
			Reserve Funds						
			External		59				59
			Gross Cost		840				840

2022: Location=Palmer Drive (Guelph Line - Michael Crescent)

68	2022	Walker's Line at Dundas Street Intersection Realignment (City's Share) RD-RR-1918 Growth Engineering Services, 2022 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

2022: Location=Construction (City Share)

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RR': Joint Region Road Projects									
69	2022	Wicklow Road & Belfast Ave Resurfacing	Capital		1,350				1,350
		RD-RR-1604 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022	External		70				70
		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.	Gross Cost		1,420				1,420

2022: Location=Wicklow Road (Limerick Road - Cul-de-Sac), Belfast Avenue (Wicklow Road - Tipperary Avenue)

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
70	2023	Prospect Street and Dynes Road Renewal	Capital			2,821			2,821
		RD-RR-1748 Infrastructure Renewal	Reserve Funds			2,696			2,696
		Engineering Services, 2023	External			510			510
		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.	Gross Cost			6,026			6,026
		Prospect Street has been identified as part of the spine network in the City's Draft Cycling Plan. The Spine Network is defined as a network of connected facilities across the City that provide a higher order of protection for cyclists and should be designed towards an all ages and abilities standard.							
		Not included in the project costs is \$3,627,000 of funding for protected cycling facilities on both sides of the road, the type of which has been recommended and estimated 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.							

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
71	2023	Thomas Court Renewal	Capital			384			384
		RD-RR-1716 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023	External			11			11
		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.	Gross Cost			395			395

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

72	2023	Tyandaga Park Drive Renewal	Capital			2,021			2,021
		RD-RR-1743 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023	External			274			274
		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.	Gross Cost			2,295			2,295

2023: Location=Tyandaga Park Drive, Fairway Court, Frontenac Place, Wakefield Crescent

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
73	2024	Glenwood School Drive Area Renewal	Capital				1,950		1,950
		RD-RR-1468 Infrastructure Renewal	Reserve Funds				2,300		2,300
		Engineering Services, 2024	External				110		110
		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 Crescent and Queensway Drive. The Region of Halton has stated that they have water and/or waste water servicing needs and the work will be delivered as a joint project.	Gross Cost				4,360		4,360
		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.							
Related Projects									
		RD-RR-763 Harvester Road at Guelph Line Intersection Improvements & Widening							
		RD-RL-1790 QEW Prosperity Corridor Study							
2024: Location=Glenwood School Drive (Queensway - West End), Brenda Crescent, Queensway Drive (Cul-de-sac to Cul-de-sac), City Share of Queensway Drive (Brenda Crescent - Guelph Line)									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RR': Joint Region Road Projects									
74	2024	Guelph Line Resurfacing RD-RR-1856 Infrastructure Renewal Engineering Services, 2024 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. The Region of Halton has stated that they have water and/or waste water servicing needs and the work will be delivered as a joint project.	Capital				1,764		1,764
			Reserve Funds						
			External				116		116
			Gross Cost				1,880		1,880

2024: Location= Lakeshore Road - St. Clair Avenue

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RR': Joint Region Road Projects									
75	2024	Harvester Road at Guelph Line Intersection Improvements & Widening	Capital				51		51
		RD-RR-763 Growth	Reserve Funds				960		960
		Engineering Services, 2024	External				1,010		1,010
		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.	Gross Cost				2,020		2,020
		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.							
Related Projects									
		RD-RA-1113 Harvester Road Widening (Guelph Line to Walkers Line)							
		RD-RR-1468 Glenwood School Drive Area Renewal							
2024: Location=Construction									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RR': Joint Region Road Projects									
76	2024	Spruce Avenue Renewal	Capital				3,992		3,992
		RD-RR-1968 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2024	External				118		118
		Spruce Avenue (Walker's Line to Goodram Drive) 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 waste water servicing needs in the area that would be delivered as a joint project.	Gross Cost				4,110		4,110

2024: Location=Walker's Line - Goodram Drive, Goodram Drive (Spruce Avenue - New Street), Shoreacres Place, Mackay Court

77	2024	Walker's Line (Lakeshore Road - Fairview Street) Resurfacing	Capital				2,663		2,663
		RD-RR-1854 Infrastructure Renewal	Reserve Funds				900		900
		Engineering Services, 2024	External				157		157
		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. The Region of Halton has stated that they have water and/or waste water servicing needs and the work will be delivered as a joint project.	Gross Cost				3,720		3,720

2024: Location=Lakeshore Road to Fairview Street

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
78	2025-2030	Appleby Line at Harvester Road Intersection Improvements & Widening	Capital					251	251
		RD-RR-167 Growth	Reserve Funds					4,778	4,778
		Engineering Services, 2028, 2029	External					5,029	5,029
		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.	Gross Cost					10,058	10,058
		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.							
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	2021	2022	2023	2024	2025-	TOTAL
Part 'RR': Joint Region Road Projects									
79	2025-2030	James Street and Martha Street Reconstruction	Capital					1,693	1,693
		RD-RR-1719 Infrastructure Renewal	Reserve Funds					1,225	1,225
		Engineering Services, 2027	External						
		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.	Gross Cost					2,918	2,918
		Transportation Services will be determining the final configuration of the intersection of Martha Street and James Street.							
Related Projects									
RD-RL-1046		John Street Reconstruction & Streetscaping (James Street - Caroline Street)							
RD-RL-1454		John Street Reconstruction & Streetscaping (Lakeshore Road - James Street)							
2027: Location= James Street, Martha Street									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL	
Part 'RR': Joint Region Road Projects										
80	2025-2030	Local and Collector Joint Projects RD-RR-2013 Infrastructure Renewal Engineering Services, 2028-2030 The City coordinates with Halton Region on all upcoming state of good repair projects. Where both the City and the Region have roadway and servicing needs that align, the work is delivered as a single joint contracted construction project. The benefits of joint road reconstruction include overall project cost savings, and the minimizing of long-term disruption and construction-related impacts on residents. City and Region state of good repair needs beyond 4 years are reviewed and prioritized, but typically not programmed in the Capital Budget & Forecast. Once timing and scope of work are confirmed, projects are individually identified and presented.	Capital					11,450	11,450	
			Reserve Funds						3,550	3,550
			External							
			Gross Cost						15,000	15,000
81	2025-2030	Mainway Resurfacing (Guelph Line-Burloak Drive) RD-RR-1741 Infrastructure Renewal Engineering Services, 2025, 2028 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.	Capital					10,762	10,762	
			Reserve Funds						1,012	1,012
			External						226	226
			Gross Cost						12,000	12,000

2025: Location=Guelph Line-Walker's Line
2028: Location=Walker's Line-Burloak Drive

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RR': Joint Region Road Projects									
82	2025-2030	Turner Drive Area Renewal	Capital					4,027	4,027
		RD-RR-1985 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025	External					208	208
		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.	Gross Cost					4,235	4,235

2025: Location=Turner Drive (Longmoor Drive-Bennett Road), Louise Drive (Chamberlain Road-Bennett Road), Bennett Road (Longmoor Drive-Appleby Line), Limerick Road (Belfast Avenue-Tipperary Avenue), Tipperary Avenue (New Street-Longmoor Drive)

Part 'RL': Locals

83	2021	Glastonbury Road Area Minor Reconstruction	Capital	2,275					2,275
		RD-RL-1849 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External						
		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.	Gross Cost	2,275					2,275

2021: Location=Glastonbury Road (Melissa Crescent - Montgomery Drive), Tintagel Lane, Cotswold Crescent (Cavendish Drive - Cavendish Drive)

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RL': Locals									
84	2021	Guiderail Renewal & Replacement	Capital	20	20	20	20	120	200
		RD-RL-1793 Infrastructure Renewal	Reserve Funds						
		Transportation, 2021-2030	External						
		Review and replace guide rail as required through annual inspections as per	Gross Cost	20	20	20	20	120	200
		American Association of State Highway and Transportation Officials (AASHTO) and							
		Manual for Assessing Safety Hardware (MASH) guidelines.							
85	2021	Road Renewal and Maintenance	Capital	761	590	833	987	3,873	7,044
		RD-RL-912 Infrastructure Renewal	Reserve Funds	30	60				90
		Roads, Parks and Forestry, 2021-2030	External						
		This project includes a number of maintenance and minor rehabilitation projects	Gross Cost	791	650	833	987	3,873	7,134
		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.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RL': Locals									
86	2021	Snake Road Renewal	Capital	50		1,283			1,333
		RD-RL-1966 Infrastructure Renewal	Reserve Funds			1,000			1,000
		Engineering Services, 2021, 2023	External						
		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.	Gross Cost	50		2,283			2,333
2021: Location=Detailed Design & Permitting									
2023: Location=Old York Road - City Limit									
87	2021	Storm Sewer Minor Renewal	Capital	200		200	200	1,400	2,000
		RD-RL-1798 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021, 2023-2030	External						
		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.	Gross Cost	200		200	200	1,400	2,000

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RL': Locals									
88	2022	Design Services (External)	Capital		45		45	135	225
		RD-RL-326 Growth	Reserve Funds		15		15	45	75
		Engineering Services, 2022, 2024, 2026, 2028, 2030	External						
		To engage external services to provide engineering data for projects in the budget year and beyond (i.e. geotechnical investigations, design level testing etc.)	Gross Cost		60		60	180	300

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'RL': Locals									
89	2022	Downtown Streetscape Infrastructure Renewal RD-RL-1931 New / Enhanced Engineering Services , 2022, 2024, 2026, 2028, 2030 The City has brought forward a new Downtown Streetscape Guidelines (DSG), which establishes a new vision, framework, and a set of design principles and strategies for the downtown. The DSG will provide guidance for the consistent application and renewal of the various downtown streetscapes. This may include the reconstruction of surface works such as sidewalks, curbs, cross-walks, and roadways together with the replacement or refurbishment of streetscape elements such as street trees, street lighting, and furnishings (e.g. benches, waste receptacles, bike racks, bus shelters, and bollards). The guidelines are intended to help enhance and strengthen the public realm and contribute to the Downtown as an accessible, cohesive, identifiable and vibrant destination within the city. Implementation of the DSG will occur gradually over time through private sector development and/or public sector development (e.g. road right-of-way capital projects). Funding as part of this project will allow for minor capital improvements and enhancements to be constructed or installed. Examples would include: accessibility improvements, pedestrian crossings, transit stops, trees, lighting, public art and public furnishings.	Capital		300		300	900	1,500
			Reserve Funds						
			External						
			Gross Cost		300		300	900	1,500
Related Projects									
RD-SW-1981		Downtown Civic Square Revitalization							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RL': Locals									
90	2022	Park Avenue Area Renewal	Capital		2,688				2,688
		RD-RL-1768 Infrastructure Renewal	Reserve Funds		2,000				2,000
		Engineering Services, 2022	External		122				122
		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.	Gross Cost		4,810				4,810
		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.							

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'RL': Locals									
91	2022	Planning, Design and Survey of Future Year Projects	Capital		50		50	150	250
		RD-RL-325 Growth	Reserve Funds		50		50	150	250
		Engineering Services, 2022, 2024, 2026, 2028, 2030	External						
		Funding is intended for pre-engineering studies, assessments, survey and design activities for projects in the Capital Forecast.	Gross Cost		100		100	300	500
92	2022	Storm Drainage Infrastructure Video Assessment	Capital		200	200	300	1,000	1,700
		RD-RL-355 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022-2024, 2026-2028, 2030	External						
		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.	Gross Cost		200	200	300	1,000	1,700

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RL': Locals									
93	2025-2030	Blair Road and Landmark Road Minor Reconstruction	Capital					1,354	1,354
		RD-RL-1425 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2026	External						
		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.	Gross Cost					1,354	1,354
		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.							

2026: Location=Blair Road, Landmark Road

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RL': Locals									
94	2025-2030	Flatt Road Reconstruction	Capital					1,295	1,295
		RD-RL-230 New / Enhanced	Reserve Funds						
		Engineering Services, 2025	External					1,295	1,295
		Reconstruction to urban cross section including sidewalk, this upgrade will be necessary as a result of future development in Eagle Heights Area. A developer recovery is included in the amount of \$1,294,500. The developer is expected to coordinate the functional plan for the project which may affect the required funding contribution.	Gross Cost					2,589	2,589

Related Projects

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

2025: Location=Waterdown Road to Flatt Road extension

95	2025-2030	Greenwood Drive Renewal	Capital					1,685	1,685
		RD-RL-1987 Infrastructure Renewal	Reserve Funds					1,007	1,007
		Engineering Services, 2026	External						
		Greenwood Drive has 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. In addition, Halton Region has identified a need to replace one or two services as part of this project.	Gross Cost					2,693	2,693

2026: Location=Greenwood Drive from King Road to E. End

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
<u>Part 'RL': Locals</u>									
96	2025-2030	Horning Road Reconstruction RD-RL-765 New / Enhanced Engineering Services, 2025 Modified Urban section to accommodate a sidewalk. Pending new development in Eagle Heights area. A developer recovery is included in the amount of \$719,500. The developer is expected to coordinate the functional plan for the project which may affect the required funding contribution.	Capital					720	720
			Reserve Funds						
			External					720	720
			Gross Cost					1,439	1,439

Related Projects

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

2025: Location=Construction

97	2025-2030	Integrated Mobility Plan RD-RL-1443 Growth Transportation, 2027 The Integrated Mobility Plan (IMP) is a policy document that is being developed to guide future decision making and identify key actions required to support multi modal transportation to the 2041 horizon. The IMP considers, builds upon and connects several existing plans and initiatives at both the regional and local level. Carrying out the policies and actions of the IMP will enable Burlington to work towards realizing the many transportation related goals identified in the 2018 – 2022 Burlington's Plan From Vision to Focus – Improving Integrated City Mobility.	Capital					240	240
			Reserve Funds					160	160
			External						
			Gross Cost					400	400

Related Projects

RD-RL-327 Development Charges Study
RD-SW-1850 Rural Active Transportation Study

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'RL': Locals									
98	2025-2030	John Street Reconstruction & Streetscaping (James Street - Caroline Street)	Capital					1,806	1,806
		RD-RL-1046 Infrastructure Renewal	Reserve Funds					1,694	1,694
		Engineering Services, 2027	External						
		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.	Gross Cost					3,500	3,500

Related Projects

RD-RR-1719 James Street and Martha Street Reconstruction

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

99	2025-2030	John Street Reconstruction & Streetscaping (Lakeshore Road - James Street)	Capital					2,266	2,266
		RD-RL-1454 Infrastructure Renewal	Reserve Funds					1,474	1,474
		Engineering Services, 2026, 2027	External						
		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.	Gross Cost					3,740	3,740

Related Projects

RD-RR-1719 James Street and Martha Street Reconstruction

2026: Location=Detailed Design & Utility Relocation (Lakeshore Road to James Street)

2027: Location=Reconstruction (Lakeshore Road to James Street)

Part 'PK': Parking

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PK': Parking									
100	2021	Defined Parking Area Lot - Repair and Renewal	Capital						
		RD-PK-1296 Infrastructure Renewal	Reserve Funds	50	15	15	15	120	215
		Transportation, 2021-2030	External						
		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.	Gross Cost	50	15	15	15	120	215
		2021-2030: Locations as required.							
101	2021	Electric Vehicle Charging Stations - Downtown	Capital						
		RD-PK-1795 New / Enhanced	Reserve Funds	100	100	100			300
		Transportation, 2021-2023	External						
		As of 2019, the City of Burlington has installed 29 electric vehicle charging stations in our downtown parking lots. By 2021, 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			300
		Staff will continue to investigate grants and rebates from Provincial and Federal incentive programs to offset the cost of this type of infrastructure .							
		2021: Location=2 EV Stations in Lots 1 (1) and 8 (1)							
		2022: Location= Level 3 charger (1) location to be determined							
		2023: Location= Other locations as required							

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PK': Parking									
102	2021	Parking Pay Stations - Repair and Renewal	Capital						
		RD-PK-1214 Infrastructure Renewal	Reserve Funds	25	25	25	25	1,185	1,285
		Transportation, 2021-2030	External						
		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.	Gross Cost	25	25	25	25	1,185	1,285
		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.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PK': Parking									
103	2022	Parking Garage - Repair and Renewal	Capital						
		RD-PK-1471 Infrastructure Renewal	Reserve Funds		250	25	25	150	450
		Transportation, 2022-2030	External						
		This funding is intended to complete Parking Garage remedial repair works. Items include concrete repair, crack sealing, elevator refurbishment, security and safety measures.	Gross Cost		250	25	25	150	450
		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.							
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									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
<u>Part 'PK': Parking</u>									
104	2024	Future Downtown Public Off-Street Parking Facilities	Capital					6,125	6,125
		RD-PK-87 New / Enhanced	Reserve Funds				1,400	10,975	12,375
		Transportation, 2020, 2024, 2025	External						
		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.	Gross Cost				1,400	17,100	18,500
		A parking needs analysis study was to commence in 2020. However, due to COVID-19, Parking Services did not hire a consultant to conduct this review. 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.							
		Due to the unknown parking demands and operational needs post COVID-19, it is recommended that the feasibility study is conducted in 2021 or 2022 once we have a better understanding of the requirements from the business community and City.							
2020: location=Feasibility Study Update 2024: location=Facility Design 2025: location=Construction									
<u>Part 'SW': Sidewalks and Multiuse Pathways</u>									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
105	2021	Elgin Street Promenade Construction	Capital	150					150
		RD-SW-1756 New / Enhanced	Reserve Funds						
		Engineering Services, 2021	External						
		As part of the City's Core Commitment, the City has committed to investing in "infrastructure to improve east-west pedestrian connections downtown using existing rights-of-way through municipal parking lots". This project is included in the Core Commitment Implementation Strategy as a short term initiative to improve active transportation in the downtown and enhance the connectivity of existing pedestrian and cycling connections using City-owned lands and rights-of-way to connect Parking Lots 1, 4 and 5 to the Centennial Multi-use Pathway and the Downtown Transit Terminal through the creation of an enhanced promenade with landscaping and pedestrian facilities that meet Accessibility for Ontarians with Disabilities (AODA) guidelines. This additional funding will complete the activation space behind 425 Pearl Street.	Gross Cost	150					150
2021: Location=Phase 4: Pearl Street - Martha Street									
106	2021	Retaining Wall Rehabilitation	Capital	20		20		60	100
		RD-SW-1051 Infrastructure Renewal	Reserve Funds						
		Roads, Parks and Forestry, 2021, 2023, 2025, 2027, 2029	External						
		A biannual allocation to repair or replace retaining walls, as required. Specific locations are prioritized based on condition for either repair or replacement.	Gross Cost	20		20		60	100

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
107	2021	Sidewalk Renewal and Maintenance	Capital	850	850	850	850	5,100	8,500
		RD-SW-1182 Infrastructure Renewal	Reserve Funds						
		Roads, Parks and Forestry, 2021-2030	External						
		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.	Gross Cost	850	850	850	850	5,100	8,500

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
108	2022	Downtown Civic Square Revitalization	Capital		1,323				1,323
		RD-SW-1981 New / Enhanced	Reserve Funds						
		Engineering Services, 2022	External		3,639				3,639
		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).	Gross Cost		4,962				4,962
		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).							
		2022 - Design & Construction							
Related Projects									
RD-RL-1931		Downtown Streetscape Infrastructure Renewal							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
109	2025-2030	Active Transportation Crossing of QEW	Capital					6,000	6,000
		RD-SW-1286 New / Enhanced	Reserve Funds						
		Transportation, 2027, 2030	External					10,000	10,000
		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.	Gross Cost					16,000	16,000
		These new facilities are supported by the City's strategic directions: A City that Moves and A Healthy and Greener City.							
		Future budget amount is a placeholder for construction and senior government funding is dependent on an as yet unannounced funding program. Prior-approved funding is in place to initiate review and conceptual design.							
2027: Location=Detailed Design									
2030: Location=City Share of Construction (TBD)									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
110	2025-2030	Active Transportation Initiatives and Infrastructure	Capital					600	600
		RD-SW-265 New / Enhanced	Reserve Funds						
		Transportation, 2026	External						
		Responding to the important role of active and sustainable transportation within the overall transportation system, this program addresses the need and justification for new active transportation facilities, minor improvements to existing infrastructure, City-led initiatives to realize the intent of the Cycling Plan, as well as education and promotional programs aimed at fostering a culture of active and sustainable transportation within the City.	Gross Cost					600	600
		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).							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SW': Sidewalks and Multiuse Pathways									
111	2025-2030	New Street Cycle Tracks	Capital					5,196	5,196
		RD-SW-1859 New / Enhanced	Reserve Funds						
		Transportation, 2030	External						
		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.	Gross Cost					5,196	5,196
		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.							

Related Projects

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

2030: Location=Construction

Part 'ST': Streetlights

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'ST': Streetlights									
112	2021	Street Lighting Infrastructure Renewal	Capital	200	200	200	200	1,200	2,000
		RD-ST-156 Infrastructure Renewal	Reserve Funds						
		Transportation, 2021-2030	External						
		Annual replacement of aging overhead/underground street light infrastructure including: poles, arms, fixtures, cabling and conduit.	Gross Cost	200	200	200	200	1,200	2,000
Part 'TC': Traffic Control									
113	2021	Annual Traffic Studies Program	Capital	60	60	60	60	360	600
		RD-TC-360 Infrastructure Renewal	Reserve Funds						
		Transportation, 2021-2030	External						
		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.	Gross Cost	60	60	60	60	360	600

Various locations throughout the City.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'TC': Traffic Control									
114	2021	Traffic Calming Projects	Capital	45	45	45	45	270	450
		RD-TC-268 New / Enhanced	Reserve Funds						
		Transportation, 2021-2030	External						
		As per the Council approved Traffic Calming Policy, funding is for the installation of horizontal and vertical treatments to address speeding and aggressive driving.	Gross Cost	45	45	45	45	270	450

Various locations within the City.

115	2021	Traffic Operational Improvements	Capital	30	30	30	30	180	300
		RD-TC-269 Infrastructure Renewal	Reserve Funds						
		Transportation, 2021-2030	External						
		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.	Gross Cost	30	30	30	30	180	300

Various locations throughout the City.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'TC': Traffic Control									
116	2021	Traffic Signage	Capital	35	35	35	35	210	350
		RD-TC-570 Infrastructure Renewal	Reserve Funds						
		Transportation, 2021-2030	External						
		Installation of new traffic control signage at various locations throughout the City .	Gross Cost	35	35	35	35	210	350
Part 'TS': Traffic Signals									
117	2021	New Traffic Signal/Intersection Pedestrian Signal	Capital	3	8	8	8	45	71
		RD-TS-772 Growth	Reserve Funds	57	143	143	143	855	1,340
		Transportation, 2021-2030	External						
		New traffic and Intersection Pedestrian Signals (IPS) are installed once the warrants for a new signal are satisfied.	Gross Cost	60	150	150	150	900	1,410

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'TS': Traffic Signals									
118	2021	Traffic Signal Infrastructure Renewal	Capital	175	175	175	175	1,050	1,750
		RD-TS-157 Infrastructure Renewal	Reserve Funds						
		Transportation, 2021-2030	External						
		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.	Gross Cost	175	175	175	175	1,050	1,750
119	2021	Traffic Signals - Minor Improvements/Modifications	Capital	35	35	35	35	210	350
		RD-TS-287 Growth	Reserve Funds	35	35	35	35	210	350
		Transportation, 2021-2030	External						
		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.	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	2021	2022	2023	2024	2025-	TOTAL
Part 'TR': Transit Shelters									
120	2021	Bus Stop Improvements	Capital	415					415
		RD-TR-1903 Growth	Reserve Funds	85					85
		Transit, 2021	External						
		This project is to improve various stop locations in the City to align with accessibility design requirements and Burlington Transit's standard designs. Project also includes improved passenger amenities at high boarding locations including signs, shelters and heaters.	Gross Cost	500					500
121	2021	Bus Stop Upgrades and Maintenance	Capital						
		RD-TR-270 Growth	Reserve Funds	110	300	300	300	1,800	2,810
		Transit, 2021-2030	External						
		This program ensures a state of good repair of bus stops, passenger amenities, compliance with accessibility requirements and upgrades to passenger amenities. Accessibility continues to be a high priority at Burlington Transit. We are constantly striving to improve our services, and a large part of this is to ensure that our system is accessible to all users.	Gross Cost	110	300	300	300	1,800	2,810
		This focus extends to ensuring all new stops are designed and built with accessibility in mind, and that all existing stops with inadequate accessibility are upgraded to meet or exceed AODA guidelines. Funding is used to cover maintenance, repairs and upgrades (including; transit shelters, landing pads, benches, and signage) at all Burlington Transit bus stops.							

* Report values in thousands

A City that Moves - Roadways

Capital Total:	14,360	17,501	15,950	17,165	206,075	206,075
Reserve Funds Total:	11,995	10,123	10,622	7,577	84,320	124,638
External Total:	250	4,241	795	1,630	28,809	35,725
Gross Cost Total:	26,605	31,865	27,367	26,372	254,228	366,438

A City that Moves - Total

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025-</u> <u>2030</u>	<u>TOTAL</u>
Capital Total:	16,530	23,532	21,136	19,209	146,097	226,504
Reserve Funds Total:	18,829	17,071	16,636	11,814	111,625	175,977
External Total:	1,790	15,565	8,741	4,045	32,464	62,605
Gross Cost Total:	37,150	56,169	46,514	35,068	290,186	465,086

* Report values in thousands



2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

A Healthy and Greener City



A Healthy and Greener City

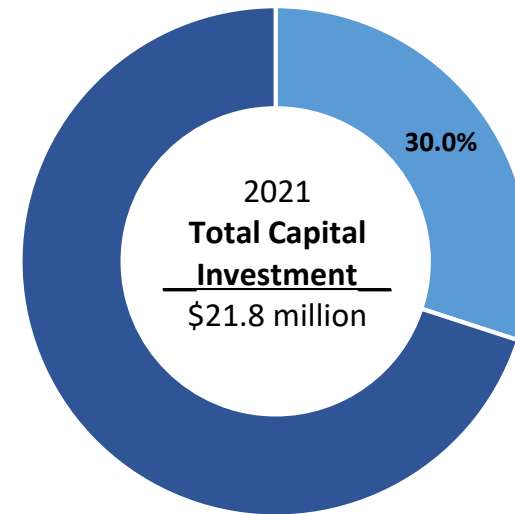
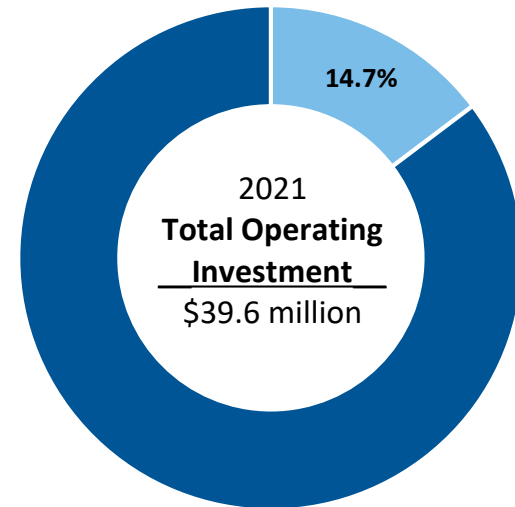
The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.

Key Priorities and Goals

- 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 2021 Budget



A Healthy and Greener City

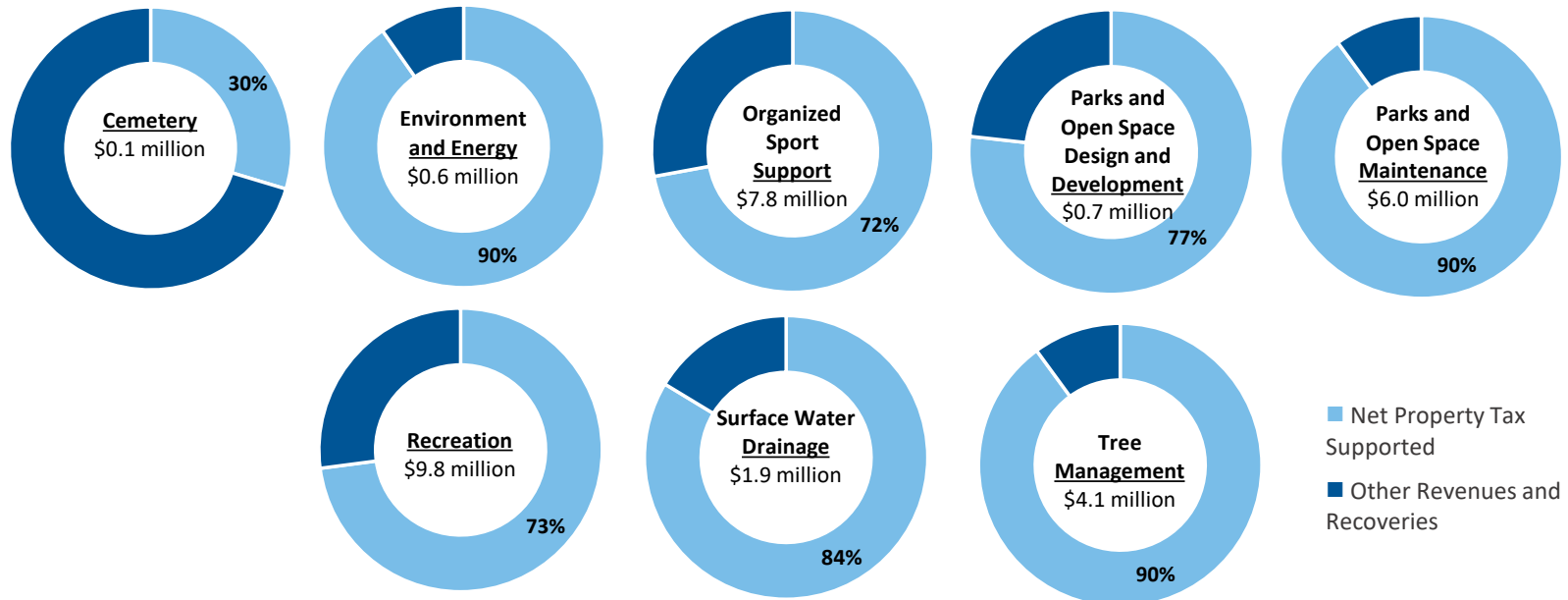
Operating Investment Including One time COVID Impacts

Services	2020		2021 Approved				
	Net Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Cemetery	\$ 103	\$ 82	\$ 439	\$ (309)	\$ 130	\$ 28	26.9%
Environment and Energy	\$ 550	\$ 471	\$ 610	\$ (59)	\$ 550	\$ 1	0.1%
Organized Sport Support	\$ 4,676	\$ 6,148	\$ 10,750	\$ (2,997)	\$ 7,753	\$ 3,076	65.8%
Parks and Open Space Design and Development	\$ 691	\$ 683	\$ 923	\$ (215)	\$ 709	\$ 18	2.7%
Parks and Open Space Maintenance	\$ 5,704	\$ 5,480	\$ 6,633	\$ (666)	\$ 5,966	\$ 262	4.6%
Recreation	\$ 6,337	\$ 6,703	\$ 13,384	\$ (3,623)	\$ 9,761	\$ 3,424	54.0%
Surface Water Drainage	\$ 1,813	\$ 1,734	\$ 2,298	\$ (376)	\$ 1,922	\$ 110	6.0%
Tree Management	\$ 3,916	\$ 4,200	\$ 4,589	\$ (461)	\$ 4,128	\$ 212	5.4%
Total Healthy and Greener City	\$ 23,790	\$ 25,500	\$ 39,625	\$ (8,706)	\$ 30,919	\$ 7,130	30.0%

Excludes Risk Mitigation Measures

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

Percentage of 2021 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

CEMETERY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 298	\$ 281	\$ 318	\$ 21	7.0%	\$ (1)	\$ 317	6.6%
Operating/Minor Capital Equip.	\$ 33	\$ 28	\$ 34	\$ 1	3.0%	\$ -	\$ 34	3.0%
Purchased Services	\$ 2	\$ 3	\$ 2	\$ -	0.0%	\$ -	\$ 2	0.0%
Corp. Expenditures/Provisions	\$ -	\$ (0)	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 79	\$ 77	\$ 86	\$ 6	8.0%	\$ -	\$ 86	8.0%
TOTAL EXPENDITURES	\$ 412	\$ 389	\$ 440	\$ 28	6.8%	\$ (1)	\$ 439	6.6%
Controllable Revenues	\$ (245)	\$ (253)	\$ (246)	\$ (2)	0.6%	\$ 2	\$ (244)	-0.2%
General Revenues & Recoveries	\$ (65)	\$ (54)	\$ (65)	\$ -	0.0%	\$ -	\$ (65)	0.0%
TOTAL REVENUES	\$ (310)	\$ (307)	\$ (311)	\$ (2)	0.5%	\$ 2	\$ (309)	-0.2%
NET OPERATING BUDGET	\$ 103	\$ 82	\$ 129	\$ 27	25.9%	\$ 1	\$ 130	26.9%

Base Budget Commentary

Human Resources increase is comprised of a re-rating to a Supervisor role, provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating and Minor Capital** increase is related to materials and utilities at the cemetery as well as additional annual operating costs for recently purchased equipment.

One time COVID Impact Commentary

One time COVID savings are anticipated in professional development.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ENVIRONMENT & ENERGY

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 546	\$ 456	\$ 561	\$ 16	2.9%	\$ (2)	\$ 559	2.5%
Operating/Minor Capital Equip.	\$ 10	\$ 2	\$ 3	\$ (7)	-67.2%	\$ (1)	\$ 2	-77.0%
Purchased Services	\$ 109	\$ 56	\$ 46	\$ (63)	-57.7%	\$ (1)	\$ 45	-58.8%
Corp. Expenditures/Provisions	\$ 36	\$ 32	\$ 4	\$ (32)	-88.9%	\$ (1)	\$ 3	-91.7%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 701	\$ 546	\$ 615	\$ (86)	-12.3%	\$ (5)	\$ 610	-13.0%
Controllable Revenues	\$ (44)	\$ (10)	\$ (44)	\$ -	0.0%	\$ -	\$ (44)	0.0%
General Revenues & Recoveries	\$ (108)	\$ (66)	\$ (16)	\$ 92	-85.4%	\$ -	\$ (16)	-85.4%
TOTAL REVENUES	\$ (151)	\$ (75)	\$ (59)	\$ 92	-60.8%	\$ -	\$ (59)	-60.8%
NET OPERATING BUDGET	\$ 550	\$ 471	\$ 556	\$ 6	1.0%	\$ (5)	\$ 550	0.1%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** decreases as budget for annual community clean up project has been moved to Sport. **Purchased Services** decrease as one time funds for Climate Action Plan Phase 2 have been removed and **Corporate Expenditures/Provisions** decrease as one-time funding for the Bay Area Climate Change Partnership have been removed. Both of these one time funded initiatives are offset by a corresponding decrease in **General Revenues and Recoveries**.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ORGANIZED SPORT SUPPORT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 5,477	\$ 4,923	\$ 5,650	\$ 173	3.2%	\$ (21)	\$ 5,629	2.8%
Operating/Minor Capital Equip.	\$ 2,452	\$ 1,706	\$ 2,474	\$ 22	0.9%	\$ (77)	\$ 2,397	-2.3%
Purchased Services	\$ 1,533	\$ 974	\$ 1,557	\$ 24	1.6%	\$ (344)	\$ 1,213	-20.9%
Corp. Expenditures/Provisions	\$ 817	\$ 843	\$ 820	\$ 3	0.3%	\$ (27)	\$ 792	-3.0%
Internal Charges & Settlements	\$ 714	\$ 527	\$ 720	\$ 6	0.8%	\$ -	\$ 720	0.8%
TOTAL EXPENDITURES	\$ 10,993	\$ 8,972	\$ 11,220	\$ 227	2.1%	\$ (470)	\$ 10,750	-2.2%
Controllable Revenues	\$ (6,108)	\$ (2,606)	\$ (6,094)	\$ 14	-0.2%	\$ 3,585	\$ (2,509)	-58.9%
General Revenues & Recoveries	\$ (209)	\$ (218)	\$ (220)	\$ (12)	5.5%	\$ (268)	\$ (488)	133.7%
TOTAL REVENUES	\$ (6,317)	\$ (2,824)	\$ (6,314)	\$ 2	0.0%	\$ 3,317	\$ (2,997)	-52.5%
NET OPERATING BUDGET	\$ 4,676	\$ 6,148	\$ 4,906	\$ 229	4.9%	\$ 2,847	\$ 7,753	65.8%

Base Budget Commentary

- Includes standard increases for HR costs and utilities

One time COVID Impact Commentary

- Savings in PT wages connected to reduced programs
- Includes decreases in discretionary spending
- Reduction in expenses and revenues due to Aldershot and Skyway repurposed for use by other service areas
- Significant reduction in ice rental revenue due to increased provincial restrictions during winter, when demand for ice is the highest
- Decreased revenues attributed to reduced availability of rentals due to disinfecting and sanitizing requirements and building capacity guidelines
- Decreased revenues reflect Council approved fee decreases for ice, sport fields, and facilities

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

PARKS & OPEN SPACE DESIGN & DEVELOPMENT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 871	\$ 864	\$ 897	\$ 26	3.0%	\$ (6)	\$ 891	2.3%
Operating/Minor Capital Equip.	\$ 5	\$ 10	\$ 4	\$ (1)	-11.3%	\$ 7	\$ 12	140.2%
Purchased Services	\$ 22	\$ 18	\$ 22	\$ 0	0.9%	\$ (2)	\$ 20	-8.4%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 2	\$ -	\$ 1	\$ (1)	-50.0%	\$ -	\$ 1	-50.0%
TOTAL EXPENDITURES	\$ 899	\$ 892	\$ 924	\$ 25	2.8%	\$ (1)	\$ 923	2.7%
Controllable Revenues	\$ -	\$ (1)	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (208)	\$ (208)	\$ (215)	\$ (6)	3.0%	\$ -	\$ (215)	3.0%
TOTAL REVENUES	\$ (208)	\$ (209)	\$ (215)	\$ (6)	3.0%	\$ -	\$ (215)	3.0%
NET OPERATING BUDGET	\$ 691	\$ 683	\$ 710	\$ 19	2.8%	\$ (1)	\$ 709	2.7%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** decrease is due to lowering the general office materials budget to align with historical actuals. **General Revenues and Recoveries** increase as cost of staff time expended on capital projects increase in line with HR increase.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

PARKS & OPEN SPACE MAINTENANCE

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 4,056	\$ 4,015	\$ 4,241	\$ 185	4.6%	\$ (3)	\$ 4,238	4.5%
Operating/Minor Capital Equip.	\$ 610	\$ 453	\$ 586	\$ (24)	-3.9%	\$ -	\$ 586	-3.9%
Purchased Services	\$ 741	\$ 656	\$ 737	\$ (5)	-0.6%	\$ 80	\$ 817	10.2%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 978	\$ 849	\$ 992	\$ 14	1.4%	\$ -	\$ 992	1.4%
TOTAL EXPENDITURES	\$ 6,385	\$ 5,973	\$ 6,556	\$ 171	2.7%	\$ 77	\$ 6,633	3.9%
Controllable Revenues	\$ (230)	\$ (109)	\$ (201)	\$ 29	-12.4%	\$ 29	\$ (172)	-25.3%
General Revenues & Recoveries	\$ (451)	\$ (384)	\$ (495)	\$ (43)	9.6%	\$ -	\$ (495)	9.6%
TOTAL REVENUES	\$ (681)	\$ (493)	\$ (696)	\$ (15)	2.2%	\$ 29	\$ (666)	-2.2%
NET OPERATING BUDGET	\$ 5,704	\$ 5,480	\$ 5,860	\$ 156	2.7%	\$ 106	\$ 5,966	4.6%

Base Budget Commentary

Human Resources increase is comprised of a salary re-rating for a Supervisor role, provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating and Minor Capital** decrease is due to reduced utility costs in line with observed actuals. **Controllable Revenues** decrease is due to the Halton District School Board requiring reduced outside maintenance. **General Revenues** have increased from recoveries for sport field mowing and RPF work for other departments (corporately net zero)

One time COVID Impact Commentary

One time COVID savings are anticipated for professional development and janitorial services at public washrooms in parks. One time COVID costs are anticipated for increased rental costs of portable washrooms in parks and reduced rental revenue from picnic permits in parks.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

RECREATION SERVICES

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 10,161	\$ 7,139	\$ 10,413	\$ 252	2.5%	\$ (836)	\$ 9,577	-5.8%
Operating/Minor Capital Equip.	\$ 1,951	\$ 1,204	\$ 1,904	\$ (48)	-2.4%	\$ 15	\$ 1,919	-1.7%
Purchased Services	\$ 1,398	\$ 974	\$ 1,419	\$ 21	1.5%	\$ (20)	\$ 1,400	0.1%
Corp. Expenditures/Provisions	\$ 625	\$ 447	\$ 595	\$ (30)	-4.8%	\$ (351)	\$ 244	-61.0%
Internal Charges & Settlements	\$ 228	\$ 240	\$ 245	\$ 17	7.3%	\$ -	\$ 245	7.3%
TOTAL EXPENDITURES	\$ 14,364	\$ 10,004	\$ 14,576	\$ 212	1.5%	\$ (1,192)	\$ 13,384	-6.8%
Controllable Revenues	\$ (7,800)	\$ (2,972)	\$ (7,670)	\$ 130	-1.7%	\$ 4,616	\$ (3,054)	-60.8%
General Revenues & Recoveries	\$ (226)	\$ (328)	\$ (251)	\$ (25)	11.1%	\$ (318)	\$ (569)	151.6%
TOTAL REVENUES	\$ (8,026)	\$ (3,301)	\$ (7,921)	\$ 105	-1.3%	\$ 4,298	\$ (3,623)	-54.9%
NET OPERATING BUDGET	\$ 6,337	\$ 6,703	\$ 6,655	\$ 317	5.0%	\$ 3,106	\$ 9,761	54.0%

Base Budget Commentary

- Includes standard increases for HR costs and utilities
- Decrease in reserve contributions for Tyandaga and Paletta based on historic trend
- Decrease in Power Cart Rental revenues based on trend (prior to COVID)
- Decrease in Advertising Revenues (discontinuation of Live and Play Guide)
- Decrease in Concessions Tenant Lease Revenues (currently vacant with no vendor or contract)

One time COVID Impact Commentary

- Decrease in PT wages tied to program offerings for Adults, Youth and Aquatics
- Includes decrease in discretionary spending
- Utility costs for Paletta and LaSalle (tenant has paid for this in the past)
- Savings in Purchased Services due to reductions in overall program offerings
- Decrease in expenses and revenues for Bistro (overall unfav impact)
- Corporate expenditures reflect no reserve contributions for Tyandaga, Paletta and LaSalle and a decreased contribution for the Waterfront
- Program Revenue loss for Aquatics, Adult and Youth Programs (including SNAP) due to forecasted ongoing program restrictions
- Decreased revenues attributed to reduced availability of rentals due to disinfecting and sanitizing requirements and building capacity guidelines
- Decreased revenues due to Council approved fee decreases for facilities and pools
- Reserve withdrawal for Tyanadaga due to overall COVID impact
- Reserve withdrawals for Paletta and LaSalle due to impact of tenant lease revenue and the unknown future of the banquet industry

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

SURFACE WATER DRAINAGE

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,207	\$ 1,140	\$ 1,244	\$ 37	3.1%	\$ (3)	\$ 1,241	2.8%
Operating/Minor Capital Equip.	\$ 45	\$ 79	\$ 62	\$ 17	37.9%	\$ 2	\$ 64	41.3%
Purchased Services	\$ 857	\$ 774	\$ 900	\$ 42	5.0%	\$ (1)	\$ 899	4.8%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 67	\$ 87	\$ 95	\$ 27	40.5%	\$ -	\$ 95	40.5%
TOTAL EXPENDITURES	\$ 2,177	\$ 2,080	\$ 2,300	\$ 124	5.7%	\$ (2)	\$ 2,298	5.6%
Controllable Revenues	\$ (29)	\$ (23)	\$ (30)	\$ (1)	2.6%	\$ -	\$ (30)	2.6%
General Revenues & Recoveries	\$ (335)	\$ (323)	\$ (346)	\$ (11)	3.3%	\$ -	\$ (346)	3.3%
TOTAL REVENUES	\$ (364)	\$ (346)	\$ (376)	\$ (12)	3.2%	\$ -	\$ (376)	3.2%
NET OPERATING BUDGET	\$ 1,813	\$ 1,734	\$ 1,925	\$ 112	6.2%	\$ (2)	\$ 1,922	6.0%

Base Budget Commentary

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

One time COVID Impact Commentary

One time COVID costs savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment. This is offset by a one-time increase in computer hardware and software.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

TREE MANAGEMENT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,976	\$ 1,731	\$ 2,094	\$ 118	6.0%	\$ (9)	\$ 2,085	5.5%
Operating/Minor Capital Equip.	\$ 59	\$ 75	\$ 36	\$ (23)	-38.8%	\$ 8	\$ 44	-26.0%
Purchased Services	\$ 2,313	\$ 2,254	\$ 2,108	\$ (205)	-8.8%	\$ -	\$ 2,108	-8.8%
Corp. Expenditures/Provisions	\$ -	\$ 127	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 340	\$ 346	\$ 352	\$ 11	3.3%	\$ -	\$ 352	3.3%
TOTAL EXPENDITURES	\$ 4,688	\$ 4,533	\$ 4,590	\$ (98)	-2.1%	\$ (1)	\$ 4,589	-2.1%
Controllable Revenues	\$ (473)	\$ (228)	\$ (401)	\$ 72	-15.3%	\$ -	\$ (401)	-15.3%
General Revenues & Recoveries	\$ (299)	\$ (105)	\$ (60)	\$ 239	-79.9%	\$ -	\$ (60)	-79.9%
TOTAL REVENUES	\$ (772)	\$ (333)	\$ (461)	\$ 311	-40.3%	\$ -	\$ (461)	-40.3%
NET OPERATING BUDGET	\$ 3,916	\$ 4,200	\$ 4,129	\$ 213	5.4%	\$ (1)	\$ 4,128	5.4%

Base Budget Commentary

Human Resources increase is comprised of re-ratings to Forestry By-law personnel, provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital decrease** is related to lower expenses in computer hardware due to Forestry By-Law personnel being fully equipped and lower furniture and office expenses to align with historical actuals. **Purchased Services** decrease is mainly due to the removal of one-time funding of \$200K for the Urban Forest Master Plan, this is offset by a decrease in **General Revenues and Recoveries**. **Controllable Revenues** decrease as fee revenue from Tree By-law permits have been lower than expected.

One time COVID Impact Commentary

One time COVID savings are anticipated in professional development, this is offset by one-time expenditures to purchase equipment for new Arborists.

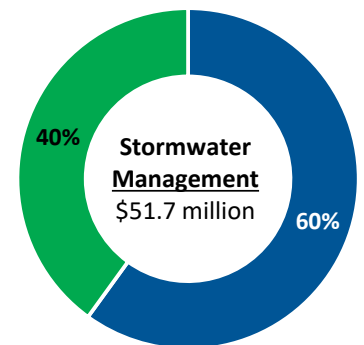
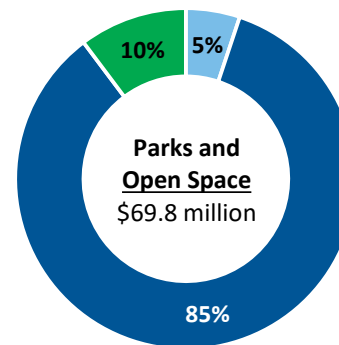
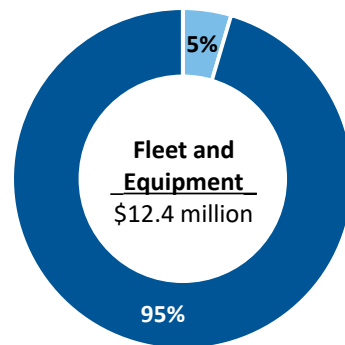
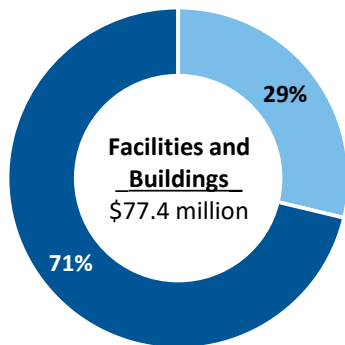
A Healthy and Greener City

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Facilities and Buildings	\$ 4,746	\$ 10,327	\$ 5,972	\$ 9,431	\$ 3,857	\$ 7,719	\$ 10,301	\$ 6,029	\$ 11,112	\$ 7,946	\$ 77,439
Fleet Vehicles, Accessories and Equipment	\$ 1,746	\$ 1,155	\$ 929	\$ 1,002	\$ 486	\$ 1,228	\$ 959	\$ 1,901	\$ 697	\$ 2,252	\$ 12,356
Parks and Open Space	\$ 7,624	\$ 6,648	\$ 6,760	\$ 6,458	\$ 6,109	\$ 6,710	\$ 7,295	\$ 7,209	\$ 7,335	\$ 7,655	\$ 69,803
Stormwater Management	\$ 7,681	\$ 7,349	\$ 6,273	\$ 5,677	\$ 3,956	\$ 3,515	\$ 4,153	\$ 4,795	\$ 4,113	\$ 4,225	\$ 51,738
Total Healthy and Greener City	\$ 21,797	\$ 25,479	\$ 19,934	\$ 22,568	\$ 14,407	\$ 19,173	\$ 22,708	\$ 19,934	\$ 23,257	\$ 22,078	\$ 211,335

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

2021 - 2030 Capital Investment by Project Type



■ New/Enhanced ■ Infrastructure Renewal ■ Growth

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'AA': Arenas and Auditoriums									
1	2021	Arenas - Repair and Renewal	Capital	446	461	244	1,801	9,673	12,625
		FB-AA-1808 Infrastructure Renewal	Reserve Funds		214	108			322
		Recreation, Community and Culture, 2021-2030	External						
		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.	Gross Cost	446	675	352	1,801	9,673	12,948
		2021 Projects include:							
		1. Appleby Arena - Refrigeration Room Plant A - Glycol Pumps and Motor renewals							
		2. Mainway Arena - Refrigeration Room - Brine Pump 3 Replacement							
		3. Central Arena - Consulting Review and Design for replacement of Stucco							
		4. Central Arena - Concrete pad replacement in resurfacer room							
		5. All Arenas - General Facility and Equipment repair and maintenance							
		Facility and Facility Condition Index (FCI) Descriptions:							
		Appleby Ice Centre, 1201 Appleby Line, FCI 0.02							
		Aldershot Arena, 494 Townsend Avenue, FCI 0.01							
		Central Arena, 519 Drury Lane, FCI 0.04							
		Mainway Arena, 4015 Mainway, FCI 0.03							
		Skyway Arena, 129 Kenwood Avenue, FCI 0.32							

Part 'CC': Community Centres

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'CC': Community Centres									
2	2021	LaSalle Pavilion - Repair and Renewal	Capital						
		FB-CC-859 Infrastructure Renewal	Reserve Funds	33	20	219	10	762	1,044
		Recreation, Community and Culture, 2021-2030	External						
		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.	Gross Cost	33	20	219	10	762	1,044
		The building functions as a banquet centre facility with a license agreement executed with Oakville Conference Centre expiring in 2022. The land at LaSalle Park is owned by the City of Hamilton and is leased to the City of Burlington who fully operates and maintains all of the park buildings and grounds. Funding is for emergency repairs to maintain the facility at the current level until the Land Agreement with City of Hamilton (which expires on December 31, 2022) is determined.							
		The capital renewal budget is funded by its own reserve as per Council approved by-law 63-2015.							
		2021 Funding is for:							
		1. LaSalle Pavilion - Sump Pump 2 renewal							
		2. LaSalle Pavilion - Wet and Dry Sprinkler System Condition Review Report							
		3. LaSalle Pavilion - Stabilization Funding							
		Facility Description:							
		Name: LaSalle Park Pavilion, 50 Northshore Blvd East							
		Size: 17,804 SQFT, Originally Built: 1917, Major Renovation Dates: 1997							
		Facility Condition Index (FCI): 0.03							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL						
Part 'CC': Community Centres															
3	2021	Orchard New Community Hub FB-CC-1912 New / Enhanced Recreation, Community and Culture, 2021 This project will modify an existing space, a school - St. Christopher Catholic Elementary 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	300					300						
			Reserve Funds												
			External												
			Gross Cost	300					300						
Operating Budget Impact <table><tr><td>2022</td><td>Exp/(Rev)</td><td>74.8</td></tr><tr><td></td><td>FTE Impact</td><td>0.8</td></tr></table>										2022	Exp/(Rev)	74.8		FTE Impact	0.8
2022	Exp/(Rev)	74.8													
	FTE Impact	0.8													

Orchard Community Area in Burlington

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CC': Community Centres									
4	2021	Paletta Mansion - Repair and Renewal	Capital						
		FB-CC-860 Infrastructure Renewal	Reserve Funds	81	79	20	10	941	1,131
		Recreation, Community and Culture, 2021-2030	External						
		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.	Gross Cost	81	79	20	10	941	1,131
		2021 Projects include:							
		1. Fire Alarm Panel and Devices Renewal.							
		2. Interior Lighting review and replacements.							
		Facility Description:							
		Name: Paletta Lakefront Park Mansion, 4250 Lakeshore Rd,							
		Size: 12,949 SQFT, Originally Built: 1929, Major Renovation Dates: 2000							
		Facility Condition Index (FCI): 0.07							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'CC': Community Centres									
5	2021	Recreation / Community Centres - Repair and Renewal	Capital	2,767	36	497	722	9,491	13,513
		FB-CC-1810 Infrastructure Renewal	Reserve Funds	317	216	183	120	570	1,406
		Recreation, Community and Culture, 2021-2030	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	3,084	252	679	842	10,061	14,918
2021 Projects include:									
1. Tansley Woods - Pool Warm/Spa and Main Pool Pump 1 replacements									
2. Tansley Woods - Pool Chlorine Tank System renewals									
3. Brant Hills/ Nelson Recreation Center - Replacement of Roof Hatch/ Ladder Systems									
4. Seniors' Centre - Billiards Area Acoustic Baffles and Flooring Replacement									
5. Seniors' Centre - Kitchen Hood Suppression System Renewal									
6. Mountainside - Revitalization of lap pool tank, deck, slide, sanitary and storm and mechanical room									
7. All Community Centres - General repair and maintenance									
Facility and FCI Descriptions:									
1. Brant Hills Community Centre, 2255 Brant Street, FCI 0.08									
2. Haber Recreation Centre, 3040 Tim Dobbie Drive, FCI 0.01									
3. Burlington Seniors' Centre, 2285 New Street, FCI 0.04									
4. Tansley Woods Community Centre (Pool but excludes Library), 1996 Itabashi Way, FCI 0.03									
5. Nelson Recreation Centre (Pool & Arena), 4235 New Street, FCI 0.07									
6. Mountainside Recreation Centre (Pool & Arena), 2205 Mount Forest, FCI 0.22									
7. Sherwood Forest Community Centre, 5270 Fairview St., FCI 0.17									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'CC': Community Centres									
6	2021	Waterfront Centre - Repair and Renewal	Capital						
		FB-CC-1107 Infrastructure Renewal	Reserve Funds	65	10	557	10	182	824
		Recreation, Community and Culture, 2021-2030	External						
		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.	Gross Cost	65	10	557	10	182	824
		2021 Projects include:							
		1. Replacement of 4 Sanitary and 1 Storm Sump Pumps.							
		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): 0.00							
Related Projects									
PO-PR-1290		Spencer Smith Park							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'CC': Community Centres									
7	2022	Sherwood Community Centre Facility - Renewal / Enhancements	Capital		1,200	2,184	3,553		6,936
		FB-CC-1135 Infrastructure Renewal	Reserve Funds						
		Recreation, Community and Culture, 2022, 2023, 2024	External		3,456				3,456
		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.	Gross Cost		4,656	2,184	3,553		10,392
		The Sherwood Forest Community Centre is located within Sherwood Park and supports the use of the park, park maintenance, the Centaur's Rugby Club house and washrooms and changing facilities for the three indoor domes operated by Burlington Youth Soccer Club. The domes and the Centaurs clubhouse operate within a Joint Venture Agreement with the City. The building was originally built in 1977 with a second floor expansion in 1991 to accommodate the rugby clubhouse. The building has a gym with parquet flooring on concrete and a low ceiling which is ideal for sports such as basketball, ball hockey, cricket and skateboarding. In addition, there is equipment storage and staff space for parks maintenance staff.							
		The implementation of the park works will be phased over a number of years. The phasing for the Facilities works will dovetail into the Parks and Open Spaces works.							
		To accommodate the joint ventures, cost sharing of the facilities will occur. The extent of sharing is currently undergoing discussion. The original previous estimate of \$10.8M (including prior approved funding) is being reviewed and will likely increase to account for carbon reduction items and green initiatives.							
		Facility Description: Name: Sherwood Forest Community Centre, 5270 Fairview Street Size: 8472 SQFT, Originally Built: 1977, Major Renovation Dates: 1991 Facility Condition Index (FCI): 0.36							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
<u>Part 'CC': Community Centres</u>									
<u>Related Projects</u>									
PO-PR-1567		Sherwood Forest Park - West Side Renewal							
PO-PD-1593		Sherwood Forest - West Side Renewal							

Part 'MB': Miscellaneous Buildings

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'MB': Miscellaneous Buildings									
8	2021	Energy Conservation Initiatives	Capital	259	1,121	625	450	8,871	11,326
		FB-MB-728 Infrastructure Renewal	Reserve Funds						
		Facility Assets, 2021-2030	External						
		Funding identified in this section is to implement Energy Conservation projects that will result in lowering the corporate facility energy consumption and reduce the City's carbon footprint. Implementation of Energy measures are ongoing and include upgrades to: Lighting, HVAC, Building Envelope, including exterior walls, windows, roofs and the use of renewable energy sources. Included in the above is ongoing Operator training and commissioning of buildings.	Gross Cost	259	1,121	625	450	8,871	11,326
		2021-2022 Projects include:							
		1. Facility recommissioning for Appleby Ice Centre							
		2. Interval metering installations at Burlington Transit Natural Gas, Electrical and Water submetering systems							
		3. Solar Photovoltaic Feasibility Studies of City wide, for facilities as well as ground mounted systems							
		4. City Wide Energy Training Plan Development							
		5. Measures from sustainable/ energy audits:							
		- Fire Station 2, 6, 7 - Insulation Upgrades, New Thermostats in Vestibules, Overhead Door Interlocks (10K each)							
		- Controls programming changes at various sites (40K)							
		- Small energy improvements suggested by staff from engagement with ops staff (5K)							
		6. Planning and Installation of EV Charging Stations							
		7. In 2021 a Solar installation is anticipated for Mainway Arena							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'MB': Miscellaneous Buildings									
9	2021	Greenwood Cemetery and Other Cemetery Facilities - Repair and Renewal	Capital	25	25	25	25	177	277
		FB-MB-445 Infrastructure Renewal	Reserve Funds						
		Roads, Parks and Forestry, 2021-2030	External						
		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.	Gross Cost	25	25	25	25	177	277
		2021 Projects include:							
		1. Greenwood and Pioneer Cemeteries - Monument Repairs and Renewals							
		2. Ongoing Stabilization of Greenwood and Pioneer Cemeteries							
		Facility Descriptions:							
		Name: Greenwood Cemetery Office 1030 Greenwood Drive							
		Size: 1098 SQ FT, Originally Built: 1968, Major Renovation Dates: 2013							
		Facility Condition Index (FCI): 0.01							
		Name: Greenwood Cemetery Maintenance Building 1030 Greenwood Drive							
		Size: 882 SQ FT, Originally Built: 1968, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.00							
Related Projects									
PO-PD-1458		Greenwood Cemetery							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'MB': Miscellaneous Buildings									
10	2021	Park Buildings - Repair and Renewal	Capital	112	24	65	67	519	787
		FB-MB-8 Infrastructure Renewal	Reserve Funds						
		Roads, Parks and Forestry, 2021-2030	External						
		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, and manage vandalism repairs, replacement of urinals, toilets, sinks, tiles and flooring, fixtures, pumps, partitions, doors, lights and roofs. Energy efficiency initiatives are considered on renewal and replacement.	Gross Cost	112	24	65	67	519	787
		2021 Project Include:							
		1. Central Maintenance Building - Overhead Door Replacement							
		2. Ireland Park Maintenance - Driveway Asphalt Rehabilitation and Exterior Door Replacement							
		3. Walkers Line Stormwater Pumphouse - Exterior Roof Access Ladder replacement							
		4. Walkers Line Stormwater Pumphouse - Stormwater Pumps and Associated piping and valve replacements							
Related Projects									
PO-PR-1626		Nelson Stadium							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'MB': Miscellaneous Buildings									
11	2021	Park Buildings - Revitalization	Capital	94	3,191	82	2,498	14,062	19,926
		FB-MB-1725 Infrastructure Renewal	Reserve Funds	93					93
		Facility Assets, 2021-2030	External						
		Roads, Parks, Forestry (RPF) operates and maintains 31 small park buildings and structures within the City. The facilities consist of public washrooms, sport change rooms, decentralized park maintenance facilities. Within this portfolio of buildings, a few were original constructed in the mid to late 1960's. Funding identified in 2021 is for Park Building design with construction.	Gross Cost	187	3,191	82	2,498	14,062	20,019
		Major renovations/revitalization are scheduled to coordinate with RPF at Central, Lowville and Nelson Parks with future park master plans. Replacement/revitalizations are tentatively scheduled in 2022, 2024 and in the later portion of the 10-year plan.							
		Facilities being considered along with entire Park space revitalization include:							
		Name: Nelson Changeroom/Shower and Burlington Minor Football Association Leased Space , 4181 New Street							
		Size: 3613 SQFT, Originally Built: 1968, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.15							
		Name: Nelson Maintenance and Burlington Minor Football (JV) Storage Building, 4181 New Street							
		Size: 2207 SQFT, Originally Built: 1982, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.02							
		Name: Nelson North Washroom, 4181 New Street							
		Size: 1905 SQFT, Originally Built: 1982, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.05							
		Name: Nelson South Washroom, 4181 New Street							
		Size: 2400 SQFT, Originally Built: 1995, Major Renovation Dates: N/A							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
<u>Part 'MB': Miscellaneous Buildings</u>									
		Facility Condition Index (FCI): 0.04							
		Name: Lowville Park North Washroom, 6207 Guelph Line							
		Size: 1647 SQFT, Originally Built: 1965, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.00							
		Name: Lowville Park Day Camp Storage Barn, 6207 Guelph Line							
		Size: 2347 SQFT, Originally Built: 1966, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.00							
		Name: Lowville Park Maintenance Building, 6207 Guelph Line							
		Size: 603 SQFT, Originally Built: 1947, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.00							
		Name: Central Park Maintenance Building , 2299 New Street							
		Size: 1260 SQFT, Originally Built: 1947, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.04							
		Name: Central Park South Storage Building ,2299 New Street							
		Size: 452 SQFT, Originally Built: 1947, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.01							
		Name: Central Park North Storage Building ,2299 New Street							
		Size: 775 SQFT, Originally Built: 1947, Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.00							
		Name: Central Park Washroom Building ,2299 New Street							
		Size: 356 SQFT, Originally Built: 1947, Major Renovation Dates: 2005							
		Facility Condition Index (FCI): 0.02							

Related Projects

PO-PR-1688 Nelson Park

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'MB': Miscellaneous Buildings									
Part 'PL': Pools									
12	2021	Pool Facilities - Repair and Renewal	Capital	43	4	914	97	985	2,043
		FB-PL-1809 Infrastructure Renewal	Reserve Funds	52	5	172	64	320	613
		Recreation, Community and Culture, 2021-2030	External						
		Funding is intended to stabilize, replace or make improvements to existing building systems that will maintain the life cycle of the facility, and maintain a safe environment for patrons using the city's Pool Facilities. Green initiatives are considered when components are renewed/replaced.	Gross Cost	95	9	1,086	161	1,305	2,656
		Mountainside and Nelson Recreation Centres pool related projects are captured in FB-CC-1810 (Repair and Renewal - Recreation/Community Centres)							
		2021 Projects include:							
		1. Angela Coughlin Pool - Chemical Feed System Replacement for all 3 pools							
		2. Angela Coughlin Pool - Public Announcement/Music System renewal							
		3. Aldershot, Burlington Centennial and Angela Coughlin Pools - Chlorine Storage Tank replacement							
		4. LaSalle Wading Pool - CCTV DVR system replacement							
		5. All Pools - General Repairs and Maintenance							
		Facility and Facility Condition Index (FCI) Descriptions:							
		Collegiate Pools:							
		1. Aldershot Pool, Address: 5 Fairwood Place, FCI 0.33							
		2. Angela Coughlan Pool, Address: 2425 Upper Middle Road, FCI 0.06							
		3. Centennial Pool, Address: 5151 New Street, FCI 0.01							
		Outdoor Pools:							
		4. LaSalle Wading Pool Address: 50 Northshore Boulevard East, FCI 0.74							

Part 'TY': Tyandaga

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'TY': Tyandaga									
13	2021	Tyandaga Golf Club - Repair and Renewal	Capital						
		FB-TY-153 Infrastructure Renewal	Reserve Funds	60	265	79	5	409	818
		Recreation, Community and Culture, 2021-2030	External						
		Funding is intended to stabilize, replace or make improvements to existing building systems that will maintain the life cycle of the facility, and maintain a safe environment for patrons using Tyandaga Golf Course facilities. Green initiatives are considered when components are renewed/replaced.	Gross Cost	60	265	79	5	409	818
		The capital renewal budget is funded by its own reserve as per Council approved bylaw 04-1991.							
		2021 Projects Include:							
		1. Tyandaga Golf Course - Irrigation and Golf Tee Renewals							
		2. Tyandaga Golf Course - Drainage Restoration							
		Facility Descriptions:							
		Name: Tyandaga Golf Course Pro Shop/Clubhouse 1265 Tyandaga Park Dr							
		Size: 9,042 SQFT, Originally Built: 1998							
		Facility Condition Index (FCI): 0.20							
		Name: Tyandaga Golf Course Maintenance Bldg 1265 Tyandaga Park Dr							
		Size: 6,000 SQFT, Originally Built: 1964							
		Facility Condition Index (FCI): 0.39							
A Healthy and Greener City - Facilities and Buildings				Capital Total:	4,046	6,062	4,634	9,212	67,733
				Reserve Funds Total:	700	809	1,337	219	3,185
				External Total:		3,456			3,456
				Gross Cost Total:	4,746	10,327	5,972	9,431	46,964
									77,439

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'EN': Equipment - New									
14	2021	Cemetery - New Equipment VE-EN-2000 New / Enhanced Roads, Parks and Forestry, 2021 The cemetery is looking for three pieces of small equipment to support cemetery maintenance operations: 1. Water tank and trailer \$10K 2. Snow Blower \$1K	Capital	11					11
			Reserve Funds						
			External						
			Gross Cost	11					11
			Operating Budget Impact 2021 Exp/(Rev) 3.5						
15	2021	Tree Management - New Equipment VE-EN-2016 New / Enhanced Roads, Parks and Forestry, 2021 Equipment needed for the three new City of Burlington Arborists. This equipment includes: - 70' aerial device with chip body, single axle - retrofitted with GRIP system - low-bed dump truck (class 5 vehicle), crew cab 4WD with removable chip body - retrofitted with GRIP system - 10" chipper - small equipment and gear (chainsaws; rigging kits; roadside signage; track mats, etc)	Capital	520					520
			Reserve Funds						
			External						
			Gross Cost	520					520
			Operating Budget Impact 2021 Exp/(Rev) 52.0						
Part 'VN': Vehicle - New									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VN': Vehicle - New									
16	2022	Parks Maintenance - New Vehicles VE-VN-1910 New / Enhanced Roads, Parks and Forestry, 2022 New vehicles are required for park maintenance due to the expansion of park assets. 1) Pickup truck (2022) required for Spencer Smith Park development east and west (Beachway).	Capital		35				35
			Reserve Funds						
			External						
			Gross Cost		35				35

Related Projects

PO-PD-115 City View Park - Sportsfield Development

Part 'VR': Vehicle - Replace									
17	2021	Organized Sport Support - Vehicle Replacement VE-VR-2007 Infrastructure Renewal Recreation, Community and Culture, 2021-2030 Scheduled replacement of owned vehicles and equipment in the Organized Sport Support service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	Capital						
			Reserve Funds	61	212	368	219	1,341	2,201
			External						
			Gross Cost	61	212	368	219	1,341	2,201

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'VR': Vehicle - Replace									
18	2021	Parks & Open Space Maintenance - Vehicle Replacement	Capital						
		VE-VR-2012 Infrastructure Renewal	Reserve Funds	951	580	304	488	3,043	5,366
		Roads, Parks and Forestry, 2021-2030	External						
		Scheduled replacement of owned vehicles and equipment in Parks and Open Space Maintenance service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost	951	580	304	488	3,043	5,366
		Vehicles scheduled for replacement in 2021 include:							
		- Maintenance Cargo Vans (2)							
		- Refuse Packer							
		- Tractors (9)							
		- Mowers (2)							
		Please see attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VR': Vehicle - Replace									
19	2021	Surface Water Drainage - Vehicle Replacement VE-VR-2009 Infrastructure Renewal Roads, Parks and Forestry, 2021-2025, 2029, 2030 Scheduled replacement of owned vehicles and equipment in Surface Water Drainage service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Two pickup trucks are scheduled for replacement in 2021. Please see attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	Capital						
			Reserve Funds	68	25	136	34	310	573
			External						
			Gross Cost	68	25	136	34	310	573
20	2021	Tree Management - Vehicle Replacement VE-VR-2010 Infrastructure Renewal Roads, Parks and Forestry, 2021-2030 Scheduled replacement of owned vehicles and equipment in Tree Management service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Please see attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	Capital						
			Reserve Funds	4	73	0	6	1,705	1,787
			External						
			Gross Cost	4	73	0	6	1,705	1,787

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'VR': Vehicle - Replace									
21	2021	Tyandaga - Equipment Replacement VE-VR-407 Infrastructure Renewal Recreation, Community and Culture, 2021-2030 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. Support units scheduled for replacement in 2021 include two grass mowers, a towed leaf blower and two handheld leaf blowers. Please reference attached Tyandaga Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	Capital						
			Reserve Funds	131	126	69	237	461	1,025
			External						
			Gross Cost	131	126	69	237	461	1,025
22	2022	Cemetery - Vehicle Replacement VE-VR-2001 Infrastructure Renewal Roads, Parks and Forestry, 2022-2028, 2030 Scheduled replacement of owned equipment in the Cemetery fleet. Equipment scheduled for replacement are evaluated as to their mechanical condition, departmental needs, and maintenance costs. Life cycles are then extended where possible. No support units scheduled for replacement in 2021. Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.	Capital						
			Reserve Funds		4	21	19	388	433
			External						
			Gross Cost		4	21	19	388	433

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VR': Vehicle - Replace									
23	2022	Recreation - Vehicle Replacement	Capital						
		VE-VR-1945 Infrastructure Renewal	Reserve Funds		100	30		234	364
		Recreation, Community and Culture, 2022, 2023, 2027, 2028, 2030	External						
		Scheduled replacement of owned vehicles and equipment in the Recreation service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost		100	30		234	364
		No support units scheduled for replacement in 2021.							
		Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
24	2025-2030	Environment & Energy - Vehicle Replacement	Capital						
		VE-VR-2003 Infrastructure Renewal	Reserve Funds					42	42
		Engineering Services, 2025	External						
		Scheduled replacement of owned vehicles and equipment in the Recreation service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost					42	42
		No support units scheduled for replacement in 2021.							
		Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							

* Report values in thousands

A Healthy and Greener City - Fleet Vehicles, Accessories and Equipment

Capital Total:	531	35			566	566
Reserve Funds Total:	1,215	1,120	929	1,002	7,524	11,790
External Total:						
Gross Cost Total:	1,746	1,155	929	1,002	7,524	12,356

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
25	2021	Beachway Master Plan	Capital					30	30
		PO-PD-1460 New / Enhanced	Reserve Funds	30	30	30	30	150	270
		Engineering Services, 2021-2030	External						
		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:	Gross Cost	30	30	30	30	180	300
		2021 - completion of technical studies							
		2022 - detailed design and approvals							
		2023 - 2030 - phased construction							

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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
26	2021	City View Park - Sportsfield Development PO-PD-115 Growth Engineering Services, 2021-2030 This project implements the City View Park Master Plan and Development Strategy as reported in PR-31-07. A future phase beyond the 10 year budget is required to complete the Master Plan. 2021 includes design and approval work for the baseball diamonds phase. 2024 includes the construction of 2 natural grass ball diamonds - one of them with lights and associated parking lot. 2025 to 2030 includes the design, approvals and construction of 2 natural grass soccer and/or cricket facilities.	Capital						
			Reserve Funds	994	643	819	819	2,237	5,511
			External						
			Gross Cost	994	643	819	819	2,237	5,511
			Operating Budget Impact 2021 Exp/(Rev) 106.2 FTE Impact 1.8						
Related Projects PO-PR-1577 City View Park - Playground Renewal VE-VN-1910 Parks Maintenance - New Vehicles									
City View is a City Park containing 3 artificial turf soccer fields, playground, stormwater pond, parking and significant naturalization planting.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
27	2021	Tansley Woods Park - Splash Pad	Capital		450				450
		PO-PD-1887 New / Enhanced	Reserve Funds	75	200				275
		Engineering Services, 2021, 2022	External						
		2021 includes design work for construction the following year.	Gross Cost	75	650				725
		2022 is for the construction of a new splash pad and renewal of east asphalt recreational trail behind the Community Centre.							
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.

28	2021	Windows to the Lake - Green Street	Capital	40					40
		PO-PD-1933 New / Enhanced	Reserve Funds	80	80				160
		Engineering Services, 2021, 2022	External						
		This project is for the construction work related to shoreline improvements for future Window to the Lake development at Green Street.	Gross Cost	120	80				200
		2021 includes shoreline restoration work.							
		2022 is work for development of parkette.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL	
Part 'PD': Park Development										
29	2022	Community Garden Development PO-PD-1562 New / Enhanced Engineering Services, 2022, 2024, 2026, 2028 This project is for the construction of a new community garden. An online survey, using Insight Burlington was conducted to inform preferred locations for community gardens. Public engagement will be conducted for a preferred location. Report CW 16-15. 2022 Location to be confirmed. 2024 Location to be confirmed 2026 Location to be confirmed 2028 Location to be confirmed	Capital				100	100	200	
			Reserve Funds		100			100	200	
			External							
			Gross Cost		100		100	200	400	
Related Projects										
PO-PD-1593		Sherwood Forest - West Side Renewal								
PO-PR-1883		Community Gardens								
30	2022	Multi-Use Recreational Trail, Hydro Corridor - Mainway to Upper Middle Road PO-PD-1647 Growth Engineering Services, 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). Phase 1 (Upper Middle to Heathfield) was completed in 2019. 2022 work includes design and construction of phase 2 (Heathfield to Mainway)	Capital							
			Reserve Funds		350				350	
			External							
			Gross Cost		350				350	
Related Projects										
PO-PR-877		Recreational Multi-Use Trail								
The Parks Recreation & Cultural Assets Master Plan (2009) directed the development of a recreational 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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
31	2023	General Brock Surplus School Land Park Construction	Capital			1,000			1,000
		PO-PD-1461 New / Enhanced	Reserve Funds						
		Engineering Services, 2023	External						
		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.	Gross Cost			1,000			1,000
		Funding identified in 2023 is a placeholder for construction and/or renewal of park amenities.							

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	2021	2022	2023	2024	2025-	TOTAL
Part 'PD': Park Development									
32	2024	Sherwood Forest - West Side Renewal	Capital				360		360
		PO-PD-1593 New / Enhanced	Reserve Funds				240		240
		Engineering Services, 2024	External						
		The Parks Recreation & Cultural Assets Master Plan (2009) directed the development of a renewal plan for this park. CW-10-16 Sherwood Forest Park Revitalization outlines the revitalization plan time and costs. Enhanced amenities (such as a splash pad and community garden) 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
Operating Budget Impact 2022 Exp/(Rev) 20.0									

Work in 2024 includes construction of a splash pad, adult fitness equipment and community garden (on the west side of the park).

Related Projects

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

5270 Fairview St.

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
33	2025-2030	Eileen and John Holland Nature Sanctuary	Capital					350	350
		PO-PD-1974 New / Enhanced	Reserve Funds						
		Engineering Services, 2030	External						
		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.	Gross Cost					350	350
		2030 is work to expand the trail system, including a pedestrian bridge, which could be considered phase 3 of the larger project.							

1401 Old York Road

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
34	2025-2030	Recreational Multi-Use Trail	Capital						
		PO-PR-877 Growth	Reserve Funds					1,090	1,090
		Engineering Services, 2029, 2030	External						
		This project is for the staged implementation of the Multi-Use Trails strategy.	Gross Cost					1,090	1,090
		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 2029 includes a Community Trails Strategy update to forecast and prioritize recreational trail development in 2029 and 2030.							
		Any proposed Recreational Trails will be reviewed to align projects with recommendations from the Cycling Master Plan as applicable.							
Related Projects									
PO-PR-1681		Recreational Multi-Use Trail - Hydro Corridor North							
PO-PR-1682		Recreational Multi-Use Trail - Centennial							
PO-PD-1647		Multi-Use Recreational Trail, Hydro Corridor - Mainway to Upper Middle Road							
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							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
35	2025-2030	Recreational Multi-Use Trail - Sheldon Creek	Capital						
		PO-PD-1733 Growth	Reserve Funds					200	200
		Engineering Services, 2025	External						
		This project is for the construction of a new pedestrian bridge and recreational trail connection in the Orchard Community as identified in the Community Trails Strategy.	Gross Cost					200	200
		2025 includes the construction work.							

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.

Part 'PR': Park Renewal

36	2021	Bromley Park	Capital	270					270
		PO-PR-1706 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 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 plan.	Gross Cost	270					270
		2021 work includes the renewal of playground, swing, site furnishings, and pathway.							

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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
37	2021	Champlain Park	Capital	475					475
		PO-PR-1573 Infrastructure Renewal	Reserve Funds	125					125
		Engineering Services, 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 plan.	Gross Cost	600					600
		2021 work includes replacement of backstop, playground, swings, recreational trail, site furnishings and drainage improvements.							

2101 Mountain Grove Ave.

Champlain is classified a Neighbourhood park providing 1 baseball diamond, playground seating area, walkways and drainage improvements.

38	2021	Community Gardens	Capital	25				60	85
		PO-PR-1883 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021, 2026	External						
		Work includes renewal at the following locations:	Gross Cost	25				60	85
		2021 Maple Park							
		2026 Amherst and Francis Road Bikeway							

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	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
39	2021	Driftwood Park	Capital	175					175
		PO-PR-1703 Infrastructure Renewal	Reserve Funds	125					125
		Engineering Services, 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 plan.	Gross Cost	300					300
		2021 work includes the renewal of playground, swing, site furnishings, and improved accessibility with recreational trail reconstruction.							

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 playground and recreational trail.

40	2021	Elizabeth Gardens Parkette	Capital	170					170
		PO-PR-1709 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 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 plan.	Gross Cost	170					170
		2021 work includes the renewal of playground, site furnishings and recreational trail.							

5412 Croydon Rd.

Elizabeth Gardens is classified a Parkette providing a playground, seating area and recreational trail.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
41	2021	Hidden Valley Park	Capital	675				665	1,340
		PO-PR-1575 Infrastructure Renewal	Reserve Funds	420					420
		Engineering Services , 2021, 2027, 2028, 2029, 2030	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost	1,095				665	1,760
		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.							
		2027 is design work for the following year.							
		2028 work is for the replacement of ball diamond D1.							
		2029 is design work for the following year.							
		2030 includes renewal of playground area by splash pad.							
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 playgrounds, picnic areas, 2 shade structures, 2 washroom buildings, spray pad, 1 baseball diamond, seating areas, recreational trails, the Model Train Club and parking. This park has significant woodlot with the Grindstone Creek running through the park.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
42	2021	Ireland Park	Capital	160	70	245	1,040	1,750	3,265
		PO-PR-1564 Infrastructure Renewal	Reserve Funds	100	25	205	25		355
		Engineering Services , 2021-2024, 2026, 2027, 2030	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost	260	95	450	1,065	1,750	3,620
		2021 works include the replacement of north playground and watermain.							
		2022 includes the community garden renewal and replacement of irrigation/drainage system on F2.							
		2023 includes the replacement of irrigation/drainage system on F and lighting for tennis and design work for the following year.							
		2024 works include replacement of sportlighting systems (D1, D2) and irrigation systems on fields D1, D2 and D3.							
		2026 includes design work for the following year.							
		2027 works include replacement of pedestrian bridge and D4.							
		2030 work includes the reconstruction of the main parking lot with improved pedestrian connection (sidewalk) from Headon Forest Road. This renewal will result in improved accessibility, lighting, drainage, healthy trees and circulation.							
Related Projects									
SM-SD-1358		Tuck Creek Erosion Control (Dundas Street to Hydro R.O.W.)							
PO-PR-1819		Pedestrian Bridge Improvements							
2315 Headon Forest Drive									
Ireland is classified a community park providing 4 baseball diamonds, 4 soccer fields, tennis courts, 2 playgrounds, recreational trails, connecting to the Hydro recreational multi-use trails washroom facilities and parking.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
43	2021	Irving Parkette PO-PR-1701 Infrastructure Renewal Engineering Services, 2021 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2021 work includes the renewal of playground, swing, site furnishings, pathway and upgrading water system (above cabinet).	Capital	150					150
			Reserve Funds	150					150
			External						
			Gross Cost	300					300
			5680 Rosaline Rd. Irving is classified a Parkette providing a playground, seating area, shade structure and recreational trail.						
44	2021	Leighland Park PO-PR-1684 Infrastructure Renewal Engineering Services, 2021, 2022, 2027 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2021 work includes the detailed design for future park renewals. 2022 work includes the replacement of ball diamond (D2), pathways, tennis court and drainage improvements. 2027 work is for the renewal of recreational trails, ball diamond (D1) and parking lot improvements.	Capital	100	1,000			800	1,900
			Reserve Funds						
			External						
			Gross Cost	100	1,000			800	1,900
			1200 Leighland Rd. Leighland is classified a Neighbourhood park providing 2 baseball diamonds, a playground, public access tennis courts, multi-use court and parking.						

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
45	2021	Longmoor Park PO-PR-1685 Infrastructure Renewal Engineering Services, 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 plan.	Capital	25	200				225
			Reserve Funds						
			External						
			Gross Cost	25	200				225
		2021 is design work for the following year. 2022 work includes the replacement of playgrounds, swings, pathway and site furnishings.							

4501 Longmoor Dr.

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

46	2021	Lowville Park PO-PR-1594 Infrastructure Renewal Engineering Services, 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 plan and approved through the Lowville Master Plan Review PR-08-13	Capital	425		20	600		1,045
			Reserve Funds	125					125
			External						
			Gross Cost	550		20	600		1,170
		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 area.							

6207 Guelph Line

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
47	2021	Maplehurst Park PO-PR-1687 Infrastructure Renewal Engineering Services, 2021	Capital	195					195
			Reserve Funds						
			External						
		2021 work is for the replacement of playground, recreational trail and site furniture.	Gross Cost	195					195

1066 Joan Dr.

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

48	2021	Mountain Gardens Parkette PO-PR-1683 Infrastructure Renewal Engineering Services, 2021	Capital	190					190
			Reserve Funds						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	External						
		2021 work includes the renewal of playgrounds, swings, site furnishings and recreational trails.	Gross Cost	190					190

2080 Mount Forest Dr.

Mountain Gardens is classified a Parkette providing a playground, seating area and recreational trail.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
49	2021	Nelson Stadium	Capital	175					175
		PO-PR-1626 Infrastructure Renewal	Reserve Funds	225					225
		Engineering Services, 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 plan.	Gross Cost	400					400
		2021 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.

50	2021	Orchard Park	Capital	400			20	500	920
		PO-PR-1568 Infrastructure Renewal	Reserve Funds	400				50	450
		Engineering Services, 2021, 2024, 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 plan.	Gross Cost	800			20	550	1,370
		2021 work includes the replacement of the artificial turf carpet.							
		2024 includes design work for the following year.							
		2025 work includes the replacement/renewal of the playground, swings, pathway, multi-use court and site furnishings.							

2255 Sutton Dr.

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL	
Part 'PR': Park Renewal										
51	2021	Park - Repair and Renewal PO-PR-101 Infrastructure Renewal Engineering Services, 2021-2030 Unanticipated infrastructure repair and renewal requirements of existing park assets (city has 117 parks) at various locations. Future Park Repair & Renewal budgets will be guided and informed by the Asset Management Services group. Years 2029 and 2030 funding is shown as block funding and will be assigned to asset replacement and in-year renewal needs in future budget preparations. Funding under this project will also maintain as-needed inventory and/or condition assessments of park infrastructure to support the City's park asset management program.	Capital	100	100	259	200	5,940	6,599	
			Reserve Funds			100	46		80	226
			External							
			Gross Cost	100	200	305	200	6,020	6,825	
52	2021	Port Nelson Parkette PO-PR-1689 Infrastructure Renewal Engineering Services, 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 plan. 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, recreational trails and site furniture.	Capital	540	750				1,290	
			Reserve Funds							
			External							
			Gross Cost	540	750				1,290	
3000 Lakeshore Rd. Port Nelson is classified a Parkette providing a playground, recreational trails, seating areas and parking lot.										

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
53	2021	Queensway Park PO-PR-1695 Infrastructure Renewal Engineering Services, 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 plan.	Capital	40	420				460
			Reserve Funds						
			External						
			Gross Cost	40	420				460
		2021 includes the detailed design. 2022 work includes the renewal of playground, swing, site furnishings, multi-use court and recreational trail.							

2440 Glenwood School Dr.

Queensway is classified a Neighbourhood park providing a playground and multi-use court.

54	2021	Recreational Multi-Use Trail - Hydro Corridor North PO-PR-1681 Infrastructure Renewal Engineering Services, 2021, 2026, 2028 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. This project includes the asphalt surface renewal (shave and pave) of the recreational multi use trail.	Capital	50				480	530
			Reserve Funds					320	320
			External						
			Gross Cost	50				800	850
		2021 includes new wayfinding and trail naming signage. 2026 includes design. 2028 construction (North Service Road to Berwick Drive).							

Related Projects

PO-PR-877 Recreational 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 recreational multi-use trail, vehicle control bollards, wayfinding signage and seating areas.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
55	2021	Roly Bird Park PO-PR-1690 Infrastructure Renewal Engineering Services, 2021 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Capital	150					150
			Reserve Funds						
			External						
			Gross Cost	150					150
		2021 work is for the replacement of playground, swings, site furnishings and improvements to recreational trail.							

2203 Industrial St.

Roly Bird is classified a Neighbourhood park providing 2 soccer fields, 1 baseball diamond, a playground, seating areas, recreational trails that connect to the Hydro Corridor Recreational Multi-use trail, leash free area and parking.

56	2021	School Playground Improvement Strategy PO-PR-133 Infrastructure Renewal Engineering Services, 2021-2029 This project implements the phased replacement/renewal of playground assets on school board property (PR-21-08 Playground Improvement Strategy) on a life cycle basis identified in the parks asset management plan. Over the next 10 years, approximately 13 playgrounds are scheduled for replacement.	Capital	160	580	380	200	1,180	2,500
			Reserve Funds						
			External						
			Gross Cost	160	580	380	200	1,180	2,500
		2021 to 2024 Kilbride Public School, Florence Meares Public School, Lakeshore Public School, Pauline Johnson Public School and Tom Thompson Public School.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
57	2021	Spencer Smith Park - Brant Street Pier and Waterfront Promenade (Inspection and Remedial Work)	Capital	25	65	25	25	2,165	2,305
		PO-PR-1379 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021-2030	External						
		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. Ongoing required maintenance and repair of minor deficiencies is undertaken by RPF. Work in 2030 includes resurfacing the Waterfront Promenade and accruing funding towards major seawall rehabilitation in later years beyond the 10-year forecast.	Gross Cost	25	65	25	25	2,165	2,305
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.							
58	2021	Taywood Park	Capital	20	200				220
		PO-PR-1655 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 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 plan.	Gross Cost	20	200				220
		2021 includes design.							
		2022 is for the renewal of playground, swings, site furnishings and recreational trail renewal.							
		4357 Millcroft Park Dr. Taywood is classified a Neighbourhood park providing 1 soccer field, playground, multi-use court, seating areas, recreational trails and parking.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
59	2021	Tecumseh Park	Capital	20	100				120
		PO-PR-1669 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 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 plan.	Gross Cost	20	100				120
		2021 includes design work.							
		2022 work includes the replacement of ball diamond and recreational trail improvements.							

685 Regency Crt.

Tecumseh is classified a Neighborhood park providing a baseball diamond and playground .

60	2021	Tuck Park	Capital	20	170				190
		PO-PR-1686 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 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 plan.	Gross Cost	20	170				190
		2021 is design work for the following year.							
		2022 work is for the replacement of playground area, naturalization and recreational trail improvements.							

Related Projects

SM-SM-1623 Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)

3405 Spruce Ave.

Tuck is classified a Neighbourhood park providing 1 baseball diamond, playground, woodlot and Tuck Creek

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL	
Part 'PR': Park Renewal										
61	2022	Bridgeview Park PO-PR-1702 Infrastructure Renewal Engineering Services, 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 work includes design. 2023 work includes the removal of backstop, recreational trail, lighting, site furniture and replacement of playground.	Capital		20	155			175	
			Reserve Funds				25			25
			External							
			Gross Cost		20	180			200	
			1590 Norwood Ave. Bridgeview is classified a Neighborhood park providing a playground, walkways, baseball diamond and storage building.							
62	2022	Emerson Park PO-PR-1699 Infrastructure Renewal Engineering Services, 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design work. 2023 work includes the renewal of playground, swing, site furnishings, and recreational trail.	Capital		20	170			190	
			Reserve Funds							
			External							
			Gross Cost		20	170			190	
			2390 Sutton Dr. Emerson is classified a Neighbourhood park providing 1 baseball diamond, a playground, multi-use court, seating areas, recreational trails and parking							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
63	2022	Fairchild Parkette PO-PR-1707 Infrastructure Renewal Engineering Services, 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design work. 2023 work includes the renewal of playground, swing, site furnishings, and recreational trail.	Capital		20	150			170
			Reserve Funds						
			External						
			Gross Cost		20	150			170
64	2022	Lampman Park PO-PR-1697 Infrastructure Renewal Engineering Services, 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 is design for work the following year. 2023 work includes the renewal of playground, swing, site furnishings, soccer goal posts, recreational trail repairs multi use court.	Capital		20	210			230
			Reserve Funds						
			External						
			Gross Cost		20	210			230
2175 Fairchild Blvd. Fairchild is classified a Parkette providing a playground, seating area and recreational trails. 1691 Lampman Ave. Lampman is classified as a Neighbourhood park providing a playground, 1 soccer field, half basketball court, seating areas, recreational trail and parking. Lampman's walkways connect with walkways through the adjacent storm water management pond									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
65	2022	Maple Park	Capital		30	400		900	1,330
		PO-PR-1565 Infrastructure Renewal	Reserve Funds						
		Engineering Services , 2022, 2023, 2028, 2029	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost		30	400		900	1,330
		2022 is for design work for the following year.							
		2023 includes the replacement of sport lighting system of soccer facility (F1) and irrigation improvements.							
		2028 is for design work for the following year.							
		2029 work is for the renewal of concrete skatepark.							
Related Projects									
PO-PD-1815		Maple Park Improvements							
750 Maple Ave.									
Maple is classed a Community park providing playground, skateboard facility, 2 baseball diamonds, 1 soccer field, Girls Gymnastics Facility and Boys Gymnastic Facility and parking									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
66	2022	Millcroft Park	Capital		20	400		2,690	3,110
		PO-PR-1566 Infrastructure Renewal	Reserve Funds					125	125
		Engineering Services, 2022, 2023, 2025, 2027, 2029	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost		20	400		2,815	3,235
		2022 includes design for the following year.							
		2023 is work for replacement of playground.							
		2025 includes design work for 2027 and 2029							
		2027 work includes the replacement of sports lighting systems/irrigation/drainage on two ball diamonds (D1 and D2), replacement of asphalt on the multi-use court, replacement of backstop and updated netting on ball diamond D2.							
		2029 work includes renewal of ball diamond D3 and parking lot improvements.							
		4520 Millcroft Park Dr.							
		Millcroft is classified a Community park providing 3 baseball diamonds, 1 soccer field, washroom building, public access tennis courts, playground, spray pad, basketball court, shade structure, seating areas, recreational trails, parking and RPF maintenance building.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
67	2022	Optimist Park	Capital		645				645
		PO-PR-1705 Infrastructure Renewal	Reserve Funds		20				20
		Engineering Services, 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 plan.	Gross Cost		665				665
		2021 will include park engagement specific to upcoming park renewal initiatives.							
		2022 includes work for the renewal of multi-use court, playground and ball diamond.							

2131 Prospect St.

Optimist is classified a Neighbourhood park providing 1 baseball diamond, a playground, public access tennis courts, multi-use court, recreational trails, seating areas, Student Theatre facility, storage building and parking.

68	2022	Paletta Lakefront Park	Capital		100				100
		PO-PR-1804 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022	External						
		2021 is design work for the following year (2020 funding).	Gross Cost		100				100
		2022 includes renewal of exterior masonry walls and pavements.							

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.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
69	2022	Peart Park PO-PR-1696 Infrastructure Renewal Engineering Services, 2022, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2022 includes design work for construction the following year. 2023 work includes the replacement of playground and safety surfacing.	Capital		20	90			110
			Reserve Funds						
			External						
			Gross Cost		20	90			110

1410 Colonsay Dr.

Peart is classified a Neighbourhood park providing a playground, seating area, recreational trail and woodlot

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
70	2022	Spencer Smith Park	Capital		100	835			935
		PO-PR-1290 Infrastructure Renewal	Reserve Funds			100			100
		Engineering Services, 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 plan.	Gross Cost		100	935			1,035
		2022 is design work for the following year.							
		2023 work is to replace and expand the north recreational trail from the gazebo area to the central staircase (at the foot of Burlington Street) for improved accessibility.							
		Improvements also include replacement of artificial turf surface and drainage layer and concrete repairs in/around splash pad area and significant renewal of various zones of park irrigation system.							

Related Projects

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

4100 Lakeshore Rd.

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
71	2023	Aldershot Park	Capital			50		800	850
		PO-PR-1574 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023, 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 plan.	Gross Cost			50		800	850
		2023 work includes design.							
		2025 work includes replacement of the baseball backstop (D1), line fence, playground and the renewal of recreational trail and lighting system.							

1071 Gallagher Rd.

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

72	2023	Beachway Park	Capital			16	300		316
		PO-PR-1570 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023, 2024	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost			16	300		316
		2023 includes design.							
		2024 work is for the replacement of playground and safety surfacing.							

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	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
73	2023	Cleaver Park	Capital			20	270		290
		PO-PR-1708 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023, 2024	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost			20	270		290
		2023 includes design.							
		2024 work includes the renewal of playground, swing, site furnishings, fencing and recreational trail.							

2104 Cleaver Ave.

Cleaver is classified a Neighbourhood park providing a playground, recreational trails and woodlot.

74	2023	Greenwood Park	Capital			30	150		180
		PO-PR-1818 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023, 2024	External						
		2023 includes design for construction work the following year.	Gross Cost			30	150		180
		2024 includes replacement of soccer goal posts, backstop and accessible recreational trail connections to sportsfields.							

Greenwood Park is a neighbourhood park that includes a soccer field, baseball field, parking and recreational trail connection to the Francis Road Bikeway.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
75	2023	Kerns Park PO-PR-1571 Infrastructure Renewal Engineering Services, 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 is design for work the following year. 2024 work includes the replacement of playground, swings, site furniture and ball diamond.	Capital			40	400		440
			Reserve Funds						
			External						
			Gross Cost			40	400		440
Related Projects									
SM-SD-1269		Rambo Creek Erosion Control (Melissa Crescent to Upper Middle Road)							
1801 Kerns Rd. Kerns is classified a Neighbourhood park providing a playground, 2 baseball diamonds, shade structure, recreational trails and parking lot.									
76	2023	Lansdown Park PO-PR-1673 Infrastructure Renewal Engineering Services, 2023 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 work is for the decommission of the ball diamond, new shade structure by the playground, upgraded soccer full size soccer field, irrigation system, and parking lot and recreational trail improvements.	Capital			1,000			1,000
			Reserve Funds						
			External						
			Gross Cost			1,000			1,000
Related Projects									
SM-SD-1472		Tuck Creek Erosion Control for Three Sections							
3448 Hannibal Rd. Lansdown is classified a Neighbourhood park providing a playground, 1 baseball diamond, 1 soccer field and parking.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
77	2023	Newport Park PO-PR-1668 Infrastructure Renewal Engineering Services, 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 includes design for work the following year. 2024 work is for the renewal of playground, swings, site furnishings, soccer goal posts and recreational trails.	Capital			20	200		220
			Reserve Funds						
			External						
			Gross Cost			20	200		220
3020 Headon Forest Dr. Newport is classified a Neighbourhood park providing 1 soccer field, playground, seating area shade trellis and parking. The walkways connect to the Recreational Hydro Corridor multi-use trail.									
78	2023	Pinemeadow Park PO-PR-1700 Infrastructure Renewal Engineering Services, 2023, 2024 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan. 2023 includes design work for the following year. 2024 work includes the renewal of playground, swing, site furnishings, soccer goal posts and recreational trail.	Capital			20	170		190
			Reserve Funds						
			External						
			Gross Cost			20	170		190
3171 Pinemeadow Rd. Pinemeadow is classified a Neighbourhood park providing a playground, soccer field, recreational trail and seating area.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
79	2024	Amherst Park	Capital				20	170	190
		PO-PR-1666 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2024, 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 plan.	Gross Cost				20	170	190
		2024 is design work for the following year.							
		2025 work is for the renewal of playground, swings, site furnishings.							

2030 Amherst Heights Crt.

Amherst is classified a Neighbourhood park providing a playground, community gardens, seating areas and recreational trails.

80	2024	Burloak Park	Capital				20	300	320
		PO-PR-1653 Infrastructure Renewal	Reserve Funds					55	55
		Engineering Services, 2024, 2025	External						
		2024 includes design for construction work the following year.	Gross Cost				20	355	375
		2025 includes the replacement of playground and safety surfacing.							

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
81	2024	Fairfield Parkette	Capital				5	15	20
		PO-PR-1694 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2024, 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 plan.	Gross Cost				5	15	20
		2024 is design for work the following year.							
		2025 work includes the renewal of swings and site furnishings.							

952 Gorton Ave.

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

82	2024	Forestvale Park	Capital				20	50	70
		PO-PR-1678 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2024, 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 plan.	Gross Cost				20	50	70
		2024 work includes detailed design.							
		2025 work is for the renewal of playground slide.							

1076 Forestvale Dr.

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
83	2024	LaSalle Pier Condition Inspection PO-PR-1639 Infrastructure Renewal Engineering Services, 2024, 2029 This project includes an above and below water inspection of the public pier. These condition assessments are repeated on a 5-year cycle.	Capital				30	30	60
			Reserve Funds						
			External						
			Gross Cost				30	30	60
		This project informs the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.							

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

84	2024	Nelson Park PO-PR-1688 Infrastructure Renewal Engineering Services, 2024, 2025, 2026 This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Capital				150	1,950	2,100
			Reserve Funds					50	50
			External						
			Gross Cost				150	2,000	2,150
		2024 work includes the detailed design (for construction the following years) in coordination with Facilities and Buildings. 2025 work includes the replacement of playground. 2026 work includes improvements to recreational trail, ball diamond D1, parking lot and bleachers.							

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, playground, 2 soccer fields, BMX dirt jump course, multi-use court, recreational trails connecting to the Recreational Centennial Multi-Use Trail, Nelson Arena and outdoor pool facility, washroom buildings, Appleby Tennis Club and parking

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
85	2024	Norton Park	Capital				20	1,825	1,845
		PO-PR-1579 Infrastructure Renewal	Reserve Funds					25	25
		Engineering Services, 2024, 2025, 2026	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost				20	1,850	1,870
		2024 includes design work for construction the following years.							
		2025 work includes the replacement of the north and south artificial turf fields.							
		2026 work includes the replacement of playground, swings, safety surfacing and skatepark repair work.							

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, playground, seating areas, recreational trails, washroom/shade pavilion with RPF maintenance facility, leash free area and parking

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
86	2024	Sherwood Forest Park - West Side Renewal	Capital				944	425	1,369
		PO-PR-1567 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2024, 2027, 2028	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan and on the phasing plan identified in the approved Sherwood Forest Revitalization Plan (CW-10-16).	Gross Cost				944	425	1,369

The reconstruction of the community centre will dovetail into the park renewal schedules.

2024 - work includes implementation of west side improvements (phases 3, 4 and 5)

- construction will be phased and implemented in 2024 and 2025.

2027 is design work for the following year.

2028 work includes the replacement of sports lighting system on soccer field F2.

Related Projects

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

5270 Fairview St.

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
87	2024	Sports Lighting - Relamping Program	Capital				60	210	270
		PO-PR-1801 Infrastructure Renewal	Reserve Funds					30	30
		Engineering Services , 2024, 2025, 2027, 2028, 2029	External						
		Light bulb replacement program for sports lighting systems to maintain desired light levels. There are 30 sports lighting systems in operation.	Gross Cost				60	240	300
88	2024	Thorpe Park	Capital				20	300	320
		PO-PR-1692 Infrastructure Renewal	Reserve Funds						
		Engineering Services , 2024, 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 plan.	Gross Cost				20	300	320
		2024 work includes detailed design.							
		2025 work includes the renewal of the ball diamond, recreational trail, playground, swing and site furnishings.							
1140 Stephenson Dr.									
Thorpe is classified a Neighbourhood park providing 1 baseball diamond, multi-use court, playground, seating areas, recreational trails and parking									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
89	2024	Westbury Park	Capital				10	710	720
		PO-PR-1693 Infrastructure Renewal	Reserve Funds				10		10
		Engineering Services, 2024, 2025, 2028, 2029	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost				20	710	730
		2024 includes design work for construction the following year.							
		2025 includes the renewal of the playground, swing, site furnishings and recreational trail.							
		2028 is design work for the following year.							
		2029 includes renewal of pedestrian bridge and stairs along trail system.							
		1470 Westbury Ave.							
		Westbury is classified a Neighbourhood park providing a playground , recreational trail and woodlot.							
90	2025-2030	Apeldoorn Park	Capital					180	180
		PO-PR-1937 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2028, 2029	External						
		2028 is design work for the following year.	Gross Cost					180	180
		2029 includes renewal of playground.							
		1385 Elgin Street							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
91	2025-2030	Bayshore Park	Capital					650	650
		PO-PR-1890 Infrastructure Renewal	Reserve Funds					25	25
		Engineering Services, 2027, 2028	External						
		2027 is for design work for the following year.							
		2028 includes the replacement of site furniture, shoreline railing and parking lot.	Gross Cost					675	675

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.

92	2025-2030	Berton Park	Capital					625	625
		PO-PR-1891 Infrastructure Renewal	Reserve Funds					25	25
		Engineering Services, 2027, 2028	External						
		This project is for the replacement of various park assets.							
		2027 is design work for the following year.							
		2028 work includes the replacement of playground, basketball court, goal posts, irrigation system and recreational trails.	Gross Cost					650	650

4050 Berton Ave.

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
93	2025-2030	Brant Hills Park	Capital					1,135	1,135
		PO-PR-1691 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025, 2026	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost					1,135	1,135
		2025 work includes detailed design.							
		2026 work includes the renewal of playground, swings, recreational trails, irrigation systems, drainage, bleachers, site furnishings, and replacement of ball diamond (D2).							

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, playground, public assess tennis courts, skateboard feature, recreational trails and the Brant Hills Community Centre and Public Library.

94	2025-2030	Cavendish Park	Capital					550	550
		PO-PR-1572 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2028, 2029	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost					550	550
		2028 includes design work for the following year.							
		2029 is for reconstruction of recreational trail and bridge renewal.							

2155 Cavendish Dr.

Cavendish is classified a Neighbourhood park providing 1 baseball diamond, playground and recreational trail.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
95	2025-2030	Central Park	Capital					670	670
		PO-PR-1569 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2027, 2028	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost					670	670
		2027 is design work for the following year.							
		2028 work is for the replacement ball diamond (D1), goal post replacements, irrigation improvements and recreational trails.							

2299 New Street

Central is classed a Community park. It is a significant park providing park amenities and recreational and cultural buildings. The park provides 4 soccer fields, 2 baseball diamonds and shared cricket pitch, 2 playgrounds, community gardens, Rotary memorial forest, labyrinth and rose garden. Buildings include Central Library, Music/drama Centre, Rotary Youth Centre, Central arena, Burlington Curling Club, Burlington Tennis Club, Seniors Centre, Burlington Lawn Bowling Club RPF maintenance facility and parking.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
96	2025-2030	City View Park - Playground Renewal	Capital					2,665	2,665
		PO-PR-1577 Infrastructure Renewal	Reserve Funds					75	75
		Engineering Services, 2025-2028	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost					2,740	2,740
		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.							
Related Projects									
PO-PD-115		City View Park - Sportsfield Development							
2500 Kerns Rd.									
City View is classified a City park located on the Niagara Escarpment. The park provides 3 artificial turf soccer fields, playground, stormwater management pond, recreational trails, internal roads and parking and an RPF maintenance facility. The Bruce Trails runs through the park.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
97	2025-2030	Doug Wright Park	Capital					260	260
		PO-PR-1892 Infrastructure Renewal	Reserve Funds					10	10
		Engineering Services, 2027, 2028	External						
		2027 is design work for the following year.							
		2028 is for the replacement of irrigation system and the addition of trees.	Gross Cost					270	270

4725 Doug Wright Dr.

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

98	2025-2030	Duncaster Park	Capital					700	700
		PO-PR-1935 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2028, 2029	External						
		2028 is design work for the following year.							
		2029 includes the renewal of pathways and pedestrian bridge.	Gross Cost					700	700

2259 Duncaster Dr. in the Brant Hills Community.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
99	2025-2030	Earl Court Park	Capital					170	170
		PO-PR-1825 Infrastructure Renewal	Reserve Funds					10	10
		Engineering Services, 2026, 2027	External						
		2026 includes the design.							
		2027 includes the replacement of playground, site furniture and recreational trails.	Gross Cost					180	180

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

100	2025-2030	Fothergill Park	Capital					315	315
		PO-PR-1704 Infrastructure Renewal	Reserve Funds					15	15
		Engineering Services, 2026, 2027	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.							
		2026 is design for work the following year.							
		2027 work includes the renewal of playground, swing, site furnishings, and recreational trails.	Gross Cost					330	330

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 playground, full basketball court, recreational trails and parking

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
101	2025-2030	Henderson Park	Capital					70	70
		PO-PR-1936 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2028, 2029	External						
		2028 is design for the following year.							
		2029 includes renewal of children's play area and new accessible recreational trails.	Gross Cost					70	70
328 Henderson Road.									
102	2025-2030	Kerncliff Park	Capital					325	325
		PO-PR-1677 Infrastructure Renewal	Reserve Funds					25	25
		Engineering Services, 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							
		2026 is design work.	Gross Cost					350	350
		2028 work is for the renewal of wood boardwalk and pedestrian bridges.							
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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
103	2025-2030	Kilbride Park	Capital					625	625
		PO-PR-1893 Infrastructure Renewal	Reserve Funds					25	25
		Engineering Services, 2027, 2029	External						
		2027 is for design work.							
		2029 for the replacement of the playground and sportsfield renewal.	Gross Cost					650	650

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.

104	2025-2030	Kinsmen Park	Capital					310	310
		PO-PR-1894 Infrastructure Renewal	Reserve Funds					10	10
		Engineering Services, 2027, 2028	External						
		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 recreational trails.	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.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
105	2025-2030	McCoy Common Parkette	Capital					65	65
		PO-PR-1934 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025, 2026	External						
		2025 is design work for the following year.							
		2026 is renewal work to recreational trails, gardens, and site furniture.	Gross Cost					65	65

1795 McCoy Ave - located in the Orchard Community.

106	2025-2030	Mountainside Park	Capital					370	370
		PO-PR-1822 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025, 2026	External						
		2025 includes design work.							
		2026 includes the replacement of playground and safety surfacing on east side of the park.	Gross Cost					370	370

Mountainside Park is community park located at 2205 Mount Forest Drive. The park includes an arena, skate feature, multi-use court, 2 playgrounds, parking and recreational trails.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
107	2025-2030	Orchard Parkette(s)	Capital					730	730
		PO-PR-1889 Infrastructure Renewal	Reserve Funds					30	30
		Engineering Services, 2026, 2027, 2028	External						
		2026 includes design for the following years							
		2027 is for renewal work at Apple Blossom and Dryden parkettes.							
		2028 is for renewal work at Avalon, Easton and Prescott parkettes.	Gross Cost					760	760

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.

108	2025-2030	Palladium Park	Capital					320	320
		PO-PR-1821 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025, 2026	External						
		2025 includes design for construction the following year.							
		2026 includes the replacement of playground, safety surfacing, repaving of the multi-use court, irrigation system and addition of trees.	Gross Cost					320	320

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PR': Park Renewal									
109	2025-2030	Pineland Park	Capital					450	450
		PO-PR-1816 Infrastructure Renewal	Reserve Funds					100	100
		Engineering Services, 2025, 2026	External						
		2025 includes design work.							
		2026 includes the replacement of pedestrian bridge and recreational trail improvements.	Gross Cost					550	550

Related Projects

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

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
110	2025-2030	Recreational Multi-Use Trail - Centennial	Capital					920	920
		PO-PR-1682 Infrastructure Renewal	Reserve Funds					126	126
		Engineering Services, 2026, 2027, 2028	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.							
		This project includes the asphalt surface renewal (shave and pave) of the recreational trail multi-use trail.	Gross Cost					1,046	1,046
		2026 is design work for the following year.							
		2027 and 2028 includes the pavement renewal construction work.							

Related Projects

SM-SD-1360	Sheldon Creek Erosion Control (CNR to New Street)
SM-SM-1623	Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)
SM-SM-1628	Tuck Creek Culvert Upgrade (Rexway Dr and Rockwood Dr)
SM-SM-1629	Appleby Creek Flood Mitigation (Fairview Street to Pinedale Avenue)
SM-SD-512	Appleby Creek Erosion Control (South Service Road to Lake Ontario)
PO-PR-877	Recreational Multi-Use Trail
SM-SD-1415	Appleby Creek Erosion Control (Dundas 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	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
111	2025-2030	Sinclair Park	Capital					160	160
		PO-PR-1820 Infrastructure Renewal	Reserve Funds					160	160
		Engineering Services, 2026, 2027	External						
		2026 includes design work for the following year.							
		2027 includes the replacement of playground, safety surfacing, swings and improved accessible recreational trails.	Gross Cost					320	320

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

112	2025-2030	Sioux Lookout Park	Capital					110	110
		PO-PR-1824 Infrastructure Renewal	Reserve Funds					10	10
		Engineering Services, 2026, 2027	External						
		2026 includes design.							
		2027 includes the replacement of seating areas, site furniture, recreational trails and lighting system.	Gross Cost					120	120

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PR': Park Renewal									
113	2025-2030	Tansley Woods Park	Capital					180	180
		PO-PR-1674 Infrastructure Renewal	Reserve Funds					10	10
		Engineering Services, 2027, 2028	External						
		This project implements the phased replacement and/or renewal of park assets on a life cycle basis identified in the parks asset management plan.	Gross Cost					190	190
		2027 includes design work for the following year.							
		2028 is work the renewal of playground behind the community centre.							

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, playground, multi-use court washroom building and parking. Walkways connect to the adjacent Tansley Woodlot and Tansley Community Centre.

114	2025-2030	Wellington Park	Capital					135	135
		PO-PR-1826 Infrastructure Renewal	Reserve Funds					61	61
		Engineering Services, 2026	External						
		2026 is for the replacement of playground, soccer goal posts and improved accessible recreational trails.	Gross Cost					196	196

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.

Part 'PA': Parkland Acquisition

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'PA': Parkland Acquisition									
115		Park Acquisition Fund	Capital						
		PO-PA-1079 Growth	Reserve Funds						
		Engineering Services, 2021-2030	External						
		Funding allocation from Park Dedication Reserve Fund (PDRF), 10% of annual revenues [\$200,000] to be set aside in a Strategic Land Acquisition Reserve Fund for a total of \$2 million for the 10-year period. Dollar amounts are not identified in the chart as funding is transferred from one reserve fund to another reserve fund.	Gross Cost						
A Healthy and Greener City - Parks and Open Space			Capital Total:	4,775	5,100	5,535	5,334	57,829	57,829
			Reserve Funds Total:	2,849	1,548	1,225	1,124	5,228	11,974
			External Total:						
			Gross Cost Total:	7,624	6,648	6,760	6,458	42,313	69,803

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
<u>Part 'SD': Storm Drainage</u>									
116	2021	Appleby Creek Erosion Control (South Service Road to Lake Ontario)	Capital	523			163	2,034	2,720
		SM-SD-512 Growth	Reserve Funds	818	2,123		1,023	3,182	7,146
		Engineering Services, 2021, 2022, 2024-2030	External						
		Class EA is complete. Detailed Design for Phase 1 and 2 began in 2020.	Gross Cost	1,341	2,123		1,186	5,216	9,866
		Preliminary construction cost is based on the conceptual design provided in the Class EA report. Updated construction cost estimates will be refined at detailed design stage.							

Related Projects

PO-PR-1682	Recreational 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.

2024: Location=Phase 3 Partial Construction Funding.

2025: Location=Phase 3 Construction of creek works as per Class EA recommendations.

2026: Location=Phase 4 Partial Construction Funding.

2027: Location=Phase 4 Construction of creek works as per Class EA recommendations.

2028: Location=Phase 5 Partial Construction Funding.

2029: Location=Phase 5 Partial Construction Funding.

2030: Location=Phase 5 Construction of creek works as per Class EA recommendations.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'SD': Storm Drainage									
117	2021	Grindstone Creek Erosion Control (Unsworth Avenue to Sumac Drive)	Capital						
		SM-SD-1260 Infrastructure Renewal	Reserve Funds	600					600
		Engineering Services, 2021	External						
		To address the erosion concerns, the Class EA Study was started in 2019. A detailed design will follow the Class EA Study	Gross Cost	600					600
		Initial cost estimates have been provided by the Class EA Study. Updated preliminary construction cost estimates will be refined at detailed design stage.							
		This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.							
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.							
118	2021	Grindstone Creek Erosion Control (Waterdown Rd to Main Branch in Hidden Valley Park)	Capital	150					150
		SM-SD-295 Growth	Reserve Funds	850					850
		Engineering Services, 2021	External						
		To address the erosion concerns, the Class EA Study was started in 2019. A detailed design will follow the Class EA Study.	Gross Cost	1,000					1,000
		Initial cost estimates have been provided by the Class EA Study. Updated preliminary construction cost estimates will be refined at detailed design stage.							
		This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.							
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	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
119	2021	Grindstone Creek Erosion Control at Snake Road	Capital	350					350
		SM-SD-1998 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External						
		The detailed design is currently underway to address erosion concerns.							
		Construction will be in 2021.							
		This project will help reduce sediment loading into Burlington Bay/Hamilton Harbour.	Gross Cost	350					350

2021: Location=Construction of creek works.

120	2021	Hager Creek Erosion Control (North Leg Winterberry Drive to South Leg Winterberry Drive)	Capital	400					400
		SM-SD-1268 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021	External						
		The detailed design currently underway to address the erosion concerns.							
		Construction will begin in 2021.							
		This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.	Gross Cost	400					400

2021: Location=Construction of creek works.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
121	2021	Minor Erosion Control Projects	Capital	100	150	100	100	600	1,050
		SM-SD-685 Growth	Reserve Funds	100	150	100	100	600	1,050
		Engineering Services, 2021-2030	External						
		Minor erosion control repairs at various locations due to erosion or bank failure.	Gross Cost	200	300	200	200	1,200	2,100
		These projects are either identified in the Creek Inventory and Erosion Assessment Report or have been identified as a result of a storm event.							

2021: Location=East Rambo Creek Slope Stability and Erosion Control Works at Roly Bird Park.

2022-2030: Location=Project sites as identified in the Creek Inventory and Erosion Assessment Report.

122	2021	Minor Stormwater Inlet / Outlet / Drainage Improvements	Capital	20	175	250	200	925	1,570
		SM-SD-883 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021-2030	External						
		Minor infrastructure improvements needed to improve drainage and reduce flooding.	Gross Cost	20	175	250	200	925	1,570
		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.							

2021: Location=Design or remediate local drainage improvements, including minor inlet-outlet repairs.

2022-2030: Location=Drainage improvements at various locations.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'SD': Storm Drainage									
123	2021	Rambo Creek Erosion Control (Melissa Crescent to Upper Middle Road)	Capital	250				1,820	2,070
		SM-SD-1269 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021, 2028	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost	250				1,820	2,070
		Initial cost estimates have been provided prior to Class EA Study. Updated preliminary construction cost estimates will be provided during the Class EA Study, and again refined at detailed design stage.							
		This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.							
Related Projects									
		PO-PR-1571 Kerns Park							
		PO-PR-1691 Brant Hills Park							
2021: Location=Class EA and Detailed Design									
2028: Location=Construction of creek works as per Class EA recommendations.									
124	2021	Rural Area Culverts Replacement	Capital	250	230	300	200	1,050	2,030
		SM-SD-1146 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021-2030	External						
		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.	Gross Cost	250	230	300	200	1,050	2,030
		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.							
2021: Location=3175 No. 1 Side Road									
2022-2030: Location=Culvert replacements and drainage improvements at various rural locations.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'SD': Storm Drainage									
125	2021	SWM Pond and OGS Maintenance	Capital	265	250	295	200	1,240	2,250
		SM-SD-962 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2021-2030	External						
		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.	Gross Cost	265	250	295	200	1,240	2,250
		Oil Grit Separators (OGS) are underground water quality control devices that are designed to trap sediment and oil/grease from the storm sewer system, resulting in cleaner water. The funding in 2021 is for an inspection of all the Oil Grit Separators to determine a future cleanout schedule.							

2021: Location=Pond 8 cleanout and surveys for ponds 6, 11, 26 and 35. OGS inspections.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
126	2021	Tuck Creek Erosion Control for Three Sections	Capital	77	2,700	1,714			4,491
		SM-SD-1472 Infrastructure Renewal	Reserve Funds	563	876	980			2,420
		Engineering Services, 2021-2023	External						
		THREE sections of Tuck Creek have been identified for this project.	Gross Cost	640	3,576	2,694			6,911
		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 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.								

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
127	2021	Upper Hager Creek - Tyandaga Culvert Replacement SM-SD-2015 Infrastructure Renewal Engineering Services, 2021 A creek culvert at the Tyandaga Golf Course has collapsed and requires replacement. This culvert conveys a tributary of Upper Hager Creek and is located below an internal access road that supports golf maintenance vehicles.	Capital	265					265
			Reserve Funds						
			External						
			Gross Cost	265					265
128	2021	West Aldershot Creek Erosion Control (Fairwood Place to Oakland Park Court) SM-SD-1505 Infrastructure Renewal Engineering Services, 2021 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. Construction will be able to proceed with this year's funding. This project will help reduce sediment loading into Burlington Bay / Hamilton Harbour.	Capital	100					100
			Reserve Funds						
			External						
			Gross Cost	100					100
2019: Location=Partial construction funding 2020: Location=Partial construction funding 2021: Location=Construction of creek works as per Class EA recommendations.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
129	2022	Falcon Creek Erosion Control (North Shore Boulevard to Hamilton Harbour)	Capital		200	320			520
		SM-SD-1264 Growth	Reserve Funds		50	80			130
		Engineering Services, 2022, 2023	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost		250	400			650
		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.							

2022: Location=Class EA and Detailed Design

2023: Location=Construction of creek works as per Class EA recommendations.

130	2022	Lemonville Road Drainage Improvements	Capital		200			600	800
		SM-SD-1436 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022, 2025	External						
		Lemonville Road has drainage issues that impact private property. This drainage improvement study will review the issues and provide recommendations for implementation.	Gross Cost		200			600	800

2022: Location=Drainage Study

2025: Location=Construction of creek works as per drainage study recommendations.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
131	2022	Shoreacres Creek Erosion Control (South Service Road to Harvester Road)	Capital		245		1,970		2,215
		SM-SD-1467 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2022, 2024	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost		245		1,970		2,215
		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

RD-SW-261 Harvester Road Sidewalk (Walker's Line - Appleby Line)

2022: Location=Class EA and Detailed Design

2024: Location=Construction of creek works as per Class EA recommendations.

132	2023	Sheldon Creek Erosion Control (CNR to New Street)	Capital			707		2,787	3,494
		SM-SD-1360 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2023, 2027, 2029	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost			707		2,787	3,494
		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-1567 Sherwood Forest Park - West Side Renewal

PO-PR-1704 Fothergill Park

PO-PR-1682 Recreational Multi-Use Trail - Centennial

2023: Location=Class EA and Design

2027: Location=Partial Construction Funding

2029: Location=Construction

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'SD': Storm Drainage									
133	2023	Stormwater Management and Environmental Multi-Year Monitoring SM-SD-1068 Infrastructure Renewal Engineering Services, 2023, 2028 This multi-year monitoring program will be used to confirm the effectiveness of prior erosion control projects, collect flow data, rain data and ground water data at various locations. The collected data will aid in determining the cause of flooding in certain areas and developing solutions to resolve these problems.	Capital			50		50	100
			Reserve Funds						
			External						
			Gross Cost			50		50	100

2023: Location=Various Locations

2028: Location=Various Locations

134	2024	Appleby Creek Erosion Control (Dundas St to Upper Middle Road) SM-SD-1415 Infrastructure Renewal Engineering Services, 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				365	1,905	2,270
			Reserve Funds						
			External						
			Gross Cost				365	1,905	2,270

Related Projects

PO-PR-1682 Recreational Multi-Use Trail - Centennial

2024: Location=Class EA and Detailed Design

2025: Location=Partial Construction Funding

2026: Location=Construction of creek works as per Class EA recommendations.

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
135	2024	Roseland Creek Improvements (Harvester Road to CNR)	Capital				686		686
		SM-SD-537 Growth	Reserve Funds				319		319
		Engineering Services, 2024	External						
		The revised Midtown Plan requires Roseland Creek improvements from Harvester Road to CNR.	Gross Cost				1,006		1,006
		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.							
2024: Location=Class EA and Detailed Design and Construction of creek works as per Class EA recommendations.									
136	2024	Sheldon Creek Erosion Control (South Service Road to CNR)	Capital				91	1,353	1,443
		SM-SD-1270 Infrastructure Renewal	Reserve Funds				259		259
		Engineering Services, 2024, 2026, 2027	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost				350	1,353	1,703
		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.							
2024: Location=Class EA and Detailed Design									
2026: Location=Partial Construction Funding									
2027: Location=Construction									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SD': Storm Drainage									
137	2025-2030	Creek Condition Inventory and Erosion Assessment Update	Capital					200	200
		SM-SD-1307 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2025, 2030	External						
		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.	Gross Cost					200	200

2025: Location=All urban area creeks

2030: Location=All urban area creeks

138	2025-2030	Falcon Creek Erosion Control (CNR to Willowbrook Road)	Capital					75	75
		SM-SD-1504 Growth	Reserve Funds					75	75
		Engineering Services, 2027	External						
		A Class EA Study and detailed design will be required to address the erosion concerns. Falcon Creek is adjacent to Willowbrook Rd.	Gross Cost					150	150
		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

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

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'SD': Storm Drainage									
139	2025-2030	Sheldon Creek Erosion Control (Dryden Avenue to Blue Spruce Avenue)	Capital					3,704	3,704
		SM-SD-1848 Infrastructure Renewal	Reserve Funds						
		Engineering Services, 2028-2030	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost					3,704	3,704
		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-1672 Brada Woods Park Infrastructure
PO-PD-1733 Recreational Multi-Use Trail - Sheldon Creek

2029: Location=Class EA and Detailed Design

2030: Location=Construction of creek works as per Class EA recommendations.

140	2025-2030	Shoreacres Creek Erosion Control (Harvester Road to New Street)	Capital					1,343	1,343
		SM-SD-1846 Growth	Reserve Funds					237	237
		Engineering Services, 2026, 2027, 2029	External						
		A Class EA Study and detailed design will be required to address the erosion concerns.	Gross Cost					1,580	1,580
		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.							

2026: Location=Class EA

2027: Location=Detailed Design

2029: Location=Construction of creek works as per Class EA recommendations.

Part 'SM': Storm Water Infrastructure

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SM': Storm Water Infrastructure									
141	2021	Tuck Creek Culverts Upgrade and Channelization (North of New Street to Spruce Avenue)	Capital	650		964			1,614
		SM-SM-1623 Growth	Reserve Funds	1,350		413			1,763
		Engineering Services, 2021, 2023	External						
		During the August 4, 2014 storm there was considerable ravine flooding along Tuck Creek.	Gross Cost	2,000		1,377			3,377
		Approved Council report CW-09-15 recommended enhanced flood protection in the lower reaches of this watershed. This project will address Tuck Creek from north of New Street to south of Spruce Avenue. The required Flood Mitigation Class EA for this reach was completed in 2016.							
		Phase 1 is complete (culvert and channelization).							
		Phase 2 channelization works under construction. Phase 2 New St bridge will be constructed in 2021.							
		Phase 3 bridges and channelization works are in detailed design and approval stage.							
Related Projects									
RD-RA-1534		New Street Resurfacing							
PO-PR-1682		Recreational Multi-Use Trail - Centennial							
PO-PR-1686		Tuck Park							
2021: Location=Phases 2: Bridge replacements									
2023: Location=Phases 3: Bridge replacements & associated channel upgrades construction									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'SM': Storm Water Infrastructure									
142	2025-2030	Roseland Creek Flood Control Facility North of QEW	Capital					489	489
		SM-SM-941 Growth	Reserve Funds					489	489
		Engineering Services, 2025, 2026, 2029	External						
		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.	Gross Cost					977	977
		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.							
2020: Location=Detailed Design (City's Share)									
2025: Location=Partial Construction Funding (City's Share)									
2026: Location=Partial Construction Funding (City's Share)									
2029: Location=Partial Construction Funding (City's Share)									
A Healthy and Greener City - Stormwater Management			Capital Total:	3,400	4,150	4,700	3,975	36,400	36,400
			Reserve Funds Total:	4,281	3,199	1,573	1,702	4,582	15,338
			External Total:						
			Gross Cost Total:	7,681	7,349	6,273	5,677	24,757	51,738

* Report values in thousands

A Healthy and Greener City - Total

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025-</u> <u>2030</u>	<u>TOTAL</u>
Capital Total:	12,752	15,347	14,869	18,521	101,039	162,528
Reserve Funds Total:	9,045	6,676	5,065	4,047	20,519	45,351
External Total:	0	3,456	0	0	0	3,456
Gross Cost Total:	21,797	25,479	19,934	22,568	121,557	211,335

* Report values in thousands



2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

An Engaging City



An Engaging City

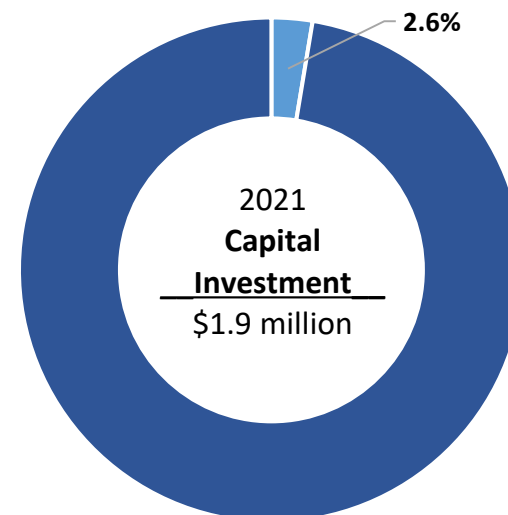
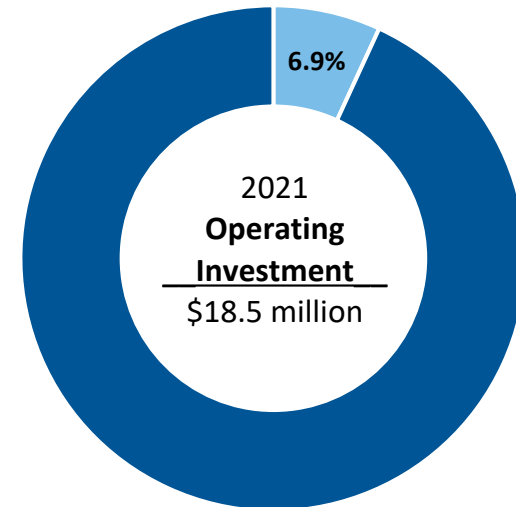
Community members are engaged, empowered, welcomed and well-served by their city. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

Key Priorities and Goals

- 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 2021 Budget



An Engaging City

Operating Investment Including One time COVID Impacts

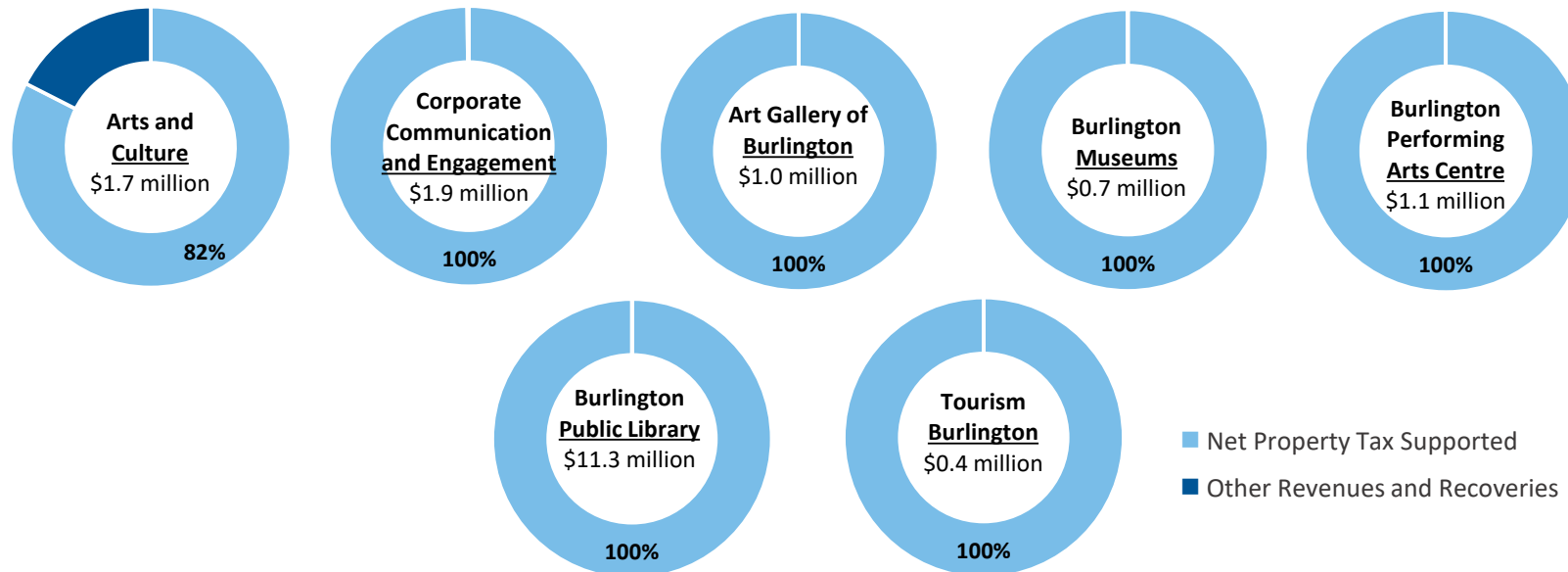
Services	2020		2021 Approved				
	Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Arts and Culture	\$ 1,465	\$ 1,235	\$ 2,048	\$ (359)	\$ 1,689	\$ 224	15.3%
Corporate Communication and Engagement	\$ 1,865	\$ 2,049	\$ 1,913	\$ (4)	\$ 1,910	\$ 44	2.4%
Art Gallery of Burlington *	\$ 989	\$ 989	\$ 1,006	\$ -	\$ 1,006	\$ 17	1.7%
Burlington Museums *	\$ 725	\$ 725	\$ 738	\$ -	\$ 738	\$ 13	1.7%
Burlington Performing Arts Centre *	\$ 1,028	\$ 1,028	\$ 1,046	\$ -	\$ 1,046	\$ 18	1.7%
Burlington Public Library *	\$ 11,121	\$ 11,121	\$ 11,316	\$ -	\$ 11,316	\$ 195	1.8%
Tourism Burlington *	\$ 407	\$ 407	\$ 414	\$ -	\$ 414	\$ 7	1.8%
Total Engaging City	\$ 17,601	\$ 17,555	\$ 18,481	\$ (362)	\$ 18,119	\$ 518	2.9%

Excludes Risk Mitigation Measures

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

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

Percentage of 2021 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ARTS AND CULTURE

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,250	\$ 1,015	\$ 1,284	\$ 34	2.7%	\$ (51)	\$ 1,233	-1.4%
Operating/Minor Capital Equip.	\$ 150	\$ 70	\$ 148	\$ (2)	-1.5%	\$ (24)	\$ 124	-17.3%
Purchased Services	\$ 546	\$ 297	\$ 546	\$ (0)	0.0%	\$ (22)	\$ 523	-4.1%
Corp. Expenditures/Provisions	\$ 174	\$ 148	\$ 133	\$ (41)	-23.6%	\$ -	\$ 133	-23.6%
Internal Charges & Settlements	\$ 80	\$ 14	\$ 55	\$ (25)	-31.4%	\$ (20)	\$ 35	-56.4%
TOTAL EXPENDITURES	\$ 2,199	\$ 1,544	\$ 2,164	\$ (35)	-1.6%	\$ (117)	\$ 2,048	-6.9%
Controllable Revenues	\$ (598)	\$ (184)	\$ (560)	\$ 39	-6.4%	\$ 296	\$ (264)	-55.9%
General Revenues & Recoveries	\$ (136)	\$ (125)	\$ (95)	\$ 41	-30.1%	\$ -	\$ (95)	-30.1%
TOTAL REVENUES	\$ (734)	\$ (309)	\$ (655)	\$ 79	-10.8%	\$ 296	\$ (359)	-51.1%
NET OPERATING BUDGET	\$ 1,465	\$ 1,235	\$ 1,510	\$ 45	3.1%	\$ 179	\$ 1,689	15.3%

Base Budget Commentary

- Includes standard increases for HR costs and utilities
- Removal of the Sound of Music additional one time funding provided in 2020 (offset with savings in Corp expenses)
- Reflects the sale of the Festivals & Events stage sold in 2020 (savings combined with revenue loss) reflected in YEP's and 2021 Base Budget

One time COVID Impact Commentary

- Decrease in PT wages tied to program offerings for Music, Teen Tour Band and Student Theatre
- Includes decrease in overall discretionary spending
- Revenue loss for Music Programming and Student Theatre Registrations and Admissions due to forecasted ongoing program restrictions including reduced availability due to disinfecting/sanitizing and building capacity guidelines

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

CORPORATE COMMUNICATIONS AND ENGAGEMENT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,684	\$ 1,807	\$ 1,736	\$ 51	3.1%	\$ (2)	\$ 1,734	2.9%
Operating/Minor Capital Equip.	\$ 63	\$ 83	\$ 63	\$ -	0.0%	\$ (2)	\$ 62	-2.4%
Purchased Services	\$ 110	\$ 156	\$ 110	\$ (1)	-0.5%	\$ (2)	\$ 108	-2.3%
Corp. Expenditures/Provisions	\$ 11	\$ 3	\$ 11	\$ -	0.0%	\$ (1)	\$ 10	-9.1%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,869	\$ 2,049	\$ 1,920	\$ 51	2.7%	\$ (7)	\$ 1,913	2.4%
Controllable Revenues	\$ (4)	\$ -	\$ (4)	\$ -	0.0%	\$ -	\$ (4)	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (4)	\$ -	\$ (4)	\$ -	0.0%	\$ -	\$ (4)	0.0%
NET OPERATING BUDGET	\$ 1,865	\$ 2,049	\$ 1,916	\$ 51	2.7%	\$ (7)	\$ 1,910	2.4%

Base Budget Commentary

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

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

Local Boards

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Art Gallery of Burlington	\$ 989	\$ 989	\$ 1,006	\$ 17	1.7%	\$ -	\$ 1,006	1.7%
Burlington Performing Arts Centre	\$ 1,028	\$ 1,028	\$ 1,046	\$ 18	1.7%	\$ -	\$ 1,046	1.7%
Burlington Public Library	\$ 11,121	\$ 11,121	\$ 11,316	\$ 195	1.8%	\$ -	\$ 11,316	1.8%
Burlington Museums Board	\$ 725	\$ 725	\$ 738	\$ 13	1.7%	\$ -	\$ 738	1.7%
Tourism Burlington	\$ 407	\$ 407	\$ 414	\$ 7	1.8%	\$ -	\$ 414	1.8%
NET CITY CONTRIBUTIONS	\$ 14,271	\$ 14,271	\$ 14,520	\$ 250	1.8%	\$ -	\$ 14,520	1.8%

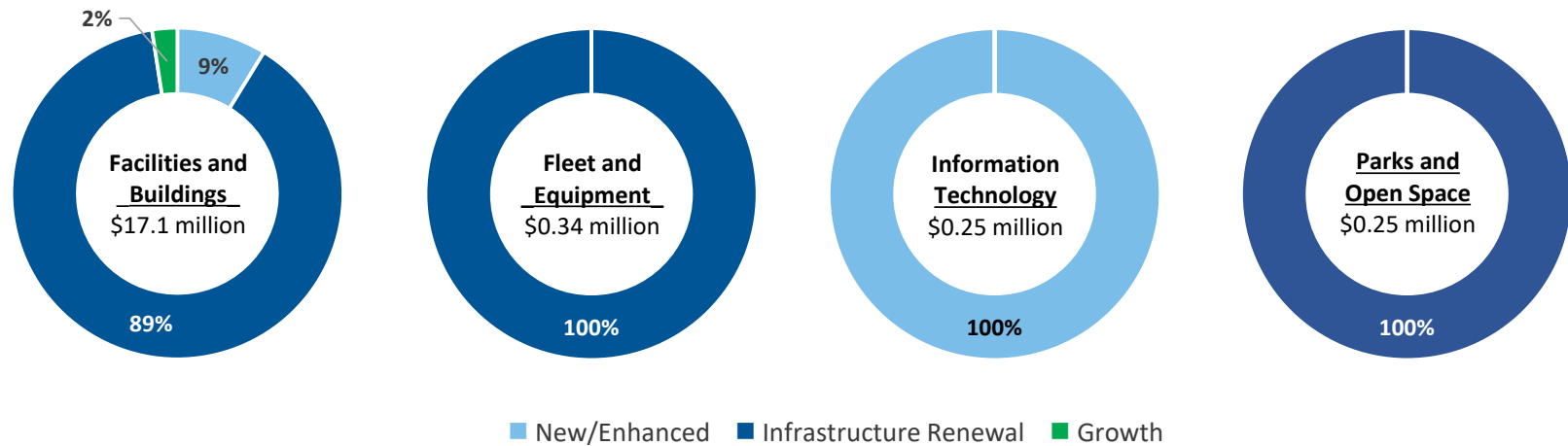
An Engaging City

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Facilities and Buildings	\$ 1,852	\$ 1,111	\$ 2,322	\$ 1,413	\$ 4,269	\$ 1,418	\$ 790	\$ 1,199	\$ 1,365	\$ 1,356	\$ 17,095
Fleet Vehicles, Accessories and Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66	\$ 278	\$ -	\$ -	\$ 344
Information Technology	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 250
Parks and Open Space	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 250
Total Engaging City	\$ 1,902	\$ 1,161	\$ 2,372	\$ 1,463	\$ 4,319	\$ 1,468	\$ 906	\$ 1,527	\$ 1,415	\$ 1,406	\$ 17,939

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

2021 - 2030 Capital Investment by Project Type



Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'CC': Community Centres									
1	2025-2030	Music Centre Facility - Revitalization	Capital					1,806	1,806
		FB-CC-1137 Infrastructure Renewal	Reserve Funds						
		Recreation, Community and Culture, 2025	External						
		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.	Gross Cost					1,806	1,806
		The funding will address renovation renewal requirements using the existing structure for the intended use, in order to meet present standards.							
		2025: Detail Design and Construction							
		Facility Description:							
		Name: Music Centre, 2311 New Street							
		Size: 11,162 SQFT, Originally Built: 1965, Major Renovations: 1990							
		Facility Condition Index (FCI): 0.09							

Part "": Local Boards

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part "": Local Boards									
2		Contribution to Library Reserve Fund FB-LB-77 Infrastructure Renewal Libraries, 2027, 2028 To provide funding for the future replacement of information technology equipment and other Burlington Public Library infrastructure replacement or modifications.	Capital					401	401
			Reserve Funds					-401	-401
			External						
			Gross Cost						
3	2021	Art Gallery - Repair and Renewal FB-LB-1421 Infrastructure Renewal Art Gallery of Burlington, 2021-2030 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. 2021 Projects include: 1. Rooftop Units 4, 6, 8, 14 and 20 ton HVAC units. Facility Description: Art Gallery of Burlington, 1333 Lakeshore Rd Size: 53,680 SQFT, Originally Built: 1978 Major Renovation Dates: 1980's, 2000, 2004 Facility Condition Index (FCI): 0.07	Capital	136	139	138	137	848	1,397
			Reserve Funds						
			External						
			Gross Cost	136	139	138	137	848	1,397

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part "": Local Boards									
4	2021	Joseph Brant Museum & Ireland House Museum - Repair and Renewal	Capital	118	120	120	119	734	1,210
		FB-LB-1584 Infrastructure Renewal	Reserve Funds						
		Museums, 2021-2030	External						
		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.	Gross Cost	118	120	120	119	734	1,210
		2021 Projects include:							
		1. Natural Gas Furnace and Air Conditioning Replacement - IHM Cottage/Driveshed							
		2. Intrusion Alarm Security System Renewal - IHM							
		3. Custodial and General Use Sinks - IHM Oakridge Interpretive Centre							
		Facility Description:							
		Ireland House, 2168 Guelph Line,							
		Size: 5575 SQFT, Originally Built: 1837							
		Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.05							
		Ireland House Oakridge Interpretive Centre, 2168 Guelph Line,							
		Size: 4112 SQFT, Originally Built: 1991							
		Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.08							
		Ireland House Cottage/Driveshed, 2168 Guelph Line,							
		Size: 1012 SQFT, Originally Built: 1837							
		Major Renovation Dates: N/A							
		Facility Condition Index (FCI): 0.11							
		Joseph Brant Museum, 1240 Northshore Boulevard,							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part "": Local Boards									
		Size: 12066 SQFT, Originally Built: 1942							
		Major Renovation Dates: 2019							
		Facility Condition Index (FCI): 0.03							
		JBM - Joseph Brant Museum							
		IHM - Ireland House Museum							
5	2021	Library - Collection Expansion	Capital						
		FB-LB-1588 Growth	Reserve Funds	30	30	30	47	282	419
		Libraries, 2021-2030	External						
		The Development Charges by-law allows for the Burlington Public Library's collection to be expanded to align with Burlington's growth.	Gross Cost	30	30	30	47	282	419

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part "": Local Boards									
6	2021	Library - Information Technology - Renewal	Capital		190	328	540	2,213	3,271
		FB-LB-73 Infrastructure Renewal	Reserve Funds	477			52		529
		Libraries, 2021-2030	External						
		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.	Gross Cost	477	190	328	592	2,213	3,800
		2021 Projects include:							
		1. Public Access Computers							
		2. Computers, laptops and tablets							
		3. Servers, firewalls and switches							
		4. Phone system component upgrades							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part "": Local Boards									
7	2021	Library - Repair, Renewal and Leasehold Improvements	Capital	537	358	217		734	1,845
		FB-LB-1508 Infrastructure Renewal	Reserve Funds	225	21	6	158	889	1,299
		Libraries, 2021-2030	External						
		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.	Gross Cost	762	379	223	158	1,623	3,144
		2021 Projects include:							
		1. LED lighting retrofit projects - Central							
		2. Building access system upgrades - Tansley							
		3. Building access system upgrades - New Appleby							
		4. Roof replacement - Central							
		5. Building Automation System (BAS) upgrades - Central							
		6. Roof replacement - Alton							
		7. Materials handling equipment - Central							
		Facility Descriptions:							
		Central Library, 2331 New St							
		Size: 62,129 SQFT, Originally Built: 1970							
		Major Renovation Dates: 2005							
		Facility Condition Index (FCI): 0.08							
		Tansley Woods Library, 1996 Itabashi Way							
		Size: 9,494 SQFT, Originally Built: 1996							
		Major Renovation Dates: none							
		Facility Condition Index (FCI): 0.00							
		Brant Hills Library, 2255 Brant St							
		Size: 6,550 SQFT, Originally Built: 2005							
		Major Renovation Dates: none							
		Facility Condition Index (FCI): 0.09							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part "": Local Boards									

Alton Library, 3040 Tim Dobbie Dr
Size: 11,840 SQFT, Originally Built: 2013
Major Renovation Dates: none
Facility Condition Index (FCI): 0.01

Aldershot Library, 550 Plains Rd E
Size: 7,000 SQFT, Originally Built: 2011
Major Renovation Dates: none
Leased Facility

New Appleby Library, 676 Appleby Line
Size: 5,600 SQFT, Originally Built: 1983
Major Renovation Dates: none
Leased Facility

8	2021	Performing Arts Centre - Performance Support Technologies				Capital						
		FB-LB-1583	New / Enhanced	Reserve Funds								
		The Burlington Performing Arts Centre, 2021-2030				10	10	10	10	60	100	
		This project includes new technology to keep The Burlington Performing Arts Centre current with industry standards.				External	10	10	10	10	60	100
						Gross Cost						20

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part "": Local Boards									
9	2021	Performing Arts Centre - Repair & Renewal	Capital	46	47	46	46	284	468
		FB-LB-1731 Infrastructure Renewal	Reserve Funds	63	78	84	48	388	659
		The Burlington Performing Arts Centre, 2021-2030	External	63	78	84	48	388	659
		Funding is intended to renew or replace existing building systems to effectively maintain the life cycle of the facility and to continue to provide a safe environment for patrons using The Burlington Performing Arts Centre. Green initiatives are considered during renewal/replacement of building components.	Gross Cost	171	202	213	142	1,059	1,786
		2021 Projects include:							
		1. Production Intercom System							
		Projects in future years are upgrades to security, theater curtains, repairs to plumbing, building envelope and HVAC systems.							
		Facility Description:							
		Burlington Performing Art Centre, 440 Locust							
		Size: 69350 SQFT, Originally Built: 2011							
		Major Renovation Dates: none							
		Facility Condition Index (FCI): 0.04							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part "": Local Boards									
10	2023	Library (New Appleby) - Southeast Library Expansion FB-LB-1921 New / Enhanced Libraries, 2023 Funds have been set aside to implement an enhanced service model as determined from a study undertaken in 2020. 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						
			Reserve Funds			1,235			1,235
			External						
			Gross Cost			1,235			1,235

2023 - Library (New Appleby) - Southeast Library Expansion

11	2025-2030	Library - Innovation/ Strategic Initiatives FB-LB-1006 New / Enhanced Libraries, 2025 The Library Board develops the Library's strategic plan every four years, engaging the community and key stakeholders in consultations.	Capital						
			Reserve Funds					30	30
			External						
			Gross Cost					30	30

Part 'MB': Miscellaneous Buildings

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'MB': Miscellaneous Buildings									
12	2021	Specialty Facilities - Repair and Renewal	Capital	139	7	16	174	1,632	1,968
		FB-MB-1811 Infrastructure Renewal	Reserve Funds		25		25	50	100
		Facility Assets, 2021-2030	External						
		Funding is intended to stabilize, replace or make improvements to existing building systems to maintain the life cycle of the facility and provide a safe environment for patrons using the city's Specialty Facilities. Green initiatives are considered when components are renewed/replaced.	Gross Cost	139	32	16	199	1,682	2,068

2021 Projects include:

1. Student Theatre - Main Flat Roof and Front Entrance Concrete Canopy
2. Student Theatre - Fire Alarm Panel Replacement
3. Student Theatre Storage Building - Furnace Replacement
4. Bridgeview Storage Building - Sloped Shingled Roof Replacement
5. Ella Foote Hall - Interior Painting
6. Ella Foote Hall - Water Heater Replacement
7. Paletta Gatehouse/Barn - Intrusion Alarm Replacement
8. Rotary Youth Centre - Replacement of Intrusion Alarm and CCTV DVR Equipment
9. All Specialty Facilities - General Repairs and Maintenance

Facility and Facility Condition Index (FCI) Descriptions:

1. Music Centre 2311 New Street, FCI 0.09
2. Student Theater 2131 Prospect Street, FCI 0.05
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 0.03
6. Lowville Park Schoolhouse, 6207 Guelph Line, FCI 0.11
7. Ella Foote Hall, 2175 Blessington Road, FCI 0.04
8. Rotary Youth Centre, 560 Guelph Line, FCI 0.06
9. Beachway Snack Shack, 1094 Lakeshore Road, FCI 0.03
10. Bridgeview Storage Building, 1530 Norwood Avenue, FCI 0.03
11. Pumphouse Storage Building, 1080 Lakeshore Road, FCI 0.05
12. Sherwood Forest Community Centre, 5270 Fairview Street, FCI 0.17

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
<u>Part 'MB': Miscellaneous Buildings</u>									
An Engaging City - Facilities and Buildings			Capital Total:	975	860	864	1,015	12,366	12,366
			Reserve Funds Total:	805	164	1,365	340	1,298	3,970
			External Total:	73	88	94	58	448	759
			Gross Cost Total:	1,852	1,111	2,322	1,413	10,397	17,095

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'VR': Vehicle - Replace									
13	2025-2030	Culture - Vehicle Replacement	Capital						
		VE-VR-1960 Infrastructure Renewal	Reserve Funds					344	344
		Recreation, Community and Culture, 2027, 2028	External						
		Scheduled replacement of owned vehicles and equipment in Culture service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost					344	344
		No support units scheduled for replacement in 2021.							
		Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
An Engaging City - Fleet Vehicles, Accessories and Equipment									
			Capital Total:						
			Reserve Funds Total:					344	344
			External Total:						
			Gross Cost Total:	0	0	0	0	344	344

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CA': Corporate Applications									
14	2021	Online Customer Service Enhancements IT-CA-1785 New / Enhanced Information Technology Services, 2021-2030 This funding request is to support the continued enhancement, renewal and promotion of the City's online customer service options. To enable the community's use of online services we need to ensure that the City's website can be responsive to customers' needs.	Capital	25	25	25	25	150	250
			Reserve Funds						
			External						
			Gross Cost	25	25	25	25	150	250
Upcoming initiatives include: Enhancements to the mobile application: The City's current mobile application is in need of an upgrade and enhancements. Currently, most of the features of the apps are merely links to webpages. Once the Customer Relationship Management (CRM) project is completed, a new mobile app will allow users to submit additional requests through the app that will be entered directly into the CRM system. A new app will also offer enhanced mobile push notifications to app subscribers and location data for service requests (pin dropping) and for reporting. Refresh the Online Services webpage: Will help users discover the various services offered by their municipality through the City Services module – a unique visual representation of city service categories organized into an interactive map. With the clickable map users will be able to; visually navigate information about city services; find information about a particular service quickly and easily explore the various service categories by clicking on a section of the map, zooming in and narrowing down their search for a specific service. Online form enhancements: Many of the City's current forms are not integrated and connected into a backend system. Work has been completed to determine which forms tool the City will use and how those forms will integrate into existing systems such as CRM.									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
<u>Part 'CA': Corporate Applications</u>									
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	2021	2022	2023	2024	2025-	TOTAL
Part 'PR': Park Renewal									
15	2021	Public Art - Repair and Renewal	Capital						
		PO-PR-2014 Infrastructure Renewal	Reserve Funds	25	25	25	25	150	250
		Recreation, Community and Culture, 2021-2030	External						
		This funding is required for the ongoing repair and renewal of public artworks across the City.	Gross Cost	25	25	25	25	150	250
An Engaging City - Parks and Open Space									
Capital Total:									
Reserve Funds Total:				25	25	25	25	150	250
External Total:									
Gross Cost Total:				25	25	25	25	150	250
An Engaging City - Total									
				<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025-</u>	<u>TOTAL</u>
Capital Total:				1,000	885	889	1,040	8,802	12,616
Reserve Funds Total:				830	189	1,390	365	1,791	4,564
External Total:				73	88	94	58	448	759
Gross Cost Total:				1,902	1,161	2,372	1,463	11,041	17,939

* Report values in thousands



2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

A Safe City

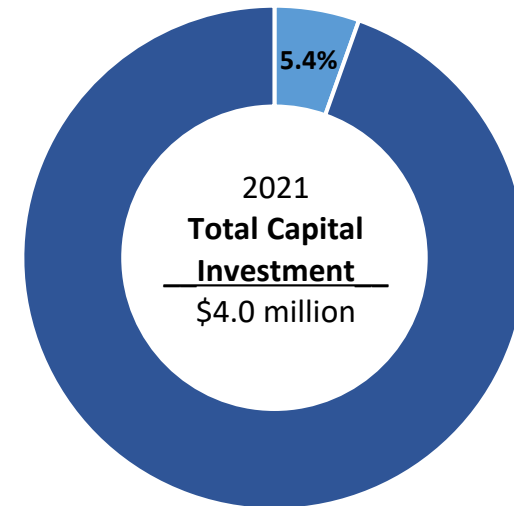
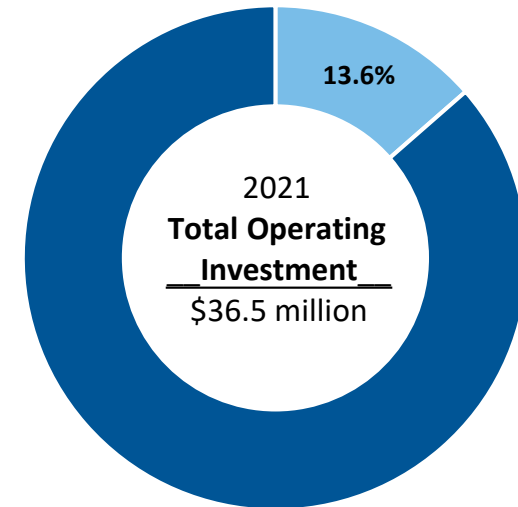


A Safe City

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



Percentage of 2021 Budget



A Safe City

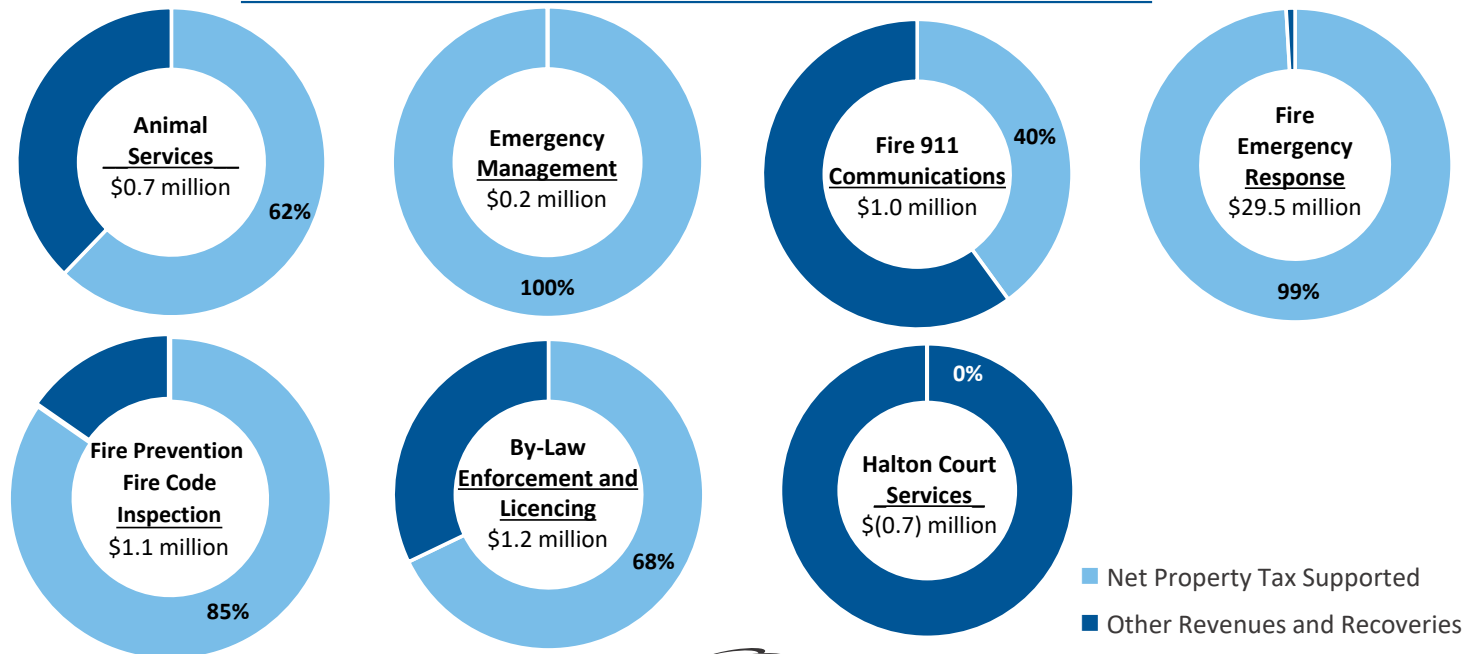
Operating Investment Including One time COVID Impacts

Services	2020		2021 Approved				
	Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Animal Services	\$ 616	\$ 565	\$ 1,040	\$ (393)	\$ 647	\$ 31	5.1%
Emergency Management	\$ 178	\$ 167	\$ 183	\$ -	\$ 183	\$ 5	3.1%
Fire 911 Communication	\$ 936	\$ 938	\$ 2,424	\$ (1,455)	\$ 969	\$ 34	3.6%
Fire Emergency Response	\$ 28,921	\$ 28,910	\$ 29,801	\$ (273)	\$ 29,527	\$ 606	2.1%
Fire Prevention Education, Fire Code Inspection and Enforcement	\$ 1,105	\$ 1,095	\$ 1,266	\$ (194)	\$ 1,072	\$ (34)	(3.0)%
By-Law Enforcement and Licensing	\$ 1,009	\$ 1,504	\$ 1,781	\$ (572)	\$ 1,209	\$ 199	19.7%
Halton Court Services	\$ (746)	\$ (726)	\$ -	\$ (722)	\$ (722)	\$ 24	(3.3)%
Total Safe City	\$ 32,019	\$ 32,452	\$ 36,495	\$ (3,609)	\$ 32,885	\$ 867	2.7%

Excludes Risk Mitigation Measures

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

Percentage of 2021 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ANIMAL SERVICES

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 841	\$ 763	\$ 872	\$ 32	3.7%	\$ (2)	\$ 871	3.6%
Operating/Minor Capital Equip.	\$ 86	\$ 81	\$ 86	\$ -	0.0%	\$ (1)	\$ 85	-1.0%
Purchased Services	\$ 77	\$ 59	\$ 77	\$ 0	0.2%	\$ 2	\$ 79	2.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 5	\$ 3	\$ 5	\$ 0	8.3%	\$ -	\$ 5	8.3%
TOTAL EXPENDITURES	\$ 1,009	\$ 906	\$ 1,041	\$ 32	3.2%	\$ (1)	\$ 1,040	3.1%
Controllable Revenues	\$ (393)	\$ (342)	\$ (393)	\$ -	0.0%	\$ -	\$ (393)	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (393)	\$ (342)	\$ (393)	\$ -	0.0%	\$ -	\$ (393)	0.0%
NET OPERATING BUDGET	\$ 616	\$ 565	\$ 648	\$ 32	5.2%	\$ (1)	\$ 647	5.1%

Base Budget Commentary

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

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

EMERGENCY MANAGEMENT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 125	\$ 125	\$ 129	\$ 4	3.3%	\$ (1)	\$ 128	2.9%
Operating/Minor Capital Equip.	\$ 24	\$ 9	\$ 25	\$ 1	5.7%	\$ (0)	\$ 25	4.6%
Purchased Services	\$ 149	\$ 14	\$ 10	\$ (139)	-93.6%	\$ -	\$ 10	-93.6%
Corp. Expenditures/Provisions	\$ 21	\$ 21	\$ 21	\$ -	0.0%	\$ -	\$ 21	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 318	\$ 167	\$ 184	\$ (134)	-42.1%	\$ (1)	\$ 183	-42.4%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (140)	\$ -	\$ -	\$ 140	-100.0%	\$ -	\$ -	-100.0%
TOTAL REVENUES	\$ (140)	\$ -	\$ -	\$ 140	-100.0%	\$ -	\$ -	-100.0%
NET OPERATING BUDGET	\$ 178	\$ 167	\$ 184	\$ 6	3.5%	\$ (1)	\$ 183	3.1%

Base Budget Commentary

The budget decrease in purchased services reflects the elimination of the one-time 2020 expense associated with business case 2020-049 that provided temporary consulting services to manage security projects and complete the ground work to address city -wide security related risks. A corresponding decrease in recoveries reflects the elimination of this one-time funding. In addition, the increase in HR costs reflects the standard human resource impacts from provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

FIRE 911 COMMUNICATION

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,763	\$ 1,823	\$ 1,788	\$ 25	1.4%	\$ 18	\$ 1,806	2.4%
Operating/Minor Capital Equip.	\$ 20	\$ 12	\$ 21	\$ 1	7.0%	\$ -	\$ 21	7.0%
Purchased Services	\$ 186	\$ 77	\$ 218	\$ 32	17.4%	\$ (35)	\$ 183	-1.4%
Corp. Expenditures/Provisions	\$ -	\$ 12	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 382	\$ 410	\$ 414	\$ 32	8.4%	\$ -	\$ 414	8.4%
TOTAL EXPENDITURES	\$ 2,351	\$ 2,334	\$ 2,441	\$ 91	3.9%	\$ (17)	\$ 2,424	3.1%
Controllable Revenues	\$ (1,415)	\$ (1,396)	\$ (1,455)	\$ (40)	2.8%	\$ -	\$ (1,455)	2.8%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (1,415)	\$ (1,396)	\$ (1,455)	\$ (40)	2.8%	\$ -	\$ (1,455)	2.8%
NET OPERATING BUDGET	\$ 936	\$ 938	\$ 986	\$ 51	5.4%	\$ (17)	\$ 969	3.6%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. Purchased Services increase is related to IT technology requirements to support redundancy to multiple systems. These costs are offset by an increase in recovery from other Municipalities revenue based on the Fire Dispatch Tri-Party Agreement.

One time COVID Impact Commentary

One time COVID savings related to Computer Software maintenance are partly offset by an anticipated one time increase in overtime costs.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

FIRE EMERGENCY RESPONSE SERVICE

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 28,007	\$ 28,084	\$ 28,594	\$ 588	2.1%	\$ 5	\$ 28,599	2.1%
Operating/Minor Capital Equip.	\$ 733	\$ 588	\$ 739	\$ 7	0.9%	\$ (1)	\$ 739	0.8%
Purchased Services	\$ 449	\$ 444	\$ 452	\$ 2	0.6%	\$ (4)	\$ 448	-0.3%
Corp. Expenditures/Provisions	\$ 15	\$ 15	\$ 15	\$ -	0.0%	\$ -	\$ 15	0.0%
Internal Charges & Settlements	\$ 1	\$ -	\$ -	\$ (1)	-100.0%	\$ -	\$ -	-100.0%
TOTAL EXPENDITURES	\$ 29,204	\$ 29,130	\$ 29,800	\$ 596	2.0%	\$ 1	\$ 29,801	2.0%
Controllable Revenues	\$ (200)	\$ (138)	\$ (203)	\$ (3)	1.5%	\$ 15	\$ (188)	-6.0%
General Revenues & Recoveries	\$ (83)	\$ (83)	\$ (85)	\$ (2)	3.0%	\$ -	\$ (85)	3.0%
TOTAL REVENUES	\$ (283)	\$ (221)	\$ (288)	\$ (5)	1.9%	\$ 15	\$ (273)	-3.4%
NET OPERATING BUDGET	\$ 28,921	\$ 28,910	\$ 29,512	\$ 590	2.0%	\$ 16	\$ 29,527	2.1%

Base Budget Commentary

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

One time COVID Impact Commentary

Projected one time loss of Souvenir Sale revenues as well as higher anticipated overtime costs, will be partially mitigated by savings anticipated in areas such as professional development, meeting expenses and mileage given travel and gathering restrictions.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

FIRE PREVENTION EDUCATION, FIRE CODE INSPECTION AND ENFORCEMENT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,250	\$ 1,168	\$ 1,230	\$ (20)	-1.6%	\$ (3)	\$ 1,228	-1.8%
Operating/Minor Capital Equip.	\$ 25	\$ 14	\$ 24	\$ (1)	-4.0%	\$ (1)	\$ 23	-6.1%
Purchased Services	\$ 115	\$ 14	\$ 15	\$ (100)	-87.3%	\$ -	\$ 15	-87.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ 0	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,389	\$ 1,196	\$ 1,269	\$ (121)	-8.7%	\$ (3)	\$ 1,266	-8.9%
Controllable Revenues	\$ (184)	\$ (101)	\$ (194)	\$ (10)	5.4%	\$ -	\$ (194)	5.4%
General Revenues & Recoveries	\$ (100)	\$ -	\$ -	\$ 100	-100.0%	\$ -	\$ -	-100.0%
TOTAL REVENUES	\$ (284)	\$ (101)	\$ (194)	\$ 90	-31.7%	\$ -	\$ (194)	-31.7%
NET OPERATING BUDGET	\$ 1,105	\$ 1,095	\$ 1,075	\$ (31)	-2.8%	\$ (3)	\$ 1,072	-3.0%

Base Budget Commentary

A slight reduction in Human Resources is due to staff turnover. There is minimal decrease in Operating / Minor Capital to align previous years actuals with 2021 planned expenses. The reduction in Purchased Services is due to the removal of the one-time expense for the Steps to Safety Program offset by removal of the one-time funding. This program is expected to be reinstated in 2022.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas related to training and meeting expenses due to in person training being scaled-back during the pandemic.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

BYLAW ENFORCEMENT AND LICENSING SERVICES

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,755	\$ 1,875	\$ 1,655	\$ (100)	-5.7%	\$ 52	\$ 1,707	-2.7%
Operating/Minor Capital Equip.	\$ 45	\$ 48	\$ 46	\$ 1	2.1%	\$ (1)	\$ 45	-0.7%
Purchased Services	\$ 20	\$ 24	\$ 21	\$ 1	4.3%	\$ -	\$ 21	4.3%
Corp. Expenditures/Provisions	\$ -	\$ (3)	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 6	\$ 12	\$ 8	\$ 2	29.4%	\$ -	\$ 8	29.4%
TOTAL EXPENDITURES	\$ 1,826	\$ 1,955	\$ 1,730	\$ (97)	-5.3%	\$ 51	\$ 1,781	-2.5%
Controllable Revenues	\$ (817)	\$ (451)	\$ (817)	\$ -	0.0%	\$ 245	\$ (572)	-30.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (817)	\$ (451)	\$ (817)	\$ -	0.0%	\$ 245	\$ (572)	-30.0%
NET OPERATING BUDGET	\$ 1,009	\$ 1,504	\$ 913	\$ (97)	-9.6%	\$ 296	\$ 1,209	19.7%

Base Budget Commentary

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

One time COVID Impact Commentary

Similar to 2020, Permit and Licensing revenues are expected to be below normal conditions as COVID-19 restrictions continue. In addition, expansion of working hours to include evenings and weekends is required. Part-time staff have temporarily been moved to full-time hours and regular staff may be required to work overtime depending on call numbers, resulting in higher staffing costs.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

HALTON COURT SERVICES

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Halton Court Services	\$ (746)	\$ (726)	\$ (722)	\$ 24	-3.3%	\$ -	\$ (722)	-3.3%
TOTAL CITY CONTRIBUTIONS	\$ (746)	\$ (726)	\$ (722)	\$ 24	-3.3%	\$ -	\$ (722)	-3.3%

Base Budget Commentary

There is a reduction in the City's portion of revenue received from the Provincial Offenses Courthouse

One time COVID Impact Commentary

N/A

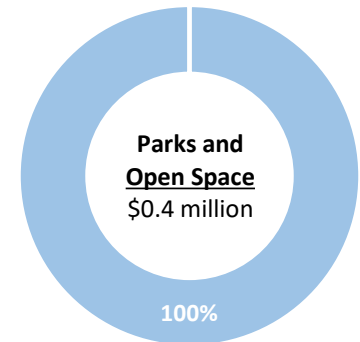
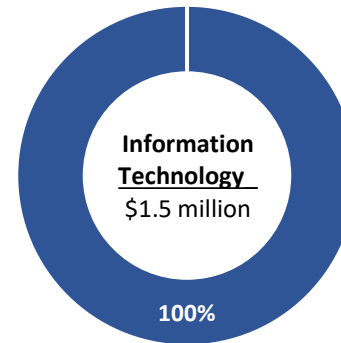
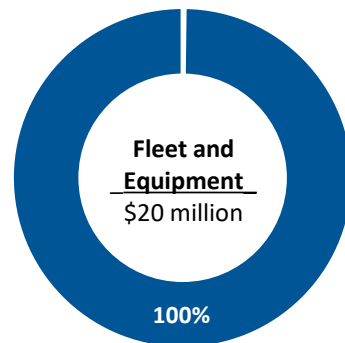
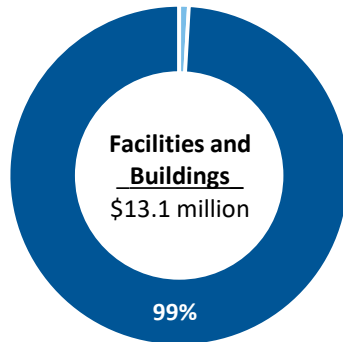
A Safe City

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Facilities and Buildings	\$ 1,136	\$ 146	\$ 397	\$ 740	\$ 2,829	\$ 480	\$ 344	\$ 4,728	\$ 174	\$ 2,138	\$ 13,111
Fleet Vehicles, Accessories and Equipment	\$ 1,944	\$ 1,947	\$ 1,835	\$ 1,907	\$ 1,635	\$ 1,719	\$ 2,582	\$ 2,867	\$ 1,986	\$ 1,619	\$ 20,041
Information Technology	\$ 650	\$ 425	\$ 425	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
Parks and Open Space	\$ 225	\$ 100	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 425
Total Safe City	\$ 3,955	\$ 2,618	\$ 2,657	\$ 2,747	\$ 4,464	\$ 2,199	\$ 2,926	\$ 7,594	\$ 2,160	\$ 3,757	\$ 35,077

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

2021 - 2030 Capital Investment by Project Type



■ New/Enhanced ■ Infrastructure Renewal ■ Growth

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'FI': Fire									
1	2021	Fire Department Facilities - Repair and Renewal	Capital	425	141	354	735	3,874	5,529
		FB-FI-13 Infrastructure Renewal	Reserve Funds						
		Fire Department, 2021-2030	External						
		Funding is intended to stabilize, replace, or make improvements to existing building systems to effectively maintain the lifecycle of the facility and to continue to provide a safe environment for public and staff using the City of Burlington Fire Station facilities. Green initiatives are considered when components are renewed/replaced.	Gross Cost	425	141	354	735	3,874	5,529
		2021 Projects include:							
		1. Fire Station 5 - Sloped Metal Roof Replacement / Parking Lot Renewal							
		2. Fire Station 1 - Station side Front Lot to Fairview St and Rear Side Lot from fuel island 2100 m2 - Resurface and Addition of new 600 square meters of gravel to create new laneway to station side.							
		3. Various Fire Station - Exterior Landscape Works Repair							
		4. Fire Tower - Stabilization Repairs and Renewals							
		Burlington Fire Facilities include:							
		Station 1 Headquarters - 1255 Fairview Street, FCI 0.03							
		Station 1 Service Building - 1225 Fairview Street, FCI 0.02							
		Station 1 Fire Training Tower - 1225 Fairview Street, FCI N/A							
		Station 2 - 2300 Upper Middle Road, FCI 0.05							
		Station 3 - 1044 Waterdown Road, FCI 0.04							
		Station 4 - 711 Appleby Line, FCI 0.07							
		Station 5 - 2241 Kilbride Street, FCI 0.06							
		Station 6 - 455 Cumberland Avenue, FCI 0.09							
		Station 7 - 1400 Dundas Street, FCI 0.07							
		Station 8 - 1837 Ironstone Drive, FCI 0.03							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'FI': Fire									
2	2021	Fire Station - Revitalization	Capital	700				6,407	7,107
		FB-FI-1718 Infrastructure Renewal	Reserve Funds						
		Fire Department, 2021, 2025, 2028	External						
		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.	Gross Cost	700				6,407	7,107
		Major renewal/revitalization of fire station 3 and fire station 4 is currently underfunded and budgets will be developed as futures plans are solidified. Note: These funding years do not include any land related costs							
		Facility Descriptions:							
		Name: Fire Station 3, 1044 Waterdown Road							
		Size: 7,707 SQFT, Originally Built: 1958, Major Renovation Dates: 1998							
		Facility Condition Index (FCI): 0.04							
		Name: Fire Station 4, 711 Appleby Line							
		Size: 8,321 SQ FT, Originally Built: 1968, Major Renovation Dates: 2002							
		Facility Condition Index (FCI): 0.07							
Part 'MB': Miscellaneous Buildings									

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'MB': Miscellaneous Buildings									
3	2021	Animal Shelter Facility - Repair and Renewal	Capital	11	5	43	5	411	475
		FB-MB-444 Infrastructure Renewal	Reserve Funds						
		Building and By-law, 2021-2030	External						
		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.	Gross Cost	11	5	43	5	411	475
		2021 Projects include:							
		1. Fencing Repairs Around Staff Parking Area including Gate							
		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							
A Safe City - Facilities and Buildings				Capital Total:	1,136	146	397	740	13,111
				Reserve Funds Total:					
				External Total:					
				Gross Cost Total:	1,136	146	397	740	10,692
									13,111

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'EN': Equipment - New									
4	2021	Second Set of Firefighter Personal Protective Equipment (Bunker Gear) VE-EN-1772 New / Enhanced Fire Department, 2017-2021 2021 is the fifth (5th/last) year into a five-year implementation plan (2017 – 2021)	Capital	40					40
			Reserve Funds						
			External						
			Gross Cost	40					40
		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.							
		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							

Part 'ER': Equipment - Replacement

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'ER': Equipment - Replacement									
5	2021	Fire - Equipment Replacement	Capital						
		VE-ER-383 Infrastructure Renewal	Reserve Funds	192	575	465	543	2,349	4,124
		Fire Department, 2021-2030	External						
		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.	Gross Cost	192	575	465	543	2,349	4,124
		Please reference attached Fire Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
		2021 items include:							
		Emergency Response Equipment							
		Personal Protective Equipment (PPE)							
		Breathing Apparatus Equipment (SCBA)							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'ER': Equipment - Replacement									
6	2021	Fire Dispatch Centre - Equipment Replacement	Capital						
		VE-ER-967 Infrastructure Renewal	Reserve Funds	41	33	59		774	908
		Fire Department, 2021-2023, 2025-2029	External		67	30		1,337	1,433
		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.	Gross Cost	41	100	89		2,111	2,341
		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.							
		2021 items include: Emergency Response Hardware Replacement							
		Costs will be shared based on project and cost share Agreement							
		NFPA = National Fire Protection Association							

Part 'VR': Vehicle - Replace

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'VR': Vehicle - Replace									
7	2021	Fire - Vehicle Replacement	Capital						
		VE-VR-406 Infrastructure Renewal	Reserve Funds	1,628	1,272	1,221	1,364	7,382	12,867
		Fire Department, 2021-2030	External						
		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.	Gross Cost	1,628	1,272	1,221	1,364	7,382	12,867
		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.							
		2021 projects include:							
		32M Aerial (ladder) apparatus replacement (L342)							
		NFPA = National Fire Protection Association							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'VR': Vehicle - Replace									
8	2021	Municipal By-law Enforcement and Licensing - Vehicle Replacement	Capital						
		VE-VR-1944 Infrastructure Renewal	Reserve Funds	43				316	359
		Building and By-law, 2021, 2027-2029	External						
		Scheduled replacement of owned vehicles and equipment in Municipal By-law Enforcement and Licensing service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost	43				316	359
		One support vehicle scheduled for replacement in 2021. A PHEV has been budgeted for.							
		Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
9	2023	Aerial Fire Apparatus Non-Destructive Testing & Refurbishment	Capital						
		VE-VR-1597 Infrastructure Renewal	Reserve Funds			60		120	180
		Fire Department, 2023, 2025, 2028	External						
		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 are required every five (5) years during the life of the vehicle.	Gross Cost			60		120	180
		Please reference attached Fire Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							

NFPA = National Fire Protection Association

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'VR': Vehicle - Replace									
10	2025-2030	Animal Control - Vehicle Replacement	Capital						
		VE-VR-1942 Infrastructure Renewal	Reserve Funds					130	130
		Building and By-law, 2025, 2028	External						
		Scheduled replacement of owned vehicles and equipment in Animal Control service , with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost					130	130
		No support vehicles are scheduled for replacement in 2021.							
		Please reference attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
A Safe City - Fleet Vehicles, Accessories and Equipment									
			Capital Total:	40				40	40
			Reserve Funds Total:	1,904	1,880	1,805	1,907	11,071	18,568
			External Total:		67	30		1,337	1,433
			Gross Cost Total:	1,944	1,947	1,835	1,907	12,408	20,041

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CA': Corporate Applications									
11	2021	Next Generation 911	Capital	217	142	142			500
		IT-CA-1989 Infrastructure Renewal	Reserve Funds						
		Fire Department, 2021-2023	External	433	283	283			1,000
		This project is to purchase the City's technology infrastructure and undertake the City's work (on behalf of 3 fire departments) to support the implementation of the Next Generation 911 and decommission the existing 911 service. The Next Generation 911 is legislated to be completed in 2023.	Gross Cost	650	425	425			1,500
A Safe City - Information Technology			Capital Total:	217	142	142		500	500
			Reserve Funds Total:						
			External Total:	433	283	283			1,000
			Gross Cost Total:	650	425	425	0	0	1,500

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'PD': Park Development									
12	2021	Park Access Control	Capital						
		PO-PD-1991 New / Enhanced	Reserve Funds	225	100		100		425
		Engineering Services, 2021, 2022, 2024	External						
		This project is for the introduction of infrastructure to control access into parks and allow a quick and easy way to close parking lots.	Gross Cost	225	100		100		425
		2021 work includes a new park access gate at Lowville Park to administer a registration system.							
		2022 work includes the installation of gates across park driveways at City and Community Parks.							
		2024 is the continued installation of access gates across park driveways at key parks throughout the City.							

Various Parks

A Safe City - Parks and Open Space	Capital Total:								
	Reserve Funds Total:	225	100		100				425
	External Total:								
	Gross Cost Total:	225	100	0	100	0			425

A Safe City - Total									
		<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025-2030</u>	<u>TOTAL</u>		
	Capital Total:	1,393	288	539	740	10,692	13,651		
	Reserve Funds Total:	2,129	1,980	1,805	2,007	11,071	18,993		
	External Total:	433	350	313	0	1,337	2,433		
	Gross Cost Total:	3,955	2,618	2,657	2,747	23,100	35,077		

* Report values in thousands



2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

Good Governance

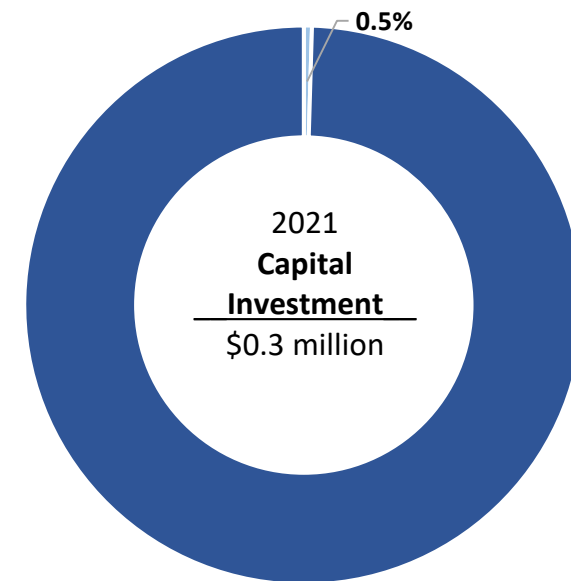
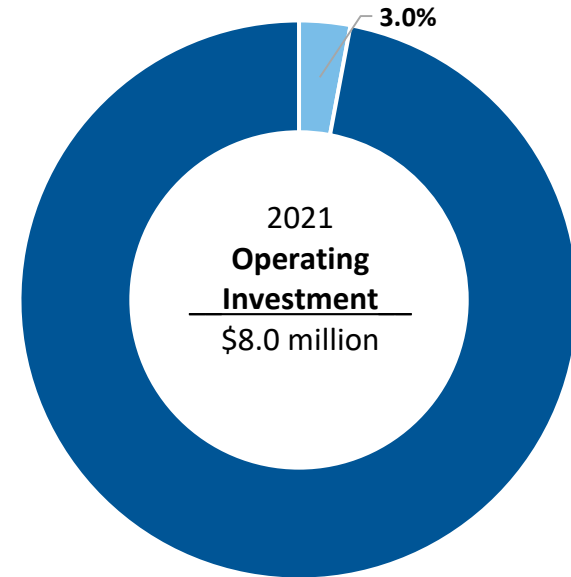


Good Governance

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



Percentage of 2021 Budget



Good Governance

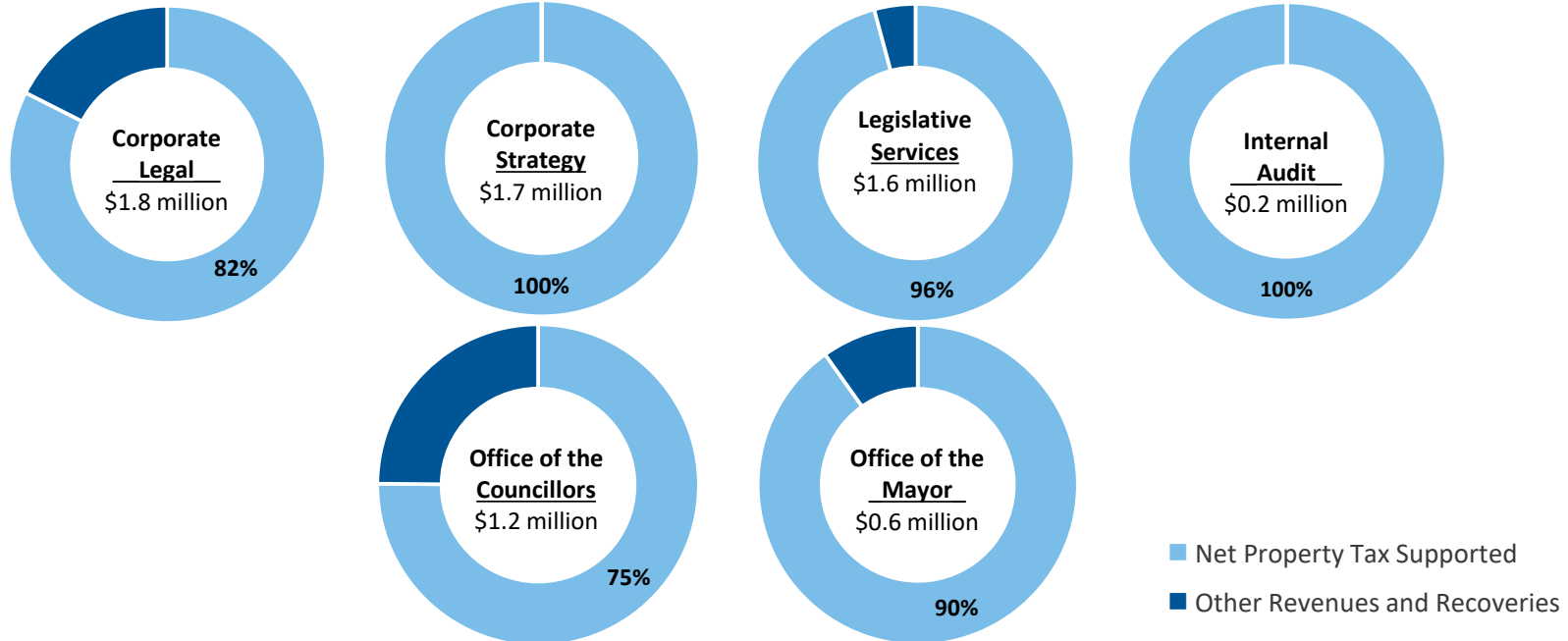
Operating Investment Including One time COVID Impacts

Services	2020		2021 Approved				
	Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Corporate Legal	\$ 1,696	\$ 1,562	\$ 2,168	\$ (380)	\$ 1,788	\$ 91	5.4%
Corporate Strategy	\$ 1,710	\$ 1,643	\$ 1,710	\$ -	\$ 1,710	\$ 1	0.0%
Legislative Services	\$ 1,537	\$ 1,425	\$ 1,641	\$ (69)	\$ 1,572	\$ 35	2.3%
Internal Audit	\$ 210	\$ 9	\$ 215	\$ -	\$ 215	\$ 5	2.4%
Office of the Councillors	\$ 1,155	\$ 1,100	\$ 1,566	\$ (389)	\$ 1,177	\$ 22	1.9%
Office of the Mayor	\$ 574	\$ 572	\$ 648	\$ (64)	\$ 584	\$ 11	1.8%
Total Good Governance	\$ 6,882	\$ 6,310	\$ 7,949	\$ (902)	\$ 7,047	\$ 165	2.4%

Excludes Risk Mitigation Measures

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

Percentage of 2021 Operating Investment Funded by Property Taxes



OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

CORPORATE LEGAL

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,948	\$ 1,781	\$ 2,038	\$ 90	4.6%	\$ (3)	\$ 2,035	4.5%
Operating/Minor Capital Equip.	\$ 48	\$ 53	\$ 48	\$ -	0.0%	\$ (2)	\$ 46	-4.2%
Purchased Services	\$ 91	\$ 91	\$ 91	\$ (0)	-0.3%	\$ (4)	\$ 87	-4.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 2,087	\$ 1,925	\$ 2,177	\$ 90	4.3%	\$ (9)	\$ 2,168	3.9%
Controllable Revenues	\$ (214)	\$ (209)	\$ (214)	\$ -	0.0%	\$ 13	\$ (201)	-5.9%
General Revenues & Recoveries	\$ (177)	\$ (154)	\$ (179)	\$ (2)	1.1%	\$ -	\$ (179)	1.1%
TOTAL REVENUES	\$ (391)	\$ (363)	\$ (393)	\$ (2)	0.5%	\$ 13	\$ (380)	-2.7%
NET OPERATING BUDGET	\$ 1,696	\$ 1,562	\$ 1,784	\$ 88	5.2%	\$ 4	\$ 1,788	5.4%

Base Budget Commentary

Human Resources increase is related to Designing and Evolving our Organization repurposed position, as well as standard human resource impacts from the provision for annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits.

One time COVID Impact Commentary

One time COVID revenue loss will be partially mitigated by savings anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

CORPORATE STRATEGY

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,322	\$ 1,339	\$ 1,331	\$ 9	0.7%	\$ (11)	\$ 1,320	-0.1%
Operating/Minor Capital Equip.	\$ 41	\$ 10	\$ 41	\$ -	0.0%	\$ (5)	\$ 36	-13.2%
Purchased Services	\$ 347	\$ 274	\$ 358	\$ 11	3.2%	\$ (3)	\$ 355	2.4%
Corp. Expenditures/Provisions	\$ -	\$ 20	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,710	\$ 1,643	\$ 1,730	\$ 20	1.2%	\$ (19)	\$ 1,710	0.0%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 1,710	\$ 1,643	\$ 1,730	\$ 20	1.2%	\$ (19)	\$ 1,710	0.0%

Base Budget Commentary

HR savings from the repurposing and downgrading of a vacant position within the service have been temporarily redirected to support consulting needs in 2021.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

LEGISLATIVE SERVICES

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,237	\$ 1,120	\$ 1,271	\$ 34	2.8%	\$ (3)	\$ 1,268	2.5%
Operating/Minor Capital Equip.	\$ 73	\$ 80	\$ 71	\$ (2)	-2.4%	\$ (1)	\$ 70	-4.1%
Purchased Services	\$ 64	\$ 49	\$ 64	\$ 1	0.9%	\$ 5	\$ 70	9.3%
Corp. Expenditures/Provisions	\$ 233	\$ 198	\$ 233	\$ -	0.0%	\$ -	\$ 233	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,606	\$ 1,447	\$ 1,640	\$ 33	2.1%	\$ 1	\$ 1,641	2.1%
Controllable Revenues	\$ (16)	\$ (1)	\$ (16)	\$ -	0.0%	\$ 1	\$ (15)	-6.5%
General Revenues & Recoveries	\$ (54)	\$ (22)	\$ (54)	\$ -	0.0%	\$ -	\$ (54)	0.0%
TOTAL REVENUES	\$ (70)	\$ (23)	\$ (70)	\$ -	0.0%	\$ 1	\$ (69)	-1.4%
NET OPERATING BUDGET	\$ 1,537	\$ 1,425	\$ 1,570	\$ 33	2.2%	\$ 2	\$ 1,572	2.3%

Base Budget Commentary

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

One time COVID Impact Commentary

The one time COVID increase in external services is partially mitigated from the anticipated savings in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

INTERNAL AUDIT

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 171	\$ 2	\$ 176	\$ 5	3.0%	\$ -	\$ 176	3.0%
Operating/Minor Capital Equip.	\$ 0	\$ -	\$ 0	\$ -	0.0%	\$ -	\$ 0	0.0%
Purchased Services	\$ 39	\$ 7	\$ 39	\$ -	0.0%	\$ -	\$ 39	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 210	\$ 9	\$ 215	\$ 5	2.4%	\$ -	\$ 215	2.4%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
NET OPERATING BUDGET	\$ 210	\$ 9	\$ 215	\$ 5	2.4%	\$ -	\$ 215	2.4%

Base Budget Commentary

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

One time COVID Impact Commentary

N/A

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

OFFICE OF THE COUNCILLORS

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,435	\$ 1,425	\$ 1,462	\$ 27	1.9%	\$ (1)	\$ 1,460	1.8%
Operating/Minor Capital Equip.	\$ 21	\$ 12	\$ 21	\$ -	0.0%	\$ -	\$ 21	0.0%
Purchased Services	\$ 85	\$ 41	\$ 85	\$ 1	0.6%	\$ (1)	\$ 85	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,541	\$ 1,478	\$ 1,568	\$ 27	1.8%	\$ (2)	\$ 1,566	1.7%
Controllable Revenues	\$ (385)	\$ (378)	\$ (389)	\$ (4)	1.0%	\$ -	\$ (389)	1.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (385)	\$ (378)	\$ (389)	\$ (4)	1.0%	\$ -	\$ (389)	1.0%
NET OPERATING BUDGET	\$ 1,155	\$ 1,100	\$ 1,179	\$ 23	2.0%	\$ (2)	\$ 1,177	1.9%

Base Budget Commentary

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

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

OFFICE OF THE MAYOR

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 586	\$ 602	\$ 600	\$ 13	2.3%	\$ (1)	\$ 599	2.1%
Operating/Minor Capital Equip.	\$ 24	\$ 9	\$ 24	\$ (0)	-1.0%	\$ (3)	\$ 21	-12.4%
Purchased Services	\$ 26	\$ 23	\$ 29	\$ 2	9.2%	\$ (1)	\$ 28	7.3%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 0	\$ 1	\$ -	\$ (0)	-100.0%	\$ -	\$ -	-100.0%
TOTAL EXPENDITURES	\$ 637	\$ 635	\$ 652	\$ 15	2.4%	\$ (4)	\$ 648	1.7%
Controllable Revenues	\$ (63)	\$ (63)	\$ (64)	\$ (1)	1.0%	\$ -	\$ (64)	1.0%
General Revenues & Recoveries	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
TOTAL REVENUES	\$ (63)	\$ (63)	\$ (64)	\$ (1)	1.0%	\$ -	\$ (64)	1.0%
NET OPERATING BUDGET	\$ 574	\$ 572	\$ 588	\$ 15	2.5%	\$ (4)	\$ 584	1.8%

Base Budget Commentary

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

One time COVID Impact Commentary

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

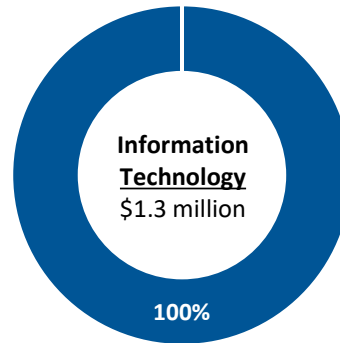
Good Governance

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Information Technology	\$ 340	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 1,340
Total Good Governance	\$ 340	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 1,340

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

2021 - 2029 Capital Investment by Project Type



■ New/Enhanced ■ Infrastructure Renewal ■ Growth

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CA': Corporate Applications									
1	2021	Election Technology IT-CA-1832 Infrastructure Renewal Information Technology Services, 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. There may be an increased cost due to the possibility of implementing the ranked balloting voting process.	Capital	340				1,000	1,340
			Reserve Funds						
			External						
			Gross Cost	340				1,000	1,340
Good Governance - Information Technology			Capital Total:	340				1,340	1,340
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	340	0	0	0	1,000	1,340
Good Governance - Total									
				<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025- 2030</u>	<u>TOTAL</u>
Capital Total:				340	0	0	0	1,000	1,340
Reserve Funds Total:				0	0	0	0	0	0
External Total:				0	0	0	0	0	0
Gross Cost Total:				340	0	0	0	1,000	1,340

* Report values in thousands

2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

Enabling Services



Enabling Services

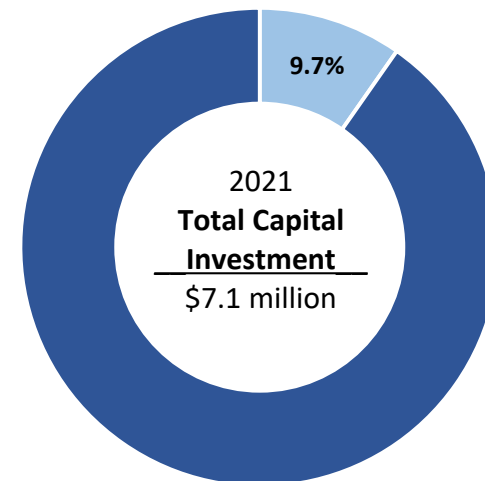
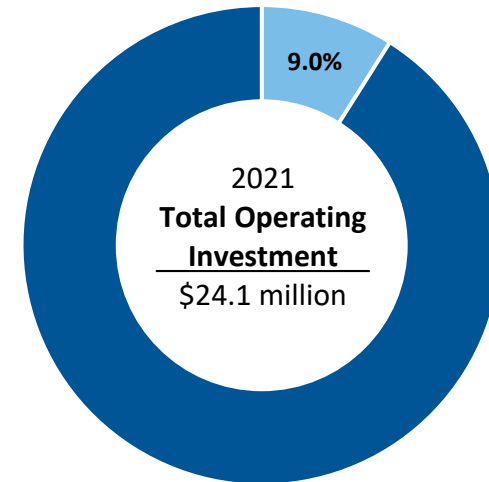
Enabling services support the entire organization and are the foundation to service delivery to our residents. The City will ensure all City services are supported to serve their customers efficiently and cohesively. We will work together to ensure the assets, people, processes and finances of the organization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

Key Priorities and Goals

- 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 2021 Budget



Enabling Services

Operating Investment

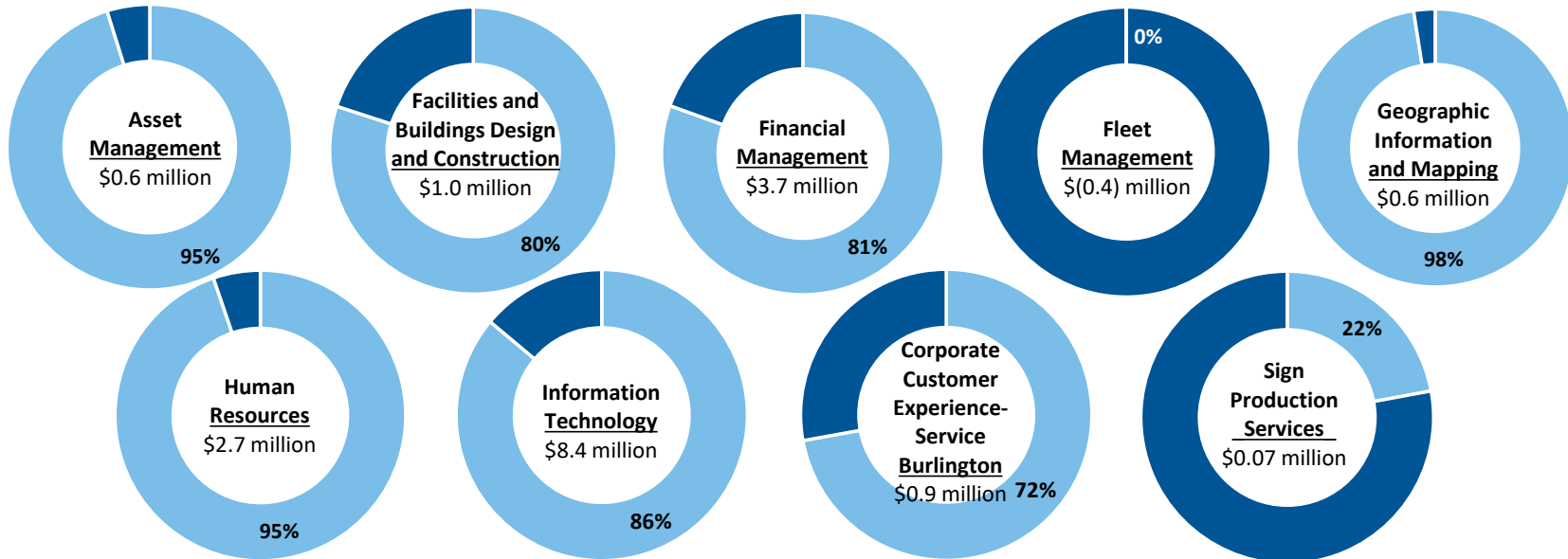
Including One time COVID Impacts

Services	2020		2021 Approved				
	Budget	Actual	Total Expenses	Total Revenues	Net Budget	\$ Change	% Change
Asset Management	\$ 517	\$ 575	\$ 577	\$ (28)	\$ 549	\$ 32	6.3%
Facilities and Buildings Design and Construction	\$ 960	\$ 803	\$ 1,227	\$ (245)	\$ 982	\$ 22	2.3%
Financial Management	\$ 3,585	\$ 3,637	\$ 4,604	\$ (897)	\$ 3,707	\$ 122	3.4%
Fleet Management	\$ (429)	\$ 210	\$ 2,940	\$ (3,307)	\$ (367)	\$ 62	(14.4)%
Geographic Information and Mapping	\$ 629	\$ 613	\$ 642	\$ (16)	\$ 626	\$ (3)	(0.5)%
Human Resources	\$ 2,710	\$ 2,416	\$ 2,860	\$ (150)	\$ 2,710	\$ 1	0.0%
Information Technology	\$ 7,883	\$ 7,340	\$ 9,742	\$ (1,355)	\$ 8,387	\$ 504	6.4%
Corporate Customer Experience - Service Burlington	\$ 846	\$ 1,040	\$ 1,234	\$ (344)	\$ 890	\$ 44	5.2%
Sign Production Services	\$ 60	\$ 107	\$ 296	\$ (230)	\$ 65	\$ 6	9.3%
Total Enabling Services	\$ 16,760	\$ 16,741	\$ 24,122	\$ (6,572)	\$ 17,549	\$ 790	4.7%

Excludes Risk Mitigation Measures

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

Percentage of 2021 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported ■ Other Revenues and Recoveries

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

ASSET MANAGEMENT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 537	\$ 601	\$ 575	\$ 38	7.2%	\$ (3)	\$ 573	6.7%
Operating/Minor Capital Equip.	\$ -	\$ 0	\$ 3	\$ 3	n/a	\$ -	\$ 3	0.0%
Purchased Services	\$ 7	\$ 2	\$ 7	\$ (0)	-2.4%	\$ (5)	\$ 1	-81.8%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 544	\$ 603	\$ 585	\$ 41	7.6%	\$ (8)	\$ 577	6.1%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (27)	\$ (28)	\$ (28)	\$ (1)	3.0%	\$ -	\$ (28)	3.0%
TOTAL REVENUES	\$ (27)	\$ (28)	\$ (28)	\$ (1)	3.0%	\$ -	\$ (28)	3.0%
NET OPERATING BUDGET	\$ 517	\$ 575	\$ 557	\$ 40	7.8%	\$ (8)	\$ 549	6.3%

Base Budget Commentary

Human Resources increase is comprised of a position conversion resulting from the Designing and Evolving the Organization, provisions for annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **General Revenues and Recoveries** increase as recoveries from staff time expended on Capital projects increase in line with wages.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

FACILITIES AND BUILDINGS DESIGN AND CONSTRUCTION

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,177	\$ 1,054	\$ 1,213	\$ 36	3.1%	\$ (0)	\$ 1,213	3.1%
Operating/Minor Capital Equip.	\$ 2	\$ 0	\$ 2	\$ -	0.0%	\$ (1)	\$ 1	-51.6%
Purchased Services	\$ 13	\$ 4	\$ 12	\$ (1)	-7.3%	\$ (2)	\$ 10	-25.7%
Corp. Expenditures/Provisions	\$ 6	\$ -	\$ 6	\$ -	0.0%	\$ (2)	\$ 4	-33.3%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,197	\$ 1,059	\$ 1,233	\$ 35	3.0%	\$ (6)	\$ 1,227	2.5%
Controllable Revenues	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (238)	\$ (256)	\$ (245)	\$ (8)	3.3%	\$ -	\$ (245)	3.3%
TOTAL REVENUES	\$ (238)	\$ (256)	\$ (245)	\$ (8)	3.3%	\$ -	\$ (245)	3.3%
NET OPERATING BUDGET	\$ 960	\$ 803	\$ 987	\$ 28	2.9%	\$ (6)	\$ 982	2.3%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **General Revenues and Recoveries** increase as recoveries from staff time expended on Capital projects increase in line with wages.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

FINANCIAL MANAGEMENT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 4,256	\$ 4,239	\$ 4,387	\$ 131	3.1%	\$ (15)	\$ 4,372	2.7%
Operating/Minor Capital Equip.	\$ 90	\$ 102	\$ 108	\$ 18	19.7%	\$ (9)	\$ 99	9.7%
Purchased Services	\$ 137	\$ 158	\$ 134	\$ (2)	-1.6%	\$ (6)	\$ 128	-6.0%
Corp. Expenditures/Provisions	\$ -	\$ (0)	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 8	\$ 2	\$ 5	\$ (3)	-33.3%	\$ -	\$ 5	-33.3%
TOTAL EXPENDITURES	\$ 4,490	\$ 4,501	\$ 4,634	\$ 144	3.2%	\$ (30)	\$ 4,604	2.5%
Controllable Revenues	\$ (518)	\$ (556)	\$ (527)	\$ (10)	1.9%	\$ 3	\$ (524)	1.3%
General Revenues & Recoveries	\$ (388)	\$ (308)	\$ (373)	\$ 15	-3.8%	\$ -	\$ (373)	-3.8%
TOTAL REVENUES	\$ (905)	\$ (863)	\$ (900)	\$ 5	-0.6%	\$ 3	\$ (897)	-0.9%
NET OPERATING BUDGET	\$ 3,585	\$ 3,637	\$ 3,734	\$ 149	4.2%	\$ (27)	\$ 3,707	3.4%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** increase is related to in-house printing of tax bills, tax notices and public engagement software. This is offset by reductions in other areas. **Controllable revenue** increase is related to volumes for tax certificates. **General Recoveries** reduced to reflect less reliance on Hydro Reserve Fund given reductions to the interest received on the note and dividends.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment. This is offset by a one-time decrease in fees for additions to the tax roll.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

FLEET MANAGEMENT

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,433	\$ 1,498	\$ 1,466	\$ 33	2.3%	\$ (2)	\$ 1,465	2.2%
Operating/Minor Capital Equip.	\$ 1,046	\$ 867	\$ 1,065	\$ 19	1.8%	\$ (1)	\$ 1,064	1.8%
Purchased Services	\$ 378	\$ 317	\$ 387	\$ 9	2.5%	\$ -	\$ 387	2.5%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 17	\$ 17	\$ 24	\$ 7	41.7%	\$ -	\$ 24	41.7%
TOTAL EXPENDITURES	\$ 2,873	\$ 2,699	\$ 2,942	\$ 69	2.4%	\$ (2)	\$ 2,940	2.3%
Controllable Revenues	\$ (5)	\$ (6)	\$ (5)	\$ -	0.0%	\$ -	\$ (5)	0.0%
General Revenues & Recoveries	\$ (3,297)	\$ (2,483)	\$ (3,302)	\$ (5)	0.2%	\$ -	\$ (3,302)	0.2%
TOTAL REVENUES	\$ (3,302)	\$ (2,489)	\$ (3,307)	\$ (5)	0.2%	\$ -	\$ (3,307)	0.2%
NET OPERATING BUDGET	\$ (429)	\$ 210	\$ (365)	\$ 64	-14.9%	\$ (2)	\$ (367)	-14.4%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Internal Charges and Settlements** increase due to higher expected charges from areas within the City, a net zero effect corporately.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development and meeting expenses.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

GEOGRAPHIC INFORMATION & MAPPING

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 630	\$ 623	\$ 630	\$ 0	0.0%	\$ (5)	\$ 625	-0.7%
Operating/Minor Capital Equip.	\$ 10	\$ (1)	\$ 12	\$ 2	25.1%	\$ (2)	\$ 10	7.3%
Purchased Services	\$ 6	\$ 9	\$ 7	\$ 1	14.5%	\$ (0)	\$ 6	9.4%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 645	\$ 631	\$ 648	\$ 3	0.5%	\$ (7)	\$ 642	-0.5%
Controllable Revenues	\$ (1)	\$ (0)	\$ (1)	\$ -	0.0%	\$ 1	\$ (1)	-50.0%
General Revenues & Recoveries	\$ (15)	\$ (17)	\$ (15)	\$ (0)	3.0%	\$ -	\$ (15)	3.0%
TOTAL REVENUES	\$ (16)	\$ (18)	\$ (16)	\$ (0)	2.8%	\$ 1	\$ (16)	-0.3%
NET OPERATING BUDGET	\$ 629	\$ 613	\$ 632	\$ 3	0.5%	\$ (6)	\$ 626	-0.5%

Base Budget Commentary

Human Resources change is comprised of a decrease in a unionized role to account for a new recent hire, offset by provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Operating/Minor Capital** decrease is due to an increase in expected computer hardware costs offset slightly by lower anticipated equipment parts and supplies expense. **Purchased Services** increase is related to an increase in equipment maintenance, offset slightly by a reduction in software maintenance. **General Revenues and Recoveries** increase as recoveries from staff time expended on Capital projects increase in line with wages.

One time COVID Impact Commentary

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

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

HUMAN RESOURCES

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 2,337	\$ 2,013	\$ 2,393	\$ 57	2.4%	\$ (38)	\$ 2,356	0.8%
Operating/Minor Capital Equip.	\$ 66	\$ 16	\$ 66	\$ (0)	-0.6%	\$ (18)	\$ 47	-28.6%
Purchased Services	\$ 711	\$ 430	\$ 467	\$ (244)	-34.3%	\$ (10)	\$ 457	-35.7%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 3,114	\$ 2,460	\$ 2,926	\$ (187)	-6.0%	\$ (66)	\$ 2,860	-8.1%
Controllable Revenues	\$ -	\$ (0)	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
General Revenues & Recoveries	\$ (404)	\$ (44)	\$ (150)	\$ 254	-62.9%	\$ -	\$ (150)	-62.9%
TOTAL REVENUES	\$ (404)	\$ (44)	\$ (150)	\$ 254	-62.9%	\$ -	\$ (150)	-62.9%
NET OPERATING BUDGET	\$ 2,710	\$ 2,416	\$ 2,777	\$ 67	2.5%	\$ (66)	\$ 2,710	0.0%

Base Budget Commentary

Human Resources increase is comprised of provisions for the annual performance adjustment, range movement, payroll taxes (EI, CPP, EHT), WSIB, OMERS and group benefits. **Purchased Services** decrease as 2020 one time funds for Market Competitiveness and Inclusivity and Diversity Strategy are removed in 2021, this is offset by decreased recoveries in **General Revenues and Recoveries**.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as corporate training and development, professional development, claims and awards, meeting expenses and office supplies given the remote working environment.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

INFORMATION TECHNOLOGY

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 5,658	\$ 5,241	\$ 5,795	\$ 137	2.4%	\$ (30)	\$ 5,765	1.9%
Operating/Minor Capital Equip.	\$ 74	\$ 33	\$ 73	\$ (1)	-1.3%	\$ (2)	\$ 71	-4.0%
Purchased Services	\$ 3,620	\$ 3,334	\$ 3,900	\$ 280	7.7%	\$ 7	\$ 3,906	7.9%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 9,351	\$ 8,608	\$ 9,768	\$ 416	4.5%	\$ (26)	\$ 9,742	4.2%
Controllable Revenues	\$ (29)	\$ (29)	\$ (29)	\$ -	0.0%	\$ -	\$ (29)	0.0%
General Revenues & Recoveries	\$ (1,439)	\$ (1,239)	\$ (1,326)	\$ 113	-7.9%	\$ -	\$ (1,326)	-7.9%
TOTAL REVENUES	\$ (1,468)	\$ (1,268)	\$ (1,355)	\$ 113	-7.7%	\$ -	\$ (1,355)	-7.7%
NET OPERATING BUDGET	\$ 7,883	\$ 7,340	\$ 8,413	\$ 530	6.7%	\$ (26)	\$ 8,387	6.4%

Base Budget Commentary

Increase in human resource costs reflects standard impacts from provisions for annual performance adjustment, range movement, payroll taxes, WSIB, OMERS and group benefits.

Increase in purchased services is due to growth in software maintenance costs associated with previously approved capital projects.

Increased recoveries are a result of growth in staffing at Halton Court Services and Fire Dispatch services for which IT Services provides daily support.

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment. This is partially offset by a one-time increase in software costs associated with new solutions implemented to support COVID needs.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

CORPORATE CUSTOMER EXPERIENCE - SERVICE BURLINGTON

	2020		2021 Approved					
	Budget	Actuals	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 1,087	\$ 1,260	\$ 1,169	\$ 82	7.6%	\$ -	\$ 1,169	7.6%
Operating/Minor Capital Equip.	\$ 52	\$ 23	\$ 49	\$ (4)	-7.3%	\$ (4)	\$ 45	-14.3%
Purchased Services	\$ 17	\$ 17	\$ 19	\$ 2	12.3%	\$ (1)	\$ 18	6.4%
Corp. Expenditures/Provisions	\$ 2	\$ -	\$ 2	\$ -	0.0%	\$ -	\$ 2	0.0%
Internal Charges & Settlements	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	0.0%
TOTAL EXPENDITURES	\$ 1,158	\$ 1,300	\$ 1,239	\$ 80	6.9%	\$ (5)	\$ 1,234	6.5%
Controllable Revenues	\$ (241)	\$ (190)	\$ (266)	\$ (25)	10.4%	\$ 3	\$ (264)	9.4%
General Revenues & Recoveries	\$ (71)	\$ (71)	\$ (80)	\$ (9)	12.5%	\$ -	\$ (80)	12.5%
TOTAL REVENUES	\$ (312)	\$ (260)	\$ (346)	\$ (34)	10.9%	\$ 3	\$ (344)	10.1%
NET OPERATING BUDGET	\$ 846	\$ 1,040	\$ 893	\$ 46	5.5%	\$ (2)	\$ 890	5.2%

Base Budget Commentary

Human Resources increase reflects operationalizing CRM in the Service Burlington Contact Centre, additional capacity required to meet service demands and increased volume and range of services available for first point of contact response through Service Burlington.

Purchased Services increase includes provision of new equipment and technologies for working from home. Controllable revenue increase is related to volumes and rate increase for Vital Statistic and Administration fees

One time COVID Impact Commentary

One time COVID savings are anticipated in areas such as professional development, meeting expenses and mileage given travel restrictions and the remote working environment. These savings will be partially offset by COVID one time revenue losses in Commissioning services.

OPERATING BASE BUDGET SERVICE RESOURCE SUMMARY

(Excludes Risk Mitigation Measures, \$ rounded to thousands)

SIGN PRODUCTION SERVICE

	2020		2021 Approved					
	Budget	Actual	Base Budget	\$ Change vs. 2020 Budget	% Change vs. 2020 Budget	One time COVID Impacts	Total Budget	% Change vs. 2020 Budget
Human Resources	\$ 205	\$ 207	\$ 213	\$ 8	3.7%	\$ (1)	\$ 212	3.2%
Operating/Minor Capital Equip.	\$ 79	\$ 87	\$ 78	\$ (1)	-1.3%	\$ -	\$ 78	-1.3%
Purchased Services	\$ 0	\$ 1	\$ 0	\$ -	0.0%	\$ -	\$ 0	0.0%
Corp. Expenditures/Provisions	\$ -	\$ -	\$ -	\$ -	n/a	\$ -	\$ -	n/a
Internal Charges & Settlements	\$ 6	\$ 6	\$ 6	\$ -	0.0%	\$ -	\$ 6	0.0%
TOTAL EXPENDITURES	\$ 290	\$ 300	\$ 297	\$ 7	2.3%	\$ (1)	\$ 296	1.9%
Controllable Revenues	\$ (6)	\$ (10)	\$ (6)	\$ -	0.0%	\$ -	\$ (6)	0.0%
General Revenues & Recoveries	\$ (224)	\$ (183)	\$ (224)	\$ -	0.0%	\$ -	\$ (224)	0.0%
TOTAL REVENUES	\$ (230)	\$ (193)	\$ (230)	\$ -	0.0%	\$ -	\$ (230)	0.0%
NET OPERATING BUDGET	\$ 60	\$ 107	\$ 66	\$ 7	11.0%	\$ (1)	\$ 65	9.3%

Base Budget Commentary

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

One time COVID Impact Commentary

One time COVID savings are anticipated in professional development.

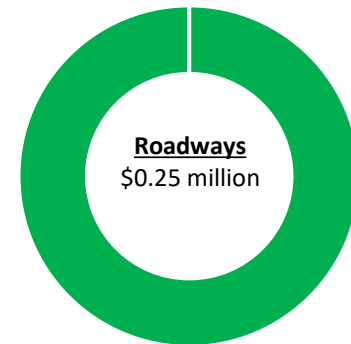
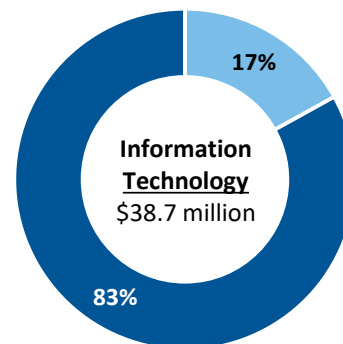
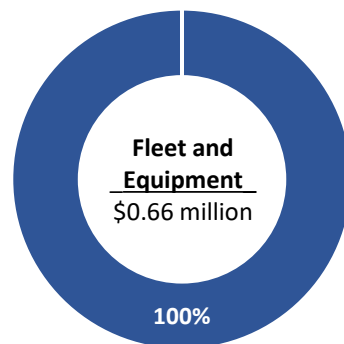
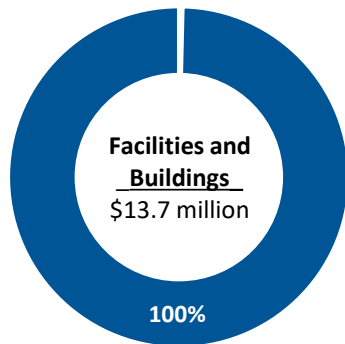
Enabling Services

Capital Investment

Asset Categories	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
Facilities and Buildings	\$ 3,470	\$ 2,478	\$ 2,642	\$ 635	\$ 391	\$ 2,635	\$ 362	\$ 271	\$ 233	\$ 608	\$ 13,724
Fleet Vehicles, Accessories and Equipment	\$ 65	\$ 30	\$ 108	\$ 182	\$ 5	\$ 27	\$ 167	\$ 35	\$ 37	\$ -	\$ 657
Information Technology	\$ 3,470	\$ 2,860	\$ 2,940	\$ 3,313	\$ 2,872	\$ 4,212	\$ 4,675	\$ 4,805	\$ 4,425	\$ 5,086	\$ 38,657
Roadways	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 250
Total City that Moves	\$ 7,055	\$ 5,368	\$ 5,740	\$ 4,130	\$ 3,317	\$ 6,874	\$ 5,254	\$ 5,111	\$ 4,745	\$ 5,694	\$ 53,288

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

2021 - 2029 Capital Investment by Project Type



■ New/Enhanced ■ Infrastructure Renewal ■ Growth

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
Part 'BD': Buildings and Operations									
1	2021	City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal	Capital	410	423	564	480	1,153	3,030
		FB-BD-525 Infrastructure Renewal	Reserve Funds						
		Facility Assets, 2021-2030	External						
		Funding is intended to replace existing end of life building systems in order to continuously provide a safe environment for patrons using the City of Burlington City Hall and Locust Street Office/Retail facilities. Green initiatives are considered when components are renewed/replaced.	Gross Cost	410	423	564	480	1,153	3,030
		Some of the 2021 Projects include:							
		1. City Hall - Review and Renewal of Traction Geared Passenger Elevator - Tower							
		2. City Hall - Bathroom Revitalization Level 5 - Tower							
		3. City Hall - Review and Renewal of Wet Sprinkler and Standpipe Systems							
		4. City Hall - Submersible Pump renewal							
		5. 414 Locust Ave - General repairs and maintenance needs.							
		Facility Description:							
		City Hall, 426 Brant Street							
		Size: 91,988 SQFT, Originally Built: 1965, Major Renovation Dates: 1986							
		Facility Condition Index (FCI): 0.11							
		414 Locust Street - Offices and Retail Space, 414 Locust Street							
		Size: 13400 SQFT (includes Office/Retail Space without tenant space), Originally Built: 2003							
		Facility Condition Index (FCI): 0.03							
		Related Projects							
		FB-BD-1387 City Hall Facility - Revitalization							
		RD-PK-1471 Parking Garage - Repair and Renewal							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BD': Buildings and Operations									
2	2021	City Hall Facility - Revitalization	Capital	2,465	1,733	1,772		2,520	8,490
		FB-BD-1387 Infrastructure Renewal	Reserve Funds						
		Facility Assets, 2021-2023, 2026	External						
		Funding identified is for detail design and to follow the multi-year phased road map that was presented to Council in March 2017. This includes the creation of a new 21st century workforce space design standard that will focus on customer service and technology strategies including One Counter - One Window - Red Tape Red Carpet design improvements. This will also include implementation of new working considerations under COVID-19 conditions.	Gross Cost	2,465	1,733	1,772		2,520	8,490
		Projects include: 2021 - 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): 0.11							
Related Projects									
FB-BD-525		City Hall / 414 Locust Offices/Retail Space Stabilization - Repair and Renewal							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'BD': Buildings and Operations									
3	2021	Corporate Accessibility Improvements FB-BD-613 Infrastructure Renewal Facility Assets, 2021, 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	459	117				576
			Reserve Funds						
			External						
			Gross Cost	459	117				576
4	2021	Facility Infrastructure Asset Management FB-BD-1003 Infrastructure Renewal Facility Assets, 2021-2025, 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	136	30	25	155	497	842
			Reserve Funds						
			External						
			Gross Cost	136	30	25	155	497	842

Part 'MB': Miscellaneous Buildings

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'MB': Miscellaneous Buildings									
5	2022	Corporate Parking Lots - Revitalization	Capital		175	280		330	785
		FB-MB-1047 Infrastructure Renewal	Reserve Funds						
		Facility Assets , 2022, 2023, 2027, 2029, 2030	External						
		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.	Gross Cost		175	280		330	785
Related Projects									
RD-RA-1534		New Street Resurfacing							
PO-PR-1688		Nelson Park							
Enabling Services - Facilities and Buildings									
			Capital Total:	3,470	2,478	2,642	635	13,724	13,724
			Reserve Funds Total:						
			External Total:						
			Gross Cost Total:	3,470	2,478	2,642	635	4,500	13,724

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'ER': Equipment - Replacement									
6	2021	Sign Production - Equipment Replacement	Capital						
		VE-ER-2011 Infrastructure Renewal	Reserve Funds	25	25			50	100
		Roads, Parks and Forestry, 2021, 2022, 2026, 2027	External						
		The ongoing renewal of equipment to support business operations for Sign Production. All four pieces of equipment are utilized in the creation, design and printing of signage to support the City and partners. Renewal of equipment would take place at end of life for each piece.	Gross Cost	25	25			50	100

Part 'VR': Vehicle - Replace									
7	2021	Fleet Management - Vehicle Replacement	Capital						
		VE-VR-2005 Infrastructure Renewal	Reserve Funds	5	5	108	182	154	455
		Roads, Parks and Forestry, 2021-2029	External						
		Scheduled replacement of owned vehicles and equipment in the Fleet service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. Fleet Service assets are used to support mobile vehicle maintenance activities as well as business continuity for all internal customers of Corporate Fleet.	Gross Cost	5	5	108	182	154	455
		Two concrete saws, two hand held blowers and one power head are scheduled for replacement in 2021.							
		Please see attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'VR': Vehicle - Replace									
8	2021	Sign Production - Vehicle Replacement	Capital						
		VE-VR-2008 Infrastructure Renewal	Reserve Funds	35				35	70
		Roads, Parks and Forestry, 2021, 2029	External						
		Scheduled replacement of owned vehicle in the Sign Production service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible.	Gross Cost	35				35	70
		One pickup truck is scheduled for replacement in 2021.							
		Please see attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							
9	2025-2030	Corporate Management - Vehicle Replacement	Capital						
		VE-VR-2002 Infrastructure Renewal	Reserve Funds					32	32
		Roads, Parks and Forestry, 2027	External						
		Scheduled replacement of the owned vehicle in the Corporate Management service, with consideration to lifecycle, department needs, mechanical condition and maintenance costs. Vehicles and equipment scheduled for replacement are evaluated as to their mechanical condition and extended where possible. This vehicle supports courier services corporately.	Gross Cost					32	32
		Please see attached Corporate Vehicle Depreciation Reserve Fund (VDRF) continuity schedule.							

* Report values in thousands

Enabling Services - Fleet Vehicles, Accessories and Equipment

Capital Total:						
Reserve Funds Total:	65	30	108	182	271	657
External Total:						
Gross Cost Total:	65	30	108	182	271	657

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'CA': Corporate Applications									
10	2021	Customer Relationship Management (CRM)	Capital	1,100					1,100
		IT-CA-1990 New / Enhanced							
		Office of the City Clerk, 2021	Reserve Funds						
		The City has recently updated its Customer Experience strategy and completed an organizational realignment to achieve its goals and objectives. The implementation of a CRM system is a critical component of the Customer Experience program. The CRM will support staff when making connections with customers, help to identify needs and trends, and develop stronger relationships with our customers. It will give customers easier access to the information and services we provide. It will transform corporate service delivery and provide measurements on how we are delivering our services and help to support business decision making. CRM software supports this provision through a customer-centric approach that balances customer needs with business objectives enabling the city to consistently transform customer experience across all channels and touch points.	External						
			Gross Cost	1,100					1,100
Operating Budget Impact 2022 Exp/(Rev) 15.0									
		To date, \$2,011,075 was approved in the 2015-2017 capital budgets and allocated to professional services, software acquisition and implementation, Privacy Impact Assessment, project team staffing resources, SaaS hosting, hardware, telephony and other integrations. Additional funding is required to account for an extended timeframe for project deployment, integrations and expanded scope.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL	
Part 'CA': Corporate Applications										
11	2021	Enterprise Asset Management Solution (EAMS) Project IT-CA-1880 Infrastructure Renewal Information Technology Services, 2021 The Enterprise Asset Management Solution (EAMS) Project is focused on digital and business transformation in the areas of asset maintenance and asset planning, identified as a priority in Council's Vision to Focus (Focus Area 5). To date, \$2,721,300 has been approved for the project through the 2018-2020 capital budgets for the solution/implementation services, staffing resources, hardware and project contingency. Since the previous budget request submission, the EAMS solution/implementation services RFP was issued, proposals were evaluated, a recommended proponent was selected and contract negotiations commenced. During this period, the project schedule has been refined increasing implementation period by 18 months and additional expenditures were identified. Additional funding of \$1,635,000 is required to support project delivery, bringing the total EAMS capital budget to \$4,356,000. These additional funds are required to support staffing for additional 18 months, mobile devices for staff, additional technology infrastructure, data preparation and migration to the new EAMS solution and additional contingency reserve. Three ongoing staff resources will be required as the EAMS project transitions to operations. This is to ensure that the solution sustains business needs by providing ongoing solution administration, training and support and to ensure that the technological requirements of the solution is supported. There will also be ongoing vendor licensing and support costs which are expected to impact the operating budget in 2022. One staff position will be brought forward for consideration as part of the 2021 budget and two staff positions will be brought forward as part of the 2022 budget.	Capital	1,635						1,635
Reserve Funds										
External										
Gross Cost										
				1,635					1,635	
Operating Budget Impact										
2022		Exp/(Rev)		111.0						
		FTE Impact		1.0						
2023		Exp/(Rev)		558.0						
		FTE Impact		2.0						
2024		Exp/(Rev)		20.0						
		FTE Impact		0.0						
2025		Exp/(Rev)		20.0						
		FTE Impact		0.0						

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CA': Corporate Applications									
12	2021	Evolving an Enterprise GIS Data Model	Capital	75					75
		IT-CA-1996 Infrastructure Renewal							
		Engineering Services, 2021	Reserve Funds						
		As the City continues to integrate and mature with the use of Enterprise Geographic Information System (GIS) technology, the overarching citywide GIS data model to support location and business information has not evolved at the pace of change required to meet current and future business processes. This has resulted in data redundancy, duplication and missing data and has increasingly become difficult to manage, enhance, deploy and integrate within ArcGIS and other Enterprise Systems.	External						
		There is a need to model our GIS data warehouse which includes spatial dimensions, spatial measures, or both, so that we can accomplish spatial analysis.	Gross Cost	75					75
		To achieve a GIS data model that fits the City's requirements, the retention of an experienced and technical GIS data modelling consultant is required. The outcome will provide a municipal scan and best practices, a technical diagram that links desired business units' requirements to functional GIS data models and create an implementation plan to achieve our goal. GIS technical resources will then implement and migrate within the existing Enterprise GIS technology.							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-2030	TOTAL
Part 'CA': Corporate Applications									
13	2021	Renewal Applications / Infrastructure	Capital	412	2,238	2,218	2,391	21,291	28,550
		IT-CA-1599 Infrastructure Renewal	Reserve Funds	188	200	200	200	450	1,238
		Information Technology Services, 2021-2030	External						
		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.	Gross Cost	600	2,438	2,418	2,591	21,741	29,789
		Each year systems and assets reach end of life. Support will no longer be available unless an upgrade is undertaken. Examples of anticipated renewals include the telephone system and network hardware.							
		2021 projects include:							
		1. Renewal of servers, desktops, file storage							
		2. Firewall consolidation							

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CA': Corporate Applications									
14	2022	Minor Enhancements IT-CA-1837 New / Enhanced Information Technology Services, 2022-2030 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
15	2022	New Applications / Infrastructure - Future IT-CA-1598 New / Enhanced Information Technology Services, 2022-2030 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		287	437	637	3,823	5,183
			Reserve Funds						
			External						
			Gross Cost		287	437	637	3,823	5,183

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025- 2030	TOTAL
Part 'CA': Corporate Applications									
16	2022	Treasury Management IT-CA-1929 New / Enhanced Information Technology Services, 2022 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									
17	2021	Cyber Security Enhancements IT-TI-1930 Infrastructure Renewal Information Technology Services, 2021-2030 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 2021, the Program will address securing the remote worker through perimeter upgrades and endpoint protection.	Capital	60	60	60	60	360	600
			Reserve Funds						
			External						
			Gross Cost	60	60	60	60	360	600
Enabling Services - Information Technology				Capital Total:	3,282	2,660	2,740	3,113	37,419
				Reserve Funds Total:	188	200	200	200	1,238
				External Total:					
				Gross Cost Total:	3,470	2,860	2,940	3,313	26,074
									38,657

* Report values in thousands

Ref. #	Year	Project	Category	2021	2022	2023	2024	2025-	TOTAL
<u>Part 'RL': Locals</u>									
18	2021	Digital Ortho Imagery & GIS Data	Capital						
		RD-RL-1596 Growth	Reserve Funds	50		50		150	250
		Engineering Services, 2021, 2023, 2025, 2027, 2029	External						
		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.	Gross Cost	50		50		150	250
Enabling Services - Roadways									
Capital Total:									
Reserve Funds Total:				50		50		150	250
External Total:									
Gross Cost Total:				50	0	50	0	150	250
Enabling Services - Total									
				<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025-</u>	<u>TOTAL</u>
Capital Total:				6,752	5,138	5,382	3,747	30,124	51,142
Reserve Funds Total:				303	230	358	382	871	2,145
External Total:				0	0	0	0	0	0
Gross Cost Total:				7,055	5,368	5,740	4,130	30,995	53,288

* Report values in thousands

2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

Corporate Expenditures and Revenues



CORPORATE EXPENDITURES AND REVENUES

	2020	2021 Base				One time COVID Impacts	2021 Total Approved Budget				
	Budget	Budget	\$ Change from 2020	% Change from 2020	Tax Impact		Business Cases	Budget	\$ Change from 2020	% Change from 2020	Tax Impact
Corporate Expenditures											
Financial Transactions											
Provision for Contingency	2,038,445	2,138,445	100,000	4.9%	0.1%	-		2,138,445	100,000	4.9%	0.1%
Provision for Insurance	3,550,000	3,550,000	-	0.0%	0.0%	-		3,550,000	-	0.0%	0.0%
Provision for Joseph Brant Hospital	3,100,000	3,100,000	-	0.0%	0.0%	-		3,100,000	-	0.0%	0.0%
Provision for Strategic Land Acquisition	240,000	120,000	(120,000)	-50.0%	-0.1%	-		120,000	(120,000)	-50.0%	-0.1%
Provision for Randle Reef	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Culture Initiatives	125,000	125,000	-	0.0%	0.0%	-		125,000	-	0.0%	0.0%
Provision for Policy Initiatives	100,000	100,000	-	0.0%	0.0%	-		100,000	-	0.0%	0.0%
Provision for Emerald Ash Borer	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Property Tax Matters	1,441,945	1,556,991	115,046	8.0%	0.1%	-		1,556,991	115,046	8.0%	0.1%
Total Financial Transactions	10,595,390	10,690,436	95,046	0.9%	0.0%	-		10,690,436	95,046	0.9%	0.0%
Capital Financing Transactions											
Capital from Operating Funding	3,620,300	3,620,300	-	0.0%	0.0%	-		3,620,300	-	0.0%	0.0%
Provision for VDRF	3,889,000	4,052,611	163,611	4.2%	0.1%	-		4,052,611	163,611	4.2%	0.1%
Provision to Infrastructure Renewal RESF	24,220,700	26,400,700	2,180,000	9.0%	1.2%	-		26,400,700	2,180,000	9.0%	1.198%
Provision for IT Renewal	57,881	60,775	2,894	5.0%	0.0%	-		60,775	2,894	5.0%	0.0%
City's Share of Local	(7,080)	(7,080)	-	0.0%	0.0%	-		(7,080)	-	0.0%	0.0%
Debt Charges	8,500,000	8,400,000	(100,000)	-1.2%	-0.1%	-		8,400,000	(100,000)	-1.2%	-0.1%
Total Capital Financing Transactions	40,280,801	42,527,306	2,246,505	5.6%	1.2%	-		42,527,306	2,246,505	5.6%	1.2%
Shared Costs											
Civic Administration	1,918,829	1,950,576	31,747	1.7%	0.0%	67,754		2,018,330	99,501	5.2%	0.1%
Financial Expenses (ex. bank charges, postage, etc.)	1,134,002	933,800	(200,202)	-17.7%	-0.1%	(8,844,577)		(7,910,777)	(9,044,779)	-797.6%	-5.2%
Total Shared Costs	3,052,831	2,884,376	(168,455)	-5.5%	-0.1%	(8,776,823)		(5,892,447)	(8,945,277)	-293.0%	-5.1%
Total Corporate Expenditures	53,929,022	56,102,118	2,173,096	4.0%	1.1%	(8,776,823)	-	47,325,295	(6,603,727)	-12.2%	-3.9%

CORPORATE EXPENDITURES AND REVENUES

	2020	2021 Base				One time COVID Impacts	2021 Total Approved Budget				
	Budget	Budget	\$ Change from 2020	% Change from 2020	Tax Impact		Business Cases	Budget	\$ Change from 2020	% Change from 2020	Tax Impact
				-						-	
Corporate Revenues											
Supplementary Taxes	(1,000,000)	(1,000,000)	-	0.0%	0.0%	-		(1,000,000)	-	0.0%	0.0%
Payment in Lieu of Taxes	(3,662,496)	(3,827,712)	(165,216)	4.5%	-0.1%	-		(3,827,712)	(165,216)	4.5%	-0.1%
Penalties & Interest on Taxes	(2,125,000)	(2,150,000)	(25,000)	1.2%	0.0%	-		(2,150,000)	(25,000)	1.2%	0.0%
Earnings on Investments	(5,300,000)	(5,300,000)	-	0.0%	0.0%	-		(5,300,000)	-	0.0%	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	-	0.0%	0.0%	-		(250,000)	-	0.0%	0.0%
Other Revenues	(290,000)	(775,000)	(485,000)	167.2%	-0.3%	-		(775,000)	(485,000)	167.2%	-0.3%
Total Corporate Revenues	(12,627,496)	(13,302,712)	(675,216)	5.3%	-0.4%	-		(13,302,712)	(675,216)	5.3%	-0.4%

One time COVID Impacts

One time decrease of \$8,844,577 in Corporate Expenditure is related to the Safe Restart funding and the one time Reallocation of the Infrastructure Levy to offset COVID impacts. This is partially offset with increased janitorial services costs in Corporate Facilities as well as a reduction in Tenant Lease Revenues.

2021 Approved Budget

2021 Operating and Capital Budgets

2022-2030 Capital Forecast

Additional Analysis



OPERATING BUDGET SUMMARY

	2020	2021 Base					2021 Total Approved Budget				
	Budget	Budget	\$ Change from 2020	% Change from 2020	Tax Impact	One time COVID Impacts	Business Cases	Budget	\$ Change from 2020	% Change from 2020	Tax Impact
Net Expenditures											
A City that Grows											
Building Code Permits and Inspection	(1,370,182)	(1,246,176)	124,007	-9.1%	0.1%	15,000		(1,231,176)	139,007	-10.1%	0.08%
Community Design and Development Review	1,991,615	3,040,295	1,048,680	52.7%	0.6%	(14,100)		3,026,195	1,034,580	51.9%	0.59%
Business Economic Development Corporation	1,391,990	1,416,350	24,360	1.7%	0.0%	-		1,416,350	24,360	1.7%	0.01%
Total City that Grows	2,013,423	3,210,470	1,197,047	59.5%	0.7%	900	-	3,211,370	1,197,947	59.5%	0.68%
A City that Moves											
Roadway and Sidewalk Maintenance	11,808,718	12,182,851	374,133	3.2%	0.2%	(56,090)	227,183	12,353,944	545,227	4.6%	0.29%
Parking Management	(881,476)	(820,277)	61,199	-6.9%	0.0%	386,400	(168,000)	(601,877)	279,599	-31.7%	0.2%
Road and Structure Design and Construction	1,744,888	1,999,267	254,379	14.6%	0.1%	(13,675)		1,985,592	240,704	13.8%	0.1%
Traffic Operations Management	4,639,740	4,665,945	26,205	0.6%	0.0%	(13,950)		4,651,995	12,255	0.3%	0.0%
Transportation Planning	484,565	496,331	11,766	2.4%	0.0%	(1,300)		495,031	10,466	2.2%	0.0%
Transit Conventional Service	14,395,153	14,678,404	283,251	2.0%	0.1%	2,125,222	-	16,803,626	2,408,473	16.7%	1.3%
Transit Handivan Service	1,878,081	1,943,078	64,997	3.5%	0.0%	(1,500)		1,941,578	63,497	3.4%	0.0%
Total City that Moves	34,069,667	35,145,598	1,075,931	3.2%	0.5%	2,425,107	59,183	37,629,888	3,560,221	10.4%	2.0%
A Healthier and Greener City											
Parks and Open Space Maintenance	5,704,204	5,860,012	155,808	2.7%	0.1%	106,400		5,966,412	262,208	4.6%	0.1%
Tree Management	3,915,980	4,128,679	212,699	5.4%	0.1%	(1,000)	293,087	4,420,766	504,786	12.9%	0.3%
Organized Sport Support	4,676,381	4,905,836	229,454	4.9%	0.1%	2,846,846	113,404	7,866,086	3,189,705	68.2%	1.8%
Recreation	6,337,478	6,654,795	317,317	5.0%	0.2%	3,106,201	100,000	9,860,996	3,523,518	55.6%	2.0%
Parks and Open Space Design and Development	690,528	709,522	18,994	2.8%	0.0%	(650)		708,872	18,344	2.7%	0.0%
Surface Water Drainage	1,812,748	1,924,731	111,983	6.2%	0.1%	(2,450)		1,922,281	109,533	6.0%	0.1%
Environment and Energy	549,807	555,580	5,773	1.0%	0.0%	(5,200)		550,380	573	0.1%	0.0%
Cemetery	102,581	129,168	26,587	25.9%	0.0%	1,000		130,168	27,587	26.9%	0.0%
Total Healthier and Greener City	23,789,706	24,868,323	1,078,616	4.5%	0.6%	6,051,147	506,491	31,425,961	7,636,254	32.1%	4.3%
An Engaging City											
Arts and Culture	1,465,067	1,509,833	44,766	3.1%	0.0%	179,224		1,689,057	223,990	15.3%	0.1%
Corporate Communications and Engagement	1,865,311	1,916,225	50,914	2.7%	0.0%	(6,500)	22,500	1,932,225	66,914	3.6%	0.0%
Burlington Public Library	11,121,348	11,315,972	194,624	1.8%	0.1%	-		11,315,972	194,624	1.8%	0.1%
Tourism Burlington	406,549	413,664	7,115	1.8%	0.0%	-		413,664	7,115	1.8%	0.0%
Burlington Performing Arts Centre	1,028,123	1,046,115	17,992	1.7%	0.0%	-		1,046,115	17,992	1.7%	0.0%
Art Gallery of Burlington	989,168	1,006,478	17,310	1.7%	0.0%	-		1,006,478	17,310	1.7%	0.0%
Museums of Burlington	725,431	738,126	12,695	1.7%	0.0%	-		738,126	12,695	1.7%	0.0%
Total Engaging City	17,600,997	17,946,413	345,416	2.0%	0.2%	172,724	22,500	18,141,637	540,640	3.1%	0.3%

OPERATING BUDGET SUMMARY

	2020	2021 Base				One time COVID Impacts	2021 Total Approved Budget				
	Budget	Budget	\$ Change from 2020	% Change from 2020	Tax Impact		Business Cases	Budget	\$ Change from 2020	% Change from 2020	Tax Impact
A Safe City											
Animal Services	615,659	647,676	32,017	5.2%	0.0%	(600)		647,076	31,417	5.1%	0.0%
By-law Enforcement and Licensing	1,009,399	912,894	(96,505)	-9.6%	-0.1%	295,750		1,208,644	199,245	19.7%	0.1%
Fire Prevention Education, Fire Code Inspection and	1,105,263	1,074,570	(30,693)	-2.8%	0.0%	(3,000)		1,071,570	(33,693)	-3.0%	0.0%
Emergency Management	177,644	183,852	6,208	3.5%	0.0%	(750)		183,102	5,458	3.1%	0.0%
Emergency Response Service	28,921,385	29,511,834	590,450	2.0%	0.3%	15,500		29,527,334	605,950	2.1%	0.3%
Fire 911 Communications	935,566	986,375	50,809	5.4%	0.0%	(17,000)		969,375	33,809	3.6%	0.0%
Halton Court Services	(746,097)	(721,625)	24,472	-3.3%	0.0%	-		(721,625)	24,472	-3.3%	0.0%
Total Safe City	32,018,819	32,595,576	576,758	1.8%	0.3%	289,900	-	32,885,476	866,658	2.7%	0.4%
Good Governance											
Corporate Strategy	1,709,592	1,729,575	19,983	1.2%	0.0%	(19,150)		1,710,425	833	0.0%	0.0%
Internal Audit	210,320	215,471	5,151	2.4%	0.0%	-		215,471	5,151	2.4%	0.0%
Mayor and Council	1,729,173	1,767,045	37,872	2.2%	0.0%	(5,800)		1,761,245	32,072	1.9%	0.0%
Legislative Services	1,536,661	1,569,878	33,217	2.2%	0.0%	2,125		1,572,003	35,342	2.3%	0.0%
Corporate Legal	1,696,381	1,784,253	87,872	5.2%	0.0%	3,500	77,735	1,865,488	169,107	10.0%	0.1%
Total Good Governance	6,882,126	7,066,222	184,096	2.7%	0.1%	(19,325)	77,735	7,124,632	242,506	3.5%	0.1%
Enabling Services											
Facilities and Buildings Design and Construction	959,519	987,144	27,625	2.9%	0.0%	(5,530)		981,614	22,095	2.3%	0.0%
Human Resources	2,709,707	2,776,507	66,800	2.5%	0.0%	(66,250)		2,710,257	550	0.0%	0.0%
Asset Management	516,713	556,978	40,265	7.8%	0.0%	(7,900)		549,078	32,365	6.3%	0.0%
Corporate Customer Experience -Service Burlington	846,122	892,622	46,500	5.5%	0.0%	(2,200)		890,422	44,300	5.2%	0.0%
Financial Management	3,584,899	3,733,970	149,071	4.2%	0.1%	(27,000)		3,706,970	122,071	3.4%	0.1%
Information Technology	7,882,933	8,412,593	529,659	6.7%	0.3%	(25,500)	285,684	8,672,777	789,844	10.0%	0.4%
Geographic Information and Mapping	628,904	631,798	2,894	0.5%	0.0%	(6,000)		625,798	(3,106)	-0.5%	0.0%
Signs Production Services	59,783	66,359	6,577	11.0%	0.0%	(1,000)		65,359	5,577	9.3%	0.0%
Fleet Management	(429,012)	(365,186)	63,826	-14.9%	0.0%	(2,250)		(367,436)	61,576	-14.4%	0.0%
Total Enabling Services	16,759,569	17,692,786	933,217	5.6%	0.5%	(143,630)	285,684	17,834,840	1,075,271	6.4%	0.6%
Total City Services	133,134,308	138,525,388	5,391,080	4.0%	2.8%	8,776,823	951,594	148,253,805	15,119,497	11.4%	8.4%

OPERATING BUDGET SUMMARY

	2020	2021 Base					2021 Total Approved Budget				
	Budget	Budget	\$ Change from 2020	% Change from 2020	Tax Impact	One time COVID Impacts	Business Cases	Budget	\$ Change from 2020	% Change from 2020	Tax Impact
Corporate Expenditures											
Financial Transactions											
Provision for Contingency	2,038,445	2,138,445	100,000	4.9%	0.1%	-		2,138,445	100,000	4.9%	0.1%
Provision for Insurance	3,550,000	3,550,000	-	0.0%	0.0%	-		3,550,000	-	0.0%	0.0%
Provision for Joseph Brant Hospital	3,100,000	3,100,000	-	0.0%	0.0%	-		3,100,000	-	0.0%	0.0%
Provision for Strategic Land Acquisition	240,000	120,000	(120,000)	-50.0%	-0.1%	-		120,000	(120,000)	-50.0%	-0.1%
Provision for Randle Reef	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Culture Initiatives	125,000	125,000	-	0.0%	0.0%	-		125,000	-	0.0%	0.0%
Provision for Policy Initiatives	100,000	100,000	-	0.0%	0.0%	-		100,000	-	0.0%	0.0%
Provision for Emerald Ash Borer	-	-	-	0.0%	0.0%	-		-	-	0.0%	0.0%
Provision for Property Tax Matters	1,441,945	1,556,991	115,046	8.0%	0.1%	-		1,556,991	115,046	8.0%	0.1%
Total Financial Transactions	10,595,390	10,690,436	95,046	0.9%	0.0%	-		10,690,436	95,046	0.9%	0.0%
Capital Financing Transactions											
Capital from Operating Funding	3,620,300	3,620,300	-	0.0%	0.0%	-		3,620,300	-	0.0%	0.0%
Provision for VDRF	3,889,000	4,052,611	163,611	4.2%	0.1%	-		4,052,611	163,611	4.2%	0.1%
Provision to Infrastructure Renewal RESF	24,220,700	26,400,700	2,180,000	9.0%	1.2%	-		26,400,700	2,180,000	9.0%	1.198%
Provision for IT Renewal	57,881	60,775	2,894	5.0%	0.0%	-		60,775	2,894	5.0%	0.0%
City's Share of Local	(7,080)	(7,080)	-	0.0%	0.0%	-		(7,080)	-	0.0%	0.0%
Debt Charges	8,500,000	8,400,000	(100,000)	-1.2%	-0.1%	-		8,400,000	(100,000)	-1.2%	-0.1%
Total Capital Financing Transactions	40,280,801	42,527,306	2,246,505	5.6%	1.2%	-		42,527,306	2,246,505	5.6%	1.2%
Shared Costs											
Civic Administration	1,918,829	1,950,576	31,747	1.7%	0.0%	67,754		2,018,330	99,501	5.2%	0.1%
Financial Expenses (ex. bank charges, postage, etc.)	1,134,002	933,800	(200,202)	-17.7%	-0.1%	(8,844,577)		(7,910,777)	(9,044,779)	-797.6%	-5.2%
Total Shared Costs	3,052,831	2,884,376	(168,455)	-5.5%	-0.1%	(8,776,823)		(5,892,447)	(8,945,277)	-293.0%	-5.1%
Total Corporate Expenditures	53,929,022	56,102,118	2,173,096	4.0%	1.1%	(8,776,823)	-	47,325,295	(6,603,727)	-12.2%	-3.9%
Total Net Expenditures	187,063,330	194,627,506	7,564,176	4.0%	4.0%	0	951,594	195,579,100	8,515,770	4.6%	4.5%

OPERATING BUDGET SUMMARY

	2020	2021 Base				One time COVID Impacts	Business Cases	2021 Total Approved Budget			
	Budget	Budget	\$ Change from 2020	% Change from 2020	Tax Impact			Budget	\$ Change from 2020	% Change from 2020	Tax Impact
Corporate Revenues											
Supplementary Taxes	(1,000,000)	(1,000,000)	-	0.0%	0.0%	-		(1,000,000)	-	0.0%	0.0%
Payment in Lieu of Taxes	(3,662,496)	(3,827,712)	(165,216)	4.5%	-0.1%	-		(3,827,712)	(165,216)	4.5%	-0.1%
Penalties & Interest on Taxes	(2,125,000)	(2,150,000)	(25,000)	1.2%	0.0%	-		(2,150,000)	(25,000)	1.2%	0.0%
Earnings on Investments	(5,300,000)	(5,300,000)	-	0.0%	0.0%	-		(5,300,000)	-	0.0%	0.0%
Reserve Fund Contribution to Operating	(250,000)	(250,000)	-	0.0%	0.0%	-		(250,000)	-	0.0%	0.0%
Other Revenues	(290,000)	(775,000)	(485,000)	167.2%	-0.3%	-		(775,000)	(485,000)	167.2%	-0.3%
Total Corporate Revenues	(12,627,496)	(13,302,712)	(675,216)	5.3%	-0.4%	-		(13,302,712)	(675,216)	5.3%	-0.4%
Net City Tax Levy	174,435,834	181,324,794	6,888,960	3.9%	3.60%	0	951,594	182,276,388	7,840,554	4.49%	4.14%

Base Budget Drivers

Base Budget Drivers	Base Budget Change \$	Tax Impact %
Evolving the Organisation phase 1 - 8.5 additional FTE positions	\$ 1,485,793	0.85%
Non-Union HR adjustments	\$ 1,664,095	0.95%
Union HR adjustments	\$ 1,445,761	0.83%
Increase in Computer Software costs	\$ 478,480	0.27%
Contribution to the Local Boards	\$ 274,096	0.16%
Increased Provision to Vehicle Depreciation Reserve Fund	\$ 176,349	0.10%
Increased Provision to Contingency	\$ 100,000	0.06%
Increased Provision for Prior Year Tax write offs	\$ 100,000	0.06%
Increased Insurance premium	\$ 73,657	0.04%
Increased Leasing cost (New Traffic Ops Center)	\$ 70,000	0.04%
Increased Heritage property tax rebate program to include commercial heritage properties	\$ 15,000	0.01%
City Manager Sustainable Expenditure Savings Target	\$ (250,000)	-0.14%
Reduced Provision for Strategic Land Acquisition	\$ (120,000)	-0.07%
Removal of base amount for pole rental costs	\$ (109,100)	-0.06%
Reduced budget for debt charges	\$ (100,000)	-0.06%
Reduced Loose Leaf Collection Tipping Fee	\$ (97,000)	-0.06%
Increased Hydro Reserve Fund Contribution to Operating	\$ (50,000)	-0.03%
Other miscellaneous	\$ 1,829	0.00%
Total Base Impact	\$ 5,158,960	2.95%

CITY OF BURLINGTON

Full Time Equivalents (FTE) Staffing Summary

	2020 Restated Budget			2021 DEOO Phase 2 Base Changes			2021 Base Budget			Total 2020 to 2021 Base Change			Recommended Risk Mitigation Measures			2021 Total Approved Budget			2020 to 2021 Change		
Service	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
A City that Grows																					
Building Code Permits and Inspection	25.0	0.7	25.7	-	-	-	25.0	0.7	25.7	-	-	-	1.0	-	1.0	26.0	0.7	26.7	1.0	-	1.0
Community Design and Development Review	38.0	0.7	38.7	7.0	-	7.0	45.0	0.7	45.7	7.0	-	7.0	4.0	-	4.0	49.0	0.7	49.7	11.0	-	11.0
A City that Moves																					
Parking Management	6.0	1.3	7.3	-	-	-	6.0	1.3	7.3	-	-	-	-	-	-	6.0	1.3	7.3	-	-	-
Road and Structures Design and Construction	28.0	2.0	30.0	1.0	-	1.0	29.0	2.0	31.0	1.0	-	1.0	-	-	-	29.0	2.0	31.0	1.0	-	1.0
Roadway and Sidewalk Maintenance	46.1	5.7	51.8	-	-	-	46.1	5.7	51.8	-	-	-	3.0	-	3.0	49.1	5.7	54.8	3.0	-	3.0
Specialized Transit	15.3	2.0	17.3	-	-	-	15.3	2.0	17.3	-	-	-	-	-	-	15.3	2.0	17.3	-	-	-
Traffic Operations Management	23.0	26.6	49.6	-	-	-	23.0	26.6	49.6	-	-	-	-	-	-	23.0	26.6	49.6	-	-	-
Transit	154.8	9.9	164.7	-	-	-	154.8	9.9	164.7	-	-	-	-	-	-	154.8	9.9	164.7	-	-	-
Transportation Network Planning	4.0	-	4.0	-	-	-	4.0	-	4.0	-	-	-	-	-	-	4.0	-	4.0	-	-	-
A Healthy 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	5.0	-	5.0	-	-	-	5.0	-	5.0	-	-	-	-	-	-	5.0	-	5.0	-	-	-
Organized Sport Support	51.6	28.2	79.8	-	-	-	51.6	28.2	79.8	-	-	-	-	-	-	51.6	28.2	79.8	-	-	-
Parks and Open Space Design and Development	7.0	-	7.0	-	-	-	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-
Parks and Open Space Maintenance	49.4	24.7	74.1	1.0	(0.5)	0.5	50.4	24.2	74.6	1.0	(0.5)	0.5	-	-	-	50.4	24.2	74.6	1.0	(0.5)	0.5
Recreation	55.0	102.7	157.7	-	-	-	55.0	102.7	157.7	-	-	-	4.0	(3.1)	0.9	59.0	99.6	158.6	4.0	(3.1)	0.9
Surface Water Drainage	13.2	0.6	13.8	-	-	-	13.2	0.6	13.8	-	-	-	-	-	-	13.2	0.6	13.8	-	-	-
Tree Management	23.4	0.4	23.8	-	-	-	23.4	0.4	23.8	-	-	-	3.0	-	3.0	26.4	0.4	26.8	3.0	-	3.0
An Engaging City																					
Arts and Culture	9.0	6.1	15.1	-	-	-	9.0	6.1	15.1	-	-	-	-	-	-	9.0	6.1	15.1	-	-	-
Corporate Communications and Engagement	12.0	0.3	12.3	-	-	-	12.0	0.3	12.3	-	-	-	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	-	-	-
Fire Emergency Response	184.0	2.5	186.5	-	-	-	184.0	2.5	186.5	-	-	-	-	-	-	184.0	2.5	186.5	-	-	-
Fire 911 Communications	11.0	2.5	13.5	-	-	-	11.0	2.5	13.5	-	-	-	-	-	-	11.0	2.5	13.5	-	-	-
Fire Prevention & Education	9.0	-	9.0	-	-	-	9.0	-	9.0	-	-	-	-	-	-	9.0	-	9.0	-	-	-
By-Law Enforcement and Licensing	16.0	0.7	16.7	-	-	-	16.0	0.7	16.7	-	-	-	-	-	-	16.0	0.7	16.7	-	-	-

CITY OF BURLINGTON

Full Time Equivalents (FTE) Staffing Summary

	2020 Restated Budget			2021 DEOO Phase 2 Base Changes			2021 Base Budget			Total 2020 to 2021 Base Change			Recommended Risk Mitigation Measures			2021 Total Approved Budget			2020 to 2021 Change		
Service	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
Good Governance																					
Corporate Legal	13.0	-	13.0	-	-	-	13.0	-	13.0	-	-	-	1.0	-	1.0	14.0	-	14.0	1.0	-	1.0
Corporate Strategy	7.0	-	7.0	-	-	-	7.0	-	7.0	-	-	-	-	-	-	7.0	-	7.0	-	-	-
Legislative Services	14.0	0.3	14.3	-	-	-	14.0	0.3	14.3	-	-	-	-	-	-	14.0	0.3	14.3	-	-	-
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	6.0	-	6.0	-	-	-	6.0	-	6.0	-	-	-	-	-	-	6.0	-	6.0	-	-	-
Facilities and Buildings Design and Construction	10.0	-	10.0	-	-	-	10.0	-	10.0	-	-	-	-	-	-	10.0	-	10.0	-	-	-
Financial Management	37.0	-	37.0	-	-	-	37.0	-	37.0	-	-	-	-	-	-	37.0	-	37.0	-	-	-
Fleet Management	14.3	-	14.3	-	-	-	14.3	-	14.3	-	-	-	-	-	-	14.3	-	14.3	-	-	-
Geographic Information Mapping	6.0	0.3	6.3	-	-	-	6.0	0.3	6.3	-	-	-	-	-	-	6.0	0.3	6.3	-	-	-
Human Resources	15.0	1.6	16.6	-	-	-	15.0	1.6	16.6	-	-	-	-	-	-	15.0	1.6	16.6	-	-	-
Information Technology	37.0	1.0	38.0	-	-	-	37.0	1.0	38.0	-	-	-	2.0	0.5	2.5	39.0	1.5	40.5	2.0	0.5	2.5
Corporate Customer Experiences Service Burlington	10.0	1.2	11.2	-	-	-	10.0	1.2	11.2	-	-	-	-	-	-	10.0	1.2	11.2	-	-	-
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	-	-	-
	983.0	223.0	1,206.0	9.0	(0.5)	8.5	992.0	222.5	1,214.5	9.0	(0.5)	8.5	19.0	(2.6)	16.4	1,011.0	219.8	1,230.8	28.0	(3.1)	24.9

Summary of Base Budget Human Resource Costs and Benefits

	Base Budget Excluding DEOO Phase 1 Changes					Base Budget Including DEOO Phase 1 Changes					2021		2021 vs 2020 Total
	2020	2021	2021 vs 2020 Base		DEOO Phase 1 Changes*	2020	2021	2021 vs 2020 Base		One time COVID Impacts	Total Budget		2021 vs 2020 Total
	Budget	Base Budget	\$	%		Budget	Base Budget	\$	%		\$	%	
Expenditures													
Regular Full Time Salaries & Wages	\$ 82,521,294	\$ 84,755,838	\$ 2,234,543	2.7%	\$ 1,196,546	\$ 82,521,294	\$ 85,952,384	\$ 3,431,090	4.2%	\$ -	\$ 85,952,384	\$ 3,431,090	4.2%
Part Time/Temp/Casual Salaries & Wages	8,659,273	8,780,821	121,547	1.4%	-	8,659,273	8,780,821	121,547	1.4%	(662,769)	8,118,052	(541,221)	-6.3%
Councillors Compensation	858,784	867,166	8,382	1.0%	-	858,784	867,166	8,382	1.0%	3,900	871,066	12,282	1.4%
Overtime	1,505,668	1,564,892	59,224	3.9%	-	1,505,668	1,564,892	59,224	3.9%	3,500	1,568,392	62,724	4.2%
Volunteer Firefighter Allowance	200,000	210,000	10,000	5.0%	-	200,000	210,000	10,000	5.0%	-	210,000	10,000	5.0%
Training Pay - Fire	25,000	25,000	-	0.0%	-	25,000	25,000	-	0.0%	-	25,000	-	0.0%
Vacation Pay, On Call, Sick Leave, Paid Leave, etc.	4,804,920	4,816,225	11,305	0.2%	7,038	4,804,920	4,823,263	18,343	0.4%	(75,615)	4,747,648	(57,272)	-1.2%
Sub-total Earnings	98,574,939	101,019,940	2,445,002	2.5%	1,203,584	98,574,939	102,223,525	3,648,586	3.7%	(730,984)	101,492,541	2,917,602	3.0%
Benefits (incl. Standard Life, CPP, EI & OMERS)	21,376,634	21,878,576	501,942	2.3%	239,981	21,376,634	22,118,557	741,923	3.5%	(53,631)	22,064,926	688,292	3.2%
Employee Health Tax	1,855,496	1,904,752	49,256	2.7%	23,202	1,855,496	1,927,954	72,458	3.9%	(13,420)	1,914,534	59,039	3.2%
Employee Accident Fund	1,511,312	1,543,108	31,796	2.1%	19,026	1,511,312	1,562,134	50,822	3.4%	(1,503)	1,560,631	49,319	3.3%
WCB Experience	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	0.0%
Sub-total Legislated Benefits	24,743,441	25,326,436	582,994	2.4%	282,209	24,743,441	25,608,645	865,203	3.5%	(68,554)	25,540,091	796,650	3.2%
Education, Training & Development	1,025,314	1,003,074	(22,240)	-2.2%	-	1,025,314	1,003,074	(22,240)	-2.2%	(219,300)	783,774	(241,540)	-23.6%
Employee Memberships	183,775	187,875	4,100	2.2%	-	183,775	187,875	4,100	2.2%	-	187,875	4,100	2.2%
Innovation/Awards	150,000	150,000	-	0.0%	-	150,000	150,000	-	0.0%	-	150,000	-	0.0%
Other Allowances & Benefits	8,300	8,300	-	0.0%	-	8,300	8,300	-	0.0%	-	8,300	-	0.0%
Sub-total Other Benefits & Allowances	1,367,389	1,349,249	(18,140)	-1.3%	-	1,367,389	1,349,249	(18,140)	-1.3%	(219,300)	1,129,949	(237,440)	-17.4%
Total Human Resources Budget	\$ 124,685,770	\$ 127,695,626	\$ 3,009,856	2.4%	\$ 1,485,793	\$ 124,685,770	\$ 129,181,419	\$ 4,495,649	3.6%	\$ (1,018,837)	\$ 128,162,581	\$ 3,476,812	2.8%

***DEOO initiative changes consist of:**

6 new FTE in Planning
 2 new Directors: Director of Community Planning and Director of Capital Works
 12 re-ratings of RPF Supervisors
 3 position conversions in Capital Works
 1 position conversion in Strategy, Risk and Accountability
 1 position conversion in Corporate Legal
 2 position conversion in Roads Maintenance
 1 conversion of a PT Equipment Maintenance person to FT

GROSS EXPENSES AND REVENUES

	2020	2021							Tax Impact *
	Budget	Base Budget	Δ Base	Δ%	One time COVID Impacts	Total Budget	Δ Total	Δ%	Total Base Budget
Expenditure Categories									
Human Resources	124,685,770	129,181,419	4,495,649	3.6%	(1,018,837)	128,162,581	3,476,812	2.8%	
Materials, Supplies & Utilities	16,117,683	16,017,728	(99,955)	-0.6%	(500,872)	15,516,856	(600,827)	-3.7%	
Purchased Services	25,649,480	24,743,103	(906,377)	-3.5%	(593,247)	24,149,855	(1,499,624)	-5.8%	
Funding for Capital & Debt Repayment	41,807,313	41,473,673	(333,640)	-0.8%	(716,369)	40,757,303	(1,050,010)	-2.5%	
Infrastructure Renewal Funding	23,523,700	24,290,100	766,400	3.3%	-	24,290,100	766,400	3.3%	
Provision to Local Boards & Committees	15,886,810	15,990,905	104,096	0.7%	-	15,990,905	104,096	0.7%	
Provision to Reserve Funds	12,513,945	12,613,945	100,000	0.8%	-	12,613,945	100,000	0.8%	
Internal Charges & Settlements	5,208,640	5,274,470	65,830	1.3%	(20,000)	5,254,470	45,830	0.9%	
Financial Expenses	2,226,621	2,287,714	61,093	2.7%	(4,000)	2,283,714	57,093	2.6%	
Total Expenditures	267,619,961	271,873,056	4,253,096	1.6%	(2,853,326)	269,019,730	1,399,770	0.5%	
Revenue Categories									
User Fees	(36,204,377)	(36,464,818)	(260,441)	0.7%	12,264,319	(24,200,499)	12,003,878	-33.2%	
Other Corporate Revenues	(36,420,630)	(33,353,387)	3,067,242	-8.4%	(9,429,903)	(42,783,290)	(6,362,661)	17.5%	
Senior Government Grants	(7,971,119)	(8,223,894)	(252,775)	3.2%	-	(8,223,894)	(252,775)	3.2%	
External Recoveries	(6,043,295)	(5,937,758)	105,537	-1.7%	18,910	(5,918,848)	124,447	-2.1%	
Internal Revenues	(6,544,706)	(6,568,406)	(23,699)	0.4%	-	(6,568,406)	(23,699)	0.4%	
Total Revenues	(93,184,127)	(90,548,263)	2,635,864	-2.8%	2,853,326	(87,694,937)	5,489,190	-5.9%	
Property Taxes - City	174,435,834	181,324,794	6,888,960	3.9%	0	181,324,794	6,888,960	3.9%	3.60%

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
A City that Grows				
Building Code Permits and Inspection	(1,231,176)			(1,231,176)
Community Design and Development Review	3,026,195			3,026,195
Business Economic Development Corporation	1,416,350			1,416,350
Total City that Grows	\$ 3,211,370	\$ -	\$ -	\$ 3,211,370
A City that Moves				
Roadway and Sidewalk Maintenance	11,065,329	1,288,616		12,353,944
Parking Management	(601,877)			(601,877)
Road and Structure Design and Construction	1,985,592			1,985,592
Traffic Operations Management	4,651,995			4,651,995
Transportation Planning	495,031			495,031
Transit Conventional Service	2,241,922	14,561,704		16,803,626
Transit Handivan Service	1,941,578			1,941,578
Total City that Moves	\$ 21,779,569	\$ 15,850,319	\$ -	\$ 37,629,888
A Healthier and Greener City				
Parks and Open Space Maintenance	5,966,412			5,966,412
Tree Management	3,789,394	631,373		4,420,766
Organized Sport Support	7,866,086			7,866,086
Recreation	9,860,996			9,860,996
Parks and Open Space Design and Development	708,872			708,872
Surface Water Drainage	1,058,158	864,123		1,922,281
Environment and Energy	550,380			550,380
Cemetery	130,168			130,168
Total Healthier and Greener City	\$ 29,930,465	\$ 1,495,496	\$ -	\$ 31,425,961

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
An Engaging City				
Arts and Culture	1,689,057			1,689,057
Corporate Communications and Engagement	1,932,225			1,932,225
Burlington Public Library	11,315,972			11,315,972
Tourism Burlington	413,664			413,664
Burlington Performing Arts Centre	1,046,115			1,046,115
Art Gallery of Burlington	1,006,478			1,006,478
Museums of Burlington	738,126			738,126
Total Engaging City	\$ 18,141,637	\$ -	\$ -	\$ 18,141,637
A Safe City				
Animal Services	647,076			647,076
By-law Enforcement and Licensing	1,208,644			1,208,644
Fire Prevention Education, Fire Code Inspection and Enf	1,071,570			1,071,570
Emergency Management	183,102			183,102
Emergency Response Service	29,527,334			29,527,334
Fire 911 Communications	969,375			969,375
Halton Court Services	(721,625)			(721,625)
Total Safe City	\$ 32,885,476	\$ -	\$ -	\$ 32,885,476
Good Governance				
Corporate Strategy	1,710,425			1,710,425
Internal Audit	215,471			215,471
Strategic Communications and Government Relations	1,761,245			1,761,245
Legislative Services	1,572,003			1,572,003
Corporate Legal	1,865,488			1,865,488
Total Good Governance	\$ 7,124,632	\$ -	\$ -	\$ 7,124,632

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Enabling Services				
Facilities and Buildings Design and Construction	981,614			981,614
Human Resources	2,710,257			2,710,257
Asset Management	549,078			549,078
Corporate Customer Experience -Service Burlington	890,422			890,422
Financial Management	3,706,970			3,706,970
Information Technology	8,672,777			8,672,777
Geographic Information and Mapping	625,798			625,798
Signs Production Services	65,359			65,359
Fleet Management	(367,436)			(367,436)
Total Enabling Services	\$ 17,834,840	\$ -	\$ -	\$ 17,834,840
City Services	\$ 130,907,990	\$ 17,345,815	\$ -	\$ 148,253,805
Corporate Expenditures				
Financial Transactions				
Provision for Contingency	2,138,445			2,138,445
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	120,000			120,000
Provision for Randle Reef	-			-
Provision for Culture Initiatives	125,000			125,000
Provision for Policy Initiatives	100,000			100,000
Provision for Property Tax Matters	1,556,991			1,556,991
Total Financial Transactions	\$ 7,590,436	\$ -	\$ 3,100,000	\$ 10,690,436

Urban/Rural Tax Rate Calculation

	Whole City	Urban Area	City Hospital	Total
Capital Financing Transactions				
Total Capital from Operating Funding	2,626,570	993,730		3,620,300
Total Provision for VDRF	4,052,611			4,052,611
Total Provision to Infrastructure Renewal RESF	26,400,700			26,400,700
Total Provision for IT Renewal	60,775			60,775
Total City's Share of Local Debt Charges	(7,080)			(7,080)
	3,906,825	4,493,175		8,400,000
Total Capital Financing Transactions	\$ 37,040,401	\$ 5,486,905	\$ -	\$ 42,527,306
Shared Costs				
Civic Administration	2,018,330			2,018,330
Financial Expenses (ex. bank charges, postage, etc.)	(7,910,777)			(7,910,777)
Total Shared Costs	\$ (5,892,447)	\$ -	\$ -	\$ (5,892,447)
Total Corporate Expenditures	\$ 38,738,390	\$ 5,486,905	\$ 3,100,000	47,325,295
Total Net Expenditures	\$ 169,646,379	\$ 22,832,720	\$ 3,100,000	\$ 195,579,100
Corporate Revenues				
Supplementary Taxes	(1,000,000)			(1,000,000)
Payment in Lieu of Taxes	(3,827,712)			(3,827,712)
Penalties & Interest on Taxes	(2,150,000)			(2,150,000)
Earnings on Investments	(5,300,000)			(5,300,000)
Reserve Fund Contribution to Operating	(250,000)			(250,000)
Other Revenues	(775,000)			(775,000)
Total Corporate Revenues	\$ (13,302,712)			\$ (13,302,712)
Net City Tax Levy	\$ 156,343,668	\$ 22,832,720	\$ 3,100,000	\$ 182,276,388

Urban/Rural Tax Rate Calculation

		Whole City	Urban Area	City Hospital	Total
WEIGHTED ASSESSMENT		\$ 51,702,172,203	\$ 50,041,981,765	\$ 51,702,172,203	
2021 TAX RATES					
Residential	RT	0.00302393	0.00045627	0.00005996	0.00354016
Residential - Farmland I	R1	0.00226795	0.00034220	0.00004497	0.00265512
Multi-Res	MT	0.00604786	0.00091254	0.00011992	0.00708032
New Multi-Res	NT	0.00302393	0.00045627	0.00005996	0.00354016
Commercial	CT	0.00440435	0.00066456	0.00008733	0.00515624
- full shared payment in lieu	CH	0.00440435	0.00066456	0.00008733	0.00515624
- excess land	CU	0.00440435	0.00066456	0.00008733	0.00515624
- vacant land	CX	0.00440435	0.00066456	0.00008733	0.00515624
- farmland I	C1	0.00226795	0.00034220	0.00004497	0.00265512
- new construction	XT	0.00440435	0.00066456	0.00008733	0.00515624
- new construction - excess land	XU	0.00440435	0.00066456	0.00008733	0.00515624
Office	DT	0.00440435	0.00066456	0.00008733	0.00515624
- excess land	DU	0.00440435	0.00066456	0.00008733	0.00515624
- full shared payment in lieu	DH	0.00440435	0.00066456	0.00008733	0.00515624
- new construction	YT	0.00440435	0.00066456	0.00008733	0.00515624
Shopping Centre	ST	0.00440435	0.00066456	0.00008733	0.00515624
Shopping Centre-vac.unit, excess land	SU	0.00440435	0.00066456	0.00008733	0.00515624
Parking Lot	GT	0.00440435	0.00066456	0.00008733	0.00515624
Industrial	IT	0.00713617	0.00107675	0.00014150	0.00835442
- full shared payment in lieu	IH	0.00713617	0.00107675	0.00014150	0.00835442
- excess land	IU	0.00632213	0.00095392	0.00012536	0.00740141
- vacant land	IX	0.00632213	0.00095392	0.00012536	0.00740141
- excess land shared payment in lieu	IK	0.00632213	0.00095392	0.00012536	0.00740141
- new construction	JT	0.00713617	0.00107675	0.00014150	0.00835442
Large Industrial	LT	0.00713617	0.00107675	0.00014150	0.00835442

Urban/Rural Tax Rate Calculation

		Whole City	Urban Area	City Hospital	Total
Large Industrial - excess land	LU	0.00632213	0.00095392	0.00012536	0.00740141
Industrial - Farmland I	II	0.00226795	0.00034220	0.00004497	0.00265512
Pipelines	PT	0.00321051	0.00048442	0.00006366	0.00375859
Farm	FT	0.00060479	0.00009125	0.00001199	0.00070803
Managed Forests	TT	0.00075598	0.00011407	0.00001499	0.00088504
2021 Taxes on Urban Household with \$100,000 CVA		\$ 302.39	\$ 45.63	\$ 6.00	\$ 354.02
2021 Taxes on Rural Household with \$100,000 CVA		\$ 302.39		\$ 6.00	\$ 308.39
2021 Taxes on Commercial Property with \$100,000 CVA		\$ 440.44	\$ 66.46	\$ 8.73	\$ 515.63
2020 TAX RATE					
Residential	RT	0.00290017	0.00043906	0.00006016	0.00339939
Rural	RT	0.00290017		0.00006016	0.00296033
CHANGE 2021 VS. 2020					
Tax Rate		0.00012376	0.00001721	(0.00000020)	0.00014077
Urban %		4.27%	3.92%	-0.33%	4.14%
Rural %		4.27%		-0.33%	4.20%
Impact on \$100,000 Urban Household		\$ 12.37	\$ 1.72	\$ (0.02)	\$ 14.07
Impact on \$100,000 Rural Household		\$ 12.37		\$ (0.02)	\$ 12.35

City of Burlington Reserve Funds and Reserves

As At December 31, 2020 with Comparatives to December 31, 2019

1. CAPITAL RELATED RESERVE FUNDS AND RESERVES

A) Development Related Reserve and Reserve Funds	Uncommitted Balance As at Dec 31, 2019	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Growth Studies	38,391	13,614	112,500	(98,886)
Library	24,983	57,752	10,219	47,534
Transit	925,514	967,091	217,408	749,683
Transportation*	10,582,905	19,880,581	8,905,376.15	10,975,205
Storm Drainage*	4,151,772	5,591,088	1,862,231	3,728,857
Fire Protection*	(1,018,670)	46,703	1,049,589	(1,002,887)
Parks & Recreation	221,115	3,871,872	3,152,529	719,343
Park Dedication	9,321,541	13,650,665	9,776,984	3,873,681
Public Benefits	-	1,303,581	1,303,581	-
Future Services	5,262,792	11,696,461	6,212,058	5,484,402
Future Services Signs & Barricades	494,754	507,963	-	507,963
Future Services Trees	155,455	136,529	-	136,529
Development Charge Exemption	-	49,575	-	49,575
Total Development Related Reserve Funds**	30,160,552	57,773,475	32,602,475	25,170,999

B) Vehicle and Equipment Reserve Funds				
Vehicle Replacements - Fire	829,294	1,682,675	-	1,682,675
Vehicle Replacements - Corporate	3,677,935	1,995,307	-	1,995,307
Vehicle Replacements - Transit	-	394,523	-	394,523
Vehicle Replacements - Tyandaga	317,467	286,872	-	286,872
Total Vehicle and Equipment Reserve Funds	4,824,696	4,359,377	-	4,359,377

*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 Funds and Reserves
As At December 31, 2020 with Comparatives to December 31, 2019

C) Transit Related Reserve Funds	Uncommitted Balance As at Dec 31, 2019	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Transit Inter-Regional/Capital	11,832	-	-	-
Transit Capital	199,511	-	-	-
Provincial Gas Tax	1,066,204	4,041,059	1,453,214	2,587,844
Federal Gas Tax - Transit Dedicated	259,547	1,823,887	357,337	1,466,550
Transit Shelters	1,366	-	-	-
Total Transit Related Reserve Funds	1,538,460	5,864,946	1,810,551	4,054,394

D) Other Capital Reserve Funds				
Burlington Hydro Proceeds	8,658,790	11,567,114	4,075,000	7,492,114
Capital Purposes	3,914,836	5,826,078	10,000	5,816,078
Infrastructure Renewal	7,396,695	13,022,120	66,707	12,955,413
Information Technology Renewal	986,266	979,404	-	979,404
Federal Gas Tax	4,470,432	6,566,048	3,910,403	2,655,645
Public Art Reserve Fund	599,301	782,101	20,900	761,201
Railway Crossing	-	8,699,541	8,699,541	-
Joseph Brant Memorial Hospital	-	7,187,448	7,187,448	-
Strategic Plan	548,877	832,107	293,325	538,782
Strategic Land Acquisition	6,371,891	7,889,591	776,517	7,113,074
Total Other Capital Reserve Funds	32,947,088	63,351,552	25,039,842	38,311,711

City of Burlington Reserve Funds and Reserves
As At December 31, 2020 with Comparatives to December 31, 2019

2. OPERATING RELATED RESERVE FUNDS AND RESERVES

A) Stabilization Reserves and Reserve Funds	Uncommitted Balance As at Dec 31, 2019	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Contingency	8,020,692	11,788,357	2,246,495	9,541,861
Severe Weather	4,017,264	4,724,521	-	4,724,521
Tax Rate Stabilization	4,456,241	12,663,675	8,241,968	4,421,707
Building Permit Stabilization	3,322,564	2,409,172	-	2,409,172
Planning Fee Stabilization	2,850,706	2,787,702	-	2,787,702
Engineering Fee Stabilization	539,939	405,321	-	405,321
Commodity Stabilization Reserve Fund	557,672	887,796	-	887,796
Total Stabilization Reserve Funds	23,765,079	35,666,543	10,488,464	25,178,079

B) Corporate Reserve Funds				
Employee Accident	4,724,809	7,606,674	2,135,581	5,471,093
Benefits	2,803,935	4,159,487	-	4,159,487
Election	-	490,968	484,500	6,468
Emergency	-	156,095	-	156,095
Total Corporate Reserve Funds	7,528,745	12,413,224	2,620,081	9,793,143

C) Corporate Reserves				
Election Expense	-	-	-	-
Insurance	-	4,354,277	4,354,277	-
Early Retirement	2,846	-	-	-
Emergency Plan	133,539	-	-	-
Ontario Cannabis Legalization Implementation	254,372	254,372	-	254,372
Tree Planting	34,138	-	-	-
Future Expense	896,259	-	-	-
Total Corporate Reserves	1,321,154	4,608,649	4,354,277	254,372

City of Burlington Reserve Funds and Reserves

As At December 31, 2020 with Comparatives to December 31, 2019

3. LOCAL BOARDS AND PROGRAM SPECIFIC RESERVE FUNDS AND RESERVES

A) Program Specific Reserve Funds	Uncommitted Balance As at Dec 31, 2019	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Economic Development	45,018	-	-	-
Parks & Recreation Infrastructure				
Waterfront Centre	347,253	127,988	-	127,988
Paletta Mansion	599,451	666,610	-	666,610
Senior's Centre	496,816	376,907	-	376,907
Tyandaga Facility	68,385	292,841	-	292,841
LaSalle Park Pavilion	397,005	387,338	-	387,338
Sports Fields	178,437	163,890	-	163,890
Haber Community Centre	447,500	508,089	-	508,089
Recreation Centre	230,180	162,173	-	162,173
Pools	524,022	268,721	-	268,721
Arenas	433,056	446,474	-	446,474
Culture	119,180	146,789	-	146,789
Youth Initiatives	-	82,161	-	82,161
Randal Reef	-	846,844	846,844	-
Downtown Streetscape	52,018	-	-	-
Community Heritage	263,351	270,382	-	270,382
Mundialization Committee	161,639	182,928	-	182,928
Naval Memorial	41,836	42,953	-	42,953
Policy Initiatives	349,835	1,479,195	1,073,219	405,976
Culture Initiatives	123,940	192,319	50,000	142,319
Energy Initiatives	47,374	106,839	31,118	75,720
Community Investment	221,193	279,130	-	279,130
Sims Square	978,717	721,427	-	721,427
Forestry	23,821	351,839	22,305	329,534
Parking District	9,819,588	200,000	-	200,000
Parking Renewal	-	2,648,540	-	2,648,540
Parking Growth	-	7,003,419	-	7,003,419
Fire Dispatch	-	649,944	-	649,944
Fire Suppression	-	45,601	-	45,601
Tree Planting Initiatives	-	145,592	-	145,592
Itabashi Garden	-	-	-	-
Green Initiatives	-	277,168	-	277,168
Art Gallery of Burlington	-	110,997	-	110,997
Federal and Provincial Grants	-	-	-	-
Total Program Specific Reserve Funds	15,969,615	19,185,095	2,023,486	17,161,609

City of Burlington Reserve Funds and Reserves
As At December 31, 2020 with Comparatives to December 31, 2019

B) Local Boards Reserve Funds	Uncommitted Balance As at Dec 31, 2019	BALANCE	COMMITMENTS	UNCOMMITTED BALANCE
Downtown BIA	288,231	311,127	-	311,127
BEDC Operations	394,073	406,412	-	406,412
BEDC Strategic Initiatives	280,414	287,900	-	287,900
BEDC Innovation Centre	133,341	146,901	-	146,901
Library Capital	2,266,080	2,715,997	-	2,715,997
Library Operating	-	126,138	-	126,138
Tourism Burlington	89,841	264,070	19,567	244,503
Museums Board - Joseph Brant Operating	203,991	210,306	-	210,306
Museums Board - Joseph Brant Capital	159,785	164,052	-	164,052
Museums Board - Ireland House Operating	191,218	310,306	-	310,306
Museums Board - Ireland House Capital	89,779	92,176	-	92,176
PAC	995,297	1,215,586	10,279	1,205,307
PAC - CPRF	797,273	945,042	-	945,042
PAC Donations	8,523	14,170	5,279	8,891
Total Local Boards Reserve Funds	5,897,845	7,210,182	35,124	7,175,058
C) Program Specific Reserves				
Crime Prevention	26,810	-	-	-
Burlington International Games	63,907	-	-	-
Fire Extrication	-	37,718	-	37,718
Total Program Specific Reserves	90,716	37,718	-	37,718
Total Reserve Funds	114,611,386	194,036,038	71,069,947	121,662,509
Total Reserves	9,432,563	16,434,724	7,904,354	9,833,951
Total Reserve Funds and Reserves	124,043,949	210,470,761	78,974,301	131,496,461



