

HALTON REGION

Budget and Business Plan **2017**

Tax Details

Tax Supported Budget Summary

Tax Supported Budget Summary									
	2016	2017			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Regional Services	\$ 240,813,751	\$ 246,469,520	\$ 3,050,144	\$ 249,519,664	\$ 5,655,769	2.3%	\$ 8,705,913	3.6%	
Police Services	139,714,700	143,355,905	1,584,126	144,940,030	3,641,204	2.6%	5,225,330	3.7%	
Total	\$ 380,528,451	\$ 389,825,425	\$ 4,634,270	\$ 394,459,694	\$ 9,296,973	2.4%	\$ 13,931,243	3.7%	

Summary of Tax Changes (With 1.7% Weighted Assessment Growth)				
	2017			2017
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	0.6%	1.2%	1.9%	1.9%
Police Services	0.9%	1.1%	2.0%	
Total	0.7%	1.2%	1.9%	

Net Program Expenditure – Tax

The following tables set out the net expenditure by program at a detailed level.

Comparison Of 2017 Requested And 2016 Approved Operating Budget For Tax Supported Services											
Net Dollars	2014	2015	2016		2017			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Health Department											
Public Health Resources	\$ 1,444,496	\$ 1,584,880	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	\$ 250,763	12.5%
Healthy Environments & Communicable Disease	3,633,842	4,288,486	4,817,459	4,571,722	5,191,545	-	5,191,545	374,086	7.8%	374,086	7.8%
Healthy Families	4,825,551	4,588,262	5,568,126	5,530,583	5,945,795	-	5,945,795	377,669	6.8%	377,669	6.8%
Clinical Health Services	4,057,577	4,824,114	4,062,065	4,403,010	4,027,544	85,000	4,112,544	(34,521)	-0.8%	50,479	1.2%
Total Public Health	13,961,465	15,285,743	16,447,348	15,909,348	17,415,345	85,000	17,500,345	967,997	5.9%	1,052,997	6.4%
Paramedic Services	15,946,811	16,909,331	16,916,891	17,660,891	17,812,420	781,715	18,594,135	895,530	5.3%	1,677,245	9.9%
Total Health	29,908,276	32,195,074	33,364,239	33,570,239	35,227,765	866,715	36,094,480	1,863,527	5.6%	2,730,242	8.2%
Social & Community Services											
Children's Services	12,730,977	12,862,175	11,502,517	11,502,517	11,280,642	85,000	11,365,642	(221,875)	-1.9%	(136,875)	-1.2%
Employment & Social Services	6,418,996	6,962,933	7,014,650	6,992,650	6,415,023	141,560	6,556,583	(599,627)	-8.5%	(458,067)	-6.5%
Housing Services	33,793,746	35,003,364	35,881,648	35,881,648	36,425,075	688,715	37,113,790	543,427	1.5%	1,232,142	3.4%
Quality & Service Integration	4,705,573	4,945,147	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Services for Seniors	17,905,922	17,687,175	17,582,600	17,959,600	18,078,515	-	18,078,515	495,915	2.8%	495,915	2.8%
Total Social & Community Services	75,555,214	77,460,794	77,706,814	77,921,814	77,933,725	1,515,275	79,449,000	226,911	0.3%	1,742,186	2.2%
Legislative & Planning Services											
Planning Services	8,536,367	8,836,799	10,688,238	10,482,268	12,001,936	180,550	12,182,486	1,313,699	12.3%	1,494,249	14.0%
Economic Development	2,125,098	2,085,764	2,312,235	2,313,794	2,570,955	-	2,570,955	258,720	11.2%	258,720	11.2%
Total Legislative & Planning Services	10,661,465	10,922,564	13,000,473	12,796,062	14,572,891	180,550	14,753,441	1,572,419	12.1%	1,752,969	13.5%
Public Works											
Road Operations	44,425,031	46,279,075	49,608,009	49,608,009	51,290,724	-	51,290,724	1,682,714	3.4%	1,682,714	3.4%
Waste Management Services	38,776,438	39,535,960	41,341,211	41,341,211	41,343,620	60,000	41,403,620	2,409	0.0%	62,409	0.2%
Total Public Works	83,201,469	85,815,035	90,949,220	90,949,220	92,634,344	60,000	92,694,344	1,685,123	1.9%	1,745,123	1.9%
Corporate Administration											
Corporate Administration	(1,224,315)	(2,257,993)	-	(1,557,589)	-	-	-	-	0.0%	-	0.0%
Total Corporate Administration	\$ (1,224,315)	\$ (2,257,993)	\$ -	\$ (1,557,589)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

**Comparison Of 2017 Requested And 2016 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2014	2015	2016		2017			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	\$ (6,272,813)	\$ (7,875,577)	\$ (7,600,000)	\$ (7,600,000)	\$ (7,600,000)	\$ -	\$ (7,600,000)	\$ -	0.0%	\$ -	0.0%	
Tax Policy Expenditures	293,214	308,409	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,372,065	8,510,195	8,656,100	8,636,100	8,783,900	-	8,783,900	127,800	1.5%	127,800	1.5%	
General Expenditures	21,299,336	22,684,276	23,723,634	23,723,634	23,674,037	427,604	24,101,641	(49,597)	-0.2%	378,007	1.6%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,374,394)	(1,938,347)	(1,900,000)	(1,900,000)	(1,900,000)	-	(1,900,000)	-	0.0%	-	0.0%	
Payments-in-Lieu of Taxes	(2,995,680)	(3,198,982)	(2,450,000)	(2,450,000)	(2,800,000)	-	(2,800,000)	(350,000)	14.3%	(350,000)	14.3%	
Right-of-Way Taxes	(1,247,819)	(1,226,807)	(1,350,000)	(1,350,000)	(1,250,000)	-	(1,250,000)	100,000	-7.4%	100,000	-7.4%	
Tax Write-Off Provision	4,206,070	3,858,080	4,365,000	4,365,000	4,365,000	-	4,365,000	-	0.0%	-	0.0%	
GTA Pooling	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Total Non-Prog Items & Fiscal Transactions	14,529,180	13,370,447	16,241,934	16,221,934	16,070,137	427,604	16,497,741	(171,797)	-1.1%	255,807	1.6%	
Boards and Agencies												
Conservation Authorities	8,016,916	8,382,873	8,803,109	8,803,109	9,262,611	-	9,262,611	459,502	5.2%	459,502	5.2%	
RBG and Special Grants	725,266	736,295	747,963	747,963	768,049	-	768,049	20,086	2.7%	20,086	2.7%	
Total Boards and Agencies	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%	
Net Regional Impact Expenditure	221,373,470	226,625,089	240,813,751	239,452,751	246,469,520	3,050,144	249,519,664	5,655,771	2.3%	8,705,915	3.6%	
Halton Regional Police Services												
Police Services	118,127,354	119,596,005	132,958,960	131,958,960	136,400,165	1,584,126	137,984,290	3,441,204	2.6%	5,025,330	3.8%	
Police Services - Debt Charges	3,491,697	4,943,833	6,739,776	6,739,776	5,105,731	-	5,105,731	(1,634,045)	-24.2%	(1,634,045)	-24.2%	
Police Services - Reserves/Capital Transfers	5,309,088	5,730,182	15,964	15,964	1,850,009	-	1,850,009	1,834,045	11488.6%	1,834,045	11488.6%	
Total Halton Regional Police Services	126,928,139	130,270,020	139,714,700	138,714,700	143,355,905	1,584,126	144,940,030	3,641,204	2.6%	5,225,330	3.7%	
Net Regional Levy Requirement	\$ 348,301,609	\$ 356,895,109	\$ 380,528,452	\$ 378,167,452	\$ 389,825,425	\$ 4,634,270	\$ 394,459,694	\$ 9,296,975	2.4%	\$ 13,931,245	3.7%	



**Comparison Of 2017 Requested And 2016 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2014	2015	2016		2017			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget	
Corporate Administration Program Costs:											
Finance											
Financial Planning & Budgets	\$ 3,154,250	3,312,069	\$ 3,324,414	\$ 3,205,346	\$ 3,415,964	\$ -	\$ 3,415,964	\$ 91,551	2.8%	\$ 91,551	2.8%
Financial, Purchasing & Payroll Services	4,467,083	4,795,214	4,952,260	5,020,728	5,067,522	-	5,067,522	115,261	2.3%	115,261	2.3%
Information Technology	12,747,333	13,015,874	14,334,350	13,927,949	14,840,435	-	14,840,435	506,085	3.5%	506,085	3.5%
Total Finance	20,368,666	21,123,157	22,611,024	22,154,024	23,323,921	-	23,323,921	712,897	3.2%	712,897	3.2%
Legislative & Planning Services											
Asset Management	18,057,760	17,726,355	18,751,680	18,811,734	19,956,258	227,604	20,183,862	1,204,577	6.4%	1,432,181	7.6%
Legal Services	5,206,554	5,402,622	5,208,465	5,094,427	5,145,269	-	5,145,269	(63,197)	-1.2%	(63,197)	-1.2%
Regional Clerks & Council Services	1,519,915	1,599,597	1,789,086	1,771,481	1,810,309	-	1,810,309	21,223	1.2%	21,223	1.2%
Total Legislative & Planning Services	24,784,228	24,728,575	25,749,231	25,677,642	26,911,835	227,604	27,139,439	1,162,604	4.5%	1,390,208	5.4%
Office of the CAO											
Policy Integration & Communications	5,308,956	5,084,324	6,512,491	5,977,398	6,398,566	-	6,398,566	(113,925)	-1.7%	(113,925)	-1.7%
Internal Audit	487,653	579,857	597,424	599,588	610,147	-	610,147	12,724	2.1%	12,724	2.1%
Business Planning & Corporate Initiatives	1,066,780	1,341,589	1,847,184	1,430,944	1,800,401	-	1,800,401	(46,783)	-2.5%	(46,783)	-2.5%
Human Resources	2,646,190	3,042,860	4,338,969	4,200,137	4,770,724	200,000	4,970,724	431,754	10.0%	631,754	14.6%
Total Office of the CAO	9,509,580	10,048,630	13,296,067	12,208,067	13,579,837	200,000	13,779,837	283,770	2.1%	483,770	3.6%
Office of the Chair & Regional Council											
Office of the Chair	283,477	247,306	273,618	273,618	273,592	-	273,592	(26)	0.0%	(26)	0.0%
Regional Council	1,205,854	1,257,701	1,303,270	1,303,270	1,314,420	-	1,314,420	11,150	0.9%	11,150	0.9%
Total Office of the Chair & Regional Council	1,489,331	1,505,008	1,576,888	1,576,888	1,588,012	-	1,588,012	11,124		11,124	0.7%
Total Corporate Administration Costs	\$ 56,151,805	\$ 57,405,369	\$ 63,233,210	\$ 61,616,621	\$ 65,403,605	\$ 427,604	\$ 65,831,209	\$ 2,170,395	3.4%	\$ 2,597,999	4.1%

Net Program Expenditure – by Committee

The following tables set out the net expenditure by program at a detailed level.

Comparison of 2017 Requested and 2016 Approved											
Operating Budget											
Net Dollars	2014	2015	2016		2017			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Health & Social Services											
Health Department:											
Public Health Resources	\$ 1,444,496	\$ 1,584,880	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	\$ 250,763	12.5%
Healthy Environments & Communicable Disease	3,633,842	4,288,486	4,817,459	4,571,722	5,191,545	-	5,191,545	374,086	7.8%	374,086	7.8%
Healthy Families	4,825,551	4,588,262	5,568,126	5,530,583	5,945,795	-	5,945,795	377,669	6.8%	377,669	6.8%
Clinical Health Services	4,057,577	4,824,114	4,062,065	4,403,010	4,027,544	85,000	4,112,544	(34,521)	-0.8%	50,479	1.2%
Total Public Health	13,961,465	15,285,743	16,447,348	15,909,348	17,415,345	85,000	17,500,345	967,997	5.9%	1,052,997	6.4%
Paramedic Services	15,946,811	16,909,331	16,916,891	17,660,891	17,812,420	781,715	18,594,135	895,530	5.3%	1,677,245	9.9%
Total Health	29,908,276	32,195,074	33,364,239	33,570,239	35,227,765	866,715	36,094,480	1,863,527	5.6%	2,730,242	8.2%
Social and Community Services:											
Children's Services	12,730,977	12,862,175	11,502,517	11,502,517	11,280,642	85,000	11,365,642	(221,875)	-1.9%	(136,875)	-1.2%
Employment & Social Services	6,418,996	6,962,933	7,014,650	6,992,650	6,415,023	141,560	6,556,583	(599,627)	-8.5%	(458,067)	-6.5%
Housing Services	33,793,746	35,003,364	35,881,648	35,881,648	36,425,075	688,715	37,113,790	543,427	1.5%	1,232,142	3.4%
Quality & Service Integration	4,705,573	4,945,147	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Services for Seniors	17,905,922	17,687,175	17,582,600	17,959,600	18,078,515	-	18,078,515	495,915	2.8%	495,915	2.8%
Total Social and Community Services	75,555,214	77,460,794	77,706,814	77,921,814	77,933,725	1,515,275	79,449,000	226,911	0.3%	1,742,186	2.2%
Total Health & Social Services	\$ 105,463,490	\$ 109,655,868	\$ 111,071,052	\$ 111,492,053	\$ 113,161,490	\$ 2,381,990	\$ 115,543,480	\$ 2,090,438	1.9%	\$ 4,472,428	4.0%

Comparison of 2017 Requested and 2016 Approved

Operating Budget

Net Dollars	2014	2015	2016		2017			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Planning & Public Works - Tax												
Legislative & Planning Services:												
Planning Services	\$ 8,536,367	\$ 8,836,799	\$ 10,688,238	\$ 10,482,268	\$ 12,001,936	\$ 180,550	\$ 12,182,486	\$ 1,313,699	12.3%	\$ 1,494,249	14.0%	
Total Planning	8,536,367	8,836,799	10,688,238	10,482,268	12,001,936	180,550	12,182,486	1,313,699	12.3%	1,494,249	14.0%	
Public Works												
Road Operations	44,425,031	46,279,075	49,608,009	49,608,009	51,290,724	-	51,290,724	1,682,714	3.4%	1,682,714	3.4%	
Waste Management Services	38,776,437	39,535,960	41,341,211	41,341,211	41,343,620	60,000	41,403,620	2,409	0.0%	62,409	0.2%	
Total Public Works	83,201,468	85,815,035	90,949,220	90,949,220	92,634,344	60,000	92,694,344	1,685,123	1.9%	1,745,123	1.9%	
Total Planning & Public Works - Tax	91,737,835	94,651,834	101,637,458	101,431,488	104,636,280	240,550	104,876,830	2,998,822	3.0%	3,239,372	3.2%	
Planning & Public Works - Rate												
Public Works												
Water and Wastewater	160,569,545	170,216,506	183,223,505	181,443,505	188,472,268	239,457	188,711,725	5,248,763	2.9%	5,488,220	3.0%	
Total Public Works	160,569,545	170,216,506	183,223,505	181,443,505	188,472,268	239,457	188,711,725	5,248,763	2.9%	5,488,220	3.0%	
Total Planning & Public Works - Rate	160,569,545	170,216,506	183,223,505	181,443,505	188,472,268	239,457	188,711,725	5,248,763	2.9%	5,488,220	3.0%	
Total Planning & Public Works - Tax & Rate	\$ 252,307,380	\$ 264,868,340	\$ 284,860,963	\$ 282,874,993	\$ 293,108,548	\$ 480,007	\$ 293,588,555	\$ 8,247,585	2.9%	\$ 8,727,592	3.1%	



**Comparison of 2017 Requested and 2016 Approved
Operating Budget**

Net Dollars	2014	2015	2016		2017			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Administration & Finance												
Corporate Administration												
Corporate Administration	\$ (1,224,315)	\$ (2,257,993)	\$ -	\$ (1,557,589)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	
Total Corporate Administration	(1,224,315)	(2,257,993)	-	(1,557,589)	-	-	-	-	0.0%	-	0.0%	
Economic Development												
Economic Development	2,125,098	2,085,764	2,312,235	2,313,794	2,570,955	-	2,570,955	258,720	11.2%	258,720	11.2%	
Total Economic Development	2,125,098	2,085,764	2,312,235	2,313,794	2,570,955	-	2,570,955	258,720	11.2%	258,720	11.2%	
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	(6,272,813)	(7,875,577)	(7,600,000)	(7,600,000)	(7,600,000)	-	(7,600,000)	-	0.0%	-	0.0%	
Tax Policy Expenditures	293,214	308,409	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,372,065	8,510,195	8,656,100	8,636,100	8,783,900	-	8,783,900	127,800	1.5%	127,800	1.5%	
General Expenditures	21,299,336	22,684,276	23,723,634	23,723,634	23,674,037	427,604	24,101,641	(49,597)	-0.2%	378,007	1.6%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,374,394)	(1,938,347)	(1,900,000)	(1,900,000)	(1,900,000)	-	(1,900,000)	-	0.0%	-	0.0%	
Payments-in-Lieu of Taxes	(2,995,680)	(3,198,982)	(2,450,000)	(2,450,000)	(2,800,000)	-	(2,800,000)	(350,000)	14.3%	(350,000)	14.3%	
Right-of-Way Taxes	(1,247,819)	(1,226,807)	(1,350,000)	(1,350,000)	(1,250,000)	-	(1,250,000)	100,000	-7.4%	100,000	-7.4%	
Tax Write-Off Provision	4,206,070	3,858,080	4,365,000	4,365,000	4,365,000	-	4,365,000	-	0.0%	-	0.0%	
GTA Pooling	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Total Non-Prog Items & Fiscal Transactions	14,529,180	13,370,447	16,241,934	16,221,934	16,070,137	427,604	16,497,741	(171,797)	-1.1%	255,807	1.6%	
Boards and Agencies												
Conservation Authorities	8,016,916	8,382,873	8,803,109	8,803,109	9,262,611	-	9,262,611	459,502	5.2%	459,502	5.2%	
RBG and Special Grants	725,266	736,295	747,963	747,963	768,049	-	768,049	20,086	2.7%	20,086	2.7%	
Total Boards and Agencies	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%	
Total Administration & Finance	24,172,145	22,317,386	28,105,241	26,529,211	28,671,752	427,604	29,099,356	566,511	2.0%	994,115	3.5%	
Net Regional Impact Expenditure	\$ 381,943,015	\$ 396,841,594	\$ 424,037,256	\$ 420,896,257	\$ 434,941,790	\$ 3,289,601	\$ 438,231,391	\$ 10,904,534	2.6%	\$ 14,194,135	3.3%	
Halton Regional Police Services												
Total Halton Regional Police Services	126,928,139	130,270,020	139,714,700	138,714,700	143,355,905	1,584,126	144,940,030	3,641,204	2.6%	5,225,330	3.7%	
Net Regional Levy & Rate Requirement	\$ 508,871,154	\$ 527,111,614	\$ 563,751,956	\$ 559,610,957	\$ 578,297,694	\$ 4,873,726	\$ 583,171,421	\$ 14,545,738	2.6%	\$ 19,419,465	3.4%	



Corporate Administration Costs

In accordance with OMBI, the Region allocates corporate support costs to program delivery departments. This table includes details of the Corporate Administration expenditures that are reallocated through corporate support.

Net Dollars	Total Expenditures				Allocated Recoveries & External Revenues					Net Expenditures / Corporate Support					
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change 2017 Requested to 2016 Approved		2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change 2017 Requested to 2016 Approved		
Finance															
Financial Planning & Budgets	\$ 4,571,419	\$ 4,945,397	\$ 5,061,069	\$ 115,671	2.3%	\$ (3,407,247)	\$ (3,757,980)	\$ (3,880,780)	\$ (122,800)	3.3%	\$ 1,164,172	\$ 1,187,417	\$ 1,180,289	\$ (7,129)	-0.6%
Financial, Purchasing & Payroll Services	5,078,601	5,329,416	5,468,185	138,769	2.6%	(686,755)	(626,040)	(654,328)	(28,288)	4.5%	4,391,846	4,703,376	4,813,857	110,481	2.3%
Information Technology	13,912,044	14,467,101	15,269,317	802,216	5.5%	(2,390,014)	(2,506,378)	(2,670,501)	(164,123)	6.5%	11,522,030	11,960,723	12,598,816	638,093	5.3%
Total Finance	23,562,064	24,741,914	25,798,571	1,056,657	4.3%	(6,484,016)	(6,890,398)	(7,205,609)	(315,211)	4.6%	17,078,048	17,851,516	18,592,962	741,446	4.2%
Legislative & Planning Services															
Asset Management	19,957,887	21,086,002	22,449,713	1,363,711	6.5%	(10,519,619)	(11,466,638)	(12,401,796)	(935,158)	8.2%	9,438,269	9,619,364	10,047,917	428,553	4.5%
Legal Services	5,773,665	5,823,636	5,764,141	(59,495)	-1.0%	(3,535,443)	(3,500,630)	(3,400,700)	99,930	-2.9%	2,238,221	2,323,006	2,363,441	40,435	1.7%
Regional Clerks & Council Services	1,798,260	1,805,990	1,826,648	20,658	1.1%	(2,663)	(3,200)	(2,350)	850	-26.6%	1,795,597	1,802,790	1,824,298	21,508	1.2%
Total Legislative & Planning Services	27,529,812	28,715,628	30,040,502	1,324,874	4.6%	(14,057,725)	(14,970,468)	(15,804,846)	(834,378)	5.6%	13,472,087	13,745,160	14,235,656	490,496	3.6%
Office of the CAO															
Policy Integration & Communications	5,648,061	6,750,670	6,649,106	(101,563)	-1.5%	(646,366)	(1,326,234)	(253,539)	1,072,695	-80.9%	5,001,695	5,424,436	6,395,567	971,132	17.9%
Internal Audit	591,490	598,147	611,285	13,139	2.2%	-	-	-	-	-	591,490	598,147	611,285	13,139	2.2%
Business Planning & Corporate Initiatives	2,442,912	1,843,137	1,797,566	(45,571)	-2.5%	(2,843)	-	-	-	-	2,440,069	1,843,137	1,797,566	(45,571)	-2.5%
Human Resources	4,414,094	5,247,053	5,878,018	630,966	12.0%	(1,075,875)	(990,470)	(1,005,700)	(15,230)	1.5%	3,338,219	4,256,583	4,872,318	615,736	14.5%
Total Office of the CAO	13,096,557	14,439,006	14,935,976	496,970	3.4%	(1,725,084)	(2,316,704)	(1,259,239)	1,057,465	-45.6%	11,371,473	12,122,302	13,676,737	1,554,435	12.8%
Office of the Chair & Regional Council															
Office of the Chair	268,709	273,618	273,592	(26)	0.0%	-	-	-	-	-	268,709	273,618	273,592	(26)	0.0%
Regional Council	1,291,494	1,303,270	1,314,420	11,150	0.9%	(45,533)	-	-	-	-	1,245,961	1,303,270	1,314,420	11,150	0.9%
Total Office of the Chair & Regional Council	1,560,203	1,576,888	1,588,012	11,124	0.7%	(45,533)	-	-	-	-	1,514,669	1,576,888	1,588,012	11,124	0.7%
Total Corporate Administration	\$ 65,748,636	\$ 69,473,436	\$ 72,363,061	\$ 2,889,625	4.2%	\$(22,312,358)	\$(24,177,570)	\$(24,269,694)	\$ (92,124)	0.4%	\$ 43,436,277	\$ 45,295,866	\$ 48,093,368	\$ 2,797,501	6.2%



Gross Expenditures & Revenues by Program

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

Gross Expenditures & Revenues By Program														
	Total Direct Costs					Other Expenditures					Capital Expenditures			
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved		2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved		2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved
Tax Supported Services														
Health Department														
Public Health Resources	\$ 3,833,938	\$ 3,864,144	\$ 4,086,347	\$ 222,203	5.8%	\$ 524,555	\$ 733,282	\$ 717,536	\$ (15,746)	-2.1%	\$ 114,000	\$ -	\$ -	\$ -
Healthy Environments & Communicable Disease	8,889,671	9,179,504	9,330,014	150,510	1.6%	3,153,564	2,831,174	2,942,748	111,574	3.9%	300,000	195,000	195,000	- 0.0%
Healthy Families	10,362,575	10,329,712	10,436,574	106,862	1.0%	2,729,932	3,158,421	3,315,231	156,810	5.0%	-	-	-	- 0.0%
Clinical Health Services	9,008,084	8,402,399	8,670,906	268,507	3.2%	1,785,585	1,977,186	2,031,987	54,801	2.8%	7,000	7,000	7,000	- 0.0%
Total Public Health	32,094,269	31,775,759	32,523,841	748,082	2.4%	8,193,636	8,700,063	9,007,502	307,439	3.5%	421,000	202,000	202,000	- 0.0%
Paramedic Services	25,822,112	26,576,303	28,022,896	1,446,593	5.4%	4,030,258	3,761,204	4,689,365	928,161	24.7%	2,437,923	2,677,305	2,996,645	319,340 11.9%
Total Health	57,916,381	58,352,062	60,546,737	2,194,675	3.8%	12,223,894	12,461,267	13,696,867	1,235,600	9.9%	2,858,923	2,879,305	3,198,645	319,340 11.1%
Social & Community Services														
Children's Services	48,115,982	55,926,790	55,715,835	(210,955)	-0.4%	4,097,742	2,426,399	2,637,376	210,977	8.7%	50,000	50,000	50,000	- 0.0%
Employment & Social Services	25,797,915	25,455,499	26,673,027	1,217,528	4.8%	2,932,824	2,796,220	2,665,918	(130,302)	-4.7%	-	-	-	- 0.0%
Housing Services	36,734,886	41,344,386	47,998,480	6,654,095	16.1%	1,009,073	333,282	663,114	329,832	99.0%	9,967,726	7,800,000	7,800,000	- 0.0%
Quality & Service Integration	4,372,996	4,819,271	5,433,521	614,250	12.7%	574,204	906,128	900,949	(5,179)	-0.6%	-	-	-	- 0.0%
Services for Seniors	52,443,731	52,325,269	53,296,894	971,625	1.9%	9,535,492	9,964,670	10,292,490	327,820	3.3%	2,221,323	2,331,323	2,381,323	50,000 2.1%
Total Social & Community Services	167,465,510	179,871,215	189,117,757	9,246,543	5.1%	18,149,336	16,426,699	17,159,847	733,148	4.5%	12,239,049	10,181,323	10,231,323	50,000 0.5%
Legislative & Planning Services														
Planning Services	6,681,577	6,906,700	7,432,149	525,449	7.6%	2,307,038	3,162,876	3,187,622	24,747	0.8%	1,043,623	1,802,100	2,829,100	1,027,000 57.0%
Asset Management	15,208,697	16,548,133	17,126,413	578,280	3.5%	(16,468,674)	(17,924,900)	(18,656,263)	(731,363)	4.1%	3,582,263	3,755,363	3,843,963	88,600 2.4%
Economic Development	1,723,799	1,856,760	1,952,600	95,840	5.2%	638,123	669,475	791,655	122,180	18.3%	-	-	-	- 0.0%
Regional Clerk & Council Services	1,553,779	1,775,286	1,801,700	26,414	1.5%	(1,716,659)	(1,772,086)	(1,799,350)	(27,264)	1.5%	-	-	-	- 0.0%
Legal Services	5,581,728	5,741,825	5,695,870	(45,954)	-0.8%	(5,156,935)	(5,506,125)	(5,460,170)	45,954	-0.8%	-	-	-	- 0.0%
Total Legislative & Planning Services	30,749,580	32,828,703	34,008,732	1,180,029	3.6%	(20,397,107)	(21,370,759)	(21,936,506)	(565,746)	2.6%	4,625,886	5,557,463	6,673,063	1,115,600 20.1%
Public Works														
Road Operations	17,968,877	20,475,524	25,623,997	5,148,473	25.1%	1,176,559	1,854,513	(1,589,085)	(3,443,597)	-185.7%	27,617,609	27,621,372	27,621,061	(311) 0.0%
Waste Management	33,510,607	37,225,405	36,560,354	(665,051)	-1.8%	7,046,861	4,412,510	5,002,289	589,780	13.4%	6,786,300	6,826,200	6,795,190	(31,010) -0.5%
Total Public Works	51,479,484	57,700,929	62,184,351	4,483,422	7.8%	8,223,420	6,267,022	3,413,205	(2,853,818)	-45.5%	34,403,909	34,447,572	34,416,251	(31,321) -0.1%
Finance														
Financial Planning & Budgets	4,563,447	4,913,863	5,030,472	116,609	2.4%	(4,320,513)	(4,336,763)	(4,450,372)	(113,609)	2.6%	40,000	-	-	- 0.0%
Financial, Purchasing & Payroll Services	5,187,150	5,295,407	5,433,952	138,545	2.6%	(4,867,661)	(5,190,857)	(5,303,102)	(112,245)	2.2%	-	-	-	- 0.0%
Information Technology	10,567,704	11,648,861	12,261,302	612,440	5.3%	(13,312,599)	(14,145,386)	(14,951,245)	(805,859)	5.7%	2,633,715	2,735,325	2,928,743	193,418 7.1%
Total Finance	\$ 20,318,302	\$ 21,858,131	\$ 22,725,726	\$ 867,595	4.0%	\$(22,500,773)	\$(23,673,006)	\$(24,704,719)	\$ (1,031,713)	4.4%	\$ 2,673,715	\$ 2,735,325	\$ 2,928,743	\$ 193,418 7.1%



Gross Expenditures & Revenues By Program

	Total Direct Costs				Other Expenditures				Capital Expenditures			
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved
Office of the CAO												
Policy Integration & Communications	5,197,475	6,701,001	6,592,642	(108,358) -1.6%	(5,628,309)	(6,682,832)	(6,574,473)	108,358 -1.6%	-	-	-	-
Internal Audit	576,030	595,731	608,571	12,840 2.2%	(593,151)	(595,731)	(608,571)	(12,840) 2.2%	-	-	-	-
Business Planning & Corporate Initiatives	1,194,779	1,806,895	1,766,265	(40,630) -2.2%	(2,333,361)	(1,806,895)	(1,766,265)	40,630 -2.2%	104,000	-	-	-
Human Resources	3,812,809	5,158,108	5,776,931	618,823 12.0%	(4,292,419)	(5,158,108)	(5,776,931)	(618,823) 12.0%	-	-	-	-
Total Office of the CAO	10,781,093	14,261,735	14,744,410	482,675 3.4%	(12,847,240)	(14,243,566)	(14,726,241)	(482,675) 3.4%	104,000	-	-	-
Office of the Chair & Regional Council												
Office of the Chair	237,611	261,410	264,490	3,080 1.2%	(259,013)	(261,410)	(264,490)	(3,080) 1.2%	-	-	-	-
Regional Council	1,302,149	1,303,270	1,314,420	11,150 0.9%	(1,289,874)	(1,303,270)	(1,314,420)	(11,150) 0.9%	-	-	-	-
Total Office of the Chair & Regional Council	1,539,759	1,564,680	1,578,910	14,230 0.9%	(1,548,888)	(1,564,680)	(1,578,910)	(14,230) 0.9%	-	-	-	-
Boards & Agencies												
Conservation Authorities	8,382,873	8,803,109	9,262,611	459,502 5.2%	-	-	-	-	-	-	-	-
Royal Botanical Gardens	736,295	747,963	768,049	20,086 2.7%	-	-	-	-	-	-	-	-
Total Boards & Agencies	9,119,168	9,551,072	10,030,660	479,588 5.0%	-	-	-	-	-	-	-	-
Halton Regional Police Services												
Halton Region Police Services	134,801,607	141,244,106	146,755,978	5,511,872 3.9%	6,015,253	1,762,203	1,788,873	26,670 1.5%	6,136,334	6,755,740	6,955,740	200,000 3.0%
Non-Program Items & Financial Transactions												
Supplementary Tax Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Tax Policy Expenditures	308,409	298,000	298,000	- 0.0%	-	-	-	-	-	-	-	-
Assessment Services	8,510,195	8,656,100	8,783,900	127,800 1.5%	-	-	-	-	-	-	-	-
General Expenditures	1,305,963	4,667,655	5,347,655	680,000 14.6%	11,422,752	4,628,736	4,286,743	(341,993) -7.4%	15,771,541	20,486,195	20,522,384	36,189 0.2%
Net Interest Earnings	(28,310)	-	-	-	58,691,975	43,632,200	43,632,200	- 0.0%	-	-	-	-
Provincial Offences Act	-	-	-	-	-	-	-	-	-	-	-	-
Payments-in-Lieu of Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Way Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Tax Write-Off Provision	3,858,080	4,415,000	4,415,000	- 0.0%	-	-	-	-	-	-	-	-
Total Non-Program Items & Financial Transactions	13,954,338	18,036,755	18,844,555	807,800 4.5%	70,114,728	48,260,936	47,918,943	(341,993) -0.7%	15,771,541	20,486,195	20,522,384	36,189 0.2%
Net Regional Tax Levy	\$498,125,223	\$535,269,387	\$560,537,816	\$ 25,268,429 4.7%	\$ 57,432,624	\$ 24,326,116	\$ 21,031,360	\$ (3,294,757) -13.5%	\$ 78,813,357	\$ 83,042,923	\$ 84,926,149	\$ 1,883,225 2.3%



Gross Expenditures & Revenues By Program

	Total Gross Expenditures				Total Revenue				Net Program Expenditures					
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved		
Tax Supported Services														
Health Department														
Public Health Resources	\$ 4,472,493	\$ 4,597,426	\$ 4,803,883	\$ 206,457 4.5%	\$ (2,887,613)	\$ (2,597,728)	\$ (2,553,422)	\$ 44,306 -1.7%	\$ 1,584,880	\$ 1,999,698	\$ 2,250,461	\$ 250,763 12.5%		
Healthy Environments & Communicable Disease	12,343,235	12,205,678	12,467,762	262,084 2.1%	(8,054,749)	(7,388,219)	(7,276,217)	112,002 -1.5%	4,288,486	4,817,459	5,191,545	374,086 7.8%		
Healthy Families	13,092,508	13,488,133	13,751,805	263,672 2.0%	(8,504,245)	(7,920,007)	(7,806,010)	113,997 -1.4%	4,588,262	5,568,126	5,945,795	377,669 6.8%		
Clinical Health Services	10,800,669	10,386,585	10,709,893	323,308 3.1%	(5,976,555)	(6,324,520)	(6,597,349)	(272,829) 4.3%	4,824,114	4,062,065	4,112,544	50,479 1.2%		
Total Public Health	40,708,905	40,677,822	41,733,343	1,055,521 2.6%	(25,423,162)	(24,230,474)	(24,232,998)	(2,524) 0.0%	15,285,743	16,447,348	17,500,345	1,052,997 6.4%		
Paramedic Services	32,290,293	33,014,813	35,708,906	2,694,094 8.2%	(15,380,962)	(16,097,922)	(17,114,771)	(1,016,849) 6.3%	16,909,331	16,916,891	18,594,135	1,677,245 9.9%		
Total Health	72,999,198	73,692,635	77,442,249	3,749,615 5.1%	(40,804,124)	(40,328,396)	(41,347,769)	(1,019,373) 2.5%	32,195,074	33,364,239	36,094,480	2,730,242 8.2%		
Social & Community Services														
Children's Services	52,263,724	58,403,189	58,403,211	22 0.0%	(39,401,549)	(46,900,672)	(47,037,569)	(136,897) 0.3%	12,862,175	11,502,517	11,365,642	(136,875) -1.2%		
Employment & Social Services	28,730,739	28,251,719	29,338,945	1,087,226 3.8%	(21,767,807)	(21,237,069)	(22,782,362)	(1,545,293) 7.3%	6,962,933	7,014,650	6,556,583	(458,067) -6.5%		
Housing Services	47,711,685	49,477,668	56,461,594	6,983,927 14.1%	(12,708,321)	(13,596,020)	(19,347,805)	(5,751,785) 42.3%	35,003,364	35,881,648	37,113,790	1,232,142 3.4%		
Quality & Service Integration	4,947,201	5,725,399	6,334,470	609,071 10.6%	(2,054)	-	-	-	4,945,147	5,725,399	6,334,470	609,071 10.6%		
Services for Seniors	64,200,547	64,621,262	65,970,707	1,349,445 2.1%	(46,513,371)	(47,038,662)	(47,892,192)	(853,530) 1.8%	17,687,175	17,582,600	18,078,515	495,915 2.8%		
Total Social & Community Services	197,853,896	206,479,236	216,508,927	10,029,691 4.9%	(120,393,102)	(128,772,423)	(137,059,928)	(8,287,505) 6.4%	77,460,794	77,706,814	79,449,000	1,742,186 2.2%		
Legislative & Planning Services														
Planning Services	10,032,238	11,871,676	13,448,871	1,577,196 13.3%	(1,195,200)	(1,183,438)	(1,266,385)	(82,947) 7.0%	8,837,038	10,688,238	12,182,486	1,494,249 14.0%		
Asset Management	2,322,287	2,378,596	2,314,113	(64,483) -2.7%	(2,268,310)	(2,378,596)	(2,314,113)	64,483 -2.7%	53,976	-	-	-		
Economic Development	2,361,922	2,526,235	2,744,255	218,020 8.6%	(276,157)	(214,000)	(173,300)	40,700 -19.0%	2,085,764	2,312,235	2,570,955	258,720 11.2%		
Regional Clerk & Council Services	(162,880)	3,200	2,350	(850) -26.6%	(2,663)	(3,200)	(2,350)	850 -26.6%	(165,542)	-	-	-		
Legal Services	424,793	235,700	235,700	- 0.0%	(186,454)	(235,700)	(235,700)	- 0.0%	238,339	-	-	-		
Total Legislative & Planning Services	14,978,360	17,015,407	18,745,289	1,729,883 10.2%	(3,928,785)	(4,014,934)	(3,991,848)	23,086 -0.6%	11,049,575	13,000,473	14,753,441	1,752,969 13.5%		
Public Works														
Road Operations	46,763,045	49,951,409	51,655,974	1,704,564 3.4%	(483,970)	(343,400)	(365,250)	(21,850) 6.4%	46,279,075	49,608,009	51,290,724	1,682,714 3.4%		
Waste Management	47,343,768	48,464,114	48,357,833	(106,281) -0.2%	(7,807,831)	(7,122,903)	(6,954,213)	168,690 -2.4%	39,535,937	41,341,211	41,403,620	62,409 0.2%		
Total Public Works	94,106,813	98,415,523	100,013,807	1,598,283 1.6%	(8,291,801)	(7,466,303)	(7,319,463)	146,840 -2.0%	85,815,012	90,949,220	92,694,344	1,745,123 1.9%		
Finance														
Financial Planning & Budgets	282,934	577,100	580,100	3,000 0.5%	(302,910)	(577,100)	(580,100)	(3,000) 0.5%	(19,976)	-	-	-		
Financial, Purchasing & Payroll Services	319,489	104,550	130,850	26,300 25.2%	(218,962)	(104,550)	(130,850)	(26,300) 25.2%	100,527	-	-	-		
Information Technology	(111,179)	238,800	238,800	- 0.0%	(370,921)	(238,800)	(238,800)	- 0.0%	(482,100)	-	-	-		
Total Finance	\$ 491,244	\$ 920,450	\$ 949,750	\$ 29,300 3.2%	\$ (892,793)	\$ (920,450)	\$ (949,750)	\$ (29,300) 3.2%	\$ (401,549)	\$ -	\$ -	\$ -		



Gross Expenditures & Revenues By Program

	Total Gross Expenditures				Total Revenue				Net Program Expenditures			
	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved	2015 Actuals	2016 Approved Budget	2017 Requested Budget	Change in Budget 2017 Requested to 2016 Approved
Office of the CAO												
Policy Integration & Communications	(430,834)	18,169	18,169	- 0.0%	(9,991)	(18,169)	(18,169)	- 0.0%	(440,825)	-	-	-
Internal Audit	(17,121)	-	-	-	-	-	-	-	(17,121)	-	-	-
Business Planning & Corporate Initiatives	(1,034,582)	-	-	-	(1,379)	-	-	-	(1,035,961)	-	-	-
Human Resources	(479,610)	-	-	-	-	-	-	-	(479,610)	-	-	-
Total Office of the CAO	(1,962,148)	18,169	18,169	- 0.0%	(11,370)	(18,169)	(18,169)	- 0.0%	(1,973,518)			
Office of the Chair & Regional Council												
Office of the Chair	(21,402)	-	-	-	-	-	-	-	(21,402)	-	-	-
Regional Council	12,274	-	-	-	(533)	-	-	-	11,741	-	-	-
Total Office of the Chair & Regional Council	(9,128)				(533)				(9,662)			
Boards & Agencies												
Conservation Authorities	8,382,873	8,803,109	9,262,611	459,502 5.2%	-	-	-	-	8,382,873	8,803,109	9,262,611	459,502 5.2%
Royal Botanical Gardens	736,295	747,963	768,049	20,086 2.7%	-	-	-	-	736,295	747,963	768,049	20,086 2.7%
Total Boards & Agencies	9,119,168	9,551,072	10,030,660	479,588 5.0%					9,119,168	9,551,072	10,030,660	479,588 5.0%
Halton Regional Police Services												
Halton Region Police Services	146,953,194	149,762,049	155,500,591	5,738,542 3.8%	(12,145,493)	(10,047,349)	(10,560,561)	(513,212) 5.1%	134,807,701	139,714,700	144,940,030	5,225,330 3.7%
Non-Program Items & Financial Transactions												
Supplementary Tax Revenue	-	-	-	-	(7,875,577)	(7,600,000)	(7,600,000)	- 0.0%	(7,875,577)	(7,600,000)	(7,600,000)	- 0.0%
Tax Policy Expenditures	308,409	298,000	298,000	- 0.0%	-	-	-	-	308,409	298,000	298,000	- 0.0%
Assessment Services	8,510,195	8,656,100	8,783,900	127,800 1.5%	-	-	-	-	8,510,195	8,656,100	8,783,900	127,800 1.5%
General Expenditures	28,500,256	29,782,586	30,156,782	374,196 1.3%	(93,780)	(5,858,952)	(5,855,141)	3,812 -0.1%	28,406,476	23,923,634	24,301,641	378,007 1.6%
Net Interest Earnings	58,663,666	43,632,200	43,632,200	- 0.0%	(66,414,466)	(51,383,000)	(51,383,000)	- 0.0%	(7,750,800)	(7,750,800)	(7,750,800)	- 0.0%
Provincial Offences Act	-	-	-	-	(1,938,347)	(1,900,000)	(1,900,000)	- 0.0%	(1,938,347)	(1,900,000)	(1,900,000)	- 0.0%
Payments-in-Lieu of Taxes	-	-	-	-	(3,198,982)	(2,450,000)	(2,800,000)	(350,000) 14.3%	(3,198,982)	(2,450,000)	(2,800,000)	(350,000) 14.3%
Right-of-Way Taxes	-	-	-	-	(1,226,807)	(1,350,000)	(1,250,000)	100,000 -7.4%	(1,226,807)	(1,350,000)	(1,250,000)	100,000 -7.4%
Tax Write-Off Provision	3,858,080	4,415,000	4,415,000	- 0.0%	-	-	-	-	3,858,080	4,415,000	4,415,000	- 0.0%
Total Non-Program Items & Financial Transactions	99,840,606	86,783,886	87,285,882	501,996 0.6%	(80,747,959)	(70,541,952)	(70,788,141)	(246,189) 0.3%	19,092,647	16,241,934	16,497,741	255,807 1.6%
Net Regional Tax Levy	\$634,371,203	\$642,638,427	\$666,495,324	\$ 23,856,897 3.7%	\$ (267,215,960)	\$ (262,109,975)	\$ (272,035,628)	\$(9,925,653) 3.8%	\$367,155,243	\$380,528,451	\$394,459,696	\$ 13,931,244 3.7%



HALTON REGION

Budget and Business Plan **2017**

Health

Health Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved			
Health Department												
Personnel Services	\$ 47,550,289	\$ 50,180,596	\$ 49,876,620	\$ 50,909,100	\$ 51,046,310	\$ 1,501,590	\$ 52,547,900	\$ 1,169,690	2.3%	\$ 2,671,280	5.4%	
Materials & Supplies	2,843,882	2,920,110	3,243,836	3,088,383	3,312,947	58,344	3,371,291	69,111	2.1%	127,455	3.9%	
Purchased Services	3,573,546	3,981,975	4,377,256	3,913,581	3,748,852	-	3,748,852	(628,404)	-14.4%	(628,404)	-14.4%	
Financial and Rent Expenses	592,265	609,740	638,750	621,150	651,500	-	651,500	12,750	2.0%	12,750	2.0%	
Grants & Assistance	198,204	223,959	215,600	118,770	227,194	-	227,194	11,594	5.4%	11,594	5.4%	
Total Direct Costs	54,758,187	57,916,381	58,352,062	58,650,984	58,986,803	1,559,934	60,546,737	634,741	1.1%	2,194,675	3.8%	
Allocated Charges / Recoveries	1,430,438	1,403,310	1,639,024	1,629,643	1,631,226	-	1,631,226	(7,798)	-0.5%	(7,798)	-0.5%	
Corporate Support	10,425,095	10,820,584	11,416,843	11,416,843	12,145,711	-	12,145,711	728,868	6.4%	728,868	6.4%	
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Transfer from Reserves - Operating	-	-	(594,600)	(594,600)	(80,070)	-	(80,070)	514,530	-86.5%	514,530	-86.5%	
Gross Operating Expenditures	66,613,719	70,140,275	70,813,329	71,102,871	72,683,670	1,559,934	74,243,604	1,870,341	2.6%	3,430,275	4.8%	
Transfer to Reserves - Capital	2,625,500	2,622,539	2,679,022	2,679,022	2,962,858	-	2,962,858	283,836	10.6%	283,836	10.6%	
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	367,434	236,384	200,283	158,336	235,787	-	235,787	35,504	17.7%	35,504	17.7%	
Capital Expenditures	2,992,934	2,858,923	2,879,305	2,837,358	3,198,645	-	3,198,645	319,340	11.1%	319,340	11.1%	
Total Gross Expenditures	69,606,653	72,999,198	73,692,635	73,940,229	75,882,315	1,559,934	77,442,249	2,189,681	3.0%	3,749,615	5.1%	
Subsidy Revenue	(38,937,972)	(40,200,070)	(40,093,366)	(40,087,943)	(40,496,190)	(693,219)	(41,189,409)	(402,824)	1.0%	(1,096,043)	2.7%	
Other Revenue	(760,404)	(604,055)	(235,030)	(282,047)	(158,360)	-	(158,360)	76,670	-32.6%	76,670	-32.6%	
Total Revenue	(39,698,377)	(40,804,124)	(40,328,396)	(40,369,990)	(40,654,550)	(693,219)	(41,347,769)	(326,154)	0.8%	(1,019,373)	2.5%	
Net Program Expenditures	\$ 29,908,276	\$ 32,195,074	\$ 33,364,239	\$ 33,570,239	\$ 35,227,765	\$ 866,715	\$ 36,094,480	\$ 1,863,527	5.6%	\$ 2,730,242	8.2%	

Health Department	2016		2017			Change	
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Staff Complement (F.T.E.)							
Total	459.6		459.6	13.1	472.7	-	0.0%
							13.1
							2.9%



Public Health Resources

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Public Health Resources	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 2,328,473	\$ 2,886,305	\$ 2,482,800	\$ 2,392,700	\$ 2,895,420	\$ -	\$ 2,895,420	\$ 412,620	16.6%	\$ 412,620	16.6%
Materials & Supplies	149,752	152,533	165,174	149,340	172,487	-	172,487	7,313	4.4%	7,313	4.4%
Purchased Services	276,607	292,003	697,170	324,300	490,840	-	490,840	(206,330)	-29.6%	(206,330)	-29.6%
Financial and Rent Expenses	472,553	488,407	504,300	493,800	512,900	-	512,900	8,600	1.7%	8,600	1.7%
Grants & Assistance	5,857	14,690	14,700	14,900	14,700	-	14,700	-	0.0%	-	0.0%
Total Direct Costs	3,233,243	3,833,938	3,864,144	3,375,040	4,086,347	-	4,086,347	222,203	5.8%	222,203	5.8%
Allocated Charges / Recoveries	(161,368)	(159,435)	(115,456)	(92,722)	(140,138)	-	(140,138)	(24,682)	21.4%	(24,682)	21.4%
Corporate Support	405,961	683,990	848,738	760,271	857,674	-	857,674	8,936	1.1%	8,936	1.1%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	3,477,835	4,358,493	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	206,457	4.5%
Transfer to Reserves - Capital	140,000	114,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	140,000	114,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	3,617,835	4,472,493	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	206,457	4.5%
Subsidy Revenue	(2,154,982)	(2,874,113)	(2,585,728)	(2,625,756)	(2,541,422)	-	(2,541,422)	44,306	-1.7%	44,306	-1.7%
Other Revenue	(18,357)	(13,500)	(12,000)	(12,800)	(12,000)	-	(12,000)	-	0.0%	-	0.0%
Total Revenue	(2,173,339)	(2,887,613)	(2,597,728)	(2,638,556)	(2,553,422)	-	(2,553,422)	44,306	-1.7%	44,306	-1.7%
Net Program Expenditures	\$ 1,444,496	\$ 1,584,880	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	\$ 250,763	12.5%

Public Health Resources	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	21.0		22.0	-	22.0	1.0	4.8%



Budget Change Report

Public Health Resources	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 2,482,800	\$ 2,392,700	\$ 2,895,420	\$ -	\$ 2,895,420	\$ 412,620	16.6%	Increase includes budget reallocated for Associate Medical Officer of Health from purchased services and transfer of 1.0 FTE from Clinical Health Services
Materials & Supplies	165,174	149,340	172,487	-	172,487	7,313	4.4%	Increase for STATA and SPSS statistical software.
Purchased Services	697,170	324,300	490,840	-	490,840	(206,330)	-29.6%	Budget reallocated of AMOH budget to compensation and increased contract costs for Rapid Risk Factor Surveillance Survey (RRFSS)
Financial and Rent Expenses	504,300	493,800	512,900	-	512,900	8,600	1.7%	Increase in rent per lease agreements
Grants & Assistance	14,700	14,900	14,700	-	14,700	-	0.0%	
Total Direct Costs	3,864,144	3,375,040	4,086,347	-	4,086,347	222,203	5.8%	
Allocated Charges/Recoveries	(115,456)	(92,722)	(140,138)	-	(140,138)	(24,682)	21.4%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	848,738	760,271	857,674	-	857,674	8,936	1.1%	Reflects increase in Advertising moved from Allocated charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	4,597,426	4,042,589	4,803,883	-	4,803,883	206,457	4.5%	
Subsidy Revenue	(2,585,728)	(2,625,756)	(2,541,422)	-	(2,541,422)	44,306	-1.7%	Decrease of \$343,600 (1.94%) in Mandatory Programs of which \$44,306 is attributable to this division (MO-36-16).
Other Revenue	(12,000)	(12,800)	(12,000)	-	(12,000)	-	0.0%	
Total Revenue	(2,597,728)	(2,638,556)	(2,553,422)	-	(2,553,422)	44,306	-1.7%	
Net Program Expenditures	\$ 1,999,698	\$ 1,404,033	\$ 2,250,461	\$ -	\$ 2,250,461	\$ 250,763	12.5%	

Healthy Environments & Communicable Disease

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Healthy Environments & Communicable Disease	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 8,596,656	\$ 7,975,059	\$ 8,105,530	\$ 7,962,300	\$ 8,267,340	\$ -	\$ 8,267,340	\$ 161,810	2.0%	\$ 161,810	2.0%
Materials & Supplies	493,224	413,045	395,485	374,340	386,385	-	386,385	(9,100)	-2.3%	(9,100)	-2.3%
Purchased Services	497,399	496,861	675,489	535,965	671,789	-	671,789	(3,700)	-0.5%	(3,700)	-0.5%
Financial and Rent Expenses	2,307	2,567	3,000	3,830	3,000	-	3,000	-	0.0%	-	0.0%
Grants & Assistance	1,836	2,139	-	1,980	1,500	-	1,500	1,500		1,500	
Total Direct Costs	9,591,421	8,889,671	9,179,504	8,878,415	9,330,014	-	9,330,014	150,510	1.6%	150,510	1.6%
Allocated Charges / Recoveries	(6,074)	(19,360)	71,693	72,634	58,370	-	58,370	(13,323)	-18.6%	(13,323)	-18.6%
Corporate Support	3,081,660	3,172,924	2,759,481	2,883,123	2,884,378	-	2,884,378	124,897	4.5%	124,897	4.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,667,007	12,043,235	12,010,678	11,834,172	12,272,762	-	12,272,762	262,084	2.2%	262,084	2.2%
Transfer to Reserves - Capital	375,000	300,000	195,000	195,000	195,000	-	195,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	375,000	300,000	195,000	195,000	195,000	-	195,000	-	0.0%	-	0.0%
Total Gross Expenditures	13,042,007	12,343,235	12,205,678	12,029,172	12,467,762	-	12,467,762	262,084	2.1%	262,084	2.1%
Subsidy Revenue	(9,094,531)	(7,844,587)	(7,331,819)	(7,393,070)	(7,219,317)	-	(7,219,317)	112,502	-1.5%	112,502	-1.5%
Other Revenue	(313,635)	(210,162)	(56,400)	(64,380)	(56,900)	-	(56,900)	(500)	0.9%	(500)	0.9%
Total Revenue	(9,408,165)	(8,054,749)	(7,388,219)	(7,457,450)	(7,276,217)	-	(7,276,217)	112,002	-1.5%	112,002	-1.5%
Net Program Expenditures	\$ 3,633,842	\$ 4,288,486	\$ 4,817,459	\$ 4,571,722	\$ 5,191,545	\$ -	\$ 5,191,545	\$ 374,086	7.8%	\$ 374,086	7.8%

Healthy Environments & Communicable Disease	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	76.2		76.0	-	76.0	(0.1)	-0.2%



Budget Change Report

Healthy Environments & Communicable Diseases	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 8,105,530	\$ 7,962,300	\$ 8,267,340	\$ -	\$ 8,267,340	\$ 161,810	2.0%	
Materials & Supplies	395,485	374,340	386,385	-	386,385	(9,100)	-2.3%	Decrease in travel and technology requirements partially offset by increase in equipment and emergency preparedness supplies
Purchased Services	675,489	535,965	671,789	-	671,789	(3,700)	-0.5%	Decrease in Smoke Free Ontario (SFO) Enforcement budget to match spending.
Financial and Rent Expenses	3,000	3,830	3,000	-	3,000	-	0.0%	
Grants & Assistance	-	1,980	1,500	-	1,500	1,500	0.0%	
Total Direct Costs	9,179,504	8,878,415	9,330,014	-	9,330,014	150,510	1.6%	
Allocated Charges/Recoveries	71,693	72,634	58,370	-	58,370	(13,323)	-18.6%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	2,759,481	2,883,123	2,884,378	-	2,884,378	124,897	4.5%	Reflects increase in Advertising moved from Allocated charges, HR costs, PC charge due to higher PC requirements and Access Halton call volume
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	12,010,678	11,834,172	12,272,762	-	12,272,762	262,084	2.2%	
Transfer to Reserves - Capital	195,000	195,000	195,000	-	195,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	195,000	195,000	195,000	-	195,000	-	0.0%	
Total Gross Expenditures	12,205,678	12,029,172	12,467,762	-	12,467,762	262,084	2.1%	
Subsidy Revenue	(7,331,819)	(7,393,070)	(7,219,317)	-	(7,219,317)	112,502	-1.5%	Decrease of \$343,600 (1.94%) in Mandatory Programs of which \$111,436 is attributable to this division (MO-36-16), and \$10,166 decrease in subsidy in SFO Enforcement to match budgeted spending level. This is slightly offset by the increase of (\$9,100) in Vector Borne Diseases to match the 2016 funding letter (MO-36-16).
Other Revenue	(56,400)	(64,380)	(56,900)	-	(56,900)	(500)	0.9%	
Total Revenue	(7,388,219)	(7,457,450)	(7,276,217)	-	(7,276,217)	112,002	-1.5%	
Net Program Expenditures	\$ 4,817,459	\$ 4,571,722	\$ 5,191,545	\$ -	\$ 5,191,545	\$ 374,086	7.8%	

Healthy Families

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Healthy Families	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 9,236,349	\$ 9,742,772	\$ 9,672,370	\$ 9,688,900	\$ 9,780,590	\$ -	\$ 9,780,590	\$ 108,220	1.1%	\$ 108,220	1.1%
Materials & Supplies	256,210	247,164	277,632	257,240	265,342	-	265,342	(12,290)	-4.4%	(12,290)	-4.4%
Purchased Services	267,412	303,560	309,210	293,688	310,048	-	310,048	838	0.3%	838	0.3%
Financial and Rent Expenses	-	348	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	52,111	68,730	70,500	67,290	80,594	-	80,594	10,094	14.3%	10,094	14.3%
Total Direct Costs	9,812,081	10,362,575	10,329,712	10,307,118	10,436,574	-	10,436,574	106,862	1.0%	106,862	1.0%
Allocated Charges / Recoveries	(47,335)	(68,251)	112,641	117,324	67,214	-	67,214	(45,427)	-40.3%	(45,427)	-40.3%
Corporate Support	2,818,444	2,798,184	3,045,780	3,053,126	3,248,017	-	3,248,017	202,237	6.6%	202,237	6.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,583,191	13,092,508	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	263,672	2.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	12,583,191	13,092,508	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	263,672	2.0%
Subsidy Revenue	(7,749,654)	(8,499,048)	(7,920,007)	(7,944,285)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	113,997	-1.4%
Other Revenue	(7,986)	(5,198)	-	(2,700)	-	-	-	-	0.0%	-	0.0%
Total Revenue	(7,757,640)	(8,504,245)	(7,920,007)	(7,946,985)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	113,997	-1.4%
Net Program Expenditures	\$ 4,825,551	\$ 4,588,262	\$ 5,568,126	\$ 5,530,583	\$ 5,945,795	\$ -	\$ 5,945,795	\$ 377,669	6.8%	\$ 377,669	6.8%

Healthy Families	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	95.4		94.4	-	94.4	(0.9)	-1.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Healthy Families								
Personnel Services	\$ 9,672,370	\$ 9,688,900	\$ 9,780,590	\$ -	\$ 9,780,590	\$ 108,220	1.1%	1.0 FTE transferred to Clinical Health Services.
Materials & Supplies	277,632	257,240	265,342	-	265,342	(12,290)	-4.4%	Decrease due to realignment of costs within Canada Prenatal Nutrition Program (CPNP) to match spending plan and program direction. (Budgets moved to Grants and Assistance below).
Purchased Services	309,210	293,688	310,048	-	310,048	838	0.3%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	70,500	67,290	80,594	-	80,594	10,094	14.3%	Realignment of CPNP costs to reflect a higher emphasis on direct client spending. (Budgets reallocated from Material & Supplies)
Total Direct Costs	10,329,712	10,307,118	10,436,574	-	10,436,574	106,862	1.0%	
Allocated Charges/Recoveries	112,641	117,324	67,214	-	67,214	(45,427)	-40.3%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	3,045,780	3,053,126	3,248,017	-	3,248,017	202,237	6.6%	Reflects increase in Advertising and Photocopy moved from Allocated charges, HR costs, PC charge due to higher PC requirements
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	13,488,133	13,477,568	13,751,805	-	13,751,805	263,672	2.0%	
Subsidy Revenue	(7,920,007)	(7,944,285)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	Decrease of \$343,600 (1.94%) in Mandatory Programs of which \$113,997 is attributable to this division (MO-36-16).
Other Revenue	-	(2,700)	-	-	-	-	0.0%	
Total Revenue	(7,920,007)	(7,946,985)	(7,806,010)	-	(7,806,010)	113,997	-1.4%	
Net Program Expenditures	\$ 5,568,126	\$ 5,530,583	\$ 5,945,795	\$ -	\$ 5,945,795	\$ 377,669	6.8%	

Clinical Health Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Clinical Health Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 6,099,128	\$ 6,713,607	\$ 6,911,490	\$ 7,242,000	\$ 6,944,710	\$ 85,000	\$ 7,029,710	\$ 33,220	0.5%	\$ 118,220	1.7%
Materials & Supplies	264,146	302,902	373,569	407,566	422,408	-	422,408	48,839	13.1%	48,839	13.1%
Purchased Services	1,658,220	1,833,513	964,240	1,253,192	1,063,088	-	1,063,088	98,848	10.3%	98,848	10.3%
Financial and Rent Expenses	16,861	19,663	22,700	19,670	25,300	-	25,300	2,600	11.5%	2,600	11.5%
Grants & Assistance	138,400	138,400	130,400	34,600	130,400	-	130,400	-	0.0%	-	0.0%
Total Direct Costs	8,176,755	9,008,084	8,402,399	8,957,028	8,585,906	85,000	8,670,906	183,507	2.2%	268,507	3.2%
Allocated Charges / Recoveries	319,893	330,030	100,353	99,524	66,461	-	66,461	(33,892)	-33.8%	(33,892)	-33.8%
Corporate Support	1,328,794	1,455,555	1,876,833	1,834,312	2,015,526	-	2,015,526	138,693	7.4%	138,693	7.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	(50,000)	-	(50,000)	(50,000)		(50,000)	
Gross Operating Expenditures	9,825,442	10,793,669	10,379,585	10,890,864	10,617,893	85,000	10,702,893	238,308	2.3%	323,308	3.1%
Transfer to Reserves - Capital	7,000	7,000	7,000	7,000	7,000	-	7,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	7,000	7,000	7,000	7,000	7,000	-	7,000	-	0.0%	-	0.0%
Total Gross Expenditures	9,832,442	10,800,669	10,386,585	10,897,864	10,624,893	85,000	10,709,893	238,308	2.3%	323,308	3.1%
Subsidy Revenue	(5,628,896)	(5,835,540)	(6,168,450)	(6,351,244)	(6,518,749)	-	(6,518,749)	(350,299)	5.7%	(350,299)	5.7%
Other Revenue	(145,970)	(141,015)	(156,070)	(143,610)	(78,600)	-	(78,600)	77,470	-49.6%	77,470	-49.6%
Total Revenue	(5,774,866)	(5,976,555)	(6,324,520)	(6,494,854)	(6,597,349)	-	(6,597,349)	(272,829)	4.3%	(272,829)	4.3%
Net Program Expenditures	\$ 4,057,577	\$ 4,824,114	\$ 4,062,065	\$ 4,403,010	\$ 4,027,544	\$ 85,000	\$ 4,112,544	\$ (34,521)	-0.8%	\$ 50,479	1.2%

Clinical Health Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	71.9		72.0	-	72.0	0.1	0.1%



Budget Change Report

Clinical Health Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 6,911,490	\$ 7,242,000	\$ 6,944,710	\$ 85,000	\$ 7,029,710	\$ 118,220	1.7%	1.0 FTE moved to Public Health Resources and 1.0 FTE moved from Healthy Families. Includes \$85,000 for funding the casual pool of registered nurses proposed through the Strategic Investment.
Materials & Supplies	373,569	407,566	422,408	-	422,408	48,839	13.1%	\$50,000 increase for a one-time equipment cost (secure filing cabinets) funded from tax stabilization reserves. Increase in demand for contraceptives and non-publically funded Human Papilloma Vaccine offset by decrease in technology requirements, other vaccine, telephone and oral contraceptive costs
Purchased Services	964,240	1,253,192	1,063,088	-	1,063,088	98,848	10.3%	Increase in subsidy funded psychiatry services (sessionals) and health promotion supplies needed for the HSO program.
Financial and Rent Expenses	22,700	19,670	25,300	-	25,300	2,600	11.5%	Increase in rent as per lease agreement
Grants & Assistance	130,400	34,600	130,400	-	130,400	-	0.0%	
Total Direct Costs	8,402,399	8,957,028	8,585,906	85,000	8,670,906	268,507	3.2%	
Allocated Charges/Recoveries	100,353	99,524	66,461	-	66,461	(33,892)	-33.8%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	1,876,833	1,834,312	2,015,526	-	2,015,526	138,693	7.4%	Reflects increase in Advertising and Photocopy moved from Allocated charges, Access Halton call volume and increase in 2 FTE (2016 Budget changes) resulting in increase in HR, Payroll, PC and Phone charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	(50,000)	-	(50,000)	(50,000)	100.0%	One-time transfer from the tax stabilization reserve to finance the secure filing cabinets budgeted under materials and supplies
Gross Operating Expenditures	10,379,585	10,890,864	10,617,893	85,000	10,702,893	323,308	3.1%	
Transfer to Reserves - Capital	7,000	7,000	7,000	-	7,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	7,000	7,000	7,000	-	7,000	-	0.0%	
Total Gross Expenditures	10,386,585	10,897,864	10,624,893	85,000	10,709,893	323,308	3.1%	
Subsidy Revenue	(6,168,450)	(6,351,244)	(6,518,749)	-	(6,518,749)	(350,299)	5.7%	(\$422,048) increase in HSO base subsidy reflects the new HSO model and (\$24,187) in Local Health Integration Network (LHIN) funding is for psychiatry services (sessionals). This is partially offset by \$73,861 resulting from (MO-36-16), and \$22,075 decrease in vaccine subsidies adjusted to match 2015 demand
Other Revenue	(156,070)	(143,610)	(78,600)	-	(78,600)	77,470	-49.6%	Removal of revenue resulting from (MO-22-16)
Total Revenue	(6,324,520)	(6,494,854)	(6,597,349)	-	(6,597,349)	(272,829)	4.3%	
Net Program Expenditures	\$ 4,062,065	\$ 4,403,010	\$ 4,027,544	\$ 85,000	\$ 4,112,544	\$ 50,479	1.2%	



Strategic Investment

Immunization Services - Additional Nursing Hours

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Health
Division	Clinical Health Services
Program	Immunization Services
Cost Centre	422500

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ 85,000	\$ 85,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	85,000	85,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	85,000	85,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 85,000	\$ 85,000

Business Case

Recommendation:

Approve increased funding for the casual pool of registered nurses who provide immunizations for children and youth in the school based program.

Need:

Halton's growing child and youth population means that more children than ever are in need of immunizations. The enforcement of the *Immunization of School Pupils Act (ISPA)* in 2015/2016 required an increase of over 1,500 nursing hours to provide school and community immunization clinics compared to the previous year. Future years are expected to require even more support since the pilot program only included the 16/17 year old group. The immunization team will be doubling the target group when fully implementing the program which will include 7/8 year olds in addition to the 16/17 year olds. The increased costs related to enforcement of ISPA has been managed to date through one-time funding approvals from the Ministry of Health and Long-Term Care (MOHLTC) and positive variances. This is not a reliable strategy to support an ongoing base budget pressure.

The nursing hours of Halton's existing casual pool of nurses will be increased with this funding. The enforcement of ISPA is a step in the right direction to keeping Halton's youth healthy by helping to protect them from vaccine preventable diseases.

There is no subsidy budgeted given the Provincial direction to freeze Halton's Public Health subsidy. This will be reviewed in future years as immunization is a core service.

Implications:

Without the additional nursing hours to provide clinical support for immunizations, only a minimal number of school ISPA clinics could be provided. Enhanced access to community clinics reduced the number of suspended students significantly during the pilot phase. Fewer clinics would be made available to the community resulting in as many as several hundreds of children being suspended from school due to limited access to services.

Alternatives:

Hire temporary staffing within the current budget with the understanding that a positive variance or one-time funding from the MOHLTC may not be available to offset the costs. This is not a sustainable financial model given the increases in the program.

Reference:

Health Department Memorandums March 7, 2016 re School and Community Based Immunization Clinic Services and May 10, 2016 Report No. MO-12-16 (re: "Enforcement of the Immunization of School Pupils Act 2015-2016 and Future Planning").

Paramedic Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Paramedic Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 21,289,684	\$ 22,862,853	\$ 22,704,430	\$ 23,623,200	\$ 23,158,250	\$ 1,416,590	\$ 24,574,840	\$ 453,820	2.0%	\$ 1,870,410	8.2%
Materials & Supplies	1,680,550	1,804,464	2,031,976	1,899,897	2,066,325	58,344	2,124,669	34,349	1.7%	92,693	4.6%
Purchased Services	873,908	1,056,038	1,731,147	1,506,436	1,213,087	-	1,213,087	(518,060)	-29.9%	(518,060)	-29.9%
Financial and Rent Expenses	100,544	98,756	108,750	103,850	110,300	-	110,300	1,550	1.4%	1,550	1.4%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	23,944,686	25,822,112	26,576,303	27,133,383	26,547,962	1,474,934	28,022,896	(28,341)	-0.1%	1,446,593	5.4%
Allocated Charges / Recoveries	1,325,322	1,320,326	1,469,793	1,432,883	1,579,319	-	1,579,319	109,526	7.5%	109,526	7.5%
Corporate Support	2,790,236	2,709,932	2,886,011	2,886,011	3,140,116	-	3,140,116	254,105	8.8%	254,105	8.8%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	(594,600)	(594,600)	(30,070)	-	(30,070)	564,530	-94.9%	564,530	-94.9%
Gross Operating Expenditures	28,060,244	29,852,370	30,337,507	30,857,678	31,237,327	1,474,934	32,712,261	899,820	3.0%	2,374,754	7.8%
Transfer to Reserves - Capital	2,103,500	2,201,539	2,477,022	2,477,022	2,760,858	-	2,760,858	283,836	11.5%	283,836	11.5%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	367,434	236,384	200,283	158,336	235,787	-	235,787	35,504	17.7%	35,504	17.7%
Capital Expenditures	2,470,934	2,437,923	2,677,305	2,635,358	2,996,645	-	2,996,645	319,340	11.9%	319,340	11.9%
Total Gross Expenditures	30,531,178	32,290,293	33,014,813	33,493,036	34,233,972	1,474,934	35,708,906	1,219,160	3.7%	2,694,094	8.2%
Subsidy Revenue	(14,309,911)	(15,146,782)	(16,087,362)	(15,773,588)	(16,410,692)	(693,219)	(17,103,911)	(323,330)	2.0%	(1,016,549)	6.3%
Other Revenue	(274,456)	(234,180)	(10,560)	(58,557)	(10,860)	-	(10,860)	(300)	2.8%	(300)	2.8%
Total Revenue	(14,584,367)	(15,380,962)	(16,097,922)	(15,832,145)	(16,421,552)	(693,219)	(17,114,771)	(323,630)	2.0%	(1,016,849)	6.3%
Net Program Expenditures	\$ 15,946,811	\$ 16,909,331	\$ 16,916,891	\$ 17,660,891	\$ 17,812,420	\$ 781,715	\$ 18,594,135	\$ 895,530	5.3%	\$ 1,677,245	9.9%

Paramedic Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	195.2		195.2	13.1	208.3	-	13.1 6.7%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Paramedic Services								
Personnel Services	\$ 22,704,430	\$ 23,623,200	\$ 23,158,250	\$ 1,416,590	\$ 24,574,840	\$ 1,870,410	8.2%	Increase includes 11.6 FTE Paramedics and 1.5 FTE Logistics Officers proposed through Strategic Investments.
Materials & Supplies	2,031,976	1,899,897	2,066,325	58,344	2,124,669	92,693	4.6%	Increase in oxygen and medical supplies due to call volume, and an increase health promotion supplies (for teddy bears). Includes costs of uniforms for complement proposed through the Strategic Investments.
Purchased Services	1,731,147	1,506,436	1,213,087	-	1,213,087	(518,060)	-29.9%	Decrease in Dedicated Offload Nursing (DON) initiative for the Regional tax supported funding portion. Partially offset by increased training (mostly ACP tuition) and linen costs due to call volume
Financial and Rent Expenses	108,750	103,850	110,300	-	110,300	1,550	1.4%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	26,576,303	27,133,383	26,547,962	1,474,934	28,022,896	1,446,593	5.4%	
Allocated Charges/Recoveries	1,469,793	1,432,883	1,579,319	-	1,579,319	109,526	7.5%	Increase mainly due to new scheduling software and paramedic station state-of-good repair costs
Corporate Support	2,886,011	2,886,011	3,140,116	-	3,140,116	254,105	8.8%	Reflects increase for 5.8 FTEs (2016 SIF) resulting in increase in HR, Payroll, PC and Phone charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(594,600)	(594,600)	(30,070)	-	(30,070)	564,530	-94.9%	Decrease in one-time funding from the tax stabilization reserve to finance the DON initiative.
Gross Operating Expenditures	30,337,507	30,857,677	31,237,327	1,474,934	32,712,261	2,374,754	7.8%	
Transfer to Reserves - Capital	2,477,022	2,477,022	2,760,858	-	2,760,858	283,836	11.5%	Increase driven by capital financing for power stretchers and to support new and replacement vehicle purchases.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	200,283	158,336	235,787	-	235,787	35,504	17.7%	Increase due to debt issued in 2016 for Southwest Oakville Paramedic Station
Capital Expenditures	2,677,305	2,635,358	2,996,645	-	2,996,645	319,340	11.9%	
Total Gross Expenditures	33,014,812	33,493,035	34,233,972	1,474,934	35,708,906	2,694,094	8.2%	
Subsidy Revenue	(16,087,362)	(15,773,588)	(16,410,692)	(693,219)	(17,103,911)	(1,016,549)	6.3%	Increase in provincial subsidy of \$323,330 to support program growth based on the Ministry funding formula for 2017 and \$693,219 to support the proposed Strategic Investments (11.6 FTE paramedics and 1.5 FTE Logistics Officers).
Other Revenue	(10,560)	(58,557)	(10,860)	-	(10,860)	(300)	2.8%	
Total Revenue	(16,097,922)	(15,832,145)	(16,421,552)	(693,219)	(17,114,771)	(1,016,849)	6.3%	
Net Program Expenditures	\$ 16,916,890	\$ 17,660,890	\$ 17,812,420	\$ 781,715	\$ 18,594,135	\$ 1,677,245	9.9%	

Strategic Investment

Paramedic Services - Paramedics

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440300

Complement Details

Position Title	Paramedic
FTE Impact	11.6
Personnel Group	OPSEU (EMS)

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 1,287,880	\$ 1,287,880
Materials & Supplies	47,640	7,200
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	1,335,520	1,295,080
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	1,335,520	1,295,080
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(627,694)	(608,688)
Non-Subsidy Revenue	-	-
Total Revenue	(627,694)	(608,688)
Net Program Expenditures	\$ 707,826	\$ 686,392

Business Case

Recommendation:

Approve 11.6 permanent FTE for Paramedics (5.8 FTE Advanced Care Paramedics and 5.8 FTE Primary Care Paramedics) to provide additional 24-hours per day, 7-days a week staffing for the new East Milton station to address pressures related to increasing call volume (growth) and to maintain response times.

Need:

This additional staffing is intended to provide 24/7 ambulance service at the new East Milton station planned in 2017 to address system pressures related to increasing call volume, maintenance of response times to emergency calls, population and employment growth, an ageing population, hospital off load delays, paramedic workload (including missed meal breaks) and other pressures. This recommendation is based on a review of call volume, the Paramedic Services Division's lack of resources to address surge capacity during periods of high demand, and recommendations contained in the approved Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan"). Call volume in 2015 increased by 5.5% and staff anticipate a further increase of 8% in 2016 and 5% in 2017.

One new ambulance vehicle will be also provided through the 2017 Capital Budget for the new East Milton station. The cost of the additional paramedics are expected to be offset by \$628,000 in additional subsidy for a net tax impact of \$708,000. Until the new East Milton station is operational, the 24/7 ambulance vehicle will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy.

Implications:

Upon the completion of construction in 2017, the new East Milton station will not have dedicated staffing 24/7 if this strategic investment for an additional 11.6 Paramedics is not approved. The Paramedic Services Division's ability to meet surge capacity situations and maintain response times will be limited. Paramedic workload will increase, including the potential for an impact on the Division's ability to provide paramedics with their legislated meal breaks.

Alternatives:

Limit staffing at the new East Milton station to 12/7 which would require 5.8 FTE. This, however, would not address pressures related to surge capacity and response times.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan").

Strategic Investment

Paramedic Services - Logistics Officers

Funding Source	Tax
-----------------------	-----

Program Details

Department	Health
Division	Paramedic Services
Program	Logistics
Cost Centre	440050

Complement Details

Position Title	Logistics Officers
FTE Impact	1.5
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 128,710	\$ 128,710
Materials & Supplies	5,704	1,664
Purchased Services	5,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	139,414	130,374
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	139,414	130,374
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(65,525)	(61,276)
Non-Subsidy Revenue	-	-
Total Revenue	(65,525)	(61,276)
Net Program Expenditures	\$ 73,889	\$ 69,098

Business Case

Recommendation:

Approve 1.5 permanent FTE for Paramedic Services Logistics Officers to provide increased capacity associated with growth within the Paramedic Services logistics program.

Need:

The logistics program is responsible for the procurement, warehousing, tracking and distribution of over 4,000 items required to support operations at Halton's 12 paramedic response stations. This includes medications, medical supplies, medical equipment, oxygen, linen, uniforms and vehicles. The program is also responsible for minor station and vehicle related repairs and preventative maintenance of patient and medical equipment.

A third logistics officer position was approved in 2008. Since that time, paramedic call volume has increased by over 40% with a corresponding increase in the amount of medication, supplies, equipment etc. being managed in logistics.

The program is currently staffed with three logistics officers working Monday to Friday during regular core hours. These additional FTE will allow the logistics program to extend staffing to evenings and weekends to better support 24/7 operations. Pressures in the logistics program were highlighted in Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan"). The cost of the additional paramedic staff is expected to be offset by \$139,000 of additional subsidy for a net tax impact of \$74,000.

Implications:

Additional resources are required to address pressures related to growth and to ensure the continuity of operations. The high volume of work in the logistics program has resulted in the program relying on support from summer students, high school co-op students and paramedics on modified duties due to injuries to complete core functions which are key to meeting standards.

Alternatives:

There is the potential to utilize a contract employee for this position, however this is not ideal or sustainable due to the training required, risk of turnover and it does not meet the needs of the service.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan").



HALTON REGION

Budget and Business Plan **2017**

Social & Community Services

Social & Community Services Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Social & Community Services Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 64,825,944	\$ 63,742,353	\$ 63,539,940	\$ 65,014,040	\$ 64,611,780	\$ 141,560	\$ 64,753,340	\$ 1,071,840	1.7%	\$ 1,213,400	1.9%
Materials & Supplies	4,637,300	4,525,355	4,740,382	4,765,542	4,900,675	-	4,900,675	160,293	3.4%	160,293	3.4%
Purchased Services	23,406,462	24,693,138	28,485,277	27,951,372	29,509,910	-	29,509,910	1,024,633	3.6%	1,024,633	3.6%
Financial and Rent Expenses	681,730	706,538	703,915	711,110	721,990	-	721,990	18,075	2.6%	18,075	2.6%
Grants & Assistance	64,829,694	73,798,126	82,401,701	84,155,327	87,858,127	1,373,715	89,231,842	5,456,427	6.6%	6,830,142	8.3%
Total Direct Costs	158,381,129	167,465,510	179,871,215	182,597,391	187,602,482	1,515,275	189,117,757	7,731,268	4.3%	9,246,543	5.1%
Allocated Charges / Recoveries	5,349,641	5,536,877	5,701,240	5,359,240	5,918,592	-	5,918,592	217,352	3.8%	217,352	3.8%
Corporate Support	11,536,336	11,359,528	12,111,959	12,111,959	12,579,255	-	12,579,255	467,296	3.9%	467,296	3.9%
Transfers to Reserves-Operating	1,558,287	1,974,432	2,173,500	294,000	2,211,000	-	2,211,000	37,500	1.7%	37,500	1.7%
Transfer from Reserves - Operating	(1,207,734)	(721,500)	(3,560,000)	(3,560,000)	(3,549,000)	-	(3,549,000)	11,000	-0.3%	11,000	-0.3%
Gross Operating Expenditures	175,617,659	185,614,847	196,297,913	196,802,590	204,762,329	1,515,275	206,277,604	8,464,416	4.3%	9,979,691	5.1%
Transfer to Reserves - Capital	14,466,176	12,239,049	10,181,323	11,643,323	10,231,323	-	10,231,323	50,000	0.5%	50,000	0.5%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	14,466,176	12,239,049	10,181,323	11,643,323	10,231,323	-	10,231,323	50,000	0.5%	50,000	0.5%
Total Gross Expenditures	190,083,835	197,853,896	206,479,236	208,445,913	214,993,652	1,515,275	216,508,927	8,514,416	4.1%	10,029,691	4.9%
Subsidy Revenue	(94,675,889)	(102,489,676)	(111,807,149)	(113,160,225)	(119,768,155)	-	(119,768,155)	(7,961,006)	7.1%	(7,961,006)	7.1%
Other Revenue	(19,852,733)	(17,903,426)	(16,965,274)	(17,363,874)	(17,291,773)	-	(17,291,773)	(326,499)	1.9%	(326,499)	1.9%
Total Revenue	(114,528,621)	(120,393,102)	(128,772,423)	(130,524,099)	(137,059,928)	-	(137,059,928)	(8,287,505)	6.4%	(8,287,505)	6.4%
Net Program Expenditures	\$ 75,555,214	\$ 77,460,794	\$ 77,706,814	\$ 77,921,814	\$ 77,933,725	\$ 1,515,275	\$ 79,449,000	\$ 226,911	0.3%	\$ 1,742,186	2.2%

Social & Community Services Department	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	741.5		741.5	2.0	743.5	-	0.0%



Children's Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Children's Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 9,307,665	\$ 9,481,120	\$ 10,173,430	\$ 10,034,430	\$ 10,288,170	\$ -	\$ 10,288,170	\$ 114,740	1.1%	\$ 114,740	1.1%
Materials & Supplies	369,002	367,649	401,905	401,505	435,047	-	435,047	33,142	8.2%	33,142	8.2%
Purchased Services	17,250,464	17,760,196	18,685,213	18,479,613	18,793,812	-	18,793,812	108,599	0.6%	108,599	0.6%
Financial and Rent Expenses	256,900	264,842	267,443	267,443	271,443	-	271,443	4,000	1.5%	4,000	1.5%
Grants & Assistance	15,095,678	20,242,175	26,398,799	25,734,799	25,842,363	85,000	25,927,363	(556,436)	-2.1%	(471,436)	-1.8%
Total Direct Costs	42,279,709	48,115,982	55,926,790	54,917,790	55,630,835	85,000	55,715,835	(295,955)	-0.5%	(210,955)	-0.4%
Allocated Charges / Recoveries	154,329	227,052	245,392	245,392	244,275	-	244,275	(1,117)	-0.5%	(1,117)	-0.5%
Corporate Support	2,107,422	2,120,729	2,256,007	2,256,007	2,428,101	-	2,428,101	172,094	7.6%	172,094	7.6%
Transfers to Reserves-Operating	1,939,159	1,849,960	25,000	555,000	25,000	-	25,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(1,083,003)	(100,000)	(100,000)	(100,000)	(60,000)	-	(60,000)	40,000	-40.0%	40,000	-40.0%
Gross Operating Expenditures	45,397,616	52,213,724	58,353,189	57,874,189	58,268,211	85,000	58,353,211	(84,978)	-0.1%	22	0.0%
Transfer to Reserves - Capital	50,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	50,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Total Gross Expenditures	45,447,616	52,263,724	58,403,189	57,924,189	58,318,211	85,000	58,403,211	(84,978)	-0.1%	22	0.0%
Subsidy Revenue	(31,752,627)	(38,319,795)	(46,155,072)	(45,321,072)	(46,221,269)	-	(46,221,269)	(66,197)	0.1%	(66,197)	0.1%
Other Revenue	(964,012)	(1,081,754)	(745,600)	(1,100,600)	(816,300)	-	(816,300)	(70,700)	9.5%	(70,700)	9.5%
Total Revenue	(32,716,639)	(39,401,549)	(46,900,672)	(46,421,672)	(47,037,569)	-	(47,037,569)	(136,897)	0.3%	(136,897)	0.3%
Net Program Expenditures	\$ 12,730,977	\$ 12,862,175	\$ 11,502,517	\$ 11,502,517	\$ 11,280,642	\$ 85,000	\$ 11,365,642	\$ (221,875)	-1.9%	\$ (136,875)	-1.2%

Children's Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	105.2		105.2	-	105.2	-	0.0%



Budget Change Report

Children's Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 10,173,430	\$ 10,034,430	\$ 10,288,170	\$ -	\$ 10,288,170	\$ 114,740	1.1%	
Materials & Supplies	401,905	401,505	435,047	-	435,047	33,142	8.2%	Increase due to 2017 IT requests for \$17,450, increase in travel for \$10,428 plus inflationary increases at the Regional Child Care Centres for \$4,931.
Purchased Services	18,685,213	18,479,613	18,793,812	-	18,793,812	108,599	0.6%	Increases driven by a new one-time service planning investment for Ontario Early Years Child and Family Centres (OEYCFC) for \$131,579, additional Fee Subsidy reallocated from Special Needs budget for \$99,448 and inflationary increases at the Regional Child Care Centres for \$5,000 offset by one-time Wage Enhancement Grant (WEG) Admin (\$128,495).
Financial and Rent Expenses	267,443	267,443	271,443	-	271,443	4,000	1.5%	Rent at Milton Community Resource Centre (MCRC).
Grants & Assistance	26,398,799	25,734,799	25,842,363	85,000	25,927,363	(471,436)	-1.8%	Decrease due to removal of one-time WEG Admin for 2016 for (\$400,000), termination of Capital Retrofit program for (\$78,816), decrease in Special Needs for (\$68,809) plus all other net grants for (\$8,811) partially offset by Strategic Investment for Our Kids Network research associate for \$85,000.
Total Direct Costs	55,926,790	54,917,790	55,630,835	85,000	55,715,835	(210,955)	-0.4%	
Allocated Charges/Recoveries	245,392	245,392	244,275	-	244,275	(1,117)	-0.5%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support; and offset by increase in Budget support chargeback
Corporate Support	2,256,007	2,256,007	2,428,101	-	2,428,101	172,094	7.6%	Reflects increase for 4 FTEs (2016 SIF and In Year changes) resulting in increase in HR, Payroll, PC and Phones charges. Also increase in Legal hours due to agreements review (purchase of service, WEG, GOG) and Advertising moved from Allocated charges
Transfer to Reserves - Operating	25,000	555,000	25,000	-	25,000	-	0.0%	
Transfer from Reserves - Operating	(100,000)	(100,000)	(60,000)	-	(60,000)	40,000	-40.0%	Decreased reserve transfer to fund portion of Child Care Study carried forward to 2017.
Gross Operating Expenditures	58,353,189	57,874,189	58,268,211	85,000	58,353,211	22	0.0%	
Transfer to Reserves - Capital	50,000	50,000	50,000	-	50,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	50,000	50,000	50,000	-	50,000	-	0.0%	
Total Gross Expenditures	58,403,189	57,924,189	58,318,211	85,000	58,403,211	22	0.0%	
Subsidy Revenue	(46,155,072)	(45,321,072)	(46,221,269)	-	(46,221,269)	(66,197)	0.1%	Increase driven by anticipated increase in Ministry of Education Subsidy (\$500,000) offset by removal WEG Admin for 2016 for \$529,295. Capital Retrofits program ended in 2016 for \$78,816, one-time service planning investment for Ontario Early Years Child and Family Centres (OEYCFC) for (\$131,579) as well as an increase in Data Analysis Co-ordinator program (\$42,729).
Other Revenue	(745,600)	(1,100,600)	(816,300)	-	(816,300)	(70,700)	9.5%	Increase in Cross Jurisdictional Child Care Fees (\$50,000) and Regional Child Care Centre Fees (\$20,700)
Total Revenue	(46,900,672)	(46,421,672)	(47,037,569)	-	(47,037,569)	(136,897)	0.3%	
Net Program Expenditures	\$ 11,502,517	\$ 11,502,517	\$ 11,280,642	\$ 85,000	\$ 11,365,642	\$ (136,875)	-1.2%	



Strategic Investment

Our Kids Network Research

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Children's Services
Program	Our Kids Network
Cost Centre	310712

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	85,000	85,000
Total Direct Costs	85,000	85,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	85,000	85,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 85,000	\$ 85,000

Business Case

Recommendation:

Approve \$85,000 annually to support the community research position for Our Kids Network (OKN).

Need:

OKN is a recognized leader in Ontario in providing meaningful and useable data on the strengths and challenges of Halton's children and families. OKN currently holds one of the largest repositories of neighbourhood level data in the region. Acquiring, analyzing, interpreting, maintaining and creating valuable knowledge products for the community is resource intensive.

\$85,000 will be used to support this research and provide a platform for open data that benefits the whole community. Positioning this researcher within OKN provides a number of strategic benefits. First, OKN holds the Data Sharing Agreement that allows the research to flourish in terms of sharing of data amongst community partners, collaborating on research and providing meaningful community forums to mobilize the data into action. Second, OKN has a robust network of trusting relationships that creates opportunities for the best use of the research and data. Third, OKN has an established partnership agreement and infrastructure that works to benefit all community partners for children and families. Lastly, having a dedicated resource for OKN research is paramount in ensuring this important work continues to be available and relevant. Other community partners are also contributing annual funds.

The total budget for OKN is \$684,000 of which \$300,000 is funded by the Region and the remaining \$384,000 is funded by 7 community partners. All community partners are being requested to contribute to this position.

Implications:

In the past year, OKN has not had a dedicated resource and none of the partner agencies were able to offer up enough research capacity to fill the gap of not having this dedicated resource. For example, no new data has been added to the data portal, no new data products have been created (blogs, reports), analysis of the 2015 data cycle has been delayed and no community research support has been provided.

Alternatives:

OKN decrease efforts in research and knowledge mobilization which would leave large gaps in the Region's data and ability to plan effectively.

Reference:

N/A

Employment & Social Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Employment & Social Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,200,946	\$ 4,666,738	\$ 4,763,730	\$ 5,032,830	\$ 4,848,580	\$ 141,560	\$ 4,990,140	\$ 84,850	1.8%	\$ 226,410	4.8%
Materials & Supplies	157,428	215,105	181,101	206,661	174,400	-	174,400	(6,701)	-3.7%	(6,701)	-3.7%
Purchased Services	507,748	716,845	959,684	864,264	1,117,593	-	1,117,593	157,909	16.5%	157,909	16.5%
Financial and Rent Expenses	299,441	308,475	324,125	331,320	337,700	-	337,700	13,575	4.2%	13,575	4.2%
Grants & Assistance	17,501,945	19,890,752	19,226,859	20,483,259	20,053,194	-	20,053,194	826,335	4.3%	826,335	4.3%
Total Direct Costs	23,667,508	25,797,915	25,455,499	26,918,334	26,531,467	141,560	26,673,027	1,075,968	4.2%	1,217,528	4.8%
Allocated Charges / Recoveries	571,045	817,750	561,420	519,420	525,910	-	525,910	(35,510)	-6.3%	(35,510)	-6.3%
Corporate Support	2,106,841	2,115,074	2,234,800	2,234,800	2,140,008	-	2,140,008	(94,792)	-4.2%	(94,792)	-4.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	26,345,395	28,730,739	28,251,719	29,672,554	29,197,385	141,560	29,338,945	945,666	3.3%	1,087,226	3.8%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	26,345,395	28,730,739	28,251,719	29,672,554	29,197,385	141,560	29,338,945	945,666	3.3%	1,087,226	3.8%
Subsidy Revenue	(19,137,374)	(20,997,631)	(20,387,769)	(22,013,004)	(21,896,762)	-	(21,896,762)	(1,508,993)	7.4%	(1,508,993)	7.4%
Other Revenue	(789,024)	(770,176)	(849,300)	(666,900)	(885,600)	-	(885,600)	(36,300)	4.3%	(36,300)	4.3%
Total Revenue	(19,926,399)	(21,767,807)	(21,237,069)	(22,679,904)	(22,782,362)	-	(22,782,362)	(1,545,293)	7.3%	(1,545,293)	7.3%
Net Program Expenditures	\$ 6,418,996	\$ 6,962,933	\$ 7,014,650	\$ 6,992,650	\$ 6,415,023	\$ 141,560	\$ 6,556,583	\$ (599,627)	-8.5%	\$ (458,067)	-6.5%

Employment & Social Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.9		49.9	2.0	51.9	-	0.0%
						2.0	4.0%



Budget Change Report

Employment & Social Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 4,763,730	\$ 5,032,830	\$ 4,848,580	\$ 141,560	\$ 4,990,140	\$ 226,410	4.8%	Increase includes a Strategic Investment for 2 integrated program assistants \$141,560
Materials & Supplies	181,101	206,661	174,400	-	174,400	(6,701)	-3.7%	Decrease for computer hardware (\$4,600), end of E-mentoring contract (\$2,231), offset by increase for Newcomer Strategy contract extension \$375
Purchased Services	959,684	864,264	1,117,593	-	1,117,593	157,909	16.5%	Increase based on contract extensions for Newcomer Strategy for \$129,588, Youth Job Link (YJL) for \$11,050, Employment Ontario (EO) for \$3,322, Canada Ontario Job Grant (COJG) for \$6,946, janitorial expense for \$10,000, OMSSA membership for \$2,000, Step & Advance for \$3,800 offset by E-mentoring contract end (\$8,797).
Financial and Rent Expenses	324,125	331,320	337,700	-	337,700	13,575	4.2%	Increase in rent for Employment Halton of \$9,100, Newcomer Strategy for \$2,595 and Milton office for \$1,880 based on lease agreements
Grants & Assistance	19,226,859	20,483,259	20,053,194	-	20,053,194	826,335	4.3%	Increase for Ontario Works benefits of \$676,800 (3% for caseload increase + 1% rate increase), employment benefits of \$114,600, COJG of \$62,514 contract extension, food security for \$50,000, EO amendment for \$23,721, recreation for \$17,000, and YJL for \$1,700 contract extension offset by decreases for holiday vouchers of \$70,000 and SPLIT for \$50,000.
Total Direct Costs	25,455,499	26,918,334	26,531,467	141,560	26,673,027	1,217,528	4.8%	
Allocated Charges/Recoveries	561,420	519,420	525,910	-	525,910	(35,510)	-6.3%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	2,234,800	2,234,800	2,140,008	-	2,140,008	(94,792)	-4.2%	Reflects reduction in PC charge for decommissioned PC's, reduction in Access Halton call volume and slightly offset by increase in Advertising moved from Allocated charges
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	28,251,719	29,672,554	29,197,385	141,560	29,338,945	1,087,226	3.8%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	28,251,719	29,672,554	29,197,385	141,560	29,338,945	1,087,226	3.8%	
Subsidy Revenue	(20,387,769)	(22,013,004)	(21,896,762)	-	(21,896,762)	(1,508,993)	7.4%	Increase for OW Benefits subsidy (upload savings (\$496,000), caseload increase (\$454,000) and benefit rate increase (\$156,000)), OW cost of administration subsidy (\$171,304), Newcomer Strategy contract extension for (\$132,335), EO, COJG, YJC, YJC-Summer, YJL contract extension for (\$109,954) offset by E-mentoring contract end for \$9,500.
Other Revenue	(849,300)	(666,900)	(885,600)	-	(885,600)	(36,300)	4.3%	Increase for OW repayments and reimbursements based on an increase in caseload
Total Revenue	(21,237,069)	(22,679,904)	(22,782,362)	-	(22,782,362)	(1,545,293)	7.3%	
Net Program Expenditures	\$ 7,014,650	\$ 6,992,650	\$ 6,415,023	\$ 141,560	\$ 6,556,583	\$ (458,067)	-6.5%	

Strategic Investment

Program Assistants

Funding Source	Tax
-----------------------	-----

Program Details

Department	Social & Community Services
Division	Employment & Social Services
Program	Ontario Works
Cost Centre	323100

Complement Details

Position Title	Integrated Program Assistant
FTE Impact	2.0
Personnel Group	CUPE (SS)

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 141,560	\$ 141,560
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	141,560	141,560
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	141,560	141,560
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 141,560	\$ 141,560

Business Case

Recommendation:

Approve the addition of 2 permanent FTEs for Integrated Program Assistants to support the clients, staff and programs operating out of the Burlington Ontario Works office and the Employment Halton office.

Need:

The Employment and Social Services Division delivers services from offices in Oakville, Burlington, Milton and Georgetown. 2 Integrated Program Assistants are required (one for the Burlington office and one for the Employment Halton office). As at July 31, 2016: the average monthly Ontario Works caseload of the Burlington office was 793, a 4% increase over the 2015 average monthly caseload; and, 378 job seekers and 266 employers received individual support from Employment Halton staff. In addition, over the course of the past year: 6,722 job seekers visited our Employment Halton Resource Centre; 4,360 job seekers attended workshops, job fairs and employment information sessions; 1,578 new job seekers were referred to Employment Halton; and, 1,441 job vacancies were posted to our HaltonJobs.ca website. The division endeavors to provide best in class customer service. This investment will stabilize key client facing staff roles and strengthen and enhance our service.

The Integrated Program Assistants are required to: provide administrative support to staff; monitor and record Ministry required outcomes; schedule appointments; provide reception coverage and oversight of the Employment Halton Resource Centre; respond to telephone inquiries; schedule and coordinate employment related workshops and job fairs. Temporary staff are currently performing these duties while alternatives are evaluated. This is not sustainable given the consistent demands and resources required in the program.

Implications:

If the FTEs are not approved, the current service delivery model and standards will need to be adjusted resulting in reduced customer service. Even with a service reduction, there would continue to be a need for ongoing increased costs associated with the use of administrative staff from other offices, temporary agency staff, mileage and overtime as reception areas in both offices must be staffed Monday to Friday from 8:30 to 4:30. In addition, more senior staff would be required to provide reception coverage on a daily basis which would result in reduced case management services.

Alternatives:

Service reduction; the ongoing use of temporary staff, overtime and the use of more senior staff and administrative staff from other offices.

Reference:

N/A

Housing Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Housing Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,203,969	\$ 3,954,970	\$ 4,038,830	\$ 4,038,830	\$ 4,120,220	\$ -	\$ 4,120,220	\$ 81,390	2.0%	\$ 81,390	2.0%
Materials & Supplies	169,908	81,335	116,229	116,229	117,469	-	117,469	1,240	1.1%	1,240	1.1%
Purchased Services	315,078	330,641	2,365,975	2,365,975	3,062,197	-	3,062,197	696,222	29.4%	696,222	29.4%
Financial and Rent Expenses	15,290	1,440	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	31,214,348	32,366,500	34,823,352	35,984,578	40,009,879	688,715	40,698,594	5,186,528	14.9%	5,875,243	16.9%
Total Direct Costs	36,918,592	36,734,886	41,344,386	42,505,612	47,309,765	688,715	47,998,480	5,965,380	14.4%	6,654,095	16.1%
Allocated Charges / Recoveries	370,607	405,379	429,004	429,004	604,385	-	604,385	175,381	40.9%	175,381	40.9%
Corporate Support	1,501,368	1,100,722	1,215,778	1,215,778	1,361,729	-	1,361,729	145,951	12.0%	145,951	12.0%
Transfers to Reserves-Operating	(380,872)	124,472	2,148,500	(261,000)	2,186,000	-	2,186,000	37,500	1.7%	37,500	1.7%
Transfer from Reserves - Operating	(61,000)	(621,500)	(3,460,000)	(3,460,000)	(3,489,000)	-	(3,489,000)	(29,000)	0.8%	(29,000)	0.8%
Gross Operating Expenditures	38,348,696	37,743,959	41,677,668	40,429,394	47,972,879	688,715	48,661,594	6,295,212	15.1%	6,983,927	16.8%
Transfer to Reserves - Capital	12,204,853	9,967,726	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	12,204,853	9,967,726	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	-	0.0%
Total Gross Expenditures	50,553,549	47,711,685	49,477,668	49,691,394	55,772,879	688,715	56,461,594	6,295,212	12.7%	6,983,927	14.1%
Subsidy Revenue	(11,847,131)	(10,135,890)	(11,837,709)	(12,051,435)	(17,521,458)	-	(17,521,458)	(5,683,749)	48.0%	(5,683,749)	48.0%
Other Revenue	(4,912,672)	(2,572,431)	(1,758,311)	(1,758,311)	(1,826,347)	-	(1,826,347)	(68,036)	3.9%	(68,036)	3.9%
Total Revenue	(16,759,803)	(12,708,321)	(13,596,020)	(13,809,746)	(19,347,805)	-	(19,347,805)	(5,751,785)	42.3%	(5,751,785)	42.3%
Net Program Expenditures	\$ 33,793,746	\$ 35,003,364	\$ 35,881,648	\$ 35,881,648	\$ 36,425,075	\$ 688,715	\$ 37,113,790	\$ 543,427	1.5%	\$ 1,232,142	3.4%

Housing Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	40.0	40.0	40.0	-	40.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Housing Services								
Personnel Services	\$ 4,038,830	\$ 4,038,830	\$ 4,120,220	\$ -	\$ 4,120,220	\$ 81,390	2.0%	
Materials & Supplies	116,229	116,229	117,469	-	117,469	1,240	1.1%	
Purchased Services	2,365,975	2,365,975	3,062,197	-	3,062,197	696,222	29.4%	Increases relates to temporary agencies costs for 3 new programs including: \$133,167 for Investment in Affordable Housing (IAH) - Social Infrastructure Fund (SIF), \$49,286 for Social Housing Improvement Program (SHIP), and \$51,300 for Survivors of Domestic Violence Portable Housing Benefit program (SDV-PHB). Partially offset by \$45,000 reduction due to one-time funding for the Social Housing System (IHS). Additionally, there is a \$430,000 increase for the Building Condition Assessments (BCA's) for Housing Providers and Domiciliary Hostels which are offset by reserve transfers. Community Homelessness Prevention Initiative (CHPI) increases of \$63,970 for temporary staffing and \$20,000 for Hamilton Housing Help Centre are offset by subsidies.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	34,823,352	35,984,578	40,009,879	688,715	40,698,594	5,875,242	16.9%	Increase for SHIP program for \$3,300,000, IAH-E \$488,000, CHPI for \$485,200, SDV-PHB for \$412,200, HPS Enhancement for \$293,000, and IAH-SIF Rent Supplement for \$233,500 which are all offset by subsidy. Also included is increased funding for social housing providers for \$363,000 based on cost indexes set by the Ministry, \$47,000 reduction in Federal Block funding and Strategic Investment for OSCR of \$688,715.
Total Direct Costs	41,344,386	42,505,612	47,309,765	688,715	47,998,480	6,654,094	16.1%	
Allocated Charges/Recoveries	429,004	429,004	604,385	-	604,385	175,381	40.9%	Increase of \$133,167 for IAH-SIF 50% share of Admin (with Planning) and \$49,285 for SHIP 50% share of Admin (with Asset Management)
Corporate Support	1,215,778	1,215,778	1,361,729	-	1,361,729	145,951	12.0%	Reflects increase in Advertising moved from Allocated charges, Legal due to increased number of documents requiring legal review, HR costs, Phone and PC charges based on current inventory and Asset Management charge due to increase in office square footage at Dorval
Transfer to Reserves - Operating	2,148,500	(261,000)	2,186,000	-	2,186,000	37,500	1.7%	Increase due to transfer of \$37,500 IAH-E subsidy for Rental Component (Capital New Units).
Transfer from Reserves - Operating	(3,460,000)	(3,460,000)	(3,489,000)	-	(3,489,000)	(29,000)	0.8%	Removal of (\$356,000) one-time funding for OSCR and one-time funding for Social Housing System (IHS) (\$45,000), offset by \$430,000 increase in transfer for the BCA's for Housing Providers and Domiciliary Hostels.
Gross Operating Expenditures	41,677,668	40,429,394	47,972,879	688,715	48,661,594	6,983,926	16.8%	
Transfer to Reserves - Capital	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	7,800,000	9,262,000	7,800,000	-	7,800,000	-	0.0%	
Total Gross Expenditures	49,477,668	49,691,394	55,772,879	688,715	56,461,594	6,983,926	14.1%	
Subsidy Revenue	(11,837,709)	(12,051,435)	(17,521,458)	-	(17,521,458)	(5,683,749)	48.0%	Increase for SHIP program for \$3,377,000, IAH-E \$529,000, CHPI for \$569,000, SDV-PHB for \$464,000, HPS Enhancement for \$293,000, and IAH-SIF \$500,000 and a reduction of \$47,000 in federal block funding.
Other Revenue	(1,758,311)	(1,758,311)	(1,826,347)	-	(1,826,347)	(68,036)	3.9%	Increase in administration fees for HCHC-Halton Community Housing Corporation to reflect program support costs
Total Revenue	(13,596,020)	(13,809,746)	(19,347,805)	-	(19,347,805)	(5,751,785)	42.3%	
Net Program Expenditures	\$ 35,881,648	\$ 35,881,648	\$ 36,425,074	\$ 688,715	\$ 37,113,789	\$ 1,232,141	3.4%	



Strategic Investment

Oakville Senior Citizen's Residence Base Budget

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Social & Community Services
Division	Housing Services
Program	Housing Providers
Cost Centre	602021

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	688,715	688,715
Total Direct Costs	688,715	688,715
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	688,715	688,715
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 688,715	\$ 688,715

Business Case

Recommendation:

Approve a base budget of \$688,715 for the Oakville Senior Citizen's Residence (OSCR) (inclusive of the 2017 Provincially mandated housing provider cost factors) in accordance with Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement").

Need:

Regional Council's approval to clarify the governance responsibilities of OSCR and Halton Community Housing Corporation (HCHC) and establish it as a stand-alone housing provider under Halton Region's administration was attained through Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement"). A new governance and financial arrangement has been executed in 2016 that clarifies the roles and responsibilities of Halton Region, HCHC and the OSCR. This Strategic Investment Form will provide OSCR with the necessary base capital and operating budget to operationalize the new arrangement effective January 1, 2017. The funding requirement of \$623,000 estimated in Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement") has been revised to \$688,715 based on the annual cost factors for 2017 mandated by the Ministry of Municipal Affairs and Housing. Annual changes to OSCR's future budget will continue to be determined solely in accordance with provincially prescribed cost factors. This new arrangement related to OSCR is consistent with how all other housing providers under Halton Region's administration are funded.

Implications:

Funding of \$688,715 in 2017 will be a net impact on the Regional Tax base. This investment will clearly establish governance responsibilities and accountabilities and provide sustainable funding for OSCR.

Alternatives:

N/A

Reference:

Approval to establish a new governance and funding agreement for OSCR was provided in the following Halton Region Council Reports: 1) Report No. SS-31-15 (re: "Oakville Senior Citizens Residence Update"); 2) Report No. SS-20-16 (re: "Oakville Senior Citizens Residence Governance Agreement"); and 3) LPS 69-16 (re: "Shareholder Approval of Removal of Oakville Senior Citizens Residence Units").

Quality & Service Integration

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Quality & Service Integration	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 2,816,814	\$ 2,776,008	\$ 2,346,480	\$ 2,406,480	\$ 2,385,730	\$ -	\$ 2,385,730	\$ 39,250	1.7%	\$ 39,250	1.7%
Materials & Supplies	54,445	45,706	70,450	70,450	70,050	-	70,050	(400)	-0.6%	(400)	-0.6%
Purchased Services	103,091	251,984	449,150	249,150	424,050	-	424,050	(25,100)	-5.6%	(25,100)	-5.6%
Financial and Rent Expenses	-	598	500	500	1,000	-	1,000	500	100.0%	500	100.0%
Grants & Assistance	1,017,723	1,298,700	1,952,691	1,952,691	1,952,691	600,000	2,552,691	-	0.0%	600,000	30.7%
Total Direct Costs	3,992,072	4,372,996	4,819,271	4,679,271	4,833,521	600,000	5,433,521	14,250	0.3%	614,250	12.7%
Allocated Charges / Recoveries	(114,267)	(438,855)	(129,652)	(129,652)	(141,096)	-	(141,096)	(11,444)	8.8%	(11,444)	8.8%
Corporate Support	891,605	1,013,060	1,035,780	1,035,780	1,042,045	-	1,042,045	6,265	0.6%	6,265	0.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(63,731)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	4,705,679	4,947,201	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	4,705,679	4,947,201	5,725,399	5,585,399	5,734,470	600,000	6,334,470	9,071	0.2%	609,071	10.6%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(107)	(2,054)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(107)	(2,054)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 4,705,573	\$ 4,945,147	\$ 5,725,399	\$ 5,585,399	\$ 5,734,470	\$ 600,000	\$ 6,334,470	\$ 9,071	0.2%	\$ 609,071	10.6%

Quality & Service Integration	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	23.0		23.0	-	23.0	-	0.0%



Budget Change Report

Quality & Service Integration	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 2,346,480	\$ 2,406,480	\$ 2,385,730	\$ -	\$ 2,385,730	\$ 39,250	1.7%	
Materials & Supplies	70,450	70,450	70,050	-	70,050	(400)	-0.6%	
Purchased Services	449,150	249,150	424,050	-	424,050	(25,100)	-5.6%	Reduction due to Staff Training & Development costs centralized in HR.
Financial and Rent Expenses	500	500	1,000	-	1,000	500	100.0%	
Grants & Assistance	1,952,691	1,952,691	1,952,691	600,000	2,552,691	600,000	30.7%	Increase of \$600,000 in HRCIF through a Strategic Investment
Total Direct Costs	4,819,271	4,679,271	4,833,521	600,000	5,433,521	614,250	12.7%	
Allocated Charges/Recoveries	(129,652)	(129,652)	(141,096)	-	(141,096)	(11,444)	8.8%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	1,035,780	1,035,780	1,042,045	-	1,042,045	6,265	0.6%	Reflects increase in Advertising moved from Allocated charges and slightly offset by reduction in Records based on revised ownership of boxes among divisions in S&CS
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	5,725,399	5,585,399	5,734,470	600,000	6,334,470	609,071	10.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	5,725,399	5,585,399	5,734,470	600,000	6,334,470	609,071	10.6%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ 5,725,399	\$ 5,585,399	\$ 5,734,470	\$ 600,000	\$ 6,334,470	\$ 609,071	10.6%	

Strategic Investment

HRCIF Enhancement

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Quality & Service Integration
Program	Halton Region Community Investment Fund
Cost Centre	524400

Complement Details

Position Title	N/A
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	600,000	600,000
Total Direct Costs	600,000	600,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	600,000	600,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 600,000	\$ 600,000

Business Case

Recommendation:

Approve the increase in funding of the Halton Region Community Investment Fund (HRCIF) of \$600,000, from the current approved budget of \$1.4 million to \$2.0 million.

Need:

The HRCIF provides funding to non-profit human service programs that support the health and well-being of Halton residents. In 2016, this included grants to support positive mental health, initiatives that provide access to housing or prevent eviction, programs that support the well-being of children and youth, increase access to food, and a number of small capital grants to meet the programmatic needs of community agencies. 2017 enhancements to the HRCIF will enable the fund to respond to emerging priorities arising through Community Safety and Wellbeing Planning in partnership with the Halton Regional Police Service. This will include initiatives that support populations at acutely elevated risk (e.g., mental health, substance misuse, homelessness) of involvement with police or other emergency and crisis-driven services and/or respond to neighbourhoods of greatest need.

The importance of the HRCIF was recognized in the 2013-2016 Action Plan. The fund has increased from \$0.7 million in 2013 to a recommended \$2.0 million in 2017.

Implications:

An increase of \$600,000 will enhance the capacity of the HRCIF to address increased demand, solidify funding for food security programs and address needs that emerge through community safety and well-being planning.

Alternatives:

Maintain the program at 2016 funding levels. This would limit flexibility to address new practices identified in the Community Safety and Wellbeing Plan.

Reference:

Report No. SS-11-16 (re: "Halton Region Community Investment Fund - 2016 Funding Recommendations"); Report No. SS-22-16 (re: "Halton Region Community Investment Fund - 2016 Category Three Funding Recommendations") and Report No. SS-11-14 (re: "Annual Proposal Call for Halton Region Community Investment Fund Multi-Year Grants").

Services for Seniors

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Services for Seniors											
Personnel Services	\$ 42,296,550	\$ 42,863,518	\$ 42,217,470	\$ 43,501,470	\$ 42,969,080	\$ -	\$ 42,969,080	\$ 751,610	1.8%	\$ 751,610	1.8%
Materials & Supplies	3,886,518	3,815,560	3,970,697	3,970,697	4,103,709	-	4,103,709	133,012	3.3%	133,012	3.3%
Purchased Services	5,230,080	5,633,471	6,025,255	5,992,370	6,112,258	-	6,112,258	87,003	1.4%	87,003	1.4%
Financial and Rent Expenses	110,098	131,182	111,847	111,847	111,847	-	111,847	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	51,523,247	52,443,731	52,325,269	53,576,384	53,296,894	-	53,296,894	971,625	1.9%	971,625	1.9%
Allocated Charges / Recoveries	4,367,927	4,525,550	4,595,076	4,295,076	4,685,118	-	4,685,118	90,042	2.0%	90,042	2.0%
Corporate Support	4,929,099	5,009,942	5,369,594	5,369,594	5,607,372	-	5,607,372	237,778	4.4%	237,778	4.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	60,820,273	61,979,224	62,289,939	63,241,054	63,589,384	-	63,589,384	1,299,445	2.1%	1,299,445	2.1%
Transfer to Reserves - Capital	2,211,323	2,221,323	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	50,000	2.1%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,211,323	2,221,323	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	50,000	2.1%
Total Gross Expenditures	63,031,596	64,200,547	64,621,262	65,572,377	65,970,707	-	65,970,707	1,349,445	2.1%	1,349,445	2.1%
Subsidy Revenue	(31,938,756)	(33,036,360)	(33,426,599)	(33,774,714)	(34,128,666)	-	(34,128,666)	(702,067)	2.1%	(702,067)	2.1%
Other Revenue	(13,186,918)	(13,477,012)	(13,612,063)	(13,838,063)	(13,763,526)	-	(13,763,526)	(151,463)	1.1%	(151,463)	1.1%
Total Revenue	(45,125,674)	(46,513,371)	(47,038,662)	(47,612,777)	(47,892,192)	-	(47,892,192)	(853,530)	1.8%	(853,530)	1.8%
Net Program Expenditures	\$ 17,905,922	\$ 17,687,175	\$ 17,582,600	\$ 17,959,600	\$ 18,078,515	\$ -	\$ 18,078,515	\$ 495,915	2.8%	\$ 495,915	2.8%

Services for Seniors	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	523.4		523.4	-	523.4	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Services for Seniors								
Personnel Services	\$ 42,217,470	\$ 43,501,470	\$ 42,969,080	\$ -	\$ 42,969,080	\$ 751,610	1.8%	Increase includes \$150,000 additional increase in Pay- in- Lieu of Benefits to address actual costs pressures.
Materials & Supplies	3,970,697	3,970,697	4,103,709	-	4,103,709	133,012	3.3%	Increase in food supplies due to inflationary increases in food costs and contract increases for medical and janitorial supplies
Purchased Services	6,025,255	5,992,370	6,112,258	-	6,112,258	87,003	1.4%	Increased cost of visits for Personal Support Workers (PSW) that work in the community care system fully offset by additional subsidy (\$88,000). Inflationary increases for existing laundry and janitorial services contracts
Financial and Rent Expenses	111,847	111,847	111,847	-	111,847	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	52,325,269	53,576,384	53,296,894	-	53,296,894	971,625	1.9%	
Allocated Charges/Recoveries	4,595,076	4,295,076	4,685,118	-	4,685,118	90,042	2.0%	Increased LTC Buildings Maintenance cost as a result of inflationary utility costs increase and inflationary increases for existing maintenance contracts
Corporate Support	5,369,594	5,369,594	5,607,372	-	5,607,372	237,778	4.4%	Reflects increases in HR and Payroll costs to support program
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	62,289,939	63,241,054	63,589,384	-	63,589,384	1,299,445	2.1%	
Transfer to Reserves - Capital	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	Increase in capital financing for LTC facilities equipment replacement based on a financing plan
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	2,331,323	2,331,323	2,381,323	-	2,381,323	50,000	2.1%	
Total Gross Expenditures	64,621,262	65,572,377	65,970,707	-	65,970,707	1,349,445	2.1%	
Subsidy Revenue	(33,426,599)	(33,774,714)	(34,128,666)	-	(34,128,666)	(702,067)	2.1%	Subsidy increases due to per diem inflationary increases (\$715,000), offset by a reduction resulting from recent Case Mix Index (CMI) results (\$101,000). Enhanced funding from the Province for PSW wage increase offset by increased cost of visits (\$88,000)
Other Revenue	(13,612,063)	(13,838,063)	(13,763,526)	-	(13,763,526)	(151,463)	1.1%	Increase in resident accommodation revenue as mandated by the province.
Total Revenue	(47,038,662)	(47,612,777)	(47,892,192)	-	(47,892,192)	(853,530)	1.8%	
Net Program Expenditures	\$ 17,582,600	\$ 17,959,600	\$ 18,078,515	\$ -	\$ 18,078,515	\$ 495,915	2.8%	

HALTON REGION

Budget and Business Plan **2017**

Legislative & Planning Services

Legislative & Planning Services Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Legislative & Planning Services Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 6,367,475	\$ 6,621,655	\$ 7,090,620	\$ 6,851,663	\$ 7,306,720	\$ 103,380	\$ 7,410,100	\$ 216,100	3.0%	\$ 319,480	4.5%
Materials & Supplies	1,883,577	820,197	183,290	203,835	242,140	25,420	267,560	58,850	32.1%	84,270	46.0%
Purchased Services	671,155	494,044	1,301,750	1,240,897	1,281,517	146,750	1,428,267	(20,233)	-1.6%	126,517	9.7%
Financial and Rent Expenses	126,580	145,971	92,800	95,956	92,800	-	92,800	-	0.0%	-	0.0%
Grants & Assistance	282,583	323,509	95,000	95,000	111,022	75,000	186,022	16,022	16.9%	91,022	95.8%
Total Direct Costs	9,331,370	8,405,376	8,763,460	8,487,351	9,034,199	350,550	9,384,749	270,739	3.1%	621,289	7.1%
Allocated Charges / Recoveries	353,785	587,137	528,883	528,883	259,526	-	259,526	(269,356)	-50.9%	(269,356)	-50.9%
Corporate Support	2,563,248	2,737,023	2,842,868	2,842,868	3,179,817	-	3,179,817	336,949	11.9%	336,949	11.9%
Transfers to Reserves-Operating	657,569	657,814	660,600	660,600	664,934	95,000	759,934	4,334	0.7%	99,334	15.0%
Transfer from Reserves - Operating	(2,000,400)	(1,036,814)	(200,000)	(200,000)	(50,000)	(170,000)	(220,000)	150,000	-75.0%	(20,000)	10.0%
Gross Operating Expenditures	10,905,571	11,350,537	12,595,811	12,319,702	13,088,476	275,550	13,364,026	492,666	3.9%	768,216	6.1%
Transfer to Reserves - Capital	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Total Gross Expenditures	11,990,028	12,394,160	14,397,911	14,121,802	15,917,576	275,550	16,193,126	1,519,666	10.6%	1,795,216	12.5%
Subsidy Revenue	(283,770)	(285,277)	(222,986)	(155,986)	(204,836)	-	(204,836)	18,150	-8.1%	18,150	-8.1%
Other Revenue	(1,044,792)	(1,186,080)	(1,174,452)	(1,169,754)	(1,139,849)	(95,000)	(1,234,849)	34,603	-2.9%	(60,397)	5.1%
Total Revenue	(1,328,563)	(1,471,358)	(1,397,438)	(1,325,740)	(1,344,685)	(95,000)	(1,439,685)	52,753	-3.8%	(42,247)	3.0%
Net Program Expenditures	\$ 10,661,465	\$ 10,922,803	\$ 13,000,473	\$ 12,796,062	\$ 14,572,891	\$ 180,550	\$ 14,753,441	\$ 1,572,419	12.1%	\$ 1,752,969	13.5%

Legislative & Planning Services Department	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	65.0		64.0	1.0	65.0	(1.0)	-1.5%



Planning Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Planning Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,118,840	\$ 5,343,622	\$ 5,820,860	\$ 5,584,731	\$ 5,941,120	\$ 103,380	\$ 6,044,500	\$ 120,260	2.1%	\$ 223,640	3.8%
Materials & Supplies	1,849,031	771,005	147,140	161,898	205,990	25,420	231,410	58,850	40.0%	84,270	57.3%
Purchased Services	342,569	278,720	813,900	829,047	793,667	146,750	940,417	(20,233)	-2.5%	126,517	15.5%
Financial and Rent Expenses	126,503	120,971	67,800	70,956	67,800	-	67,800	-	0.0%	-	0.0%
Grants & Assistance	92,583	167,259	57,000	57,000	73,022	75,000	148,022	16,022	28.1%	91,022	159.7%
Total Direct Costs	7,529,526	6,681,577	6,906,700	6,703,632	7,081,599	350,550	7,432,149	174,899	2.5%	525,449	7.6%
Allocated Charges / Recoveries	277,228	485,576	414,533	414,533	244,126	-	244,126	(170,406)	-41.1%	(170,406)	-41.1%
Corporate Support	2,086,010	2,200,461	2,287,743	2,287,743	2,403,562	-	2,403,562	115,819	5.1%	115,819	5.1%
Transfers to Reserves-Operating	657,569	657,814	660,600	660,600	664,934	95,000	759,934	4,334	0.7%	99,334	15.0%
Transfer from Reserves - Operating	(2,000,400)	(1,036,814)	(200,000)	(200,000)	(50,000)	(170,000)	(220,000)	150,000	-75.0%	(20,000)	10.0%
Gross Operating Expenditures	8,549,933	8,988,615	10,069,576	9,866,508	10,344,221	275,550	10,619,771	274,646	2.7%	550,196	5.5%
Transfer to Reserves - Capital	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	1,084,457	1,043,623	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	1,027,000	57.0%
Total Gross Expenditures	9,634,390	10,032,238	11,871,676	11,668,608	13,173,321	275,550	13,448,871	1,301,646	11.0%	1,577,196	13.3%
Subsidy Revenue	(105,344)	(57,604)	(60,986)	(60,986)	(61,536)	-	(61,536)	(550)	0.9%	(550)	0.9%
Other Revenue	(992,679)	(1,137,596)	(1,122,452)	(1,125,354)	(1,109,849)	(95,000)	(1,204,849)	12,603	-1.1%	(82,397)	7.3%
Total Revenue	(1,098,023)	(1,195,200)	(1,183,438)	(1,186,340)	(1,171,385)	(95,000)	(1,266,385)	12,053	-1.0%	(82,947)	7.0%
Net Program Expenditures	\$ 8,536,367	\$ 8,837,038	\$ 10,688,238	\$ 10,482,268	\$ 12,001,936	\$ 180,550	\$ 12,182,486	\$ 1,313,699	12.3%	\$ 1,494,249	14.0%

Planning Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	53.0		52.0	1.0	53.0	(1.0)	-1.9%



Budget Change Report

Planning Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 5,820,860	\$ 5,584,731	\$ 5,941,120	\$ 103,380	\$ 6,044,500	\$ 223,640	3.8%	Increase includes one Intermediate Planner - Intensification proposed as a Strategic Investment.
Materials & Supplies	147,140	161,898	205,990	25,420	231,410	84,270	57.3%	Increase due to additional funding for exhibition development of \$60,000 in support of the Museum Master Plan Implementation (LPS62-14), and Strategic Investments to implement the Biodiversity Strategy for the Halton Regional Forests and an Intermediate Planner - Intensification.
Purchased Services	813,900	829,047	793,667	146,750	940,417	126,517	15.5%	Increase for Strategic Investments to implement the Biodiversity Strategy for the Halton Regional Forests.
Financial and Rent Expenses	67,800	70,956	67,800	-	67,800	-	0.0%	
Grants & Assistance	57,000	57,000	73,022	75,000	148,022	91,022	159.7%	Increase due to Strategic Investment proposed for the Regional Program for Community Improvement Plans, and an increase for Cootes to Escarpment EcoPark System Five-Year Extension (LPS50-16)
Total Direct Costs	6,906,700	6,703,632	7,081,599	350,550	7,432,149	525,449	7.6%	
Allocated Charges/Recoveries	414,533	414,533	244,126	-	244,126	(170,407)	-41.1%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	2,287,743	2,287,743	2,403,562	-	2,403,562	115,819	5.1%	Reflects increase in Advertising moved from Allocated charges and increase for 3 FTEs (2016 SIF) resulting in increase in HR, Payroll, and PC charges
Transfer to Reserves - Operating	660,600	660,600	664,934	95,000	759,934	99,334	15.0%	Increase for a Strategic Investment proposed to the Biodiversity Strategy for the Halton Regional Forests.
Transfer from Reserves - Operating	(200,000)	(200,000)	(50,000)	(170,000)	(220,000)	(20,000)	10.0%	Increase for a Strategic Investment proposed to implement the Biodiversity Strategy for the Halton Regional Forests, partially offset by a reduction in costs required for Allendale Study.
Gross Operating Expenditures	10,069,576	9,866,508	10,344,221	275,550	10,619,771	550,195	5.5%	
Transfer to Reserves - Capital	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	Increase mainly to support the waterfront capital requirements for the Burlington Beach Master Plan, Burloak and Bronte Waterfronts.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	1,802,100	1,802,100	2,829,100	-	2,829,100	1,027,000	57.0%	
Total Gross Expenditures	11,871,676	11,668,608	13,173,321	275,550	13,448,871	1,577,195	13.3%	
Subsidy Revenue	(60,986)	(60,986)	(61,536)	-	(61,536)	(550)	0.9%	
Other Revenue	(1,122,452)	(1,125,354)	(1,109,849)	(95,000)	(1,204,849)	(82,397)	7.3%	Increase for a Strategic Investment proposed to implement the Biodiversity Strategy for the Halton Regional Forests based on increased revenue, and investment revenue from Cox Tract haul route and waterline due to 1.5% inflationary increase
Total Revenue	(1,183,438)	(1,186,340)	(1,171,385)	(95,000)	(1,266,385)	(82,947)	7.0%	
Net Program Expenditures	\$10,688,238	\$10,482,268	\$12,001,936	\$ 180,550	\$12,182,486	\$ 1,494,248	14.0%	



Strategic Investment

Regional Program for Community Improvement Plans

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Planning Policy
Cost Centre	210051

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	75,000	75,000
Total Direct Costs	75,000	75,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	75,000	75,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 75,000	\$ 75,000

Business Case

Recommendation:

Approve \$75,000 to be provided on an annual basis to fund the "Regional Program for Community Improvement Plan program" as described in Report No. LPS94-16 (re: "Regional Program for Community Improvement Plans"). The Region's Chief Planning Official would be responsible for administering the program and reporting to Council on an annual basis.

Need:

A Community Improvement Plan (CIP) is *Planning Act* tool that permits municipalities to designate Community Improvement Project Areas and establish financial incentive programs for the purpose of promoting rehabilitation and redevelopment in these Project Areas.

The Regional Official Plan (ROP) contains policies that permit the Region to use CIPs as a tool to implement the policies of the ROP. The "Regional Program for CIPs" has been developed as a framework for implementing this policy direction.

Through the Program the Region will provide grants to Local Municipalities in response to applications to their CIP programs provided that these applications meet the program guidelines and assist in implementing the following ROP policies:

- Promoting & Supporting Intensification and the Development of Intensification Areas;
- Promoting Employment Area Intensification of Brownfields and Greyfields;
- Promoting Residential Intensification of Brownfields and Greyfields;
- Encouraging and Creating Assisted, Affordable and Special Needs Housing,
- Supporting and Promoting Agriculture and;
- Protecting and Preserving Cultural Heritage Resources

Implications:

The Chief Planning Official has been authorized to administer the Regional Program for CIPs in accordance with Report LPS94-16 (re: "Regional Program for Community Improvement Plans").

Alternatives:

If the annual amount for the program is not approved, the CIP program will be unfunded and applications by the Local Municipality for funding will need to be brought to Council on a case by case basis for a determination of eligibility.

Reference:

Halton Region Strategic Action Plan 2015-2018, the 2009 Regional Official Plan (ROPA38); Report No. FN-20-16 (re: "2017 Budget Directions") and Report No. LPS94-16 (re: "Regional Program for Community Improvement Plans").

Strategic Investment

Forestry - Dufferin Aggregate - Biodiversity Strategy

Funding Source	Tax
-----------------------	-----

Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Forestry
Cost Centre	632700

Complement Details	
Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact		
Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	24,000	20,000
Purchased Services	146,000	81,900
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	170,000	101,900
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(170,000)	(101,900)
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve additional costs to implement the Biodiversity Strategy for the Halton Regional Forests which was endorsed by Regional Council through Staff Report No. LPS37-14 (re: "75th Anniversary of the Halton Regional Forests"). The additional costs will be fully funded from increased revenues resulting in no net regional impact.

Need:

Biodiversity is key to maintaining the function and integrity of the Regional Natural Heritage System (RNHS). By implementing the biodiversity strategy in the Regional forests, the Region can contribute to increasing the certainty that biological diversity and ecological functions will be preserved and enhanced for future generations. As set out in Report LPS37-14 (re: "75th Anniversary of the Halton Regional Forests"), implementation of the biodiversity strategy will allow Halton Region to be a leader in enhancing, maintaining, and promoting biodiversity in Ontario.

Additional costs are required to implement the Biodiversity Strategy to enhance monitoring, research and control activities associated with the biological and ecological environments within the Regional Forests. The funds are required to implement strategic control measures for priority invasive species, expand the scope of restoration/enhancement beyond tree and shrub planting, implement programs to monitor the biodiversity of the Regional Forest Tracts, promote Regional Forest Tracts as Living Laboratories and engage the public and increase awareness and educational activities. This Strategy will contribute to achieving the goals and objectives of the Halton Regional Forest Management Plan and the RNHS.

The additional costs required to implement the Biodiversity Strategy will be fully funded over the 10 year forecast period by the increased revenue collected from a renewed agreement with Dufferin Aggregates, for lease of their haul route which passes through the Regional Forest.

Implications:

The additional costs required to accommodate enhanced monitoring, controls and research activities as set out in the Biodiversity Strategy is estimated at a total of \$1 million over the next 10 years. The operating budget will include \$170,000 in 2017 of the total \$1 million 10 year forecast to provide lab testing services, invasive species control services, conduct research concerning wetlands/pools and consulting services to create a monitoring plan of the Strategy. These additional costs will be initially financed from the Regional Forests Reserve (502060) and will be fully replenished through increased revenues collected from Dufferin Aggregates, a Division of CRH Canada Group. It should be noted that the implementation of this component of the biodiversity strategy is subject to securing the additional revenue required from Dufferin Aggregates. If the Dufferin agreement is not renewed, these costs will not be incurred.

Alternatives:

N/A

Reference:

Staff Report LPS37-14 "75th Anniversary of the Halton Regional Forests", PPW59-05 "Halton Regional Forest Management Plan 2005 (FMP)".

Strategic Investment

Intermediate Planner - Intensification

Funding Source	Tax
-----------------------	-----

Program Details

Department	Legislative & Planning Services
Division	Planning Services
Program	Planning Policy
Cost Centre	210051

Complement Details

Position Title	Intermediate Planner - Intensification
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 103,380	\$ 103,380
Materials & Supplies	1,420	-
Purchased Services	750	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	105,550	103,380
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	105,550	103,380
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 105,550	\$ 103,380

Business Case

Recommendation:

Approve 1 permanent FTE for an Intermediate Planner to facilitate development/redevelopment of local intensification areas, urban growth centres, mobility hubs/major transit station areas, and intensification corridors in accordance with the Regional Official Plan (ROP). This position will support Senior Planner(s) in working directly with Local Municipalities, consultants and land owners to implement strategies that support intensification, mobility hub/transit station area development, employment area development, and growth management.

Need:

The ROP contains a growth management strategy that requires Local Municipalities to prepare detailed policies and develop tools to support development and redevelopment of existing and new intensification areas and corridors where a significant portion of the Places to Grow population and employment growth will occur. The ROP outlines many benefits of intensification. It provides an urban form and design that is complementary to existing developed areas, makes best use of infrastructure, supports economic revitalization and employment opportunities, fosters social interaction, reduces automobile travel, promotes active transportation, provides opportunities for mixed uses and affordable housing, and is environmentally more sustainable. As such, the ROP considers intensification and development of intensification areas to be the highest priority of urban development and recognizes the Region's role in working with Local Municipalities to achieve this objective.

To give effect to these policies a new permanent Intermediate Planner will be needed to support the development, implementation and monitoring of Region's strategic priorities and planning policy objectives related to intensification, redevelopment and growth management.

This position will also be an important resource to support the policy development, defense and implementation of the Region's Five-Year Official Plan review.

Implications:

Without an additional Intermediate Planner dedicated to intensification activities, delays in the delivery, co-ordination and direct interaction with Local Municipalities and land owners to implement Regional strategies in support of intensification, redevelopment, and growth management to support the implementation of the Official Plan will occur.

Alternatives:

Reassignment of an existing Intermediate Planner to this position would result in a staff gap in supporting Provincial Plan Policy Implementation, Official Plan Five-Year review, and approval of Local Official Plan conformity amendments.

Reference:

ROP (ROPA 38); Report No. LPS28-14 (re: "Official Plan Five-Year Commencement"); and Report No. CA-07-15 (re: "Halton Region 2015-2018 Strategic Action Plan")

Economic Development

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Economic Development	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 1,248,635	\$ 1,278,033	\$ 1,269,760	\$ 1,266,932	\$ 1,365,600	\$ -	\$ 1,365,600	\$ 95,840	7.5%	\$ 95,840	7.5%
Materials & Supplies	34,546	49,193	36,150	41,937	36,150	-	36,150	-	0.0%	-	0.0%
Purchased Services	328,586	215,323	487,850	411,850	487,850	-	487,850	-	0.0%	-	0.0%
Financial and Rent Expenses	77	25,000	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
Grants & Assistance	190,000	156,250	38,000	38,000	38,000	-	38,000	-	0.0%	-	0.0%
Total Direct Costs	1,801,844	1,723,799	1,856,760	1,783,719	1,952,600	-	1,952,600	95,840	5.2%	95,840	5.2%
Allocated Charges / Recoveries	76,557	101,560	114,350	114,350	15,400	-	15,400	(98,950)	-86.5%	(98,950)	-86.5%
Corporate Support	477,238	536,562	555,125	555,125	776,255	-	776,255	221,130	39.8%	221,130	39.8%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	2,355,638	2,361,922	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	218,020	8.6%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	2,355,638	2,361,922	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	218,020	8.6%
Subsidy Revenue	(178,426)	(227,673)	(162,000)	(95,000)	(143,300)	-	(143,300)	18,700	-11.5%	18,700	-11.5%
Other Revenue	(52,113)	(48,484)	(52,000)	(44,400)	(30,000)	-	(30,000)	22,000	-42.3%	22,000	-42.3%
Total Revenue	(230,540)	(276,157)	(214,000)	(139,400)	(173,300)	-	(173,300)	40,700	-19.0%	40,700	-19.0%
Net Program Expenditures	\$ 2,125,098	\$ 2,085,764	\$ 2,312,235	\$ 2,313,794	\$ 2,570,955	\$ -	\$ 2,570,955	\$ 258,720	11.2%	\$ 258,720	11.2%

Economic Development	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	12.0		12.0	-	12.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Economic Development								
Personnel Services	\$ 1,269,760	\$ 1,266,932	\$ 1,365,600	-	\$ 1,365,600	\$ 95,840	7.5%	Increase includes in-year changes for job reclassification.
Materials & Supplies	36,150	41,937	36,150	-	36,150	-	0.0%	
Purchased Services	487,850	411,850	487,850	-	487,850	-	0.0%	
Financial and Rent Expenses	25,000	25,000	25,000	-	25,000	-	0.0%	
Grants & Assistance	38,000	38,000	38,000	-	38,000	-	0.0%	
Total Direct Costs	1,856,760	1,783,719	1,952,600	-	1,952,600	95,840	5.2%	
Allocated Charges/Recoveries	114,350	114,350	15,400	-	15,400	(98,950)	-86.5%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	555,125	555,125	776,255	-	776,255	221,130	39.8%	Reflects increase in Advertising moved from Allocated charges and increase in PC charge for Tourism Specialist and Small Business based on program requirements
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	2,526,235	2,453,194	2,744,255	-	2,744,255	218,020	8.6%	
Subsidy Revenue	(162,000)	(95,000)	(143,300)	-	(143,300)	18,700	-11.5%	Decrease of \$67,000 in funding from Invest Canada - Community Initiatives (ICCI). The Region is no longer pursuing funding due to involvement with the new Toronto Global FDI Agency. Partially offset by an increase of (\$48,300) in provincial funding related to the Ontario Ministry of Economic Development, Employment, and Infrastructure for Small Business Centre, Starter Company Youth Entrepreneurship Program (expiring March 31, 2017), and Summer Company Youth Entrepreneurship Program.
Other Revenue	(52,000)	(44,400)	(30,000)	-	(30,000)	22,000	-42.3%	Decrease in program revenue for the Pumpkins to Pastries trail and a move away from hosting ticketed tourism consumer events
Total Revenue	(214,000)	(139,400)	(173,300)	-	(173,300)	40,700	-19.0%	
Net Program Expenditures	\$ 2,312,235	\$ 2,313,794	\$ 2,570,955	\$ -	\$ 2,570,955	\$ 258,720	11.2%	

HALTON REGION

Budget and Business Plan **2017**

Public Works – Tax

Public Works Department – Tax

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Public Works Department - Tax	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 7,022,860	\$ 4,406,888	\$ 5,146,240	\$ 5,061,240	\$ 5,183,350	\$ 10,010	\$ 5,193,360	\$ 37,110	0.7%	\$ 47,120	0.9%
Materials & Supplies	2,127,066	2,358,737	3,265,567	3,456,567	2,620,460	-	2,620,460	(645,107)	-19.8%	(645,107)	-19.8%
Purchased Services	43,624,758	44,402,015	48,870,122	46,451,175	53,910,941	49,990	53,960,931	5,040,819	10.3%	5,090,809	10.4%
Financial and Rent Expenses	111,270	46,472	175,000	150,000	150,000	-	150,000	(25,000)	-14.3%	(25,000)	-14.3%
Grants & Assistance	226,256	265,372	244,000	244,000	259,600	-	259,600	15,600	6.4%	15,600	6.4%
Total Direct Costs	53,112,210	51,479,484	57,700,930	55,362,983	62,124,351	60,000	62,184,351	4,423,421	7.7%	4,483,421	7.8%
Allocated Charges / Recoveries	(1,335,717)	2,283,433	2,484,828	2,492,828	1,846,208	-	1,846,208	(638,621)	-25.7%	(638,621)	-25.7%
Corporate Support	5,209,737	4,484,283	4,779,221	4,779,221	5,138,554	-	5,138,554	359,333	7.5%	359,333	7.5%
Transfers to Reserves-Operating	3,322,280	7,323,620	6,259,760	7,896,760	7,258,660	-	7,258,660	998,900	16.0%	998,900	16.0%
Transfer from Reserves - Operating	(952,000)	(5,867,915)	(7,256,787)	(6,303,840)	(10,830,217)	-	(10,830,217)	(3,573,430)	49.2%	(3,573,430)	49.2%
Gross Operating Expenditures	59,356,509	59,702,904	63,967,952	64,227,952	65,537,556	60,000	65,597,556	1,569,604	2.5%	1,629,604	2.5%
Transfer to Reserves - Capital	33,881,925	33,902,566	33,944,321	33,944,321	33,949,994	-	33,949,994	5,673	0.0%	5,673	0.0%
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	(393,319)	-	(393,319)	(36,010)	10.1%	(36,010)	10.1%
Debt Charges	859,408	858,652	860,560	860,560	859,576	-	859,576	(984)	-0.1%	(984)	-0.1%
Capital Expenditures	34,384,025	34,403,909	34,447,572	34,447,572	34,416,251	-	34,416,251	(31,321)	-0.1%	(31,321)	-0.1%
Total Gross Expenditures	93,740,534	94,106,813	98,415,524	98,675,524	99,953,807	60,000	100,013,807	1,538,282	1.6%	1,598,282	1.6%
Subsidy Revenue	(2,911,541)	(98,671)	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	-	0.0%
Other Revenue	(7,627,524)	(8,193,107)	(7,366,303)	(7,626,303)	(7,219,463)	-	(7,219,463)	146,840	-2.0%	146,840	-2.0%
Total Revenue	(10,539,065)	(8,291,778)	(7,466,303)	(7,726,303)	(7,319,463)	-	(7,319,463)	146,840	-2.0%	146,840	-2.0%
Net Program Expenditures	\$ 83,201,469	\$ 85,815,035	\$ 90,949,221	\$ 90,949,221	\$ 92,634,344	\$ 60,000	\$ 92,694,344	\$ 1,685,122	1.9%	\$ 1,745,122	1.9%

Public Works Department - Tax	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	52.6		52.6	-	52.6	-	0.0%



Road Operations

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Road Operations	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,423,304	\$ 803,527	\$ 1,397,680	\$ 1,337,680	\$ 1,429,830	\$ -	\$ 1,429,830	\$ 32,150	2.3%	\$ 32,150	2.3%
Materials & Supplies	1,197,277	1,355,144	1,333,007	1,533,007	1,513,350	-	1,513,350	180,343	13.5%	180,343	13.5%
Purchased Services	12,358,578	15,804,869	17,744,837	16,725,890	22,680,817	-	22,680,817	4,935,980	27.8%	4,935,980	27.8%
Financial and Rent Expenses	192	5,337	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	16,979,351	17,968,877	20,475,524	19,596,577	25,623,997	-	25,623,997	5,148,473	25.1%	5,148,473	25.1%
Allocated Charges / Recoveries	(2,467,368)	1,873,570	1,439,148	1,439,148	1,396,476	-	1,396,476	(42,672)	-3.0%	(42,672)	-3.0%
Corporate Support	1,745,157	897,890	977,802	977,802	1,082,357	-	1,082,357	104,555	10.7%	104,555	10.7%
Transfers to Reserves-Operating	2,239,645	4,273,014	5,763,400	5,763,400	6,762,300	-	6,762,300	998,900	17.3%	998,900	17.3%
Transfer from Reserves - Operating	(952,000)	(5,867,915)	(6,325,837)	(5,372,890)	(10,830,217)	-	(10,830,217)	(4,504,380)	71.2%	(4,504,380)	71.2%
Gross Operating Expenditures	17,544,785	19,145,436	22,330,037	22,404,037	24,034,913	-	24,034,913	1,704,876	7.6%	1,704,876	7.6%
Transfer to Reserves - Capital	27,115,625	27,116,266	27,118,121	27,118,121	27,118,794	-	27,118,794	673	0.0%	673	0.0%
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	-	0.0%
Debt Charges	859,408	858,652	860,560	860,560	859,576	-	859,576	(984)	-0.1%	(984)	-0.1%
Capital Expenditures	27,617,725	27,617,609	27,621,372	27,621,372	27,621,061	-	27,621,061	(311)	0.0%	(311)	0.0%
Total Gross Expenditures	45,162,509	46,763,045	49,951,409	50,025,409	51,655,974	-	51,655,974	1,704,564	3.4%	1,704,564	3.4%
Subsidy Revenue	(449,808)	(98,671)	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	-	0.0%
Other Revenue	(287,670)	(385,299)	(243,400)	(317,400)	(265,250)	-	(265,250)	(21,850)	9.0%	(21,850)	9.0%
Total Revenue	(737,478)	(483,970)	(343,400)	(417,400)	(365,250)	-	(365,250)	(21,850)	6.4%	(21,850)	6.4%
Net Program Expenditures	\$ 44,425,031	\$ 46,279,075	\$ 49,608,009	\$ 49,608,009	\$ 51,290,724	\$ -	\$ 51,290,724	\$ 1,682,714	3.4%	\$ 1,682,714	3.4%

Road Operations	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	14.0		14.0	-	14.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Road Operations								
Personnel Services	\$ 1,397,680	\$ 1,337,680	\$ 1,429,830	\$ -	\$ 1,429,830	\$ 32,150	2.3%	
Materials & Supplies	1,333,007	1,533,007	1,513,350	-	1,513,350	180,343	13.5%	Hydro increase for Transportation street lights and traffic signals, offset by LED light conversion savings of (\$42,000).
Purchased Services	17,744,837	16,725,890	22,680,817	-	22,680,817	4,935,980	27.8%	Increase in Regional and local maintenance costs of \$409,000 and \$4.5 million increase to support road resurfacing as planned in the 10-year forecast program.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	20,475,524	19,596,577	25,623,997	-	25,623,997	5,148,473	25.1%	
Allocated Charges/Recoveries	1,439,148	1,439,148	1,396,476	-	1,396,476	(42,672)	-3.0%	Reduction in risk management charge based on lower costs and IT charge based on lower anticipated demand offset slightly by higher fleet charges.
Corporate Support	977,802	977,802	1,082,357	-	1,082,357	104,555	10.7%	Reflects increase for 3 FTEs (2016 SIF) resulting in increase in PC charge and increase in gross costs driven by hydro and maintenance costs.
Transfer to Reserves - Operating	5,763,400	5,763,400	6,762,300	-	6,762,300	998,900	17.3%	Increased transfer to road resurfacing reserve to provide sustainable funding for the program.
Transfer from Reserves - Operating	(6,325,837)	(5,372,890)	(10,830,217)	-	(10,830,217)	(4,504,380)	71.2%	Increased reserve transfer to finance the 2017 road resurfacing program.
Gross Operating Expenditures	22,330,037	22,404,037	24,034,913	-	24,034,913	1,704,876	7.6%	
Transfer to Reserves - Capital	27,118,121	27,118,121	27,118,794	-	27,118,794	673	0.0%	
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	
Debt Charges	860,560	860,560	859,576	-	859,576	(984)	-0.1%	
Capital Expenditures	27,621,372	27,621,372	27,621,061	-	27,621,061	(311)	0.0%	
Total Gross Expenditures	49,951,409	50,025,409	51,655,974	-	51,655,974	1,704,564	3.4%	
Subsidy Revenue	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	
Other Revenue	(243,400)	(317,400)	(265,250)	-	(265,250)	(21,850)	9.0%	Increased recoveries from external parties for Regional property damages and increased permit revenue based on actual trend.
Total Revenue	(343,400)	(417,400)	(365,250)	-	(365,250)	(21,850)	6.4%	
Net Program Expenditures	\$ 49,608,009	\$ 49,608,009	\$ 51,290,724	\$ -	\$ 51,290,724	\$ 1,682,714	3.4%	

Waste Management

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Waste Management	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,599,556	\$ 3,603,361	\$ 3,748,560	\$ 3,723,560	\$ 3,753,520	\$ 10,010	\$ 3,763,530	\$ 4,960	0.1%	\$ 14,970	0.4%
Materials & Supplies	929,789	1,003,593	1,932,560	1,923,560	1,107,110	-	1,107,110	(825,450)	-42.7%	(825,450)	-42.7%
Purchased Services	31,266,179	28,597,146	31,125,285	29,725,285	31,230,124	49,990	31,280,114	104,839	0.3%	154,829	0.5%
Financial and Rent Expenses	111,079	41,135	175,000	150,000	150,000	-	150,000	(25,000)	-14.3%	(25,000)	-14.3%
Grants & Assistance	226,256	265,372	244,000	244,000	259,600	-	259,600	15,600	6.4%	15,600	6.4%
Total Direct Costs	36,132,859	33,510,607	37,225,405	35,766,405	36,500,354	60,000	36,560,354	(725,051)	-1.9%	(665,051)	-1.8%
Allocated Charges / Recoveries	1,131,651	409,862	1,045,681	1,053,681	449,732	-	449,732	(595,948)	-57.0%	(595,948)	-57.0%
Corporate Support	3,464,580	3,586,393	3,801,419	3,801,419	4,056,197	-	4,056,197	254,778	6.7%	254,778	6.7%
Transfers to Reserves-Operating	1,082,635	3,050,605	496,360	2,133,360	496,360	-	496,360	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	(930,950)	(930,950)	-	-	-	930,950	-100.0%	930,950	-100.0%
Gross Operating Expenditures	41,811,725	40,557,468	41,637,914	41,823,914	41,502,643	60,000	41,562,643	(135,271)	-0.3%	(75,271)	-0.2%
Transfer to Reserves - Capital	6,766,300	6,786,300	6,826,200	6,826,200	6,831,200	-	6,831,200	5,000	0.1%	5,000	0.1%
Transfer from Reserves - Capital	-	-	-	-	(36,010)	-	(36,010)	(36,010)		(36,010)	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	6,766,300	6,786,300	6,826,200	6,826,200	6,795,190	-	6,795,190	(31,010)	-0.5%	(31,010)	-0.5%
Total Gross Expenditures	48,578,025	47,343,768	48,464,114	48,650,114	48,297,833	60,000	48,357,833	(166,281)	-0.3%	(106,281)	-0.2%
Subsidy Revenue	(2,461,733)	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(7,339,854)	(7,807,808)	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	168,690	-2.4%
Total Revenue	(9,801,587)	(7,807,808)	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	168,690	-2.4%
Net Program Expenditures	\$ 38,776,438	\$ 39,535,960	\$ 41,341,211	\$ 41,341,211	\$ 41,343,620	\$ 60,000	\$ 41,403,620	\$ 2,409	0.0%	\$ 62,409	0.2%

Waste Management	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	38.6		38.6	-	38.6	-	0.0%



Budget Change Report

Waste Management	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 3,748,560	\$ 3,723,560	\$ 3,753,520	\$ 10,010	\$ 3,763,530	\$ 14,970	0.4%	The base budget increase mostly offset by the removal of 2016 one-time funding for the Landfill Sunday opening pilot project.
Materials & Supplies	1,932,560	1,923,560	1,107,110	-	1,107,110	(825,450)	-42.7%	Removal of one-time funding to purchase wheeled carts for implementation of waste collection service for Commercial and Business improvement Areas (PW 18-15) (\$800,000) and favourable pricing for blue box and green cart purchases (\$20,100).
Purchased Services	31,125,285	29,725,285	31,230,124	49,990	31,280,114	154,829	0.5%	
Financial and Rent Expenses	175,000	150,000	150,000	-	150,000	(25,000)	-14.3%	Reduction in leased equipment costs due to lower anticipated need.
Grants & Assistance	244,000	244,000	259,600	-	259,600	15,600	6.4%	Increase in the Waste Diversion Fund for Non-Profit Organizations (PW-26-15) based on increase in tipping fee.
Total Direct Costs	37,225,405	35,766,405	36,500,354	60,000	36,560,354	(665,051)	-1.8%	
Allocated Charges/Recoveries	1,045,681	1,053,681	449,732	-	449,732	(595,948)	-57.0%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support
Corporate Support	3,801,419	3,801,419	4,056,197	-	4,056,197	254,778	6.7%	Reflects increase in Advertising moved from Allocated charges
Transfer to Reserves - Operating	496,360	2,133,360	496,360	-	496,360	-	0.0%	
Transfer from Reserves - Operating	(930,950)	(930,950)	-	-	-	930,950	-100.0%	Removal of Tax Stabilization Reserve transfer to fund one-time purchase of wheeled carts (PW 18-15) (\$800,000) and Landfill Sunday opening pilot project (\$130,950).
Gross Operating Expenditures	41,637,914	41,823,914	41,502,643	60,000	41,562,643	(75,271)	-0.2%	
Transfer to Reserves - Capital	6,826,200	6,826,200	6,831,200	-	6,831,200	5,000	0.1%	Increase to support the purchase of new and replacement vehicles.
Transfer from Reserves - Capital	-	-	(36,010)	-	(36,010)	(36,010)	0.0%	Increase for new Waste Mgmt. DC revenues for Waste Diversion Contract Vehicles
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	6,826,200	6,826,200	6,795,190	-	6,795,190	(31,010)	-0.5%	
Total Gross Expenditures	48,464,114	48,650,114	48,297,833	60,000	48,357,833	(106,281)	-0.2%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	Decrease in WDO blue box revenue of \$148,500 due to reduction in net Regional costs based on lower blue box tonnages and lower promotion/education costs. \$114,000 decrease Waste Electrical and Electrical Equipment (WEEE) revenue due to lower per tonne rate and decreased recoveries from the school board due to lower waste collection costs. The decreased revenues are offset by increased container station revenues due to increased tonnages.
Total Revenue	(7,122,903)	(7,308,903)	(6,954,213)	-	(6,954,213)	168,690	-2.4%	
Net Program Expenditures	\$ 41,341,211	\$ 41,341,211	\$ 41,343,620	\$ 60,000	\$ 41,403,620	\$ 62,409	0.2%	

Strategic Investment

Landfill Sunday Opening

Funding Source

Tax

Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Landfill Sunday Opening
Cost Centre	257315

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 10,010	\$ 10,010
Materials & Supplies	-	-
Purchased Services	49,990	49,990
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	60,000	60,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	60,000	60,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 60,000	\$ 60,000

Business Case

Recommendation:

Approve the Halton Waste Management Site (HWMS) to be open on Sundays from 8:00 a.m. to 12:00 p.m. in the months of May and June effective as of May 2017 as set out in Report No. PW-40-16 (re: "Feasibility Study for the Halton Waste Management Site Sunday Opening Pilot Project").

Need:

The HWMS was open as a pilot project between the hours of 8:00 a.m. to 12:00 p.m. for 13 consecutive Sundays from April 17, 2016 through to July 10, 2016. On average 300 customers shifted from visiting the HWMS on Saturday to Sunday weekly.

Opening the HWMS permanently on Sunday from 8:00 a.m. to 12 p.m. during the months of May and June will provide an increased level of service by allowing a greater time period for residents to dispose of their waste materials throughout the week allowing for more convenient operating hours, distributing traffic more evenly and decreasing the wait times on Saturdays and Monday mornings.

Sunday opening will provide an increase in customer service.

Implications:

The Region will need to hire casual/temporary workers, and will require a greater demand on overtime for existing staff, resulting in an additional increase in HWMS operational costs of \$60,000.

For the HWMS to be open on Sundays, it will be subject to approval from the Ministry of the Environment and Climate Change to amend the operating hours for the HWMS.

Alternatives:

Option 1: Open Sunday mornings from April to September - this is not recommended as it would significantly impact existing resources. Additional staff and resources would be required resulting in increased budgetary costs. Option 2: Open Sunday mornings the entire year - this is not recommended as the 6 months outside of April to September are the slowest months at the HWMS and would result in a significant impact to existing resources, require additional staff and affect any existing or future contracts.

Reference:

Report No. PW-40-16 (re: "Feasibility Study for the Halton Waste Management Site Sunday Opening Pilot Project").

HALTON REGION

Budget and Business Plan **2017**

Corporate Administration

Corporate Administration

Consolidated Summary

Net Dollars	2014		2015		2016		2017			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved			
Corporate Administration												
Personnel Services	\$ 31,721,409	\$ 34,309,235	\$ 37,891,050	\$ 37,094,833	\$ 38,728,260	\$ 408,770	\$ 39,137,030	\$ 837,210	2.2%	\$ 1,245,980	3.3%	
Materials & Supplies	5,682,615	6,056,869	6,367,308	6,341,217	6,625,363	283,834	6,909,197	258,055	4.1%	541,889	8.5%	
Purchased Services	12,499,984	12,112,253	14,417,140	13,707,759	14,532,511	35,000	14,567,511	115,371	0.8%	150,371	1.0%	
Financial and Rent Expenses	2,385,477	2,437,311	3,003,991	2,959,991	2,988,991	-	2,988,991	(15,000)	-0.5%	(15,000)	-0.5%	
Grants & Assistance	62,966	67,690	70,300	70,300	70,300	-	70,300	-	0.0%	-	0.0%	
Total Direct Costs	52,352,451	54,983,359	61,749,789	60,174,100	62,945,425	727,604	63,673,029	1,195,636	1.9%	1,923,240	3.1%	
Allocated Charges / Recoveries	(17,287,788)	(16,777,794)	(18,552,496)	(18,493,496)	(17,669,886)	-	(17,669,886)	882,610	-4.8%	882,610	-4.8%	
Corporate Support	(41,007,477)	(43,436,277)	(45,295,866)	(45,295,866)	(47,665,763)	(427,604)	(48,093,367)	(2,369,897)	5.2%	(2,797,501)	6.2%	
Transfers to Reserves-Operating	1,058,233	1,011,097	53,400	53,400	40,200	-	40,200	(13,200)	-24.7%	(13,200)	-24.7%	
Transfer from Reserves - Operating	(1,078,184)	(1,036,195)	(889,400)	(889,400)	(902,600)	(300,000)	(1,202,600)	(13,200)	1.5%	(313,200)	35.2%	
Gross Operating Expenditures	(5,962,764)	(5,255,810)	(2,934,573)	(4,451,262)	(3,252,624)	-	(3,252,624)	(318,052)	10.8%	(318,052)	10.8%	
Transfer to Reserves - Capital	7,232,681	6,359,978	6,490,688	6,490,688	6,772,706	-	6,772,706	282,018	4.3%	282,018	4.3%	
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Capital Expenditures	7,232,681	6,359,978	6,490,688	6,490,688	6,772,706	-	6,772,706	282,018	4.3%	282,018	4.3%	
Total Gross Expenditures	1,269,916	1,104,168	3,556,115	2,039,426	3,520,082	-	3,520,082	(36,034)	-1.0%	(36,034)	-1.0%	
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Other Revenue	(2,494,232)	(3,362,124)	(3,556,115)	(3,597,015)	(3,520,082)	-	(3,520,082)	36,033	-1.0%	36,033	-1.0%	
Total Revenue	(2,494,232)	(3,362,124)	(3,556,115)	(3,597,015)	(3,520,082)	-	(3,520,082)	36,033	-1.0%	36,033	-1.0%	
Net Program Expenditures	\$ (1,224,315)	\$ (2,257,956)	\$ -	\$ (1,557,589)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	

Corporate Administration	2016		2017			Change	
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Staff Complement (F.T.E.)							
Total	349.8		350.8	2.0	352.8	1.0	0.3%
						3.0	0.9%



Finance Department

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
Finance Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 13,644,982	\$ 14,149,673	\$ 14,835,740	\$ 14,639,240	\$ 15,223,300	\$ -	\$ 15,223,300	\$ 387,560	2.6%	\$ 387,560	2.6%
Materials & Supplies	1,520,686	1,670,359	1,733,641	1,709,641	1,799,222	265,000	2,064,222	65,581	3.8%	330,581	19.1%
Purchased Services	3,814,433	4,181,805	4,913,250	4,731,250	5,042,704	35,000	5,077,704	129,454	2.6%	164,454	3.3%
Financial and Rent Expenses	318,868	316,270	375,500	331,500	360,500	-	360,500	(15,000)	-4.0%	(15,000)	-4.0%
Grants & Assistance	221	195	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	19,299,189	20,318,302	21,858,131	21,411,631	22,425,726	300,000	22,725,726	567,595	2.6%	867,595	4.0%
Allocated Charges / Recoveries	(4,951,076)	(5,414,425)	(5,821,490)	(5,762,490)	(5,811,757)	-	(5,811,757)	9,733	-0.2%	9,733	-0.2%
Corporate Support	(16,517,591)	(17,078,048)	(17,851,516)	(17,851,516)	(18,592,962)	-	(18,592,962)	(741,446)	4.2%	(741,446)	4.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,940)	(8,300)	-	-	-	(300,000)	(300,000)	-	0.0%	(300,000)	
Gross Operating Expenditures	(2,178,417)	(2,182,471)	(1,814,875)	(2,202,375)	(1,978,993)	-	(1,978,993)	(164,118)	9.0%	(164,118)	9.0%
Transfer to Reserves - Capital	2,927,207	2,673,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,927,207	2,673,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%
Total Gross Expenditures	748,790	491,244	920,450	532,950	949,750	-	949,750	29,300	3.2%	29,300	3.2%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,009,393)	(892,793)	(920,450)	(930,950)	(949,750)	-	(949,750)	(29,300)	3.2%	(29,300)	3.2%
Total Revenue	(1,009,393)	(892,793)	(920,450)	(930,950)	(949,750)	-	(949,750)	(29,300)	3.2%	(29,300)	3.2%
Net Program Expenditures	\$ (260,603)	\$ (401,549)	\$ -	\$ (398,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Finance Department	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	140.4		141.0	-	141.0	0.6	0.4%
						0.6	0.4%



Financial Planning & Budgets

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Financial Planning & Budgets	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 4,006,210	\$ 4,104,363	\$ 4,421,444	\$ 4,313,991	\$ 4,535,205	\$ -	\$ 4,535,205	\$ 113,761	2.6%	\$ 113,761	2.6%
Materials & Supplies	30,604	25,555	45,282	45,284	45,276	-	45,276	(6)	0.0%	(6)	0.0%
Purchased Services	369,267	269,316	268,403	290,499	273,588	-	273,588	5,185	1.9%	5,185	1.9%
Financial and Rent Expenses	161,699	185,530	207,000	163,000	207,000	-	207,000	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	4,567,780	4,584,764	4,942,129	4,812,773	5,061,069	-	5,061,069	118,940	2.4%	118,940	2.4%
Allocated Charges / Recoveries	(2,966,759)	(3,082,485)	(3,177,612)	(3,118,614)	(3,300,680)	-	(3,300,680)	(123,068)	3.9%	(123,068)	3.9%
Corporate Support	(1,137,917)	(1,164,172)	(1,187,417)	(1,186,060)	(1,180,289)	-	(1,180,289)	7,129	-0.6%	7,129	-0.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,940)	(8,300)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	454,164	329,807	577,100	508,100	580,100	-	580,100	3,000	0.5%	3,000	0.5%
Transfer to Reserves - Capital	40,000	40,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	40,000	40,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	494,164	369,807	577,100	508,100	580,100	-	580,100	3,000	0.5%	3,000	0.5%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(551,807)	(302,910)	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%	(3,000)	0.5%
Total Revenue	(551,807)	(302,910)	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%	(3,000)	0.5%
Net Program Expenditures	\$ (57,642)	\$ 66,897	\$ -	\$ (59,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Financial Planning & Budgets	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	39.0		39.0	-	39.0	-	0.0%



Budget Change Report

Financial Planning & Budgets	2016		2017			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved			
Personnel Services	4,421,444	\$ 4,313,991	\$ 4,535,205	\$ -	\$ 4,535,205	\$ 113,761	2.6%	Increase in credit rating services based on actual trend	
Materials & Supplies	45,282	45,284	45,276	-	45,276	(6)	0.0%		
Purchased Services	268,403	290,499	273,588	-	273,588	5,185	1.9%		
Financial and Rent Expenses	207,000	163,000	207,000	-	207,000	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	0.0%		
Total Direct Costs	4,942,129	4,812,773	5,061,069	-	5,061,069	118,940	2.4%		
Allocated Charges/Recoveries	(3,177,612)	(3,118,614)	(3,300,680)	-	(3,300,680)	(123,068)	3.9%		Increase in program support costs to reflect actual demand
Corporate Support	(1,187,417)	(1,186,060)	(1,180,289)	-	(1,180,289)	7,129	-0.6%		
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	577,100	508,100	580,100	-	580,100	3,000	0.5%		
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	0.0%		
Total Gross Expenditures	577,100	508,100	580,100	-	580,100	3,000	0.5%		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%		
Total Revenue	(577,100)	(567,100)	(580,100)	-	(580,100)	(3,000)	0.5%		
Net Program Expenditures	\$ -	\$ (59,000)	\$ -	\$ -	\$ -	\$ -	0.0%		

Financial, Purchasing & Payroll Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Financial, Purchasing & Payroll Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 4,420,485	\$ 4,692,897	\$ 4,786,534	\$ 4,876,596	\$ 4,920,110	\$ -	\$ 4,920,110	\$ 133,575	2.8%	\$ 133,575	2.8%
Materials & Supplies	25,517	25,707	33,331	33,333	33,327	-	33,327	(4)	0.0%	(4)	0.0%
Purchased Services	437,259	493,701	507,215	507,271	514,748	-	514,748	7,534	1.5%	7,534	1.5%
Financial and Rent Expenses	-	23	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	221	195	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	4,883,482	5,212,522	5,327,080	5,417,200	5,468,185	-	5,468,185	141,105	2.6%	141,105	2.6%
Allocated Charges / Recoveries	(300,897)	(461,968)	(519,154)	(519,154)	(523,478)	-	(523,478)	(4,324)	0.8%	(4,324)	0.8%
Corporate Support	(4,289,260)	(4,391,846)	(4,703,376)	(4,707,996)	(4,813,857)	-	(4,813,857)	(110,481)	2.3%	(110,481)	2.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	293,326	358,708	104,550	190,050	130,850	-	130,850	26,300	25.2%	26,300	25.2%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	293,326	358,708	104,550	190,050	130,850	-	130,850	26,300	25.2%	26,300	25.2%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(243,461)	(218,962)	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	(26,300)	25.2%
Total Revenue	(243,461)	(218,962)	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	(26,300)	25.2%
Net Program Expenditures	\$ 49,864	\$ 139,746	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Financial, Purchasing & Payroll Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.0		49.0	-	49.0	-	0.0%



Budget Change Report

Financial Reporting, Purchasing & Payroll Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 4,786,534	\$ 4,876,596	\$ 4,920,110	\$ -	\$ 4,920,110	\$ 133,575	2.8%	
Materials & Supplies	33,331	33,333	33,327	-	33,327	(4)	0.0%	
Purchased Services	507,215	507,271	514,748	-	514,748	7,534	1.5%	Inflationary increase in contracted services for audit and payroll
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,327,080	5,417,200	5,468,185	-	5,468,185	141,105	2.6%	
Allocated Charges/Recoveries	(519,154)	(519,154)	(523,478)	-	(523,478)	(4,324)	0.8%	Increase in program support costs to reflect actual demand offset by decrease in Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(4,703,376)	(4,707,996)	(4,813,857)	-	(4,813,857)	(110,481)	2.3%	Reflects an increase in recoveries based on 1 FTE increase (2016 Budget Change)
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	104,550	190,050	130,850	-	130,850	26,300	25.2%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	104,550	190,050	130,850	-	130,850	26,300	25.2%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	Increase in GST refunds based on actual trend and an increase in fees realized from increased Bid documents download, partially offset by a decrease in Discount Earned on payables as fewer vendor discounts are realized.
Total Revenue	(104,550)	(125,050)	(130,850)	-	(130,850)	(26,300)	25.2%	
Net Program Expenditures	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	0.0%	

Information Technology

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Information Technology	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,218,287	\$ 5,352,413	\$ 5,627,762	\$ 5,448,653	\$ 5,767,985	\$ -	\$ 5,767,985	\$ 140,224	2.5%	\$ 140,224	2.5%
Materials & Supplies	1,464,564	1,619,097	1,655,028	1,631,024	1,720,619	265,000	1,985,619	65,591	4.0%	330,591	20.0%
Purchased Services	3,007,906	3,418,789	4,137,632	3,933,480	4,254,368	35,000	4,289,368	116,736	2.8%	151,736	3.7%
Financial and Rent Expenses	157,169	130,717	168,500	168,500	153,500	-	153,500	(15,000)	-8.9%	(15,000)	-8.9%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	9,847,927	10,521,017	11,588,922	11,181,657	11,896,472	300,000	12,196,472	307,550	2.7%	607,550	5.2%
Allocated Charges / Recoveries	(1,683,420)	(1,869,972)	(2,124,724)	(2,124,722)	(1,987,599)	-	(1,987,599)	137,125	-6.5%	137,125	-6.5%
Corporate Support	(11,090,414)	(11,522,030)	(11,960,723)	(11,957,460)	(12,598,816)	-	(12,598,816)	(638,094)	5.3%	(638,094)	5.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	(300,000)	(300,000)	-	0.0%	(300,000)	0.0%
Gross Operating Expenditures	(2,925,907)	(2,870,985)	(2,496,525)	(2,900,525)	(2,689,943)	-	(2,689,943)	(193,418)	7.7%	(193,418)	7.7%
Transfer to Reserves - Capital	2,887,207	2,633,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,887,207	2,633,715	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	193,418	7.1%
Total Gross Expenditures	(38,700)	(237,270)	238,800	(165,200)	238,800	-	238,800	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(214,125)	(370,921)	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	-	0.0%
Total Revenue	(214,125)	(370,921)	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	-	0.0%
Net Program Expenditures	\$ (252,825)	\$ (608,191)	\$ -	\$ (404,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Information Technology	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.4	50.0	50.0	-	50.0	0.6	1.2%



Budget Change Report

Information Technology	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 5,627,762	\$ 5,448,653	\$ 5,767,985	\$ -	\$ 5,767,985	\$ 140,224	2.5%	
Materials & Supplies	1,655,028	1,631,024	1,720,619	265,000	1,985,619	330,591	20.0%	Increase due to IT Mobile Strategy proposed in Strategic Investment, and an increase in SCADA lines and Bell telephone and data line maintenance costs, partially offset by reduction for new methodology for new laptops and desktops (moved to the direct charge model)
Purchased Services	4,137,632	3,933,480	4,254,368	35,000	4,289,368	151,736	3.7%	Increase of \$219,000 for equipment and software maintenance, Learning Management System, and computing services, and an increase of \$35,000 for IT Mobile Strategy proposed in Strategic Investment, partially offset by savings of (\$102,000) in the Geospatial Mapping Data program
Financial and Rent Expenses	168,500	168,500	153,500	-	153,500	(15,000)	-8.9%	Reduction in equipment rental/leases as a result of a new contract.
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	11,588,922	11,181,657	11,896,472	300,000	12,196,472	607,550	5.2%	
Allocated Charges/Recoveries	(2,124,724)	(2,124,723)	(1,987,599)	-	(1,987,599)	137,125	-6.5%	Decrease due to Photocopy charges moved from Allocated charges to Corporate Support .
Corporate Support	(11,960,723)	(11,957,460)	(12,598,816)	-	(12,598,816)	(638,093)	5.3%	Reflects an increase in recovery based on program support costs for telephone, datalines, software/hardware maintenance and photocopy costs moved from allocated costs.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	(300,000)	(300,000)	(300,000)	100.0%	One-time increase for IT Mobile Strategy proposed in Strategic Investment
Gross Operating Expenditures	(2,496,525)	(2,900,525)	(2,689,943)	-	(2,689,943)	(193,418)	7.7%	
Transfer to Reserves - Capital	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	Increase to support corporate and program specific technology capital requirements.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	2,735,325	2,735,325	2,928,743	-	2,928,743	193,418	7.1%	
Total Gross Expenditures	238,800	(165,200)	238,800	-	238,800	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	
Total Revenue	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	
Net Program Expenditures	\$ -	\$ (404,000)	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

IT Mobile Strategy

Funding Source

Tax

Program Details

Department	Finance
Division	Information Technology
Program	Operations
Cost Centre	

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	265,000	182,000
Purchased Services	35,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	300,000	182,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(300,000)	-
Gross Operating Expenditures	-	182,000
Transfer to Reserves - Capital	-	60,000
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	60,000
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ 242,000

Business Case

Recommendation:

Approve the continued phased implementation of Halton Region's IT Mobile Strategy to improve delivery of services.

Need:

The consumerization of mobile devices such as smartphones and tablets has accelerated availability, choice and expectations of the government's ability to provide services to citizens and staff through these devices. Worldwide, more new mobile devices are purchased than desktops and notebooks and this trend is expected to continue.

The promise of enhanced productivity and efficiency through decreased travel time, approval times, accuracy and time to service fulfillment by providing the right information at the right time at the right location with mobile devices is what is driving the demand for more devices and applications in the field and in the office.

Connecting people and services is one of Halton Region's strategic priorities. More people are accessing Halton Region's services through mobile devices than the traditional desktop computers. The IT Mobile Strategy contributes to connecting people and services.

As part of the implementation of the Region's Information Technology Mobile Strategy, staff will investigate and implement mobile technology options at an estimated cost of \$300,000 to best facilitate the program requirements and delivery (such as service delivery by community-based staff in the Health department and LTC). In 2018, there will be an operating impact as the additional mobile devices will require air time cards and support related costs.

Implications:

Without a comprehensive IT Mobile Strategy, staff will continue to be at a disadvantage operating with manual and inefficient systems which increases the risks of inaccurate data, resident risks and loss of productivity. There is a higher risk of compliance issues related to communications and incomplete or inaccurate data.

Alternatives:

Another option is to delay/slowdown the implementation of the IT Mobile Strategy.

Reference:

Halton Region Strategic Action Plan 2015-2018 Shaping Halton's Future "Connecting People and Services"; Report No. 15-15 (re: "Paramedic Services 10 year-Master Plan"); Report No. MO-10-12 (re: Greater Toronto Area Dispatch Services Review") and Halton Region's Information Technology Business Plan.



CAO's Office

Departmental Summary

Net Dollars	2014		2015		2016		2017			Change	
CAO's Office	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 7,470,589	\$ 8,320,618	\$ 10,702,920	\$ 10,182,920	\$ 10,947,140	\$ 200,000	\$ 11,147,140	\$ 244,220	2.3%	\$ 444,220	4.2%
Materials & Supplies	289,341	310,505	414,340	404,340	414,340	-	414,340	-	0.0%	-	0.0%
Purchased Services	2,482,146	2,082,387	3,077,175	2,607,175	3,115,630	-	3,115,630	38,455	1.2%	38,455	1.2%
Financial and Rent Expenses	-	88	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	62,746	67,495	67,300	67,300	67,300	-	67,300	-	0.0%	-	0.0%
Total Direct Costs	10,304,822	10,781,093	14,261,735	13,261,735	14,544,410	200,000	14,744,410	282,675	2.0%	482,675	3.4%
Allocated Charges / Recoveries	(890,741)	(665,114)	(1,231,864)	(1,231,864)	(146,904)	-	(146,904)	1,084,960	-88.1%	1,084,960	-88.1%
Corporate Support	(9,654,101)	(11,371,473)	(12,122,302)	(12,122,302)	(13,476,737)	(200,000)	(13,676,737)	(1,354,435)	11.2%	(1,554,435)	12.8%
Transfers to Reserves-Operating	191,783	89,391	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(891,130)	(900,045)	(889,400)	(889,400)	(902,600)	-	(902,600)	(13,200)	1.5%	(13,200)	1.5%
Gross Operating Expenditures	(939,367)	(2,066,148)	18,169	(981,831)	18,169	-	18,169	-	0.0%	-	0.0%
Transfer to Reserves - Capital	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(935,367)	(1,962,148)	18,169	(981,831)	18,169	-	18,169	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(3,622)	(11,370)	(18,169)	(106,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Total Revenue	(3,622)	(11,370)	(18,169)	(106,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Net Program Expenditures	\$ (938,989)	\$ (1,973,518)	\$ -	\$ (1,088,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

CAO's Office	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	97.4		97.8	-	97.8	0.4	0.4%



Policy Integration & Communications

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Policy Integration & Communications	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 3,726,242	\$ 4,039,351	\$ 4,771,774	\$ 4,615,110	\$ 4,991,982	\$ -	\$ 4,991,982	\$ 220,208	4.6%	\$ 220,208	4.6%
Materials & Supplies	217,181	210,530	276,570	276,863	276,570	-	276,570	-	0.0%	-	0.0%
Purchased Services	1,400,963	898,140	1,596,039	1,218,543	1,278,624	-	1,278,624	(317,416)	-19.9%	(317,416)	-19.9%
Financial and Rent Expenses	-	88	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	51,500	51,500	51,500	51,500	51,500	-	51,500	-	0.0%	-	0.0%
Total Direct Costs	5,395,885	5,199,610	6,695,884	6,162,016	6,598,676	-	6,598,676	(97,208)	-1.5%	(97,208)	-1.5%
Allocated Charges / Recoveries	(825,568)	(590,130)	(1,253,279)	(1,253,279)	(184,940)	-	(184,940)	1,068,339	-85.2%	1,068,339	-85.2%
Corporate Support	(4,477,274)	(5,001,695)	(5,424,436)	(5,177,787)	(6,395,567)	-	(6,395,567)	(971,132)	17.9%	(971,132)	17.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	93,044	(392,216)	18,169	(269,051)	18,169	-	18,169	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	93,044	(392,216)	18,169	(269,051)	18,169	-	18,169	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,964)	(9,991)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Total Revenue	(1,964)	(9,991)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Net Program Expenditures	\$ 91,080	\$ (402,207)	\$ -	\$ (287,220)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Policy Integration & Communications	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	49.5		49.5	-	49.5	-	0.0%



Budget Change Report

Policy Integration & Communications	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	4,771,774	\$ 4,615,110	\$ 4,991,982	\$ -	\$ 4,991,982	\$ 220,208	4.6%	Reflects the realignment of resources in CAO's Office
Materials & Supplies	276,570	276,863	276,570	-	276,570	-	0.0%	
Purchased Services	1,596,039	1,218,543	1,278,624	-	1,278,624	(317,416)	-19.9%	Reduction in advertising costs to reflect actual trends, and centralization of staff training & development to HR
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	51,500	51,500	51,500	-	51,500	-	0.0%	
Total Direct Costs	6,695,884	6,162,016	6,598,676	-	6,598,676	(97,208)	-1.5%	
Allocated Charges/Recoveries	(1,253,279)	(1,253,279)	(184,940)	-	(184,940)	1,068,339	-85.2%	Reduction in Advertising recovery moved from Allocated charges to Corporate Support
Corporate Support	(5,424,436)	(5,177,787)	(6,395,567)	-	(6,395,567)	(971,132)	17.9%	Reflects increase in Advertising moved from Allocated recoveries
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	18,169	(269,051)	18,169	-	18,169	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	18,169	(269,051)	18,169	-	18,169	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	
Total Revenue	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	
Net Program Expenditures	\$ -	\$ (287,220)	\$ -	\$ -	\$ -	\$ -	0.0%	

Internal Audit

Divisional Summary

Net Dollars	2014	2015	2016		2017			Change			
Internal Audit	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 427,101	\$ 549,513	\$ 545,633	\$ 546,864	\$ 558,832	\$ -	\$ 558,832	\$ 13,198	2.4%	\$ 13,198	2.4%
Materials & Supplies	3,712	6,214	4,698	4,703	4,698	-	4,698	-	0.0%	-	0.0%
Purchased Services	57,943	25,407	47,766	47,904	47,756	-	47,756	(9)	0.0%	(9)	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	488,756	581,133	598,097	599,471	611,285	-	611,285	13,189	2.2%	13,189	2.2%
Allocated Charges / Recoveries	22	1,335	50	50	-	-	-	(50)	-100.0%	(50)	-100.0%
Corporate Support	(460,402)	(591,490)	(598,147)	(599,521)	(611,285)	-	(611,285)	(13,139)	2.2%	(13,139)	2.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	28,376	(9,021)	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	28,376	(9,021)	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 28,376	\$ (9,021)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Internal Audit	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	4.0		4.0	-	4.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Internal Audit								
Personnel Services	\$ 545,633	\$ 546,864	\$ 558,832	\$ -	\$ 558,832	\$ 13,198	2.4%	
Materials & Supplies	4,698	4,703	4,698	-	4,698	-	0.0%	
Purchased Services	47,766	47,904	47,756	-	47,756	(9)	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	598,097	599,471	611,285	-	611,285	13,189	2.2%	
Allocated Charges/Recoveries	50	50	-	-	-	(50)	-100.0%	Decrease due to Photocopy charge moved from Allocated charges to Corporate Support
Corporate Support	(598,147)	(599,521)	(611,285)	-	(611,285)	(13,139)	2.2%	Reflects increase in recoveries based on program costs
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Business Planning & Corporate Initiatives

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Business Planning & Corporate Initiatives	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 892,413	\$ 996,178	\$ 1,451,295	\$ 1,140,639	\$ 1,411,285	\$ -	\$ 1,411,285	\$ (40,010)	-2.8%	\$ (40,010)	-2.8%
Materials & Supplies	19,519	29,002	37,490	27,091	37,490	-	37,490	-	0.0%	-	0.0%
Purchased Services	149,925	173,302	320,418	224,542	320,355	-	320,355	(64)	0.0%	(64)	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,061,857	1,198,482	1,809,203	1,392,273	1,769,130	-	1,769,130	(40,073)	-2.2%	(40,073)	-2.2%
Allocated Charges / Recoveries	1,495	30,436	33,934	33,934	28,436	-	28,436	(5,498)	-16.2%	(5,498)	-16.2%
Corporate Support	(1,953,557)	(2,440,069)	(1,843,137)	(2,202,876)	(1,797,566)	-	(1,797,566)	45,571	-2.5%	45,571	-2.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(890,205)	(1,211,151)	-	(776,670)	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	4,000	104,000	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(886,205)	(1,107,151)	-	(776,670)	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,658)	(1,379)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(1,658)	(1,379)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (887,863)	\$ (1,108,530)	\$ -	\$ (776,670)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Business Planning & Corporate Initiatives	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	
Total	10.0		10.0	-	10.0	-	0.0%



Budget Change Report

Business Planning & Corporate Initiatives	2016		2017			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved			
Personnel Services	\$ 1,451,295	\$ 1,140,639	\$ 1,411,285	\$ -	\$ 1,411,285	\$ (40,010)	-2.8%	Reflects the realignment of resources in CAO's office.	
Materials & Supplies	37,490	27,091	37,490	-	37,490	-	0.0%		
Purchased Services	320,418	224,542	320,355	-	320,355	(64)	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	0.0%		
Total Direct Costs	1,809,203	1,392,273	1,769,130		1,769,130	(40,073)	-2.2%		
Allocated Charges/Recoveries	33,934	33,934	28,436	-	28,436	(5,498)	-16.2%		Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(1,843,137)	(2,202,876)	(1,797,566)	-	(1,797,566)	45,571	-2.5%		
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	-	(776,670)	-		-	-	0.0%		
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
Capital Expenditures	-	-	-		-	-	0.0%		
Total Gross Expenditures	-	(776,670)	-		-	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	-	-	-	-	-	-	0.0%		
Total Revenue	-	-	-		-	-	0.0%		
Net Program Expenditures	\$ -	\$ (776,670)	\$ -		\$ -	\$ -	0.0%		

Human Resources

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Human Resources											
Personnel Services	\$ 2,424,833	\$ 2,735,576	\$ 3,934,218	\$ 3,880,307	\$ 3,985,041	\$ 200,000	\$ 4,185,041	\$ 50,824	1.3%	\$ 250,824	6.4%
Materials & Supplies	48,930	64,759	95,582	95,683	95,582	-	95,582	-	0.0%	-	0.0%
Purchased Services	873,315	985,538	1,112,952	1,116,186	1,468,895	-	1,468,895	355,944	32.0%	355,944	32.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	11,246	15,995	15,800	15,800	15,800	-	15,800	-	0.0%	-	0.0%
Total Direct Costs	3,358,324	3,801,868	5,158,551	5,107,976	5,565,318	200,000	5,765,318	406,767	7.9%	606,767	11.8%
Allocated Charges / Recoveries	(66,691)	(106,755)	(12,568)	(12,568)	9,600	-	9,600	22,168	-176.4%	22,168	-176.4%
Corporate Support	(2,762,868)	(3,338,219)	(4,256,583)	(4,142,117)	(4,672,318)	(200,000)	(4,872,318)	(415,736)	9.8%	(615,736)	14.5%
Transfers to Reserves-Operating	191,783	89,391	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(891,130)	(900,045)	(889,400)	(889,400)	(902,600)	-	(902,600)	(13,200)	1.5%	(13,200)	1.5%
Gross Operating Expenditures	(170,582)	(453,759)	-	63,890	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(170,582)	(453,759)	-	63,890	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	(88,000)	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	(88,000)	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (170,582)	\$ (453,759)	\$ -	\$ (24,110)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Human Resources	2016		2017			Change	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	
Staff Complement (F.T.E.)						2017 Requested to 2016 Approved	
Total	31.4	31.4	31.5	-	31.5	0.1	0.3%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Human Resources								
Personnel Services	\$ 3,934,218	\$ 3,880,307	\$ 3,985,041	\$ 200,000	\$ 4,185,041	\$ 250,824	6.4%	Increase due to \$200,000 Internship and Apprenticeship Program as proposed in Strategic Investment.
Materials & Supplies	95,582	95,683	95,582	-	95,582	-	0.0%	
Purchased Services	1,112,952	1,116,186	1,468,895	-	1,468,895	355,944	32.0%	Centralized Corporate Training and Leadership Training costs through HR
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	15,800	15,800	15,800	-	15,800	-	0.0%	
Total Direct Costs	5,158,551	5,107,976	5,565,318	200,000	5,765,318	606,767	11.8%	
Allocated Charges/Recoveries	(12,568)	(12,568)	9,600	-	9,600	22,168	-176.4%	Decrease due to Advertising charge moved from Allocated charges to Corporate Support and partially offset by an increase in IT support cost for Learning Management system
Corporate Support	(4,256,583)	(4,142,117)	(4,672,318)	(200,000)	(4,872,318)	(615,736)	14.5%	Reflect an increase in recoveries due to centralization of Corporate Training and Leadership Training program costs and the Internship and Apprenticeship program
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(889,400)	(889,400)	(902,600)	-	(902,600)	(13,200)	1.5%	
Gross Operating Expenditures	-	63,890	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	63,890	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	(88,000)	-	-	-	-	0.0%	
Total Revenue	-	(88,000)	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ (24,110)	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Internship and Apprentice Program

Funding Source	Tax
-----------------------	-----

Program Details

Department	Office of the CAO
Division	Human Resources
Program	Talent Acquisition
Cost Centre	671700

Complement Details

Position Title	
FTE Impact	N/A
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 200,000	\$ 200,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	200,000	200,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	200,000	200,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 200,000	\$ 200,000

Business Case

Recommendation:

Approve the expansion of Internship and Apprentice Program at an incremental cost of \$200,000 annually to provide paid temporary employment opportunities to new graduates and apprentices to address workload issues in Regional programs.

Need:

Human resource planning has been identified as a priority to respond to the changing demographics in the workplace as the baby boomers retire. Halton Region's approach is comprehensive and over the last 2 years have included the following initiatives:

- Leadership@Halton – a development program for all staff holding leadership positions to build strong leadership internal capabilities.
- Talent Management pilot – a pilot program being undertaken in Public Works to guide the design of a development program targeted at the Region's high potential future leaders.
- Learning Management System – a system to assist employees access on-line training resources, track training plans and record accomplishments
- Recruiting – introduction of new HR supports in recruiting to improve the quality of the recruiting process and attract the best internal and external candidates
- Employee Engagement – enhanced internal communications and a focus on recognition
- HR Access – a centralized HR resource to support staff and supervisors
- Rejuvenation of HR Policies – update to antiquated HR policies to reflect the current work environment, improve transparency, and support a healthy workplace.
- Creating discrete targeted talent development activities for specific identified roles and requirements.
- Building entry level career paths.

In 2016, the Region launched a new Internship/Apprenticeship program that provides paid temporary employment opportunities to new graduates and apprentices to address workload issues in the Departments. The program introduced young talent to the public sector, the municipal sector and the Region while at the same time providing valuable resources to meet the demands for the Region's programs. Although this is a new program it has been a success as measured from the input of Departments and the Interns themselves. There is a high demand for these resources in all Departments and an interest in expanding to multi-year internships required in some professional fields.

The program will be led by Human Resources. The budget provides sufficient resources for approximately 4 additional interns/apprentice positions which will bring the total sustained in the program to 16.

Implications:

The internship program is a strategic approach to addressing the challenge of succession planning and attracting the brightest and best talent.

Alternatives:

Continue with the current Internship and Apprenticeship program which has limited capacity and limited opportunity for multi-year opportunities necessary in specific fields.

Reference:

N/A



Office of the Chair

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change			
Office of the Chair	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved			
Personnel Services	\$ 208,056	\$ 213,069	\$ 217,460	\$ 217,460	\$ 220,540	\$ -	\$ 220,540	\$ 3,080	1.4%	\$ 3,080	1.4%		
Materials & Supplies	17,041	12,466	20,650	20,650	20,650	-	20,650	-	0.0%	-	0.0%		
Purchased Services	16,296	12,076	20,300	20,300	20,300	-	20,300	-	0.0%	-	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	-	-	3,000	3,000	3,000	-	3,000	-	0.0%	-	0.0%		
Total Direct Costs	241,394	237,611	261,410	261,410	264,490	-	264,490	3,080	1.2%	3,080	1.2%		
Allocated Charges / Recoveries	7,766	9,696	12,208	12,208	9,102	-	9,102	(3,106)	-25.4%	(3,106)	-25.4%		
Corporate Support	(266,319)	(268,709)	(273,618)	(273,618)	(273,592)	-	(273,592)	26	0.0%	26	0.0%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(17,159)	(21,402)	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Gross Expenditures	(17,159)	(21,402)	-	-	-	-	-	-	0.0%	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Net Program Expenditures	\$ (17,159)	\$ (21,402)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Office of the Chair	2016		2017			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Total	1.0		1.0	-	1.0	-	0.0%	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Office of the Chair								
Personnel Services	\$ 217,460	\$ 217,460	\$ 220,540	\$ -	\$ 220,540	\$ 3,080	1.4%	
Materials & Supplies	20,650	20,650	20,650	-	20,650	-	0.0%	
Purchased Services	20,300	20,300	20,300	-	20,300	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	3,000	3,000	3,000	-	3,000	-	0.0%	
Total Direct Costs	261,410	261,410	264,490	-	264,490	3,080	1.2%	
Allocated Charges/Recoveries	12,208	12,208	9,102	-	9,102	(3,106)	-25.4%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(273,618)	(273,618)	(273,592)	-	(273,592)	26	0.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Regional Council

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Regional Council	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 1,052,908	\$ 1,076,598	\$ 1,100,820	\$ 1,100,820	\$ 1,109,470	\$ -	\$ 1,109,470	\$ 8,650	0.8%	\$ 8,650	0.8%
Materials & Supplies	9,537	55,773	25,200	25,200	25,200	-	25,200	-	0.0%	-	0.0%
Purchased Services	137,037	169,777	177,250	177,250	179,750	-	179,750	2,500	1.4%	2,500	1.4%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,199,482	1,302,149	1,303,270	1,303,270	1,314,420	-	1,314,420	11,150	0.9%	11,150	0.9%
Allocated Charges / Recoveries	6,372	1,086	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	(1,280,650)	(1,245,961)	(1,303,270)	(1,303,270)	(1,314,420)	-	(1,314,420)	(11,150)	0.9%	(11,150)	0.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	(45,000)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(74,796)	12,274	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(74,796)	12,274	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	(533)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	(533)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (74,796)	\$ 11,741	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Regional Council	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	-		-	-	-	-	-



Budget Change Report

Regional Council	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 1,100,820	\$ 1,100,820	\$ 1,109,470	\$ -	\$ 1,109,470	\$ 8,650	0.8%	Membership fees to AMO and FCM based on 3% Halton Population growth over 2016
Materials & Supplies	25,200	25,200	25,200	-	25,200	-	0.0%	
Purchased Services	177,250	177,250	179,750	-	179,750	2,500	1.4%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,303,270	1,303,270	1,314,420	-	1,314,420	11,150	0.9%	
Allocated Charges/Recoveries	-	-	-	-	-	-	0.0%	
Corporate Support	(1,303,270)	(1,303,270)	(1,314,420)	-	(1,314,420)	(11,150)	0.9%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Asset Management

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Asset Management	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 5,566,956	\$ 6,729,986	\$ 6,990,005	\$ 6,960,054	\$ 7,081,796	\$ 208,770	\$ 7,290,566	\$ 91,791	1.3%	\$ 300,561	4.3%
Materials & Supplies	3,546,506	3,684,838	3,775,183	3,783,093	3,965,005	18,834	3,983,839	189,822	5.0%	208,656	5.5%
Purchased Services	2,850,855	2,647,123	3,127,071	3,152,579	3,194,198	-	3,194,198	67,127	2.1%	67,127	2.1%
Financial and Rent Expenses	2,066,609	2,120,952	2,628,491	2,628,491	2,628,491	-	2,628,491	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	14,030,927	15,182,899	16,520,750	16,524,216	16,869,490	227,604	17,097,094	348,740	2.1%	576,344	3.5%
Allocated Charges / Recoveries	(8,362,603)	(7,551,088)	(8,318,353)	(8,318,353)	(8,619,227)	-	(8,619,227)	(300,875)	3.6%	(300,875)	3.6%
Corporate Support	(9,334,888)	(9,438,269)	(9,619,364)	(9,620,499)	(9,820,313)	(227,604)	(10,047,917)	(200,949)	2.1%	(428,553)	4.5%
Transfers to Reserves-Operating	691,150	488,032	40,200	40,200	40,200	-	40,200	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(2,975,415)	(1,318,426)	(1,376,767)	(1,374,435)	(1,529,850)	-	(1,529,850)	(153,083)	11.1%	(153,083)	11.1%
Transfer to Reserves - Capital	3,438,824	3,582,263	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	88,600	2.4%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	3,438,824	3,582,263	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	88,600	2.4%
Total Gross Expenditures	463,408	2,263,837	2,378,596	2,380,928	2,314,113	-	2,314,113	(64,483)	-2.7%	(64,483)	-2.7%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(464,073)	(2,268,311)	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	64,483	-2.7%
Total Revenue	(464,073)	(2,268,311)	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	64,483	-2.7%
Net Program Expenditures	\$ (665)	\$ (4,473)	\$ -	\$ 58,232	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Asset Management	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	72.0		72.0	2.0	74.0	-	2.8%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Asset Management								
Personnel Services	6,990,005	\$ 6,960,054	\$ 7,081,796	\$ 208,770	\$ 7,290,566	\$ 300,561	4.3%	Increase includes Project Manager 1 and Asset Reliability Coordinator proposed in Strategic Investment
Materials & Supplies	3,775,183	3,783,093	3,965,005	18,834	3,983,839	208,656	5.5%	5% increase in hydro partially offset by a decrease of \$50,000 for Natural Gas to reflect actual spend, and an increase for Project Manager 1 and Asset Reliability Coordinator proposed in Strategic Investment
Purchased Services	3,127,071	3,152,579	3,194,198	-	3,194,198	67,127	2.1%	Increases related to 50% share of admin for Social Housing Improvement Program (SHIP) which is offset in recoveries, building electrical maintenance for 2 new emergency generators, new contracts, and HVAC maintenance for Paramedic Stations
Financial and Rent Expenses	2,628,491	2,628,491	2,628,491	-	2,628,491	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	16,520,750	16,524,216	16,869,490	227,604	17,097,094	576,344	3.5%	
Allocated Charges/Recoveries	(8,318,353)	(8,318,353)	(8,619,227)	-	(8,619,227)	(300,874)	3.6%	Increased facilities maintenance cost recoveries driven by state-of-good repair needs of facilities
Corporate Support	(9,619,364)	(9,620,499)	(9,820,313)	(227,604)	(10,047,917)	(428,553)	4.5%	Reflects an increase in recoveries based on program costs and an additional 2 FTEs Project Manager 1 and Asset Reliability Coordinator (2017 SIF)
Transfer to Reserves - Operating	40,200	40,200	40,200	-	40,200	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	(1,376,767)	(1,374,435)	(1,529,850)	-	(1,529,850)	(153,083)	11.1%	
Transfer to Reserves - Capital	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	Increase to support corporate and program specific building maintenance/rehabilitation capital requirements.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	3,755,363	3,755,363	3,843,963	-	3,843,963	88,600	2.4%	
Total Gross Expenditures	2,378,596	2,380,928	2,314,113	-	2,314,113	(64,483)	-2.7%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	Reduction in used equipment sales
Total Revenue	(2,378,596)	(2,322,696)	(2,314,113)	-	(2,314,113)	64,483	-2.7%	
Net Program Expenditures	\$ -	\$ 58,232	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Project Manager 1

Funding Source

Program Details

Department	Legislative & Planning Services
Division	Asset Management
Program	Facilities Design & Development
Cost Centre	630300

Complement Details

Position Title	
FTE Impact	1.0
Personnel Group	

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 105,390	\$ 105,390
Materials & Supplies	9,510	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	114,900	105,390
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	114,900	105,390
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 114,900	\$ 105,390

Business Case

Recommendation:

Approve 1 permanent FTE for a Project Manager to address the increase in program demand pressures and ensure that service levels can be maintained.

Need:

Facilities Design and Development (FD&D) has seen a significant increase in demand for service. Currently Asset Management Project Manager's are working above capacity to deliver identified Asset Management capital program requirements. Significant projects include the Halton Regional Police Services (HRPS) Headquarters, Halton Regional Centre Site Redevelopment and Optimization Project, Paramedic Headquarters, HRPS #1 District Facility, 3 Paramedic Stations, IT Data Centre Phase 2, Burlington Beach demolition property acquisitions, and Local Municipalities Emergency Generator Projects as well as Asset Managements mandated program of yearly state of good repair capital program focusing on Corporate facilities. Capital replacement requirements continue to grow as building components age and as new assets are added to the Region's portfolio. Without proper project management the risk to the Region's assets increases, resulting in the potential for failure of building elements, financial loss, and impacts to the health and safety of staff and residents.

Implications:

With the increase in project work FD&D will not be able to complete all forecasted projects with in-house resources. Implications are that projects will need to be deferred. This could result in delays in the Region's ability to deliver programs, or contribute to increases in capital costs as facility related projects are not completed and as a result are subject to inflationary increases in future years. There would also be the increased risk of degradation to existing facilities if capital improvements cannot be completed as forecasted.

Alternatives:

An option is to defer projects, however this may have a negative impact on programs and infrastructure and result in decreased service levels. Another option is to utilize external contracted Project Management services. This is less effective and significantly more expensive, with the hourly cost of an external Project Manager being approximately \$120/hr or \$218,400/year (35 hours/week).

Reference:

Asset Management's Capital Asset Management Plan, Long-Term Capital & Financial Strategies for Social Housing Providers Strategy, and Comprehensive Housing Strategy.

Strategic Investment

Asset Reliability Coordinator

Funding Source	Tax
-----------------------	-----

Program Details

Department	Legislative & Planning Services
Division	Asset Management
Program	Asset Reliability
Cost Centre	630400

Complement Details

Position Title	Asset Reliability Coordinator
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2017 Impact	2018 Impact
Personnel Services	\$ 103,380	\$ 103,380
Materials & Supplies	9,324	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	112,704	103,380
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	112,704	103,380
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 112,704	\$ 103,380

Business Case

Recommendation:

Approve 1 permanent FTE for an Asset Reliability Coordinator to address the increase in program demand pressures as a result of growth, additional funding and ensuring that service levels can be maintained for departmental customers.

Need:

This position will ensure that current service delivery and capital and operating programs are managed and implemented on a timely basis. This position will assist in the development of detailed long-term capital spending and implementation plans. The demand on services as a result of the Regional Asset Management Plan, Long-term Capital & Financial Strategies for Social Housing Providers, and Comprehensive Housing Strategy provided by the Asset Reliability/Building Sciences staff has continued to increase. New programs such as the introduction of new Condominium purchases, purchases of existing private housing units, corporate facility growth through the accommodation plan, construction of new facilities, additional leased facilities, increased need for technical consultative services, and the operation, maintenance and capital renewal of corporate infrastructure are creating significant pressures within Asset Reliability to support the management of these programs, while also supporting the ongoing Corporate life cycle programs.

Implications:

If the building condition assessments, life cycle costing analysis and the computerized maintenance management system are not managed and updated on a regular basis to identify potential impacts to the buildings and their occupants, serious or continued damage or loss to building components and infrastructure systems could result, which could negatively impact the Region's ability to deliver its programs. Capital replacement budget requirements continue to grow as building components expire and work is being deferred. Without proper planning, the risk to the Region's assets could increase resulting in the potential for failure of building elements, financial loss and impacts to the health and safety of staff and residents.

Alternatives:

There are limited alternatives available. Opportunities have been investigated to identify where it may be possible to re-assign some tasks where they can be accommodated. However, with limited resources available, the majority of the FTE's duties and nature of the work requires an experienced, dedicated permanent resource that is competent in all aspects of the role to ensure consistent effective and efficient service levels are maintained. The use of existing staff or third party resources does not allow Asset Management to meet all necessary requirements and demands placed on its operations. Without the additional FTE, projects will not be completed, unless identified as emergency situations.

Reference:

Asset Management's Capital Asset Management Plan, Long-Term Capital & Financial Strategies for Social Housing Providers Strategy, and Comprehensive Housing Strategy.

Legal Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change	
Legal Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 2,606,714	\$ 2,683,461	\$ 2,793,776	\$ 2,763,448	\$ 2,869,820	\$ -	\$ 2,869,820	\$ 76,044	2.7%	\$ 76,044	2.7%
Materials & Supplies	68,089	74,292	80,651	80,650	83,329	-	83,329	2,678	3.3%	2,678	3.3%
Purchased Services	3,012,489	2,837,379	2,882,774	2,799,868	2,760,592	-	2,760,592	(122,182)	-4.2%	(122,182)	-4.2%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	5,687,292	5,595,132	5,757,201	5,643,966	5,713,741	-	5,713,741	(43,460)	-0.8%	(43,460)	-0.8%
Allocated Charges / Recoveries	(3,100,105)	(3,208,487)	(3,211,695)	(3,211,695)	(3,114,600)	-	(3,114,600)	97,095	-3.0%	97,095	-3.0%
Corporate Support	(2,191,965)	(2,238,221)	(2,323,006)	(2,322,192)	(2,363,441)	-	(2,363,441)	(40,435)	1.7%	(40,435)	1.7%
Transfers to Reserves-Operating	175,300	433,674	13,200	13,200	-	-	-	(13,200)	-100.0%	(13,200)	-100.0%
Transfer from Reserves - Operating	(134,614)	(82,851)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	435,908	499,248	235,700	123,279	235,700	-	235,700	-	0.0%	-	0.0%
Transfer to Reserves - Capital	862,650	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	862,650	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	1,298,558	499,248	235,700	123,279	235,700	-	235,700	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,013,548)	(186,454)	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	-	0.0%
Total Revenue	(1,013,548)	(186,454)	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	-	0.0%
Net Program Expenditures	\$ 285,010	\$ 312,794	\$ -	\$ (112,421)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Legal Services	2016		2017			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved	2017 Requested to 2016 Approved
Total	24.0		24.0	-	24.0	-	0.0%



Budget Change Report

	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Legal Services								
Personnel Services	\$ 2,793,776	\$ 2,763,448	\$ 2,869,820	\$ -	\$ 2,869,820	\$ 76,044	2.7%	
Materials & Supplies	80,651	80,650	83,329	-	83,329	2,678	3.3%	IT purchases for program specific software (Adobe, Clear Risk Manager)
Purchased Services	2,882,774	2,799,868	2,760,592	-	2,760,592	(122,182)	-4.2%	Decreased insurance deductibles based on actual claims experience
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,757,201	5,643,966	5,713,741	-	5,713,741	(43,460)	-0.8%	
Allocated Charges/Recoveries	(3,211,695)	(3,211,695)	(3,114,600)	-	(3,114,600)	97,095	-3.0%	Decrease in program recoveries for insurance deductibles to reflect actual claims experience.
Corporate Support	(2,323,006)	(2,322,192)	(2,363,441)	-	(2,363,441)	(40,435)	1.7%	Reflects increase in recoveries based on program costs
Transfer to Reserves - Operating	13,200	13,200	-	-	-	(13,200)	-100.0%	Reduction in transfer for actuarial review not required in 2017
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	235,700	123,279	235,700	-	235,700	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	235,700	123,279	235,700	-	235,700	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	
Total Revenue	(235,700)	(235,700)	(235,700)	-	(235,700)	-	0.0%	
Net Program Expenditures	\$ -	\$ (112,421)	\$ -	\$ -	\$ -	\$ -	0.0%	

Regional Clerk & Council Services

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change			
Regional Clerk & Council Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved			
Personnel Services	\$ 1,171,205	\$ 1,135,830	\$ 1,250,329	\$ 1,230,892	\$ 1,276,195	\$ -	\$ 1,276,195	\$ 25,866	2.1%	\$ 25,866	2.1%		
Materials & Supplies	231,414	248,636	317,644	317,643	317,617	-	317,617	(26)	0.0%	(26)	0.0%		
Purchased Services	186,727	181,707	219,320	219,337	219,336	-	219,336	17	0.0%	17	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Direct Costs	1,589,347	1,566,173	1,787,292	1,767,871	1,813,148	-	1,813,148	25,856	1.4%	25,856	1.4%		
Allocated Charges / Recoveries	2,599	50,539	18,698	18,698	13,500	-	13,500	(5,198)	-27.8%	(5,198)	-27.8%		
Corporate Support	(1,761,964)	(1,795,597)	(1,802,790)	(1,802,469)	(1,824,298)	-	(1,824,298)	(21,508)	1.2%	(21,508)	1.2%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	(43,500)	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(213,518)	(178,885)	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	(850)	-26.6%		
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Gross Expenditures	(213,518)	(178,885)	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	(850)	-26.6%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(3,596)	(2,663)	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	850	-26.6%		
Total Revenue	(3,596)	(2,663)	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	850	-26.6%		
Net Program Expenditures	\$ (217,114)	\$ (181,548)	\$ -	\$ (17,400)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Regional Clerk & Council Services	2016		2017			Change			
Staff Complement (F.T.E.)	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Total	13.0	13.0	13.0	-	13.0	-	0.0%	-	0.0%



Budget Change Report

Regional Clerk & Council Services	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ 1,250,329	\$ 1,230,892	\$ 1,276,195	\$ -	\$ 1,276,195	\$ 25,866	2.1%	
Materials & Supplies	317,644	317,643	317,617	-	317,617	(26)	0.0%	
Purchased Services	219,320	219,337	219,336	-	219,336	17	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,787,292	1,767,871	1,813,148	-	1,813,148	25,856	1.4%	
Allocated Charges/Recoveries	18,698	18,698	13,500	-	13,500	(5,198)	-27.8%	Decrease due to Advertising and Photocopy charges moved from Allocated charges to Corporate Support
Corporate Support	(1,802,790)	(1,802,469)	(1,824,298)	-	(1,824,298)	(21,508)	1.2%	Reflects increase in recoveries based on program costs
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	3,200	(15,900)	2,350	-	2,350	(850)	-26.6%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	Reduced revenue from Agenda subscriptions based on actual trend as agendas are available online.
Total Revenue	(3,200)	(1,500)	(2,350)	-	(2,350)	850	-26.6%	
Net Program Expenditures	\$ -	\$ (17,400)	\$ -	\$ -	\$ -	\$ -	0.0%	

HALTON REGION

Budget and Business Plan **2017**

Halton Regional Police Services

Halton Regional Police Service

Departmental Summary

Net Dollars	2014	2015	2016		2017			Change			
Halton Regional Police Service	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ 116,164,344	\$ 121,806,473	\$ 127,158,440	\$ 125,958,440	\$ 130,815,128	\$ 1,385,826	\$ 132,200,953	\$ 3,656,687	2.9%	\$ 5,042,513	4.0%
Materials & Supplies	6,169,742	5,948,201	6,317,261	6,317,261	6,583,198	198,300	6,781,498	265,937	4.2%	464,237	7.3%
Purchased Services	6,840,496	6,762,850	7,450,393	7,450,393	7,452,215	-	7,452,215	1,822	0.0%	1,822	0.0%
Financial and Rent Expenses	305,749	284,084	318,012	318,012	321,312	-	321,312	3,300	1.0%	3,300	1.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	129,480,331	134,801,607	141,244,106	140,044,106	145,171,853	1,584,126	146,755,978	3,927,747	2.8%	5,511,872	3.9%
Allocated Charges / Recoveries	1,549,645	1,477,572	1,762,203	1,762,203	1,788,873	-	1,788,873	26,670	1.5%	26,670	1.5%
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	500,000	4,537,681	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(36,520)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	131,493,456	140,816,860	143,006,309	141,806,309	146,960,726	1,584,126	148,544,851	3,954,417	2.8%	5,538,542	3.9%
Transfer to Reserves - Capital	2,914,432	(673,249)	4,464,432	4,464,432	4,579,343	-	4,579,343	114,911	2.6%	114,911	2.6%
Transfer from Reserves - Capital	(1,265,000)	(2,671,931)	(4,448,468)	(4,448,468)	(2,729,334)	-	(2,729,334)	1,719,134	-38.6%	1,719,134	-38.6%
Debt Charges	3,491,697	4,943,833	6,739,776	6,739,776	5,105,731	-	5,105,731	(1,634,045)	-24.2%	(1,634,045)	-24.2%
Capital Expenditures	5,141,128	1,598,653	6,755,740	6,755,740	6,955,740	-	6,955,740	200,000	3.0%	200,000	3.0%
Total Gross Expenditures	136,634,584	142,415,513	149,762,049	148,562,049	153,916,466	1,584,126	155,500,591	4,154,417	2.8%	5,738,542	3.8%
Subsidy Revenue	(4,621,328)	(5,015,896)	(5,139,524)	(5,139,524)	(5,662,629)	-	(5,662,629)	(523,105)	10.2%	(523,105)	10.2%
Other Revenue	(5,085,117)	(7,129,597)	(4,907,825)	(4,907,825)	(4,897,932)	-	(4,897,932)	9,893	-0.2%	9,893	-0.2%
Total Revenue	(9,706,445)	(12,145,493)	(10,047,349)	(10,047,349)	(10,560,561)	-	(10,560,561)	(513,212)	5.1%	(513,212)	5.1%
Net Program Expenditures	\$ 126,928,139	\$ 130,270,020	\$ 139,714,700	\$ 138,514,700	\$ 143,355,905	\$ 1,584,126	\$ 144,940,030	\$ 3,641,204	2.6%	\$ 5,225,330	3.7%



HALTON REGION

Budget and Business Plan **2017**

Other Boards & Agencies

Other Boards & Agencies

Divisional Summary

Net Dollars	2014	2015	2016		2017			Change			
Boards & Agencies	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Total Direct Costs	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Allocated Charges / Recoveries	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	8,742,182	9,119,168	9,551,072	9,551,072	10,030,660	-	10,030,660	479,588	5.0%	479,588	5.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 8,742,182	\$ 9,119,168	\$ 9,551,072	\$ 9,551,072	\$ 10,030,660	\$ -	\$ 10,030,660	\$ 479,588	5.0%	\$ 479,588	5.0%

HALTON REGION

Budget and Business Plan **2017**

Non-Program (Fiscal)

Non-Program (Fiscal)

Divisional Summary

Net Dollars	2014		2015		2016		2017			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Approved		2017 Requested to 2016 Approved		
Non-Program (Fiscal)												
Personnel Services	\$ (3,530,642)	\$ (4,172,847)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	471	294	-	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	10,969,562	11,488,711	12,622,755	12,602,755	13,430,555	-	13,430,555	807,800	6.4%	807,800	6.4%	
Financial and Rent Expenses	4,491,206	4,138,180	4,913,000	4,913,000	4,913,000	-	4,913,000	-	0.0%	-	0.0%	
Grants & Assistance	529,330	2,500,000	501,000	501,000	501,000	-	501,000	-	0.0%	-	0.0%	
Total Direct Costs	12,459,928	13,954,338	18,036,755	18,016,755	18,844,555	-	18,844,555	807,800	4.5%	807,800	4.5%	
Allocated Charges / Recoveries	1,863,431	1,655,383	1,555,610	1,555,610	1,553,390	-	1,553,390	(2,220)	-0.1%	(2,220)	-0.1%	
Corporate Support	(87,912)	1,419,204	743,460	743,460	372,363	427,604	799,967	(371,097)	-49.9%	56,507	7.6%	
Transfers to Reserves-Operating	65,041,951	66,603,380	48,281,866	48,281,866	48,565,586	-	48,565,586	283,720	0.6%	283,720	0.6%	
Transfer from Reserves - Operating	(5,025,564)	(5,285,439)	(2,320,000)	(2,320,000)	(3,000,000)	-	(3,000,000)	(680,000)	29.3%	(680,000)	29.3%	
Gross Operating Expenditures	74,251,834	78,346,865	66,297,691	66,277,691	66,335,894	427,604	66,763,498	38,203	0.1%	465,807	0.7%	
Transfer to Reserves - Capital	16,184,832	15,771,541	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	36,189	0.2%	
Transfer from Reserves - Capital	(459,804)	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Capital Expenditures	15,725,028	15,771,541	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	36,189	0.2%	
Total Gross Expenditures	89,976,862	94,118,406	86,783,886	82,045,586	86,858,278	427,604	87,285,882	74,392	0.1%	501,996	0.6%	
Subsidy Revenue	-	-	(5,770,156)	(1,051,856)	(5,770,156)	-	(5,770,156)	-	0.0%	-	0.0%	
Other Revenue	(75,447,682)	(80,747,959)	(64,771,796)	(64,771,796)	(65,017,985)	-	(65,017,985)	(246,189)	0.4%	(246,189)	0.4%	
Total Revenue	(75,447,682)	(80,747,959)	(70,541,952)	(65,823,652)	(70,788,141)	-	(70,788,141)	(246,189)	0.3%	(246,189)	0.3%	
Net Program Expenditures	\$ 14,529,180	\$ 13,370,447	\$ 16,241,934	\$ 16,221,934	\$ 16,070,137	\$ 427,604	\$ 16,497,741	\$ (171,797)	-1.1%	\$ 255,807	1.6%	

Budget Change Report

Non-Program	2016		2017			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2017 Requested to 2016 Approved		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Materials & Supplies	-	-	-	-	-	-	0.0%	
Purchased Services	12,622,755	12,602,755	13,430,555	-	13,430,555	807,800	6.4%	Increase in GO Transit based on projected Development Charges revenues of \$680,000 and an increase for MPAC fees of \$127,800.
Financial and Rent Expenses	4,913,000	4,913,000	4,913,000	-	4,913,000	-	0.0%	
Grants & Assistance	501,000	501,000	501,000	-	501,000	-	0.0%	
Total Direct Costs	18,036,755	18,016,755	18,844,555	-	18,844,555	807,800	4.5%	
Allocated Charges/Recoveries	1,555,610	1,555,610	1,553,390	-	1,553,390	(2,220)	-0.1%	
Corporate Support	743,460	743,460	372,363	427,604	799,967	56,507	7.6%	Reflects increase in charges for Corporate Administrative strategic investments for Internship (HR), Project Manager 1 (AMS) and Asset Reliability Coordinator (AMS)
Transfer to Reserves - Operating	48,281,866	48,281,866	48,565,586	-	48,565,586	283,720	0.6%	Driven by increased contribution for the Retirement Benefit reserve
Transfer from Reserves - Operating	(2,320,000)	(2,320,000)	(3,000,000)	-	(3,000,000)	(680,000)	29.3%	Increase for GO Transit based on higher Development Charges revenues projected
Gross Operating Expenditures	66,297,691	66,277,691	66,335,894	427,604	66,763,498	465,807	0.7%	
Transfer to Reserves - Capital	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	Increase for the payback of the 7-year CVC-Emerald Ash Borer program
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	20,486,195	15,767,895	20,522,384	-	20,522,384	36,189	0.2%	
Total Gross Expenditures	86,783,886	82,045,586	86,876,028	427,604	87,285,882	501,996	0.6%	
Subsidy Revenue	(5,770,156)	(1,051,856)	(5,770,156)	-	(5,770,156)	-	0.0%	
Other Revenue	(64,771,796)	(64,771,796)	(65,017,985)	-	(65,017,985)	(246,189)	0.4%	Increase for Payment in Lieu of taxes (PIL) of \$350,000, partially offset by decrease in Railway Right of Way (ROW) taxes of (\$100,000) based on 7-year actual average trends
Total Revenue	(70,541,952)	(65,823,652)	(70,788,141)	-	(70,788,141)	(246,189)	0.3%	
Net Program Expenditures	\$ 16,241,934	\$ 16,221,934	\$ 16,087,887	\$ 427,604	\$ 16,497,741	\$ 255,807	1.6%	