

HALTON REGION

Budget and Business Plan 2017



Administration & Finance Committee
December 1, 2016

Budget Process

- Council Information Session – November 9
- Health & Social Services – November 29
- Planning & Public Works – November 30
- Administration & Finance – December 1
- Council Approval – December 14

Regional Taxes

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)**						
	2016		2017		Change	
	Actual	Budget	\$	%		
Regional Services	\$ 197	\$ 200	\$ 4	1.9%		
Police Services*	114	116	2	2.0%		
Total Regional Taxes	\$ 310	\$ 316	\$ 6	1.9%		

Schedule may not balance due to rounding.

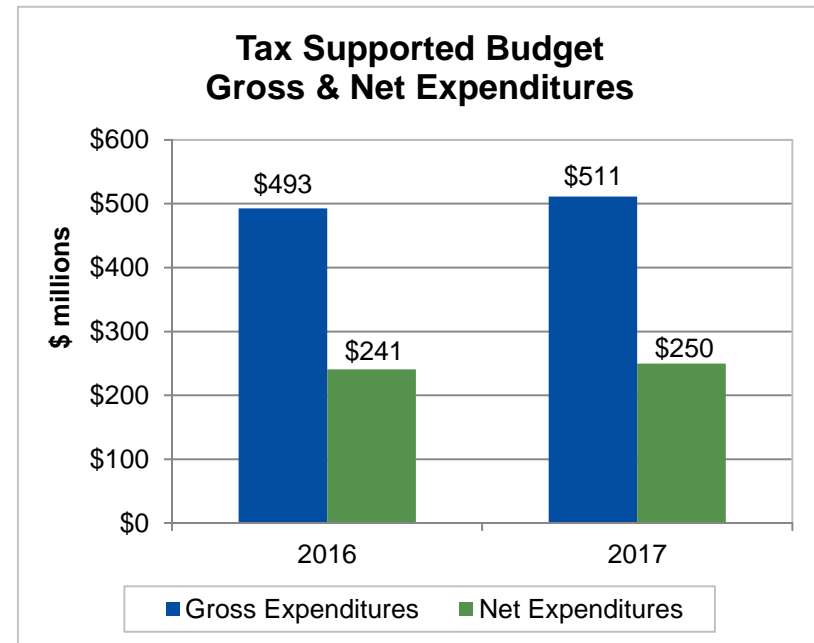
* Approved by Police Services Board

** Based on projected 1.7% assessment growth

- 2017 Total Regional Taxes per \$100,000 CVA is \$316, increase of \$6 or 1.9% over 2016
- Tax impact based on a projected assessment growth of 1.7%
- 2017 Police Services Budget approved by the Police Services Board requires a net expenditure increase of 3.7%, with a 2.0% tax impact after assessment growth

2017 Tax Supported Budget

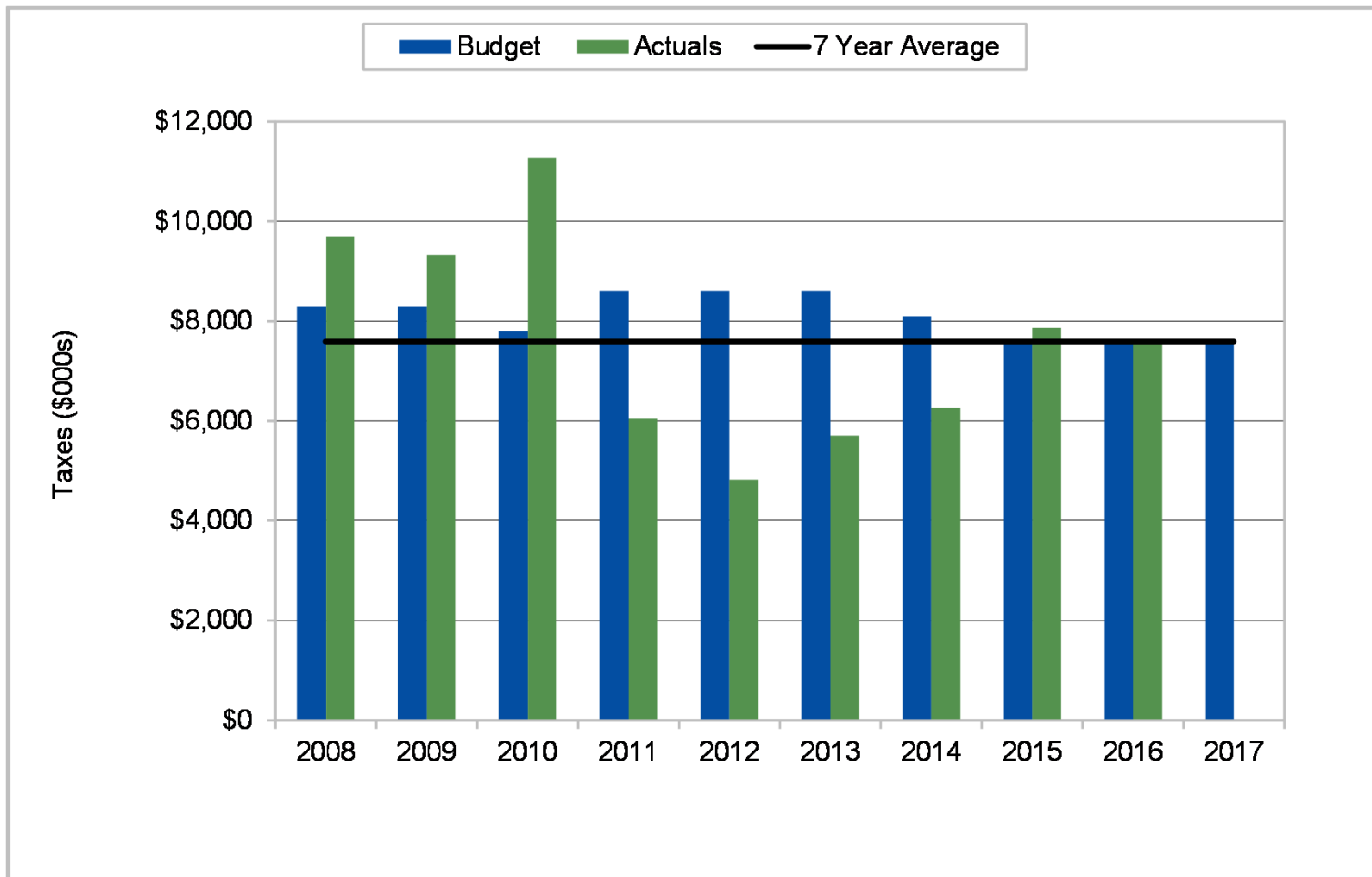
- Gross Expenditures increasing by \$18.1 million (3.7%)
- Net Expenditures increasing by \$8.7 million (3.6%)
- Assessment Increase is 1.7%
- Tax Impact is 1.9%



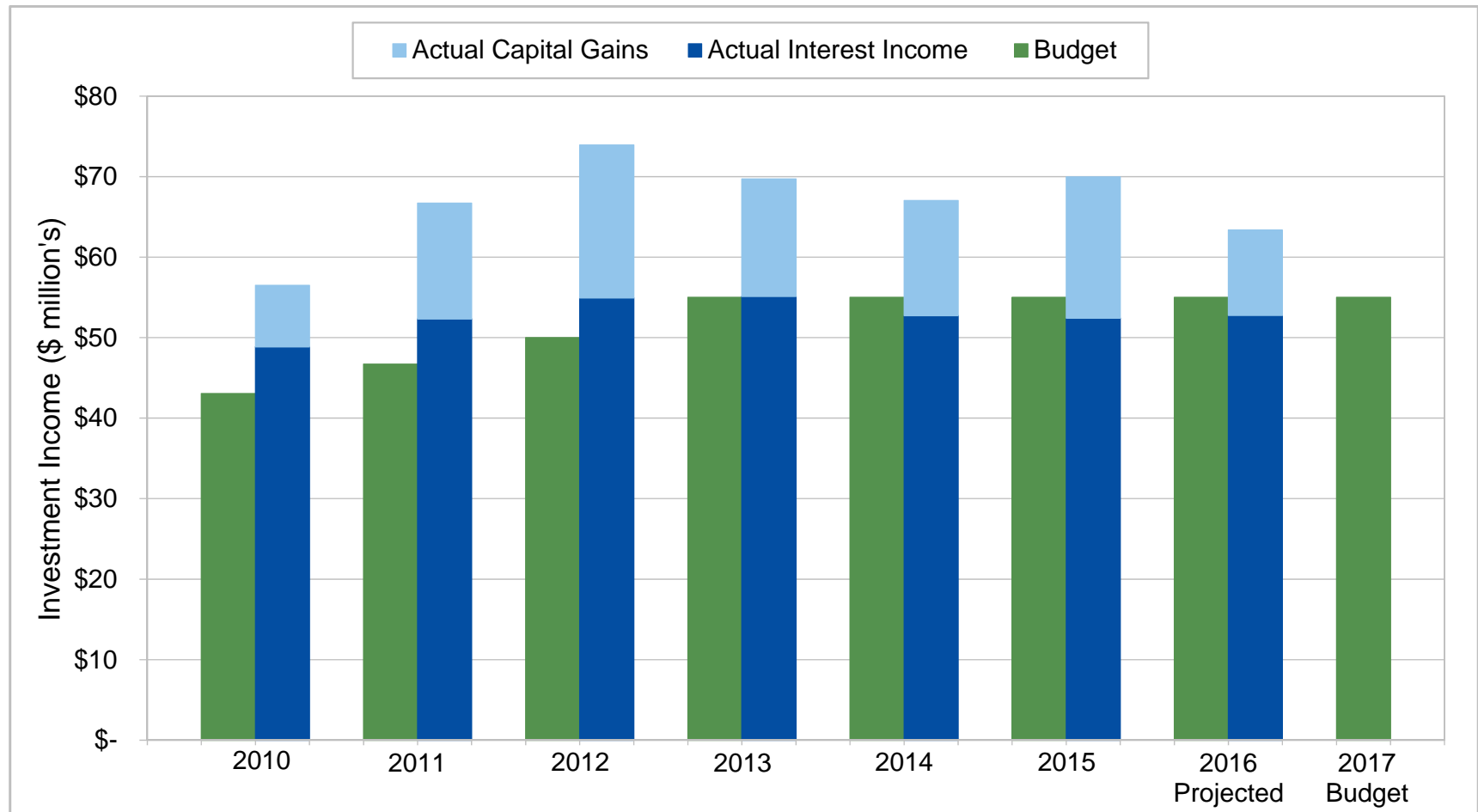
Operating Revenues

Tax Gross Operating Revenues by Funding Source			
\$000s	2017		2016
	\$	% of Total	% of Total
Property Tax Revenue	\$ 249,520	49%	49%
Provincial Subsidies	160,362	31%	31%
Investment Income	51,383	10%	10%
Program & Other Revenue	35,460	7%	7%
Supplementary Taxes	7,600	2%	2%
Federal Subsidies	6,670	1%	1%
Total Revenue	\$ 510,995	100%	100%

Supplementary Taxes - \$7.6M



Investment Income - \$55M



Ten Year Capital Forecast (\$million)

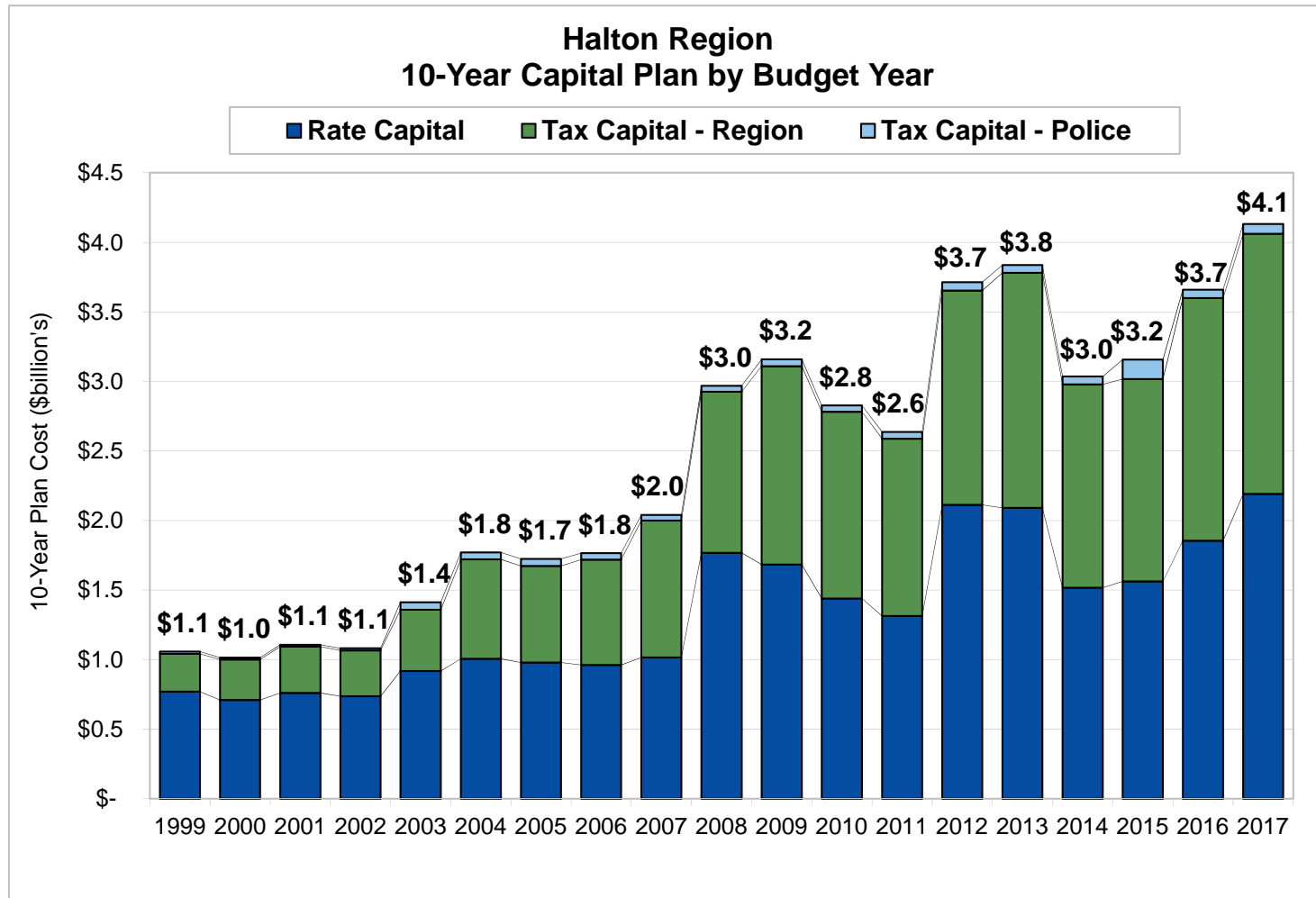
	2017	2018-21	2022-26	Total
Rate Program:				
Water	\$ 31.7	\$ 326.9	\$ 753.6	\$ 1,112.2
Wastewater	52.2	526.9	500.4	1,079.6
Sub-total	\$ 83.9	\$ 853.8	\$ 1,254.0	\$ 2,191.8
Tax Program:				
Transportation	\$ 70.9	\$ 720.2	\$ 702.8	\$ 1,493.9
Waste Management	1.9	30.2	9.2	41.3
Planning	22.4	82.5	77.6	182.5
Public Health & Paramedic Svcs	2.4	9.5	15.0	26.9
Social Services	0.7	2.8	3.5	7.0
Information Technology	4.0	15.7	21.4	41.1
Financial Planning & Budgets	0.3	2.0	2.3	4.7
Asset Management	6.0	46.8	19.2	72.0
Police	10.1	42.7	19.2	72.0
Sub-total	\$ 118.6	\$ 952.4	\$ 870.3	\$ 1,941.3
Total	\$ 202.5	\$ 1,806.2	\$ 2,124.4	\$ 4,133.1

Administration
& Finance

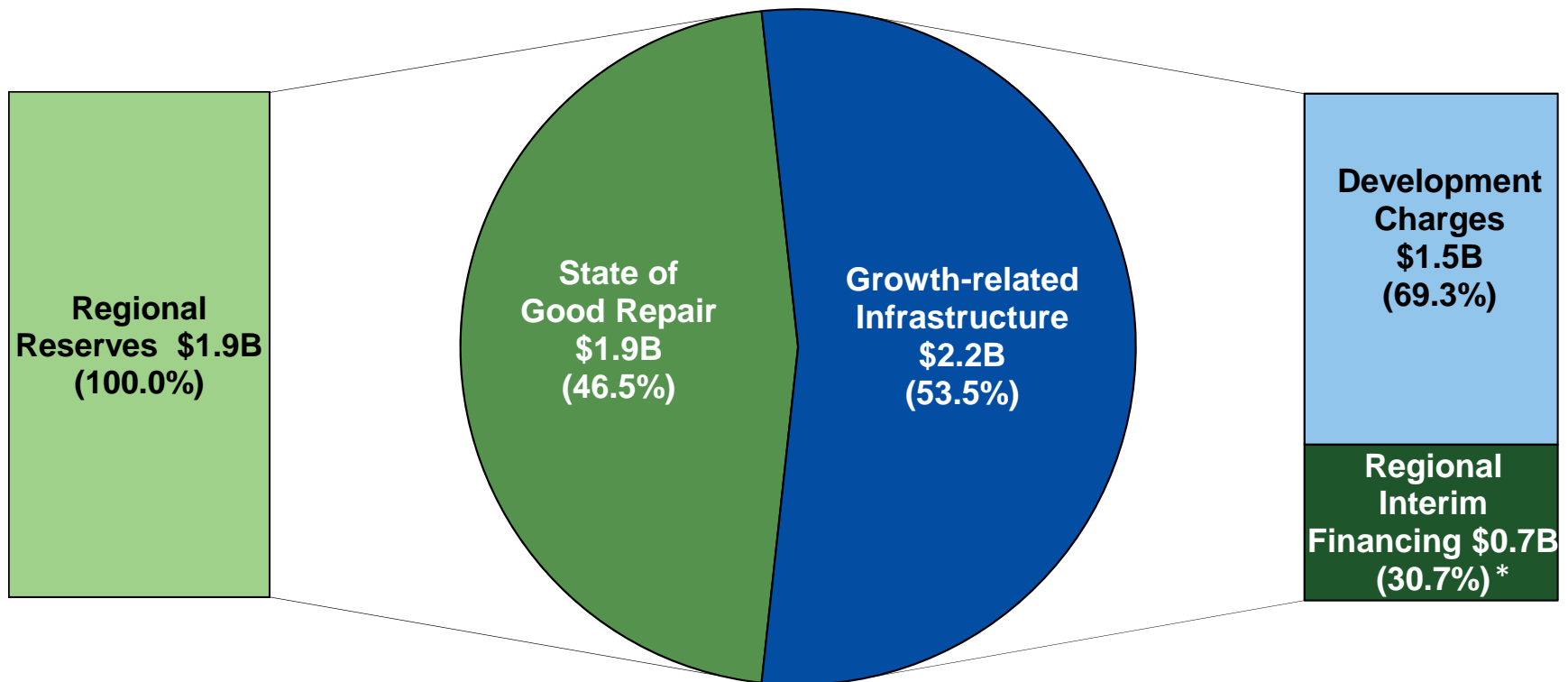
\$189.7
million

Includes financing cost. Schedule may not add due to rounding.

Ten Year Capital Budget Trends (\$billion)

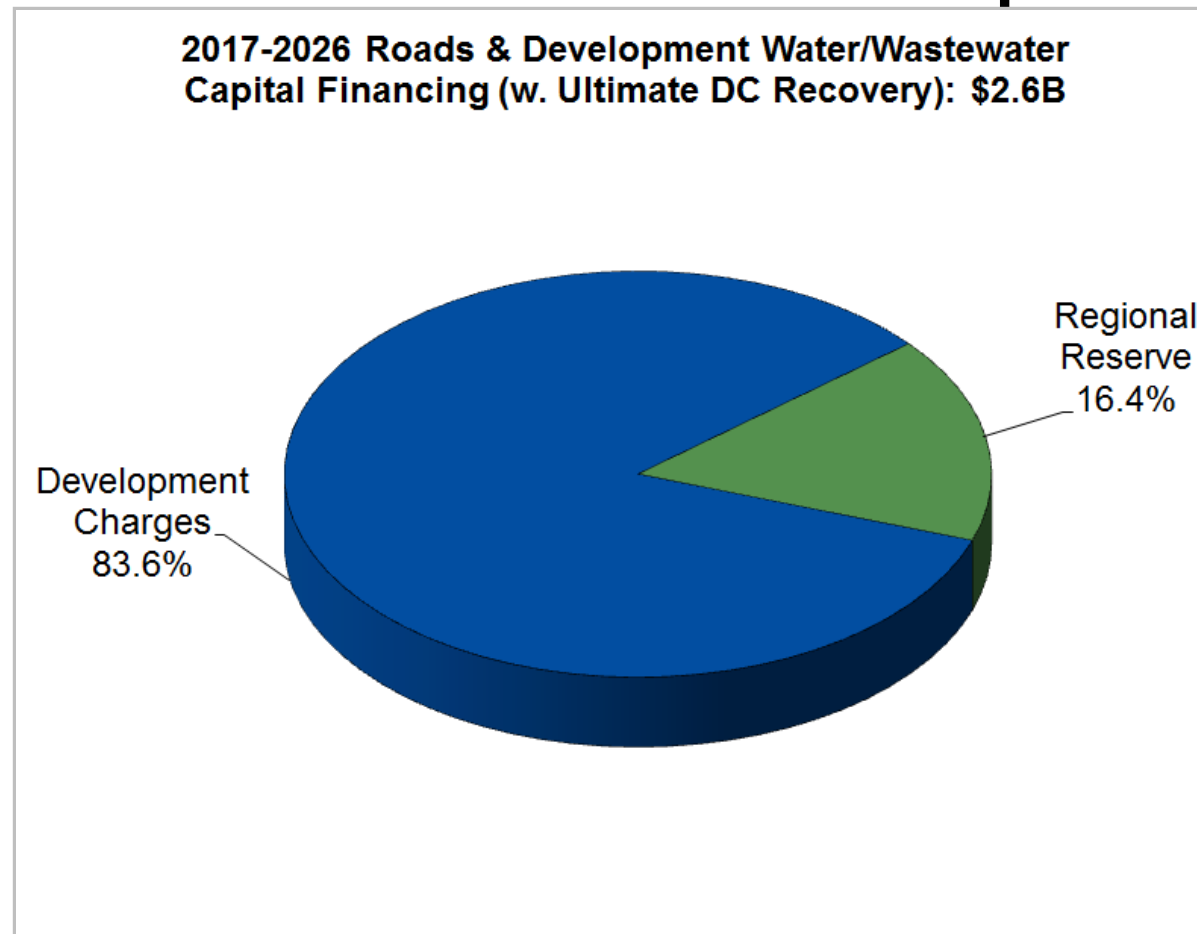


Ten-Year Capital Financing (\$4.1 billion)

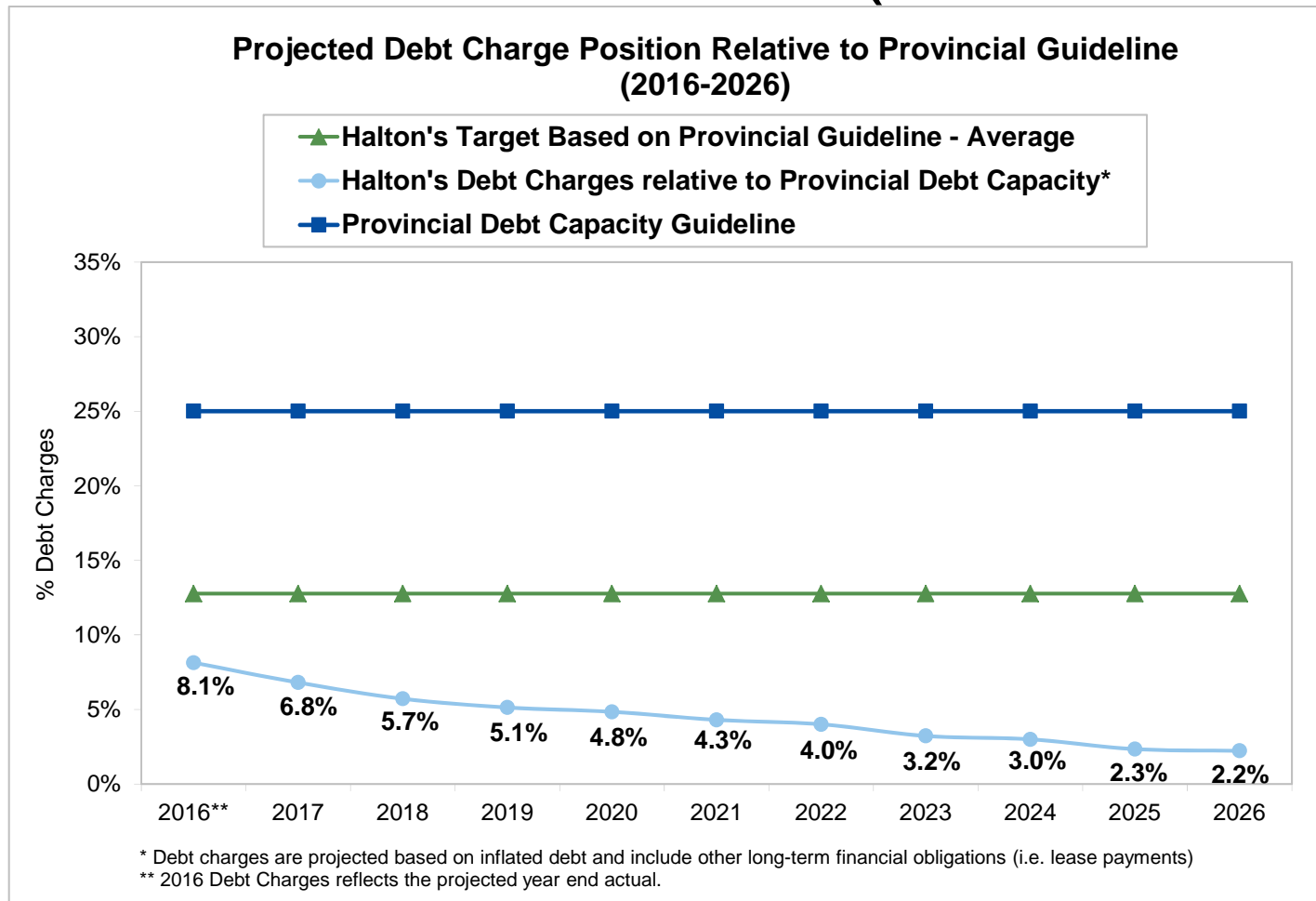


* To be recovered from future development charges

Ten-Year Capital Financing Roads & W/WW Development



Debt Charge Position Relative to Provincial Guideline (2016-2026)



Ten Year Operating Forecast - Tax

Ten Year Operating Budget Forecast For Tax Supported Services										
\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Region:										
Net Expenditures	\$ 249,520	\$ 259,179	\$ 269,024	\$ 279,384	\$ 290,042	\$ 301,247	\$ 312,406	\$ 323,990	\$ 336,351	\$ 348,753
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 144,940	\$ 150,359	\$ 156,609	\$ 162,643	\$ 168,845					
Tax Impact (after assessment)	2.0%	2.2%	2.6%	2.3%	2.3%					
Region Including Police:										
Net Expenditures	\$ 394,460	\$ 409,539	\$ 425,633	\$ 442,026	\$ 458,887					
Tax Impact (after assessment)	1.9%	2.3%	2.4%	2.3%	2.3%					
Assessment Growth Assumption	1.7%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Tax Budget Forecast as projected in the 2016 Budget										
Regional Tax Impact (after assessment)	2.1%	2.3%	2.3%	2.2%	2.3%	2.3%	2.2%	2.2%	2.2%	2.2%



Halton Region

Budget and Business Plan 2017



Corporate Administration



2017 Priorities

- Development Charges Update
- Long-term Water Meter and Billing Strategy
- IT Mobile Strategy Initiative
- Expansion of the Internship and Apprenticeship program
- Corporate Facilities Maintenance
- Customer Service Strategy update
- Continuous Improvement Initiatives including workforce management system for 24/7 operations
- Facility Projects including the new HRPS Facility
- Supporting Halton Business to Go Global



Corporate Administration Budget Summary

\$000s	2016		2017			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2017 Base to 2016 Budget		2017 Requested to 2016 Budget		
Financial Planning & Budgets	\$ 3,324	\$ 3,416	\$ -	\$ 3,416	\$ 92	2.8%	\$ 92	2.8%	
Financial, Purchasing & Payroll Services	4,952	5,068	-	5,068	115	2.3%	115	2.3%	
Information Technology	14,334	14,840	-	14,840	506	3.5%	506	3.5%	
Asset Management	18,752	19,956	228	20,184	1,205	6.4%	1,432	7.6%	
Legal Services	5,208	5,145	-	5,145	(63)	-1.2%	(63)	-1.2%	
Regional Clerks & Council Services	1,789	1,810	-	1,810	21	1.2%	21	1.2%	
Policy Integration & Communications	6,512	6,399	-	6,399	(114)	-1.7%	(114)	-1.7%	
Internal Audit	597	610	-	610	13	2.1%	13	2.1%	
Business Planning & Corporate Initiatives	1,847	1,800	-	1,800	(47)	-2.5%	(47)	-2.5%	
Human Resources	4,339	4,771	200	4,971	432	10.0%	632	14.6%	
Office of the Chair & Regional Council	1,577	1,588	-	1,588	11	0.7%	11	0.7%	
Total	\$ 63,233	\$ 65,404	\$ 428	\$ 65,831	\$ 2,170	3.4%	\$ 2,598	4.1%	
Economic Development	\$ 2,312	\$ 2,571	\$ -	\$ 2,571	\$ 259	11.2%	\$ 259	11.2%	



2017 Budget – Pg 92, 93

Performance Measures

Corporate Administration	2013 Actual	2014 Actual	2015 Actual	2016 Projected	2017 Projected
Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
Gross % Realized Return on the Total Internally Managed Investment Portfolio	4.5%	4.1%	4.0%	3.4%	3.4%
% of Customers who are Overall Satisfied with their Call Centre Experience	92%	93%	94%	95%	95%

2017 Strategic Investments

- IT Mobile Strategy - \$300,000
 - to investigate and implement mobile technology options to best facilitate the program requirements and delivery such as service delivery by community-based staff in the Health department and Long-term Care.
- Internship and Apprenticeship Program - \$200,000
 - to provide sufficient resources for approximately 4 additional interns/apprentice positions which will bring the total sustained in the program to 16.
- Asset Management Project Manager - \$115,000
 - to address the significant increase in Facilities Design and Development (FD&D) service demands and the growing capital replacement requirements due to growing and aging infrastructure.
- Asset Reliability Coordinator - \$113,000
 - to address the increasing demand pressures on the Asset Reliability program as a result of growth and the introduction of new programs.