

HALTON REGION

Budget and Business Plan 2018

Tax Details

Tax Supported Budget Summary

Tax Supported Budget Summary									
	2017	2018				Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base / 2017 Approved		2018 Requested / 2017 Approved		
Regional Services	\$ 247,309,666	\$ 253,865,428	\$ 1,945,099	\$ 255,810,528	\$ 6,555,762	2.7%	\$ 8,500,861	3.4%	
Police Services	144,940,030	149,462,971	607,838	150,070,809	4,522,942	3.1%	5,130,780	3.5%	
Total	\$ 392,249,696	\$ 403,328,400	\$ 2,552,937	\$ 405,881,337	\$ 11,078,704	2.8%	\$ 13,631,641	3.5%	

Summary of Tax Changes (With 1.5% Weighted Assessment Growth)				
	2018			2018
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	1.1%	0.8%	1.9%	1.9%
Police Services	1.6%	0.4%	2.0%	
Total	1.3%	0.6%	1.9%	

Net Program Expenditure – Tax

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

Comparison Of 2018 Requested And 2017 Approved										
Operating Budget For Tax Supported Services										
Net Dollars	2015	2016	2017		2018			Change in Budget		
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested 2017 Approved	
Health Department										
Public Health Resources	\$ 1,584,880	\$ 1,276,303	\$ 2,285,379	\$ 2,810,306	\$ 2,359,274	\$ -	\$ 2,359,274	\$ 73,895	3.2%	\$ 73,895 3.2%
Healthy Environments & Communicable Disease	4,288,486	4,491,872	5,115,886	4,584,321	5,246,932	-	5,246,932	131,046	2.6%	131,046 2.6%
Healthy Families	4,588,262	5,308,136	5,916,697	5,227,918	5,872,841	-	5,872,841	(43,856)	-0.7%	(43,856) -0.7%
Clinical Health Services	4,824,114	3,842,286	4,182,383	4,277,801	4,425,823	-	4,425,823	243,440	5.8%	243,440 5.8%
Total Public Health	15,285,743	14,918,596	17,500,345	16,900,346	17,904,870	-	17,904,870	404,525	2.3%	404,525 2.3%
Paramedic Services	16,909,331	17,673,558	18,594,135	18,594,135	19,473,488	963,275	20,436,763	879,353	4.7%	1,842,628 9.9%
Total Health	32,195,074	32,592,155	36,094,480	35,494,481	37,378,358	963,275	38,341,633	1,283,878	3.6%	2,247,153 6.2%
Social & Community Services										
Children's Services	12,862,175	11,502,517	11,365,642	11,160,642	10,243,094	-	10,243,094	(1,122,548)	-9.9%	(1,122,548) -9.9%
Employment & Social Services	6,962,933	6,706,770	6,556,583	6,431,583	6,262,144	-	6,262,144	(294,439)	-4.5%	(294,439) -4.5%
Housing Services	35,003,364	35,478,092	37,113,790	37,033,790	35,929,798	-	35,929,798	(1,183,991)	-3.2%	(1,183,991) -3.2%
Quality & Service Integration	4,945,147	5,050,336	6,334,470	6,134,470	6,312,767	280,450	6,593,217	(21,703)	-0.3%	258,747 4.1%
Services for Seniors	17,687,175	17,974,500	18,078,515	18,318,515	18,139,786	27,450	18,167,236	61,271	0.3%	88,721 0.5%
Total Social & Community Services	77,460,794	76,712,215	79,449,000	79,079,000	76,887,589	307,900	77,195,489	(2,561,410)	-3.2%	(2,253,510) -2.8%
Legislative & Planning Services										
Planning Services	8,837,038	10,253,477	12,182,487	11,919,119	13,084,113	134,454	13,218,567	901,627	7.4%	1,036,081 8.5%
Economic Development	2,085,764	2,285,859	2,570,955	2,446,141	2,597,997	-	2,597,997	27,042	1.1%	27,042 1.1%
Total Legislative & Planning Services	10,922,803	12,539,337	14,753,442	14,365,260	15,682,110	134,454	15,816,564	928,669	6.3%	1,063,123 7.2%
Public Works										
Road Operations	46,279,075	49,979,522	51,290,723	51,567,723	52,916,850	84,500	53,001,350	1,626,126	3.2%	1,710,626 3.3%
Waste Management Services	39,535,937	41,341,201	41,403,620	41,403,620	42,110,596	-	42,110,596	706,976	1.7%	706,976 1.7%
Total Public Works	85,815,012	91,320,722	92,694,344	92,971,344	95,027,446	84,500	95,111,946	2,333,102	2.5%	2,417,602 2.6%
Corporate Administration										
Corporate Administration	(2,257,993)	(2,549,871)	-	(891,818)	-	-	-	-	0.0%	- 0.0%
Total Corporate Administration	\$ (2,257,993)	\$ (2,549,871)	\$ -	\$ (891,818)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ - 0.0%

Net Dollars	2015	2016	2017		2018			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested 2017 Approved		
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	\$ (7,875,577)	\$ (6,815,730)	\$ (7,600,000)	\$ (7,600,000)	\$ (7,000,000)	\$ -	\$ (7,000,000)	\$ 600,000	-7.9%	\$ 600,000	-7.9%	
Tax Policy Expenditures	308,409	382,187	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,510,195	8,635,878	8,783,900	8,945,900	9,134,400	-	9,134,400	350,500	4.0%	350,500	4.0%	
General Expenditures	28,406,476	25,139,375	21,891,641	24,101,641	24,711,600	454,970	25,166,570	2,819,958	12.9%	3,274,928	15.0%	
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	(1,938,347)	(1,937,694)	(1,900,000)	(1,900,000)	(1,934,400)	-	(1,934,400)	(34,400)	1.8%	(34,400)	1.8%	
Payments-in-Lieu of Taxes	(3,198,982)	(2,994,419)	(2,800,000)	(2,800,000)	(2,800,000)	-	(2,800,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,226,807)	(1,201,239)	(1,250,000)	(1,250,000)	(1,250,000)	-	(1,250,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	3,858,080	7,183,019	4,365,000	4,965,000	4,795,000	-	4,795,000	430,000	9.9%	430,000	9.9%	
Total Non-Prog Items & Fiscal Transactions	19,092,647	20,640,577	14,287,741	17,259,741	18,453,800	454,970	18,908,770	4,166,058	29.2%	4,621,028	32.3%	
Boards and Agencies												
Conservation Authorities	8,382,873	8,810,687	9,262,611	9,262,611	9,664,796	-	9,664,796	402,185	4.3%	402,185	4.3%	
RBG and Special Grants	736,295	747,963	768,049	768,049	771,329	-	771,329	3,280	0.4%	3,280	0.4%	
Total Boards and Agencies	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465	4.0%	
Net Regional Impact Expenditure	232,347,505	240,813,785	247,309,666	248,308,666	253,865,428	1,945,099	255,810,528	6,555,762	2.7%	8,500,861	3.4%	
Halton Regional Police Services												
Police Services	119,596,005	131,172,951	137,984,290	136,984,290	142,207,231	607,838	142,815,069	4,222,942	3.1%	4,830,780	3.5%	
Police Services - Debt Charges	4,943,833	6,719,802	5,105,731	5,105,731	5,103,602	-	5,103,602	(2,129)	0.0%	(2,129)	0.0%	
Police Services - Reserves/Capital Transfers	5,730,182	1,821,946	1,850,009	1,850,009	2,152,138	-	2,152,138	302,129	16.3%	302,129	16.3%	
Total Halton Regional Police Services	130,270,020	139,714,700	144,940,030	143,940,030	149,462,971	607,838	150,070,809	4,522,942	3.1%	5,130,780	3.5%	
Net Regional Levy Requirement	\$ 362,617,525	\$ 380,528,485	\$ 392,249,696	\$ 392,248,696	\$ 403,328,400	\$ 2,552,937	\$ 405,881,337	\$ 11,078,704	2.8%	\$ 13,631,641	3.5%	



**Comparison Of 2018 Requested And 2017 Approved
Operating Budget For Tax Supported Services**

Net Dollars	2015	2016	2017		2018			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Base to 2017 Budget	
Corporate Administration Program Costs:											
Finance											
Financial Planning & Budgets	\$ 3,312,069	2,824,479	\$ 3,415,964	\$ 3,144,901	\$ 3,507,807	\$ -	\$ 3,506,813	\$ 91,843	2.7%	\$ 90,848	2.7%
Financial, Purchasing & Payroll Services	4,795,214	4,826,760	5,067,522	5,178,816	4,788,715	118,700	4,908,456	(278,807)	-5.5%	(159,066)	-3.1%
Information Technology	13,015,874	14,335,244	14,840,435	15,198,204	15,521,255	215,460	15,736,669	680,820	4.6%	896,234	6.0%
Total Finance	21,123,157	21,986,484	23,323,921	23,521,921	23,817,778	334,160	24,151,938	493,857	2.1%	828,017	3.6%
Legislative & Planning Services											
Asset Management	17,726,357	18,462,642	20,183,861	20,291,818	20,261,613	120,810	20,382,423	77,751	0.4%	198,561	1.0%
Legal Services	5,402,622	5,475,439	5,145,269	5,118,204	5,271,352	-	5,271,352	126,084	2.5%	126,084	2.5%
Regional Clerks & Council Services	1,599,597	1,568,174	1,810,309	1,755,599	1,823,742	-	1,823,742	13,433	0.7%	13,433	0.7%
Total Legislative & Planning Services	24,728,577	25,506,255	27,139,439	27,165,621	27,356,707	120,810	27,477,517	217,268	0.8%	338,078	1.2%
Office of the CAO											
Policy Integration & Communications	5,084,324	5,569,080	6,398,566	5,800,254	6,574,787	-	6,574,787	176,221	2.8%	176,221	2.8%
Internal Audit	579,857	546,262	610,147	594,416	629,007	-	629,007	18,860	3.1%	18,860	3.1%
Business Planning & Corporate Initiatives	1,341,589	1,269,904	1,800,401	1,678,198	1,837,350	-	1,837,350	36,950	2.1%	36,950	2.1%
Human Resources	3,042,860	3,921,118	4,970,724	4,590,968	5,095,421	-	5,095,421	124,697	2.5%	124,697	2.5%
Total Office of the CAO	10,048,630	11,306,364	13,779,837	12,663,837	14,136,565	-	14,136,565	356,728	2.6%	356,728	2.6%
Office of the Chair & Regional Council											
Office of the Chair	247,306	253,945	273,592	273,592	276,260	-	276,260	2,668	1.0%	2,668	1.0%
Regional Council	1,257,701	1,258,599	1,314,420	1,314,420	1,370,300	-	1,370,300	55,880	4.3%	55,880	4.3%
Total Office of the Chair & Regional Council	1,505,008	1,512,544	1,588,012	1,588,012	1,646,560	-	1,646,560	58,548	3.7%	58,548	3.7%
Total Corporate Administration Costs	\$ 57,405,371	\$ 60,311,645	\$ 65,831,209	\$ 64,939,391	\$ 66,957,610	\$ 454,970	\$ 67,412,580	\$ 1,126,401	1.7%	\$ 1,581,371	2.4%



Net Program Expenditure – by Committee

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

Net Dollars	2015	2016	2017		2018			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested 2017 Approved		
Health & Social Services												
Health Department:												
Public Health Resources	\$ 1,584,880	\$ 1,276,303	\$ 2,285,379	\$ 2,810,306	\$ 2,359,274	\$ -	\$ 2,359,274	\$ 73,895	3.2%	\$ 73,895	3.2%	
Healthy Environments & Communicable Disease	4,288,486	4,491,872	5,115,886	4,584,321	5,246,932	-	5,246,932	131,046	2.6%	131,046	2.6%	
Healthy Families	4,588,262	5,308,136	5,916,697	5,227,918	5,872,841	-	5,872,841	(43,856)	-0.7%	(43,856)	-0.7%	
Clinical Health Services	4,824,114	3,842,286	4,182,383	4,277,801	4,425,823	-	4,425,823	243,440	5.8%	243,440	5.8%	
Total Public Health	15,285,743	14,918,596	17,500,345	16,900,346	17,904,870	-	17,904,870	404,525	2.3%	404,525	2.3%	
Paramedic Services	16,909,331	17,673,558	18,594,135	18,594,135	19,473,488	963,275	20,436,763	879,353	4.7%	1,842,628	9.9%	
Total Health	32,195,074	32,592,155	36,094,480	35,494,481	37,378,358	963,275	38,341,633	1,283,878	3.6%	2,247,153	6.2%	
Social and Community Services:												
Children's Services	12,862,175	11,502,517	11,365,642	11,160,642	10,243,094	-	10,243,094	(1,122,548)	-9.9%	(1,122,548)	-9.9%	
Employment & Social Services	6,962,933	6,706,770	6,556,583	6,431,583	6,262,144	-	6,262,144	(294,439)	-4.5%	(294,439)	-4.5%	
Housing Services	35,003,364	35,478,092	37,113,790	37,033,790	35,929,798	-	35,929,798	(1,183,991)	-3.2%	(1,183,991)	-3.2%	
Quality & Service Integration	4,945,147	5,050,336	6,334,470	6,134,470	6,312,767	280,450	6,593,217	(21,703)	-0.3%	258,747	4.1%	
Services for Seniors	17,687,175	17,974,500	18,078,515	18,318,515	18,139,786	27,450	18,167,236	61,271	0.3%	88,721	0.5%	
Total Social and Community Services	77,460,794	76,712,215	79,449,000	79,079,000	76,887,589	307,900	77,195,489	(2,561,410)	-3.2%	(2,253,510)	-2.8%	
Total Health & Social Services	\$ 109,655,868	\$ 109,304,370	\$ 115,543,480	\$ 114,573,480	\$ 114,265,947	\$ 1,271,175	\$ 115,537,123	\$ (1,277,532)	-1.1%	\$ (6,357)	0.0%	

Comparison of 2018 Requested and 2017 Approved

Operating Budget

Net Dollars	2015	2016	2017		2018			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested 2017 Approved		
Planning & Public Works - Tax												
Legislative & Planning Services:												
Planning Services	\$ 8,837,038	\$ 10,253,477	\$ 12,182,487	\$ 11,919,119	\$ 13,084,113	\$ 134,454	\$ 13,218,567	\$ 901,627	7.4%	\$ 1,036,081	8.5%	
Total Planning	8,837,038	10,253,477	12,182,487	11,919,119	13,084,113	134,454	13,218,567	901,627	7.4%	1,036,081	8.5%	
Public Works												
Road Operations	46,279,075	49,979,522	51,290,723	51,567,723	52,916,850	84,500	53,001,350	1,626,126	3.2%	1,710,626	3.3%	
Waste Management Services	39,535,937	41,341,201	41,403,620	41,403,620	42,110,596	-	42,110,596	706,976	1.7%	706,976	1.7%	
Total Public Works	85,815,012	91,320,722	92,694,344	92,971,344	95,027,446	84,500	95,111,946	2,333,102	2.5%	2,417,602	2.6%	
Total Planning & Public Works - Tax	94,652,050	101,574,200	104,876,830	104,890,462	108,111,559	218,954	108,330,513	3,234,729	3.1%	3,453,683	3.3%	
Planning & Public Works - Rate												
Public Works												
Water and Wastewater	170,216,506	185,718,591	188,711,725	186,958,725	197,039,334	78,130	197,117,464	8,327,610	4.4%	8,405,740	4.5%	
Total Public Works	170,216,506	185,718,591	188,711,725	186,958,725	197,039,334	78,130	197,117,464	8,327,610	4.4%	8,405,740	4.5%	
Total Planning & Public Works - Rate	170,216,506	185,718,591	188,711,725	186,958,725	197,039,334	78,130	197,117,464	8,327,610	4.4%	8,405,740	4.5%	
Total Planning & Public Works - Tax & Rate	\$ 264,868,556	\$ 287,292,791	\$ 293,588,555	\$ 291,849,187	\$ 305,150,894	\$ 297,084	\$ 305,447,978	\$ 11,562,339	3.9%	\$ 11,859,423	4.0%	



**Comparison of 2018 Requested and 2017 Approved
Operating Budget**

Net Dollars	2015	2016	2017		2018			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested 2017 Approved		
Administration & Finance												
Corporate Administration												
Corporate Administration	\$ (2,257,993)	\$ (2,549,871)	\$ -	\$ (891,818)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	
Total Corporate Administration	(2,257,993)	(2,549,871)	-	(891,818)	-	-	-	-	0.0%	-	0.0%	
Economic Development												
Economic Development	2,085,764	2,285,859	2,570,955	2,446,141	2,597,997	-	2,597,997	27,042	1.1%	27,042	1.1%	
Total Economic Development	2,085,764	2,285,859	2,570,955	2,446,141	2,597,997	-	2,597,997	27,042	1.1%	27,042	1.1%	
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	(7,875,577)	(6,815,730)	(7,600,000)	(7,600,000)	(7,000,000)	-	(7,000,000)	600,000	-7.9%	600,000	-7.9%	
Tax Policy Expenditures	308,409	382,187	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,510,195	8,635,878	8,783,900	8,945,900	9,134,400	-	9,134,400	350,500	4.0%	350,500	4.0%	
General Expenditures	28,406,476	25,139,375	21,891,641	24,101,641	24,711,600	454,970	25,166,570	2,819,958	12.9%	3,274,928	15.0%	
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	(1,938,347)	(1,937,694)	(1,900,000)	(1,900,000)	(1,934,400)	-	(1,934,400)	(34,400)	1.8%	(34,400)	1.8%	
Payments-in-Lieu of Taxes	(3,198,982)	(2,994,419)	(2,800,000)	(2,800,000)	(2,800,000)	-	(2,800,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,226,807)	(1,201,239)	(1,250,000)	(1,250,000)	(1,250,000)	-	(1,250,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	3,858,080	7,183,019	4,365,000	4,965,000	4,795,000	-	4,795,000	430,000	9.9%	430,000	9.9%	
Total Non-Prog Items & Fiscal Transactions	19,092,647	20,640,577	14,287,741	17,259,741	18,453,800	454,970	18,908,770	4,166,058	29.2%	4,621,028	32.3%	
Boards and Agencies												
Conservation Authorities	8,382,873	8,810,687	9,262,611	9,262,611	9,664,796	-	9,664,796	402,185	4.3%	402,185	4.3%	
RBG and Special Grants	736,295	747,963	768,049	768,049	771,329	-	771,329	3,280	0.4%	3,280	0.4%	
Total Boards and Agencies	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465	4.0%	
Total Administration & Finance	28,039,587	29,935,215	26,889,356	28,844,724	31,487,922	454,970	31,942,892	4,598,566	17.1%	5,053,536	18.8%	
Net Regional Impact Expenditure	\$ 402,564,011	\$ 426,532,376	\$ 436,021,391	\$ 435,267,391	\$ 450,904,763	\$ 2,023,229	\$ 452,927,992	\$ 14,883,372	3.4%	\$ 16,906,601	3.9%	
Halton Regional Police Services												
Total Halton Regional Police Services	130,270,020	135,177,019	144,940,030	143,940,030	149,462,971	607,838	150,070,809	4,522,942	3.1%	5,130,780	3.5%	
Net Regional Levy & Rate Requirement	\$ 532,834,031	\$ 561,709,395	\$ 580,961,420	\$ 579,207,421	\$ 600,367,734	\$ 2,631,067	\$ 602,998,801	\$ 19,406,314	3.3%	\$ 22,037,381	3.8%	



Corporate Administration Costs

In accordance with MBNCanada, 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				
	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change 2018 Requested to 2017 Approved		2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change 2018 Requested to 2017 Approved		2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change 2018 Requested to 2017 Approved	
Finance															
Financial Planning & Budgets	\$ 4,908,820	\$ 5,061,044	\$ 5,323,349	\$ 262,305	5.2%	\$ (3,824,571)	\$ (3,880,780)	\$ (4,004,636)	\$ (123,856)	3.2%	\$ 1,084,249	\$ 1,180,264	\$ 1,318,713	\$ 138,449	11.7%
Financial, Purchasing & Payroll Services	5,424,366	5,468,161	5,337,491	(130,670)	-2.4%	(743,511)	(654,328)	(696,775)	(42,447)	6.5%	4,680,855	4,813,833	4,640,716	(173,117)	-3.6%
Information Technology	14,571,932	15,269,366	15,926,268	656,901	4.3%	(2,485,521)	(2,670,501)	(2,496,305)	174,196	-6.5%	12,086,411	12,598,865	13,429,963	831,097	6.6%
Total Finance	24,905,119	25,798,571	26,587,108	788,537	3.1%	(7,053,604)	(7,205,609)	(7,197,716)	7,893	-0.1%	17,851,515	18,592,962	19,389,392	796,429	4.3%
Legislative & Planning Services															
Asset Management	20,993,542	22,452,022	22,809,764	357,742	1.6%	(11,340,751)	(12,401,796)	(12,395,966)	5,830	0.0%	9,652,791	10,050,225	10,413,798	363,573	3.6%
Legal Services	5,811,417	5,762,544	6,052,557	290,013	5.0%	(3,534,227)	(3,400,700)	(3,595,766)	(195,066)	5.7%	2,277,190	2,361,844	2,456,791	94,947	4.0%
Regional Clerks & Council Services	1,817,026	1,825,936	1,883,859	57,923	3.2%	(1,847)	(2,350)	(45,865)	(43,515)	1851.7%	1,815,179	1,823,586	1,837,994	14,408	0.8%
Total Legislative & Planning Services	28,621,985	30,040,502	30,746,180	705,678	2.3%	(14,876,825)	(15,804,846)	(16,037,597)	(232,751)	1.5%	13,745,160	14,235,656	14,708,583	472,927	3.3%
Office of the CAO															
Policy Integration & Communications	6,649,133	6,645,190	6,820,981	175,791	2.6%	(1,231,541)	(253,539)	(253,539)	-	-	5,417,592	6,391,651	6,567,442	175,791	2.8%
Internal Audit	599,776	610,847	629,800	18,953	3.1%	-	-	-	-	-	599,776	610,847	629,800	18,953	3.1%
Business Planning & Corporate Initiatives	1,855,734	1,796,458	1,833,484	37,025	2.1%	(1,277)	-	-	-	-	1,854,457	1,796,458	1,833,484	37,025	2.1%
Human Resources	5,313,408	5,883,481	6,026,440	142,959	2.4%	(1,062,931)	(1,763,950)	(1,800,310)	(36,360)	2.1%	4,250,477	4,119,531	4,226,130	106,599	2.6%
Total Office of the CAO	14,418,051	14,935,976	15,310,704	374,728	2.5%	(2,295,749)	(2,017,489)	(2,053,849)	(36,360)	1.8%	12,122,302	12,918,487	13,256,855	338,368	2.6%
Office of the Chair & Regional Council															
Office of the Chair	273,618	273,592	276,260	2,668	1.0%	-	-	-	-	-	273,618	273,592	276,260	2,668	1.0%
Regional Council	1,303,636	1,314,420	1,370,300	55,880	4.3%	(366)	-	-	-	-	1,303,270	1,314,420	1,370,300	55,880	4.3%
Total Office of the Chair & Regional Council	1,577,254	1,588,012	1,646,560	58,548	3.7%	(366)	-	-	-	-	1,576,888	1,588,012	1,646,560	58,548	3.7%
Total Corporate Administration	\$ 69,522,409	\$ 72,363,061	\$ 74,290,551	\$ 1,927,490	2.7%	\$(24,226,544)	\$(25,027,944)	\$(25,289,162)	\$ (261,218)	1.0%	\$ 45,295,866	\$ 47,335,117	\$ 49,001,389	\$ 1,666,272	3.5%

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			
	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved
Tax Supported Services												
Health Department												
Public Health Resources	\$ 3,239,873	\$ 4,086,347	\$ 4,263,583	\$ 177,236 4.3%	\$ 651,738	\$ 752,454	\$ 804,398	\$ 51,944 6.9%	\$ -	\$ -	\$ -	\$ -
Healthy Environments & Communicable Disease	8,705,970	9,330,014	9,348,414	18,400 0.2%	2,977,783	2,867,089	2,893,013	25,924 0.9%	195,000	195,000	195,000	- 0.0%
Healthy Families	9,981,644	10,436,574	10,389,694	(46,880) -0.4%	3,158,989	3,286,133	3,125,331	(160,802) -4.9%	-	-	-	-
Clinical Health Services	8,777,516	8,670,906	8,982,600	311,694 3.6%	3,111,694	2,101,826	2,264,549	162,723 7.7%	7,000	7,000	9,666	2,666 38.1%
Total Public Health	30,705,003	32,523,841	32,984,291	460,450 1.4%	8,883,384	9,007,502	9,087,291	79,789 0.9%	202,000	202,000	204,666	2,666 1.3%
Paramedic Services	27,091,389	28,022,896	30,664,423	2,641,527 9.4%	3,746,129	4,689,365	4,985,402	296,037 6.3%	2,638,220	2,996,645	3,383,700	387,055 12.9%
Total Health	57,796,392	60,546,737	63,648,714	3,101,977 5.1%	12,629,512	13,696,867	14,072,693	375,826 2.7%	2,840,220	3,198,645	3,588,366	389,721 12.2%
Social & Community Services												
Children's Services	54,457,691	57,207,457	66,438,730	9,231,273 16.1%	3,480,000	2,637,376	2,820,719	183,343 7.0%	50,000	50,000	50,000	- 0.0%
Employment & Social Services	26,480,908	26,673,027	28,534,862	1,861,835 7.0%	2,781,413	2,665,918	2,654,546	(11,372) -0.4%	-	-	-	-
Housing Services	37,149,899	47,998,480	42,450,338	(5,548,143) -11.6%	4,019,374	663,114	5,204,398	4,541,284 684.8%	7,800,000	7,800,000	7,800,000	- 0.0%
Quality & Service Integration	4,146,076	5,433,521	5,741,521	308,000 5.7%	904,261	900,949	851,696	(49,253) -5.5%	-	-	-	-
Services for Seniors	53,490,548	53,296,894	54,499,216	1,202,322 2.3%	9,962,562	10,292,490	10,546,210	253,720 2.5%	2,331,323	2,381,323	2,381,323	- 0.0%
Total Social & Community Services	175,725,122	190,609,379	197,664,667	7,055,288 3.7%	21,147,610	17,159,847	22,077,569	4,917,722 28.7%	10,181,323	10,231,323	10,231,323	- 0.0%
Legislative & Planning Services												
Planning Services	6,261,686	7,432,149	7,564,925	132,776 1.8%	3,420,014	3,187,623	3,454,186	266,564 8.4%	1,802,100	2,829,100	3,434,391	605,291 21.4%
Asset Management	15,952,205	17,126,413	17,180,501	54,088 0.3%	(17,179,935)	(18,656,263)	(18,850,610)	(194,347) -1.0%	3,755,363	3,843,963	4,145,163	301,200 7.8%
Economic Development	1,796,566	1,952,600	2,056,170	103,570 5.3%	671,842	791,655	778,877	(12,778) -1.6%	-	-	-	-
Regional Clerk & Council Services	1,553,772	1,801,700	1,859,118	57,418 3.2%	(1,770,466)	(1,799,350)	(1,856,753)	(57,403) 3.2%	-	-	-	-
Legal Services	5,638,182	5,695,870	5,986,911	291,041 5.1%	(5,208,836)	(5,460,170)	(5,751,011)	(290,841) 5.3%	-	-	-	-
Total Legislative & Planning Services	31,202,410	34,008,732	34,647,625	638,893 1.9%	(20,067,382)	(21,936,506)	(22,225,311)	(288,805) 1.3%	5,557,463	6,673,063	7,579,554	906,491 13.6%
Public Works												
Road Operations	18,253,393	25,623,997	25,010,257	(613,740) -2.4%	4,620,343	(1,589,085)	242,309	1,831,393 -115.2%	27,617,992	27,621,061	28,119,484	498,423 1.8%
Waste Management	35,714,688	36,560,354	37,363,720	803,366 2.2%	7,204,788	5,002,290	4,884,579	(117,711) -2.4%	6,826,200	6,795,190	6,950,179	154,989 2.3%
Total Public Works	53,968,081	62,184,351	62,373,977	189,626 0.3%	11,825,131	3,413,205	5,126,888	1,713,683 50.2%	34,444,192	34,416,251	35,069,663	653,412 1.9%
Finance												
Financial Planning & Budgets	4,591,263	5,030,472	5,293,955	263,483 5.2%	(4,245,473)	(4,450,372)	(4,709,355)	(258,983) 5.8%	-	-	-	-
Financial, Purchasing & Payroll Services	5,244,824	5,433,952	5,300,743	(133,209) -2.5%	(5,158,857)	(5,303,102)	(5,142,893)	160,209 -3.0%	-	-	-	-
Information Technology	11,178,393	12,261,302	12,688,295	426,993 3.5%	(13,618,132)	(14,951,245)	(15,537,804)	(586,559) 3.9%	2,735,325	2,928,743	3,088,309	159,566 5.4%
Total Finance	\$ 21,014,480	\$ 22,725,726	\$ 23,282,993	\$ 557,267 2.5%	\$ (23,022,462)	\$ (24,704,719)	\$ (25,390,052)	\$ (685,333) 2.8%	\$ 2,735,325	\$ 2,928,743	\$ 3,088,309	\$ 159,566 5.4%



Gross Expenditures & Revenues By Program														
	Total Direct Costs				Other Expenditures				Capital Expenditures					
	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved		
Office of the CAO														
Policy Integration & Communications	5,651,599	6,592,642	6,766,402	173,759 2.6%	(6,606,407)	(6,574,473)	(6,748,233)	(173,759) 2.6%	-	-	-	-	-	-
Internal Audit	544,748	608,571	625,302	16,731 2.7%	(596,526)	(608,571)	(625,302)	(16,731) 2.7%	-	-	-	-	-	-
Business Planning & Corporate Initiatives	1,231,941	1,766,265	1,802,459	36,194 2.0%	(1,806,268)	(1,766,265)	(1,802,459)	(36,194) 2.0%	-	-	-	-	-	-
Human Resources	4,617,601	5,776,931	5,919,010	142,079 2.5%	(4,933,723)	(5,776,931)	(5,919,010)	(142,079) 2.5%	-	-	-	-	-	-
Total Office of the CAO	12,045,889	14,744,410	15,113,174	368,764 2.5%	(13,942,924)	(14,726,241)	(15,095,005)	(368,764) 2.5%	-	-	-	-	-	-
Office of the Chair & Regional Council														
Office of the Chair	242,137	264,490	268,150	3,660 1.4%	(261,810)	(264,490)	(268,150)	(3,660) 1.4%	-	-	-	-	-	-
Regional Council	1,257,626	1,314,420	1,370,300	55,880 4.3%	(1,301,931)	(1,314,420)	(1,370,300)	(55,880) 4.3%	-	-	-	-	-	-
Total Office of the Chair & Regional Council	1,499,763	1,578,910	1,638,450	59,540 3.8%	(1,563,741)	(1,578,910)	(1,638,450)	(59,540) 3.8%	-	-	-	-	-	-
Boards & Agencies														
Conservation Authorities	8,810,687	9,262,611	9,664,796	402,185 4.3%	-	-	-	-	-	-	-	-	-	-
Royal Botanical Gardens	747,963	768,049	771,329	3,280 0.4%	-	-	-	-	-	-	-	-	-	-
Total Boards & Agencies	9,558,650	10,030,660	10,436,125	405,465 4.0%	-	-	-	-	-	-	-	-	-	-
Halton Regional Police Services														
Halton Region Police Services	140,536,152	146,755,978	152,325,463	5,569,485 3.8%	3,222,114	1,788,873	1,586,002	(202,871) -11.3%	6,735,766	6,955,740	7,255,740	300,000 4.3%		
Non-Program Items & Financial Transactions														
Supplementary Tax Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax Policy Expenditures	356,969	498,000	498,000	- 0.0%	(356,969)	(498,000)	(498,000)	- 0.0%	-	-	-	-	-	-
Assessment Services	8,635,878	8,783,900	9,134,400	350,500 4.0%	-	-	-	-	-	-	-	-	-	-
General Expenditures	(1,831,506)	5,147,655	5,647,655	500,000 9.7%	23,630,654	6,989,743	9,723,872	2,734,128 39.1%	15,767,895	20,522,384	21,715,599	1,193,216 5.8%		
Net Interest Earnings	14,413	-	-	-	57,032,069	43,632,200	43,632,200	- 0.0%	-	-	-	-	-	-
Provincial Offences Act	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments-in-Lieu of Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Way Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax Write-Off Provision	7,208,237	4,415,000	4,845,000	430,000 9.7%	(7,208,237)	(4,415,000)	(4,845,000)	(430,000) 9.7%	-	-	-	-	-	-
Total Non-Program Items & Financial Transactions	14,383,990	18,844,555	20,125,055	1,280,500 6.8%	73,097,517	45,708,943	48,013,072	2,304,128 5.0%	15,767,895	20,522,384	21,715,599	1,193,216 5.8%		
Net Regional Tax Levy	\$ 517,730,930	\$ 562,029,437	\$ 581,256,242	\$ 19,226,805 3.4%	\$ 63,325,377	\$ 18,821,360	\$ 26,527,406	\$ 7,706,046 40.9%	\$ 78,262,183	\$ 84,926,149	\$ 88,528,554	\$ 3,602,405 4.2%		



Gross Expenditures & Revenues By Program														
	Total Gross Expenditures				Total Revenue				Net Program Expenditures					
	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved		
Tax Supported Services														
Health Department														
Public Health Resources	\$ 3,891,612	\$ 4,838,801	\$ 5,067,981	\$ 229,180 4.7%	\$ (2,615,309)	\$ (2,553,422)	\$ (2,708,707)	\$ (155,285) 6.1%	\$ 1,276,303	\$ 2,285,379	\$ 2,359,274	\$ 73,895 3.2%		
Healthy Environments & Communicable Disease	11,878,752	12,392,103	12,436,427	44,324 0.4%	(7,386,881)	(7,276,217)	(7,189,495)	86,722 -1.2%	4,491,872	5,115,886	5,246,932	131,046 2.6%		
Healthy Families	13,140,633	13,722,707	13,515,025	(207,682) -1.5%	(7,832,497)	(7,806,010)	(7,642,184)	163,826 -2.1%	5,308,136	5,916,697	5,872,841	(43,856) -0.7%		
Clinical Health Services	10,879,389	10,779,732	11,256,815	477,083 4.4%	(7,037,103)	(6,597,349)	(6,830,992)	(233,643) 3.5%	3,842,286	4,182,383	4,425,823	243,440 5.8%		
Total Public Health	39,790,387	41,733,343	42,276,248	542,905 1.3%	(24,871,790)	(24,232,998)	(24,371,378)	(138,380) 0.6%	14,918,596	17,500,345	17,904,870	404,525 2.3%		
Paramedic Services	33,475,738	35,708,906	39,033,525	3,324,619 9.3%	(15,802,179)	(17,114,771)	(18,596,762)	(1,481,991) 8.7%	17,673,558	18,594,135	20,436,763	1,842,628 9.9%		
Total Health	73,266,124	77,442,249	81,309,773	3,867,524 5.0%	(40,673,970)	(41,347,769)	(42,968,140)	(1,620,371) 3.9%	32,592,155	36,094,480	38,341,633	2,247,153 6.2%		
Social & Community Services														
Children's Services	57,987,692	59,894,833	69,309,449	9,414,616 15.7%	(46,485,175)	(48,529,191)	(59,066,355)	(10,537,164) 21.7%	11,502,517	11,365,642	10,243,094	(1,122,548) -9.9%		
Employment & Social Services	29,262,321	29,338,945	31,189,408	1,850,463 6.3%	(22,555,551)	(22,782,362)	(24,927,264)	(2,144,902) 9.4%	6,706,770	6,556,583	6,262,144	(294,439) -4.5%		
Housing Services	48,969,273	56,461,594	55,454,736	(1,006,859) -1.8%	(13,491,181)	(19,347,805)	(19,524,937)	(177,133) 0.9%	35,478,092	37,113,790	35,929,798	(1,183,991) -3.2%		
Quality & Service Integration	5,050,336	6,334,470	6,593,217	258,747 4.1%	-	-	-	-	5,050,336	6,334,470	6,593,217	258,747 4.1%		
Services for Seniors	65,784,433	65,970,707	67,426,749	1,456,042 2.2%	(47,809,933)	(47,892,192)	(49,259,513)	(1,367,321) 2.9%	17,974,500	18,078,515	18,167,236	88,721 0.5%		
Total Social & Community Services	207,054,055	218,000,549	229,973,559	11,973,010 5.5%	(130,341,840)	(138,551,550)	(152,778,069)	(14,226,520) 10.3%	76,712,215	79,449,000	77,195,489	(2,253,510) -2.8%		
Legislative & Planning Services														
Planning Services	11,483,799	13,448,872	14,453,502	1,004,631 7.5%	(1,230,322)	(1,266,385)	(1,234,935)	31,450 -2.5%	10,253,477	12,182,487	13,218,567	1,036,081 8.5%		
Asset Management	2,527,633	2,314,113	2,475,054	160,941 7.0%	(2,535,316)	(2,314,113)	(2,475,054)	(160,941) 7.0%	(7,684)	-	-	-		
Economic Development	2,468,408	2,744,255	2,835,047	90,792 3.3%	(182,548)	(173,300)	(237,050)	(63,750) 36.8%	2,285,859	2,570,955	2,597,997	27,042 1.1%		
Regional Clerk & Council Services	(216,694)	2,350	2,365	15 0.6%	(1,847)	(2,350)	(2,365)	(15) 0.6%	(218,541)	-	-	-		
Legal Services	429,346	235,700	235,900	200 0.1%	(164,234)	(235,700)	(235,900)	(200) 0.1%	265,112	-	-	-		
Total Legislative & Planning Services	16,692,492	18,745,289	20,001,868	1,256,579 6.7%	(4,114,268)	(3,991,848)	(4,185,304)	(193,456) 4.8%	12,578,224	14,753,442	15,816,564	1,063,123 7.2%		
Public Works														
Road Operations	50,491,728	51,655,973	53,372,050	1,716,076 3.3%	(512,206)	(365,250)	(370,700)	(5,450) 1.5%	49,979,522	51,290,723	53,001,350	1,710,626 3.3%		
Waste Management	49,745,676	48,357,833	49,198,478	840,645 1.7%	(8,404,476)	(6,954,213)	(7,087,882)	(133,669) 1.9%	41,341,201	41,403,620	42,110,596	706,976 1.7%		
Total Public Works	100,237,404	100,013,807	102,570,528	2,556,721 2.6%	(8,916,681)	(7,319,463)	(7,458,582)	(139,119) 1.9%	91,320,722	92,694,344	95,111,946	2,417,602 2.6%		
Finance														
Financial Planning & Budgets	345,790	580,100	584,600	4,500 0.8%	(746,139)	(580,100)	(584,600)	(4,500) 0.8%	(400,350)	-	-	-		
Financial, Purchasing & Payroll Services	85,967	130,850	157,850	27,000 20.6%	(268,682)	(130,850)	(157,850)	(27,000) 20.6%	(182,715)	-	-	-		
Information Technology	295,587	238,800	238,800	- 0.0%	(249,829)	(238,800)	(238,800)	- 0.0%	45,758	-	-	-		
Total Finance	\$ 727,344	\$ 949,750	\$ 981,250	\$ 31,500 3.3%	\$ (1,264,650)	\$ (949,750)	\$ (981,250)	\$ (31,500) 3.3%	\$ (537,307)	\$ -	\$ -	\$ -		



Gross Expenditures & Revenues By Program													
	Total Gross Expenditures				Total Revenue				Net Program Expenditures				
	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	2016 Actuals	2017 Approved Budget	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved	
Office of the CAO													
Policy Integration & Communications	(954,807)	18,169	18,169	- 0.0%	(2,174)	(18,169)	(18,169)	- 0.0%	(956,981)	-	-	-	-
Internal Audit	(51,779)	-	-	-	-	-	-	-	(51,779)	-	-	-	-
Business Planning & Corporate Initiatives	(574,327)	-	-	-	(362)	-	-	-	(574,689)	-	-	-	-
Human Resources	(316,122)	-	-	-	(87,536)	-	-	-	(403,658)	-	-	-	-
Total Office of the CAO	(1,897,035)	18,169	18,169	- 0.0%	(90,072)	(18,169)	(18,169)	- 0.0%	(1,987,108)	-	-	-	-
Office of the Chair & Regional Council													
Office of the Chair	(19,673)	-	-	-	-	-	-	-	(19,673)	-	-	-	-
Regional Council	(44,305)	-	-	-	(366)	-	-	-	(44,671)	-	-	-	-
Total Office of the Chair & Regional Council	(63,978)	-	-	-	(366)	-	-	-	(64,344)	-	-	-	-
Boards & Agencies													
Conservation Authorities	8,810,687	9,262,611	9,664,796	402,185 4.3%	-	-	-	-	8,810,687	9,262,611	9,664,796	402,185 4.3%	
Royal Botanical Gardens	747,963	768,049	771,329	3,280 0.4%	-	-	-	-	747,963	768,049	771,329	3,280 0.4%	
Total Boards & Agencies	9,558,650	10,030,660	10,436,125	405,465 4.0%	-	-	-	-	9,558,650	10,030,660	10,436,125	405,465 4.0%	
Halton Regional Police Services													
Halton Region Police Services	150,494,032	155,500,591	161,167,205	5,666,614 3.6%	(10,779,332)	(10,560,561)	(11,096,396)	(535,835) 5.1%	139,714,700	144,940,030	150,070,809	5,130,780 3.5%	
Non-Program Items & Financial Transactions													
Supplementary Tax Revenue	-	-	-	-	(6,815,730)	(7,600,000)	(7,000,000)	600,000 -7.9%	(6,815,730)	(7,600,000)	(7,000,000)	600,000 -7.9%	
Tax Policy Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
Assessment Services	8,635,878	8,783,900	9,134,400	350,500 4.0%	-	-	-	-	8,635,878	8,783,900	9,134,400	350,500 4.0%	
General Expenditures	37,567,043	32,659,782	37,087,126	4,427,344 13.6%	(4,862,462)	(5,855,141)	(6,577,556)	(722,416) 12.3%	32,704,581	26,804,641	30,509,570	3,704,928 13.8%	
Net Interest Earnings	57,046,481	43,632,200	43,632,200	- 0.0%	(64,797,281)	(51,383,000)	(51,383,000)	- 0.0%	(7,750,800)	(7,750,800)	(7,750,800)	- 0.0%	
Provincial Offences Act	-	-	-	-	(1,937,694)	(1,900,000)	(1,934,400)	(34,400) 1.8%	(1,937,694)	(1,900,000)	(1,934,400)	(34,400) 1.8%	
Payments-in-Lieu of Taxes	-	-	-	-	(2,994,419)	(2,800,000)	(2,800,000)	- 0.0%	(2,994,419)	(2,800,000)	(2,800,000)	- 0.0%	
Right-of-Way Taxes	-	-	-	-	(1,201,239)	(1,250,000)	(1,250,000)	- 0.0%	(1,201,239)	(1,250,000)	(1,250,000)	- 0.0%	
Tax Write-Off Provision	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Program Items & Financial Transactions	103,249,402	85,075,882	89,853,726	4,777,844 5.6%	(82,608,825)	(70,788,141)	(70,944,956)	(156,816) 0.2%	20,640,577	14,287,741	18,908,770	4,621,028 32.3%	
Net Regional Tax Levy	\$ 659,318,490	\$ 665,776,945	\$ 696,312,202	\$ 30,535,256 4.6%	\$ (278,790,005)	\$ (273,527,250)	\$ (290,430,866)	\$ (16,903,616) 6.2%	\$ 380,528,485	\$ 392,249,696	\$ 405,881,337	\$ 13,631,641 3.5%	



HALTON REGION

Budget and Business Plan 2018

Health

Health Department

Departmental Summary

Net Dollars	2015	2016	2017		2018			Change			
Health Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 50,180,596	\$ 50,551,944	\$ 52,547,900	\$ 52,880,231	\$ 53,958,410	\$ 1,841,020	\$ 55,799,430	\$ 1,410,510	2.7%	\$ 3,251,530	6.2%
Materials & Supplies	2,920,110	3,000,705	3,371,291	3,284,864	3,451,007	98,500	3,549,507	79,716	2.4%	178,216	5.3%
Purchased Services	3,981,975	3,552,789	3,748,852	3,293,235	3,561,287	-	3,561,287	(187,565)	-5.0%	(187,565)	-5.0%
Financial and Rent Expenses	609,740	588,776	651,500	625,400	641,700	-	641,700	(9,800)	-1.5%	(9,800)	-1.5%
Grants & Assistance	223,959	102,179	227,194	84,100	96,790	-	96,790	(130,404)	-57.4%	(130,404)	-57.4%
Total Direct Costs	57,916,381	57,796,392	60,546,737	60,167,830	61,709,194	1,939,520	63,648,714	1,162,457	1.9%	3,101,977	5.1%
Allocated Charges / Recoveries	1,403,310	1,642,939	1,631,226	1,587,207	1,690,889	-	1,690,889	59,663	3.7%	59,663	3.7%
Corporate Support	10,820,584	11,416,842	12,145,711	12,145,711	12,348,860	-	12,348,860	203,149	1.7%	203,149	1.7%
Transfers to Reserves-Operating	-	164,331	-	80,242	32,944	-	32,944	32,944		32,944	
Transfer from Reserves - Operating	-	(594,600)	(80,070)	(80,070)	-	-	-	80,070	-100.0%	80,070	-100.0%
Gross Operating Expenditures	70,140,275	70,425,905	74,243,604	73,900,920	75,781,887	1,939,520	77,721,407	1,538,283	2.1%	3,477,803	4.7%
Transfer to Reserves - Capital	2,622,539	2,679,022	2,962,858	2,962,858	3,352,943	-	3,352,943	390,085	13.2%	390,085	13.2%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	236,384	161,198	235,787	236,070	235,423	-	235,423	(364)	-0.2%	(364)	-0.2%
Capital Expenditures	2,858,923	2,840,220	3,198,645	3,198,928	3,588,366	-	3,588,366	389,721	12.2%	389,721	12.2%
Total Gross Expenditures	72,999,198	73,266,124	77,442,249	77,099,848	79,370,253	1,939,520	81,309,773	1,928,004	2.5%	3,867,524	5.0%
Subsidy Revenue	(40,200,070)	(40,351,325)	(41,189,409)	(41,431,743)	(41,845,015)	(976,245)	(42,821,260)	(655,606)	1.6%	(1,631,851)	4.0%
Other Revenue	(604,055)	(322,645)	(158,360)	(173,625)	(146,880)	-	(146,880)	11,480	-7.2%	11,480	-7.2%
Total Revenue	(40,804,124)	(40,673,970)	(41,347,769)	(41,605,368)	(41,991,895)	(976,245)	(42,968,140)	(644,126)	1.6%	(1,620,371)	3.9%
Net Program Expenditures	\$ 32,195,074	\$ 32,592,155	\$ 36,094,480	\$ 35,494,481	\$ 37,378,358	\$ 963,275	\$ 38,341,633	\$ 1,283,878	3.6%	\$ 2,247,153	6.2%

Health Department	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	447.9		447.9	12.0	459.9	-		0.0%	
Relief Hours	54,362		66,856	9,864	76,720	12,494		23%	



Public Health Resources

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Public Health Resources	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 2,886,305	\$ 2,283,436	\$ 2,895,420	\$ 3,620,492	\$ 3,100,030	\$ -	\$ 3,100,030	\$ 204,610	7.1%	\$ 204,610	7.1%
Materials & Supplies	152,533	161,622	172,487	153,900	170,663	-	170,663	(1,824)	-1.1%	(1,824)	-1.1%
Purchased Services	292,003	316,259	490,840	352,500	475,390	-	475,390	(15,450)	-3.1%	(15,450)	-3.1%
Financial and Rent Expenses	488,407	465,080	512,900	492,600	502,800	-	502,800	(10,100)	-2.0%	(10,100)	-2.0%
Grants & Assistance	14,690	13,475	14,700	14,700	14,700	-	14,700	-	0.0%	-	0.0%
Total Direct Costs	3,833,938	3,239,873	4,086,347	4,634,192	4,263,583	-	4,263,583	177,236	4.3%	177,236	4.3%
Allocated Charges / Recoveries	(159,435)	(126,563)	(140,138)	(140,138)	(126,637)	-	(126,637)	13,501	-9.6%	13,501	-9.6%
Corporate Support	683,990	760,271	892,592	857,674	931,035	-	931,035	38,443	4.3%	38,443	4.3%
Transfers to Reserves-Operating	-	18,031	-	26,800	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	4,358,493	3,891,612	4,838,801	5,378,528	5,067,981	-	5,067,981	229,180	4.7%	229,180	4.7%
Transfer to Reserves - Capital	114,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	114,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	4,472,493	3,891,612	4,838,801	5,378,528	5,067,981	-	5,067,981	229,180	4.7%	229,180	4.7%
Subsidy Revenue	(2,874,113)	(2,603,309)	(2,541,422)	(2,568,222)	(2,708,707)	-	(2,708,707)	(167,285)	6.6%	(167,285)	6.6%
Other Revenue	(13,500)	(12,000)	(12,000)	-	-	-	-	12,000	-100.0%	12,000	-100.0%
Total Revenue	(2,887,613)	(2,615,309)	(2,553,422)	(2,568,222)	(2,708,707)	-	(2,708,707)	(155,285)	6.1%	(155,285)	6.1%
Net Program Expenditures	\$ 1,584,880	\$ 1,276,303	\$ 2,285,379	\$ 2,810,306	\$ 2,359,274	\$ -	\$ 2,359,274	\$ 73,895	3.2%	\$ 73,895	3.2%

Public Health Resources	2017		2018			Change	
Staff Complement	Approved Budget	Requested Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	22.0	23.0	23.0	-	23.0	1.0	4.5%



Budget Change Report

Public Health Resources	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 2,895,420	\$ 3,620,492	\$ 3,100,030	\$ -	\$ 3,100,030	\$ 204,610	7.1%	Transfer of 1.0 FTE from Healthy Environments and Communicable Diseases.
Materials & Supplies	172,487	153,900	170,663	-	170,663	(1,824)	-1.1%	
Purchased Services	490,840	352,500	475,390	-	475,390	(15,450)	-3.2%	Decrease in janitorial services based on new contract pricing.
Financial and Rent Expenses	512,900	492,600	502,800	-	502,800	(10,100)	-2.0%	
Grants & Assistance	14,700	14,700	14,700	-	14,700	-	0.0%	
Total Direct Costs	4,086,347	4,634,192	4,263,583	-	4,263,583	177,236	4.3%	
Allocated Charges/Recoveries	(140,138)	(140,138)	(126,637)	-	(126,637)	13,501	-9.6%	Decrease in recovery for satellite clinics due to janitorial contract savings, utility reduction based on actual trend and rent adjustments based on contract.
Corporate Support	892,592	857,674	931,035	-	931,035	38,443	4.3%	
Transfer to Reserves - Operating	-	26,800	-	-	-	-	0.0%	Reflects increase in phones for shared meeting rooms.
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	4,838,801	5,378,528	5,067,981	-	5,067,981	229,180	4.7%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	4,838,801	5,378,528	5,067,981	-	5,067,981	229,180	4.7%	
Subsidy Revenue	(2,541,422)	(2,568,222)	(2,708,707)	-	(2,708,707)	(167,285)	6.6%	Increase in cost-shared Public Health programs to reflect the Divisional share of subsidy based on the 2018 base costs eligible for funding. 0% increase assumed for overall Public Health.
Other Revenue	(12,000)	-	-	-	-	12,000	-100.0%	
Total Revenue	(2,553,422)	(2,568,222)	(2,708,707)	-	(2,708,707)	(155,285)	6.1%	
Net Program Expenditures	\$ 2,285,379	\$ 2,810,306	\$ 2,359,274	\$ -	\$ 2,359,274	\$ 73,895	3.2%	

Healthy Environments & Communicable Disease

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Healthy Environments & Communicable Disease	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 7,975,059	\$ 7,924,331	\$ 8,267,340	\$ 7,881,800	\$ 8,345,020	\$ -	\$ 8,345,020	\$ 77,680	0.9%	\$ 77,680	0.9%
Materials & Supplies	413,045	338,052	386,385	337,110	385,205	-	385,205	(1,180)	-0.3%	(1,180)	-0.3%
Purchased Services	496,861	439,929	671,789	496,900	613,689	-	613,689	(58,100)	-8.6%	(58,100)	-8.6%
Financial and Rent Expenses	2,567	2,017	3,000	1,700	3,000	-	3,000	-	0.0%	-	0.0%
Grants & Assistance	2,139	1,641	1,500	1,100	1,500	-	1,500	-	0.0%	-	0.0%
Total Direct Costs	8,889,671	8,705,970	9,330,014	8,718,610	9,348,414	-	9,348,414	18,400	0.2%	18,400	0.2%
Allocated Charges / Recoveries	(19,360)	71,537	58,370	58,370	64,742	-	64,742	6,372	10.9%	6,372	10.9%
Corporate Support	3,172,924	2,883,123	2,808,719	2,884,378	2,828,271	-	2,828,271	19,552	0.7%	19,552	0.7%
Transfers to Reserves-Operating	-	23,123	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,043,235	11,683,752	12,197,103	11,661,358	12,241,427	-	12,241,427	44,324	0.4%	44,324	0.4%
Transfer to Reserves - Capital	300,000	195,000	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	300,000	195,000	195,000	195,000	195,000	-	195,000	-	0.0%	-	0.0%
Total Gross Expenditures	12,343,235	11,878,752	12,392,103	11,856,358	12,436,427	-	12,436,427	44,324	0.4%	44,324	0.4%
Subsidy Revenue	(7,844,587)	(7,311,213)	(7,219,317)	(7,210,767)	(7,132,395)	-	(7,132,395)	86,922	-1.2%	86,922	-1.2%
Other Revenue	(210,162)	(75,668)	(56,900)	(61,270)	(57,100)	-	(57,100)	(200)	0.4%	(200)	0.4%
Total Revenue	(8,054,749)	(7,386,881)	(7,276,217)	(7,272,037)	(7,189,495)	-	(7,189,495)	86,722	-1.2%	86,722	-1.2%
Net Program Expenditures	\$ 4,288,486	\$ 4,491,872	\$ 5,115,886	\$ 4,584,321	\$ 5,246,932	\$ -	\$ 5,246,932	\$ 131,046	2.6%	\$ 131,046	2.6%

Healthy Environments & Communicable Disease	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	76.0		75.0	-	75.0	(1.0)	-1.3%



Budget Change Report

Healthy Environments & Communicable Disease	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 8,267,340	\$ 7,881,800	\$ 8,345,020	\$ -	\$ 8,345,020	\$ 77,680	0.9%	1.0 FTE transferred to Public Health Resources. Decrease in health promotion and program resources to align with actual spending and reflect program need.
Materials & Supplies	386,385	337,110	385,205	-	385,205	(1,180)	-0.3%	
Purchased Services	671,789	496,900	613,689	-	613,689	(58,100)	-8.7%	
Financial and Rent Expenses	3,000	1,700	3,000	-	3,000	-	0.0%	
Grants & Assistance	1,500	1,100	1,500	-	1,500	-	0.0%	
Total Direct Costs	9,330,014	8,718,610	9,348,414	-	9,348,414	18,400	0.2%	
Allocated Charges/Recoveries	58,370	58,370	64,742	-	64,742	6,372	10.9%	Increased to reflect provisions for on-going cell phone replacement needs.
Corporate Support	2,808,719	2,884,378	2,828,271	-	2,828,271	19,552	0.7%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	12,197,103	11,661,358	12,241,427	-	12,241,427	44,324	0.4%	
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	12,392,103	11,856,358	12,436,427	-	12,436,427	44,324	0.4%	
Subsidy Revenue	(7,219,317)	(7,210,767)	(7,132,395)	-	(7,132,395)	86,922	-1.2%	
Other Revenue	(56,900)	(61,270)	(57,100)	-	(57,100)	(200)	0.4%	
Total Revenue	(7,276,217)	(7,272,037)	(7,189,495)	-	(7,189,495)	86,722	-1.2%	
Net Program Expenditures	\$ 5,115,886	\$ 4,584,321	\$ 5,246,932	\$ -	\$ 5,246,932	\$ 131,046	2.6%	

Healthy Families

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Healthy Families	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 9,742,772	\$ 9,453,279	\$ 9,780,590	\$ 9,160,200	\$ 9,757,330	\$ -	\$ 9,757,330	\$ (23,260)	-0.2%	\$ (23,260)	-0.2%
Materials & Supplies	247,164	220,129	265,342	270,400	287,236	-	287,236	21,894	8.3%	21,894	8.3%
Purchased Services	303,560	255,774	310,048	217,403	264,538	-	264,538	(45,510)	-14.7%	(45,510)	-14.7%
Financial and Rent Expenses	348	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	68,730	52,462	80,594	68,200	80,590	-	80,590	(4)	0.0%	(4)	0.0%
Total Direct Costs	10,362,575	9,981,644	10,436,574	9,716,203	10,389,694	-	10,389,694	(46,880)	-0.4%	(46,880)	-0.4%
Allocated Charges / Recoveries	(68,251)	105,862	67,214	67,214	74,029	-	74,029	6,815	10.1%	6,815	10.1%
Corporate Support	2,798,184	3,053,127	3,218,919	3,248,017	3,032,710	-	3,032,710	(186,209)	-5.8%	(186,209)	-5.8%
Transfers to Reserves-Operating	-	-	-	-	18,592	-	18,592	18,592		18,592	
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	13,092,508	13,140,633	13,722,707	13,031,434	13,515,025	-	13,515,025	(207,682)	-1.5%	(207,682)	-1.5%
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	13,092,508	13,140,633	13,722,707	13,031,434	13,515,025	-	13,515,025	(207,682)	-1.5%	(207,682)	-1.5%
Subsidy Revenue	(8,499,048)	(7,823,675)	(7,806,010)	(7,799,916)	(7,642,184)	-	(7,642,184)	163,826	-2.1%	163,826	-2.1%
Other Revenue	(5,198)	(8,823)	-	(3,600)	-	-	-	-	0.0%	-	0.0%
Total Revenue	(8,504,245)	(7,832,497)	(7,806,010)	(7,803,516)	(7,642,184)	-	(7,642,184)	163,826	-2.1%	163,826	-2.1%
Net Program Expenditures	\$ 4,588,262	\$ 5,308,136	\$ 5,916,697	\$ 5,227,918	\$ 5,872,841	\$ -	\$ 5,872,841	\$ (43,856)	-0.7%	\$ (43,856)	-0.7%

Healthy Families	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	94.4		92.4	-	92.4	(2.0)	-2.1%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Healthy Families								
Personnel Services	\$ 9,780,590	\$ 9,160,200	\$ 9,757,330	\$ -	\$ 9,757,330	\$ (23,260)	-0.2%	2.0 FTEs transferred to Immunization Services (Clinical Health).
Materials & Supplies	265,342	270,400	287,236	-	287,236	21,894	8.3%	Increase driven by operating costs of mobile technology acquired through the 2017 strategic investments, partially offset by savings from new cell phone contract and travel costs based on actual travel.
Purchased Services	310,048	217,403	264,538	-	264,538	(45,510)	-14.7%	Primarily due to decrease in program resources, Healthy Babies Healthy Children (HBHC) temporary agency budget to align with actual spending and decreased special projects due to change in School Mental Health Services (MO-23-16).
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	80,594	68,200	80,590	-	80,590	(4)	0.0%	
Total Direct Costs	10,436,574	9,716,203	10,389,694	-	10,389,694	(46,880)	-0.5%	
Allocated Charges/Recoveries	67,214	67,214	74,029	-	74,029	6,815	10.1%	Increased to reflect provisions for on-going cell phone replacement needs.
Corporate Support	3,218,919	3,248,017	3,032,710	-	3,032,710	(186,209)	-5.8%	Reflects decrease in Communication and Digital Media costs.
Transfer to Reserves - Operating	-	-	18,592	-	18,592	18,592	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	13,722,707	13,031,434	13,515,025	-	13,515,025	(207,682)	-1.5%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	13,722,707	13,031,434	13,515,025	-	13,515,025	(207,682)	-1.5%	
Subsidy Revenue	(7,806,010)	(7,799,916)	(7,642,184)	-	(7,642,184)	163,826	-2.1%	
Other Revenue	-	(3,600)	-	-	-	-	0.0%	
Total Revenue	(7,806,010)	(7,803,516)	(7,642,184)	-	(7,642,184)	163,826	-2.1%	
Net Program Expenditures	\$ 5,916,697	\$ 5,227,918	\$ 5,872,841	\$ -	\$ 5,872,841	\$ (43,856)	-0.7%	

Clinical Health Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Clinical Health Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 6,713,607	\$ 7,240,394	\$ 7,029,710	\$ 7,338,300	\$ 7,414,580	\$ -	\$ 7,414,580	\$ 384,870	5.5%	\$ 384,870	5.5%
Materials & Supplies	302,902	402,958	422,408	435,400	353,800	-	353,800	(68,608)	-16.2%	(68,608)	-16.2%
Purchased Services	1,833,513	1,082,068	1,063,088	1,039,050	1,188,620	-	1,188,620	125,532	11.8%	125,532	11.8%
Financial and Rent Expenses	19,663	17,495	25,300	20,800	25,600	-	25,600	300	1.2%	300	1.2%
Grants & Assistance	138,400	34,600	130,400	100	-	-	-	(130,400)	-100.0%	(130,400)	-100.0%
Total Direct Costs	9,008,084	8,777,516	8,670,906	8,833,650	8,982,600	-	8,982,600	311,694	3.6%	311,694	3.6%
Allocated Charges / Recoveries	330,030	137,385	66,461	66,163	56,091	-	56,091	(10,370)	-15.6%	(10,370)	-15.6%
Corporate Support	1,455,555	1,834,311	2,085,365	2,015,526	2,208,458	-	2,208,458	123,093	5.9%	123,093	5.9%
Transfers to Reserves-Operating	-	123,177	-	43,300	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	(50,000)	(50,000)	-	-	-	50,000	-100.0%	50,000	-100.0%
Gross Operating Expenditures	10,793,669	10,872,389	10,772,732	10,908,639	11,247,149	-	11,247,149	474,417	4.4%	474,417	4.4%
Transfer to Reserves - Capital	7,000	7,000	7,000	7,000	9,666	-	9,666	2,666	38.1%	2,666	38.1%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	7,000	7,000	7,000	7,000	9,666	-	9,666	2,666	38.1%	2,666	38.1%
Total Gross Expenditures	10,800,669	10,879,389	10,779,732	10,915,639	11,256,815	-	11,256,815	477,083	4.4%	477,083	4.4%
Subsidy Revenue	(5,835,540)	(6,900,081)	(6,518,749)	(6,562,939)	(6,752,212)	-	(6,752,212)	(233,463)	3.6%	(233,463)	3.6%
Other Revenue	(141,015)	(137,022)	(78,600)	(74,900)	(78,780)	-	(78,780)	(180)	0.2%	(180)	0.2%
Total Revenue	(5,976,555)	(7,037,103)	(6,597,349)	(6,637,839)	(6,830,992)	-	(6,830,992)	(233,643)	3.5%	(233,643)	3.5%
Net Program Expenditures	\$ 4,824,114	\$ 3,842,286	\$ 4,182,383	\$ 4,277,801	\$ 4,425,823	\$ -	\$ 4,425,823	\$ 243,440	5.8%	\$ 243,440	5.8%

Clinical Health Services	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	72.0		74.0	-	74.0	2.0	2.8%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Clinical Health Services								
Personnel Services	\$ 7,029,710	\$ 7,338,300	\$ 7,414,580	\$ -	\$ 7,414,580	\$ 384,870	5.5%	2.0 FTEs transferred from Healthy Families.
Materials & Supplies	422,408	435,400	353,800	-	353,800	(68,608)	-16.2%	Decrease driven by one-time cost for a secure filing cabinet; and reduction in postage and travel based on actual trend.
Purchased Services	1,063,088	1,039,050	1,188,620	-	1,188,620	125,532	11.8%	Increase mainly due to enhancement of harm reduction efforts for opioid-related challenges fully offset by subsidy.
Financial and Rent Expenses	25,300	20,800	25,600	-	25,600	300	1.2%	
Grants & Assistance	130,400	100	-	-	-	(130,400)	-100.0%	Removal of clinical health service grants.
Total Direct Costs	8,670,906	8,833,650	8,982,600	-	8,982,600	311,694	3.6%	
Allocated Charges/Recoveries	66,461	66,163	56,091	-	56,091	(10,370)	-15.6%	Decrease in satellite clinic costs due to janitorial contract savings, utility reduction based on actual trend and rent adjustments based on contract.
Corporate Support	2,085,365	2,015,526	2,208,458	-	2,208,458	123,093	5.9%	Reflects increase in number of computers required for the Oral Health and Immunization program.
Transfer to Reserves - Operating	-	43,300	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(50,000)	(50,000)	-	-	-	50,000	-100.0%	Removal of one-time transfer (\$50,000) from the tax stabilization reserve to finance the secure filing cabinets.
Gross Operating Expenditures	10,772,732	10,908,639	11,247,149	-	11,247,149	474,417	4.4%	
Transfer to Reserves - Capital	7,000	7,000	9,666	-	9,666	2,666	38.1%	Increase to support revised replacement vehicles costs.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	7,000	7,000	9,666	-	9,666	2,666	38.1%	
Total Gross Expenditures	10,779,732	10,915,639	11,256,815	-	11,256,815	477,083	4.4%	
Subsidy Revenue	(6,518,749)	(6,562,939)	(6,752,212)	-	(6,752,212)	(233,463)	3.6%	Increase to enhance harm reduction efforts for opioid-related challenges (\$150,000) 100% funded by Ministry of Health and Long-Term Care (MOHLTC). Increase in cost-shared Public Health programs reflects the Divisional share of subsidy based on the 2018 base costs eligible for funding. 0% increase assumed for overall Public Health.
Other Revenue	(78,600)	(74,900)	(78,780)	-	(78,780)	(180)	0.2%	
Total Revenue	(6,597,349)	(6,637,839)	(6,830,992)	-	(6,830,992)	(233,643)	3.5%	
Net Program Expenditures	\$ 4,182,383	\$ 4,277,801	\$ 4,425,823	\$ -	\$ 4,425,823	\$ 243,440	5.8%	

Paramedic Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Paramedic Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 22,862,853	\$ 23,650,504	\$ 24,574,840	\$ 24,879,439	\$ 25,341,450	\$ 1,841,020	\$ 27,182,470	\$ 766,610	3.1%	\$ 2,607,630	10.6%
Materials & Supplies	1,804,464	1,877,943	2,124,669	2,088,054	2,254,103	98,500	2,352,603	129,434	6.1%	227,934	10.7%
Purchased Services	1,056,038	1,458,759	1,213,087	1,187,382	1,019,050	-	1,019,050	(194,037)	-16.0%	(194,037)	-16.0%
Financial and Rent Expenses	98,756	104,184	110,300	110,300	110,300	-	110,300	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	25,822,112	27,091,389	28,022,896	28,265,175	28,724,903	1,939,520	30,664,423	702,007	2.5%	2,641,527	9.4%
Allocated Charges / Recoveries	1,320,326	1,454,719	1,579,319	1,535,598	1,622,664	-	1,622,664	43,345	2.7%	43,345	2.7%
Corporate Support	2,709,932	2,886,010	3,140,116	3,140,116	3,348,386	-	3,348,386	208,270	6.6%	208,270	6.6%
Transfers to Reserves-Operating	-	-	-	10,142	14,352	-	14,352	14,352			
Transfer from Reserves - Operating	-	(594,600)	(30,070)	(30,070)	-	-	-	30,070	-100.0%	30,070	-100.0%
Gross Operating Expenditures	29,852,370	30,837,518	32,712,261	32,920,961	33,710,305	1,939,520	35,649,825	998,044	3.1%	2,937,564	9.0%
Transfer to Reserves - Capital	2,201,539	2,477,022	2,760,858	2,760,858	3,148,277	-	3,148,277	387,419	14.0%	387,419	14.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	236,384	161,198	235,787	236,070	235,423	-	235,423	(364)	-0.2%	(364)	-0.2%
Capital Expenditures	2,437,923	2,638,220	2,996,645	2,996,928	3,383,700	-	3,383,700	387,055	12.9%	387,055	12.9%
Total Gross Expenditures	32,290,293	33,475,738	35,708,906	35,917,889	37,094,005	1,939,520	39,033,525	1,385,099	3.9%	3,324,619	9.3%
Subsidy Revenue	(15,146,782)	(15,713,048)	(17,103,911)	(17,289,899)	(17,609,517)	(976,245)	(18,585,762)	(505,606)	3.0%	(1,481,851)	8.7%
Other Revenue	(234,180)	(89,132)	(10,860)	(33,855)	(11,000)	-	(11,000)	(140)	1.3%	(140)	1.3%
Total Revenue	(15,380,962)	(15,802,179)	(17,114,771)	(17,323,754)	(17,620,517)	(976,245)	(18,596,762)	(505,746)	3.0%	(1,481,991)	8.7%
Net Program Expenditures	\$ 16,909,331	\$ 17,673,558	\$ 18,594,135	\$ 18,594,135	\$ 19,473,488	\$ 963,275	\$ 20,436,763	\$ 879,353	4.7%	\$ 1,842,628	9.9%

Paramedic Services	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	183.5		183.5	12.0	195.5	-	0.0%
Relief Hours	54,362		66,856	9,864	76,720	12,494	0
							22,358
							41.1%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Paramedic Services								
Personnel Services	\$ 24,574,840	\$ 24,879,439	\$ 25,341,450	\$ 1,841,020	\$ 27,182,470	\$ 2,607,630	10.6%	Increase due to additional 12,494 relief hours in the base budget and strategic investments including 11.0 FTE Paramedics and 9,864 relief hours and 1.0 FTE Operations Superintendent.
Materials & Supplies	2,124,669	2,088,054	2,254,103	98,500	2,352,603	227,934	10.7%	Increase in fuel and medical supplies due to call volume based on actual trend. Increase in operating cost of Mobile Technology acquired through 2017 Strategic Investment, partially offset by new cell phone contract savings.
Purchased Services	1,213,087	1,187,382	1,019,050	-	1,019,050	(194,037)	-16.0%	Decrease for vehicle maintenance based on actual trend and removal of the one-time Regional contribution for the Dedicated Offload Nursing initiative (DON).
Financial and Rent Expenses	110,300	110,300	110,300	-	110,300	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	28,022,896	28,265,175	28,724,903	1,939,520	30,664,423	2,641,527	9.4%	
Allocated Charges/Recoveries	1,579,319	1,535,598	1,622,664	-	1,622,664	43,345	2.7%	Increase driven by facility management support for the paramedic stations state-of-good-repair.
Corporate Support	3,140,116	3,140,116	3,348,386	-	3,348,386	208,270	6.6%	Increase for additional resources (13.1 FTEs) acquired through 2017 SIF.
Transfer to Reserves - Operating	-	10,142	14,352	-	14,352	14,352	0.0%	
Transfer from Reserves - Operating	(30,070)	(30,070)	-	-	-	30,070	-100.0%	Removal of one-time funding from the tax stabilization reserve to finance the DON initiative.
Gross Operating Expenditures	32,712,261	32,920,961	33,710,305	1,939,520	35,649,825	2,937,564	9.0%	
Transfer to Reserves - Capital	2,760,858	2,760,858	3,148,277	-	3,148,277	387,419	14.0%	Increase to support the purchase of new/replacement defib's, vehicles and additional station construction costs.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	235,787	236,070	235,423	-	235,423	(364)	-0.2%	
Capital Expenditures	2,996,645	2,996,928	3,383,700	-	3,383,700	387,055	12.9%	
Total Gross Expenditures	35,708,906	35,917,889	37,094,005	1,939,520	39,033,525	3,324,619	9.3%	
Subsidy Revenue	(17,103,911)	(17,289,899)	(17,609,517)	(976,245)	(18,585,762)	(1,481,851)	8.7%	Increase in provincial subsidy of \$416,200 is to support program growth based on the Ministry funding formula for 2018, \$89,300 relates to the increase of 12,494 paramedic relief hours in the Base, and \$976,245 is to support the proposed Strategic Investments of which \$122,000 is new 100% LHIN funding for CHAP (MO-29-17/SS-24-17).
Other Revenue	(10,860)	(33,855)	(11,000)	-	(11,000)	(140)	1.3%	
Total Revenue	(17,114,771)	(17,323,754)	(17,620,517)	(976,245)	(18,596,762)	(1,481,991)	8.7%	
Net Program Expenditures	\$ 18,594,135	\$ 18,594,135	\$ 19,473,488	\$ 963,275	\$ 20,436,763	\$ 1,842,628	9.9%	

Strategic Investment

Paramedic Services - Community Health Assessment Program

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440301

Complement Details	
Position Title	Paramedic
FTE Impact	1.00
Personnel Group	OPSEU (EMS)

Funding Impact		
Operating	2018 Impact	2019 Impact
Personnel Services	\$ 119,540	\$ 119,540
Materials & Supplies	2,480	2,480
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	122,020	122,020
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	122,020	122,020
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(122,020)	(122,020)
Non-Subsidy Revenue	-	-
Total Revenue	(122,020)	(122,020)
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 permanent paramedic FTE to expand the Community Health Assessment Program (CHAP) with no net Regional Impact.

Need:

The Mississauga Halton Local Health Integration Network (LHIN) has agreed to provide the Paramedic Services Division with funding to expand the CHAP program in Oakville (Report No. MO-19-17/SS-24-17). The LHIN will fund 1.0 permanent FTE to assume the lead role for the program.

CHAP is a health assessment and health promotion program for residents living in Halton Community Housing Corporation (HCHC) and Oakville Senior Citizens Residence (OSCR) buildings. The program focuses on a cardiovascular disease, diabetes, and falls risk assessment, and empowers the residents to take action to address identified risk factors to these chronic diseases. In partnership with McMaster University, the Paramedic Services Division, Housing Services Division and HCHC, completed a Community Health Assessment Program pilot research initiative over the past 12 months involving older adults at two HCHC buildings (Milton and Georgetown sites). Between October 2016 and May 2017, 41% of residents participated in the pilot project and 25% of those participants saw reduced blood pressure after five visits and 15% experience reduced diabetes risk (from high to moderate or moderate to low risk categories). In addition, during the pilot period, both sites experienced a reduction in calls for paramedic services - a reduction of 40% at the Milton site and 20% at the Georgetown site.

Implications:

The Paramedic Services Division and local hospitals are experiencing significant increases in patient volumes. The CHAP program has been shown to reduce paramedic calls and emergency department visits. With this opportunity to expand the program in Oakville it is anticipated that potentially 150 to 200 paramedic calls could be avoided at the participating buildings.

Alternatives:

In the event the funding from the LHIN is not utilized, the CHAP program will be limited to the two existing sites, which is anticipated to avoid approximately 35 calls per year.

Reference:

Report No. MO-29-17/SS-24-17 (re: "Community Paramedic Programs")

Strategic Investment

Paramedic Services - Paramedics

Funding Source	Tax
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Program Details

Department	Health
Division	Paramedic Services
Program	
Cost Centre	440300, 443000

Complement Details

Position Title	Paramedic Positions (ACP, PCP-IV)
FTE Impact	10.0
Hour (Relief Positions) Impact	9,864
Personnel Group	OPSEU (EMS)

Funding Impact

	2018 Impact	2019 Impact
Operating		
Personnel Services	\$ 1,582,530	\$ 1,582,530
Materials & Supplies	86,550	10,500
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	1,669,080	1,593,030
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	1,669,080	1,593,030
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(784,468)	(784,468)
Non-Subsidy Revenue	-	-
Total Revenue	(784,468)	(784,468)
Net Program Expenditures	\$ 884,612	\$ 808,562

Business Case

Recommendation:

Approve 10.0 permanent FTE for Paramedics (4.0 FTE Advanced Care Paramedic and 6.0 FTE Primary Care Paramedic) and 9,864 relief hours (4.5 equivalent FTE) to provide two additional 12 hours per day, 7 days per week ambulances and equipment; and one additional 12 hours per day, 7 days per week Emergency Response Unit and equipment, to address pressures related to increasing call volume (growth) and to maintain response times.

Need:

This additional staffing is intended to provide two 12/7 ambulances and one 12/7 Emergency Response Unit to address system pressures related to increasing call volumes, maintenance of response times to emergency calls, population and employment growth, an ageing population, hospital offload delays, paramedic workload, and other pressures. This recommendation is based on a review of call volume and the Paramedic Services Division's lack of resources to address surge capacity during periods of high demand. Paramedic Services call volume in 2016 increased by 8.1%, twice the annual average increase in call volume experienced in the past 10-years and significantly higher than the call volume anticipated in the Paramedic Services 10-Year Master Plan (Report No. MO-14-17). Call volume in 2017 is forecast to increase by a further 8% to 10%; projected call volumes in 2017 will exceed the Master Plan call volume that was anticipated in 2022.

Two new ambulances and equipment and one new Emergency Response vehicle and equipment will also be requested through the 2018 capital budget.

These new resources 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. The budget includes an expectation of 47% subsidy for the additional resources. This additional subsidy, if approved, would begin in 2019 due to Provincial-approved timing.

Implications:

The substantial call volume increases in 2016 and 2017 are impacting the Paramedic Services Division's ability to maintain service levels and meet response time targets. Without these additional resources, a further increase in response times is anticipated. There will also be an increase in paramedic workload and the potential for an increase in the frequency of paramedics not receiving legislated meal breaks.

Alternatives:

Limit new staffing to a single ambulance 12/7 with 4.0 FTE and relief hours. This however, would not address pressures related to call volume growth and response time compliance.

Reference:

Report No. MO-14-15 (re: "Paramedic Services 10-year Master Plan"), Report No. MO-14-17 (re: "Paramedic Services Division Annual Update")

Strategic Investment

Paramedic Services - Operations Superintendent

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440200

Complement Details	
Position Title	Operations Superintendent
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact	2018 Impact	2019 Impact
Operating		
Personnel Services	\$ 138,950	\$ 138,950
Materials & Supplies	9,470	1,180
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	148,420	140,130
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	148,420	140,130
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(69,757)	(65,861)
Non-Subsidy Revenue	-	-
Total Revenue	(69,757)	(65,861)
Net Program Expenditures	\$ 78,663	\$ 74,269

Business Case

Recommendation:

Approve 1.0 permanent FTE Operations Superintendent and one Emergency Response vehicle and equipment required to meet the recommended Paramedic to Operations Superintendent ratio of 20:1 in order to ensure adequate supervision of paramedics, manage frontline operations and to meet health and safety obligations as the employer.

Need:

Currently, the Paramedic Services Division has 10 frontline Operations Superintendents. The recommended Paramedic to Operations Superintendent ratio is 20:1 to ensure that an appropriate number of supervisory staff are in place to oversee paramedic staff, direct day-to-day operations, monitor system performance, ensure the health and safety of assigned staff, and to manage Paramedic Services pressures such as hospital offload delay. The present superintendent to paramedic ratio is 24:1.

This additional position is required to address growth in the division/paramedic complement and deal with the increased workload and complexity of managing operations 24/7.

Implications:

The risk associated with not having this strategic investment approved is the impact on the Division's ability to fulfill current operational responsibilities, manage risk, comply with health and safety requirements, respond to customer service inquiries, meet project timelines, reduce field supervision of frontline staff, and increase the work load of the existing Operations Superintendents.

Alternatives:

None

Reference:

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

HALTON REGION

Budget and Business Plan 2018

Social & Community Services

Social & Community Services Department

Departmental Summary

Net Dollars	2015		2016		2017		2018			Change		
Social & Community Services Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved		
Personnel Services	\$ 63,742,353	\$ 64,931,302	\$ 64,880,280	\$ 65,424,340	\$ 66,383,660	\$ 1,035,020	\$ 67,418,680	\$ 1,503,380	2.3%	\$ 2,538,400	3.9%	
Materials & Supplies	4,525,355	4,430,476	4,900,675	4,900,675	4,932,390	25,474	4,957,864	31,715	0.6%	57,189	1.2%	
Purchased Services	24,693,138	25,231,077	30,292,407	29,335,910	29,662,153	(964,184)	28,697,969	(630,254)	-2.1%	(1,594,438)	-5.3%	
Financial and Rent Expenses	706,538	730,077	721,990	721,990	822,395	-	822,395	100,405	13.9%	100,405	13.9%	
Grants & Assistance	73,798,126	80,402,190	89,814,027	88,487,461	95,417,759	350,000	95,767,759	5,603,732	6.2%	5,953,732	6.6%	
Total Direct Costs	167,465,510	175,725,122	190,609,379	188,870,376	197,218,357	446,310	197,664,667	6,608,978	3.5%	7,055,288	3.7%	
Allocated Charges / Recoveries	5,536,877	5,627,532	5,918,592	5,918,592	6,089,790	-	6,089,790	171,198	2.9%	171,198	2.9%	
Corporate Support	11,359,528	12,111,959	12,579,255	12,579,255	12,749,329	-	12,749,329	170,074	1.4%	170,074	1.4%	
Transfers to Reserves-Operating	1,974,432	6,968,120	2,211,000	2,875,381	4,922,264	-	4,922,264	2,711,264	122.6%	2,711,264	122.6%	
Transfer from Reserves - Operating	(721,500)	(3,560,000)	(3,549,000)	(3,549,000)	(1,683,814)	-	(1,683,814)	1,865,186	-52.6%	1,865,186	-52.6%	
Gross Operating Expenditures	185,614,847	196,872,732	207,769,226	206,694,604	219,295,926	446,310	219,742,236	11,526,700	5.5%	11,973,010	5.8%	
Transfer to Reserves - Capital	12,239,049	10,181,323	10,231,323	10,231,323	10,231,323	-	10,231,323	-	0.0%	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Capital Expenditures	12,239,049	10,181,323	10,231,323	10,231,323	10,231,323	-	10,231,323	-	0.0%	-	0.0%	
Total Gross Expenditures	197,853,896	207,054,055	218,000,549	216,925,927	229,527,249	446,310	229,973,559	11,526,700	5.3%	11,973,010	5.5%	
Subsidy Revenue	(102,489,676)	(111,455,533)	(121,259,777)	(120,148,155)	(135,098,052)	(138,410)	(135,236,462)	(13,838,276)	11.4%	(13,976,686)	11.5%	
Other Revenue	(17,903,426)	(18,886,307)	(17,291,773)	(17,698,773)	(17,541,607)	-	(17,541,607)	(249,834)	1.4%	(249,834)	1.4%	
Total Revenue	(120,393,102)	(130,341,840)	(138,551,550)	(137,846,928)	(152,639,659)	(138,410)	(152,778,069)	(14,088,110)	10.2%	(14,226,520)	10.3%	
Net Program Expenditures	\$ 77,460,794	\$ 76,712,215	\$ 79,449,000	\$ 79,079,000	\$ 76,887,589	\$ 307,900	\$ 77,195,489	\$ (2,561,410)	-3.2%	\$ (2,253,510)	-2.8%	

Social & Community Services Department	2017		2018			Change			
Staff Complement	Approved Budget	Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	716.9		716.9	10.9	727.8	-	0.0%	10.9	1.5%
Relief Hours	56,884		70,561	-	70,560	13,677	24%	13,676	24%



Children's Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Children's Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 9,481,120	\$ 10,136,627	\$ 10,415,110	\$ 10,151,170	\$ 10,820,210	\$ 223,240	\$ 11,043,450	\$ 405,100	3.9%	\$ 628,340	6.0%
Materials & Supplies	367,649	385,557	435,047	435,047	428,421	17,154	445,575	(6,626)	-1.5%	10,528	2.4%
Purchased Services	17,760,196	18,029,814	19,576,309	18,793,812	20,682,895	(240,394)	20,442,501	1,106,586	5.7%	866,192	4.4%
Financial and Rent Expenses	264,842	274,983	271,443	271,443	273,157	-	273,157	1,714	0.6%	1,714	0.6%
Grants & Assistance	20,242,175	25,630,711	26,509,548	25,927,363	34,234,047	-	34,234,047	7,724,499	29.1%	7,724,499	29.1%
Total Direct Costs	48,115,982	54,457,691	57,207,457	55,578,835	66,438,730	-	66,438,730	9,231,273	16.1%	9,231,273	16.1%
Allocated Charges / Recoveries	227,052	189,973	244,275	244,275	251,433	-	251,433	7,158	2.9%	7,158	2.9%
Corporate Support	2,120,729	2,256,007	2,428,101	2,428,101	2,544,286	-	2,544,286	116,185	4.8%	116,185	4.8%
Transfers to Reserves-Operating	1,849,960	1,134,020	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(100,000)	(100,000)	(60,000)	(60,000)	-	-	-	60,000	-100.0%	60,000	-100.0%
Gross Operating Expenditures	52,213,724	57,937,692	59,844,833	58,216,211	69,259,449	-	69,259,449	9,414,616	15.7%	9,414,616	15.7%
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	52,263,724	57,987,692	59,894,833	58,266,211	69,309,449	-	69,309,449	9,414,616	15.7%	9,414,616	15.7%
Subsidy Revenue	(38,319,795)	(45,303,393)	(47,712,891)	(46,221,269)	(58,236,555)	-	(58,236,555)	(10,523,664)	22.1%	(10,523,664)	22.1%
Other Revenue	(1,081,754)	(1,181,781)	(816,300)	(884,300)	(829,800)	-	(829,800)	(13,500)	1.7%	(13,500)	1.7%
Total Revenue	(39,401,549)	(46,485,175)	(48,529,191)	(47,105,569)	(59,066,355)	-	(59,066,355)	(10,537,164)	21.7%	(10,537,164)	21.7%
Net Program Expenditures	\$ 12,862,175	\$ 11,502,517	\$ 11,365,642	\$ 11,160,642	\$ 10,243,094	\$ -	\$ 10,243,094	\$ (1,122,548)	-9.9%	\$ (1,122,548)	-9.9%

Children's Services	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	105.6		105.6	2.0	107.6	-	2.0 1.9%
Relief Hours	1,096		1,827	-	1,827	731	67% 731 67%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Children's Services								
Personnel Services	\$ 10,415,110	\$ 10,151,170	\$ 10,820,210	\$ 223,240	\$ 11,043,450	\$ 628,340	6.0%	Increase includes an increase in hours for Early Childhood Educators at the Regional Child Care Centres as per amendments to the Child Care and Early Years Act; additional relief hours of 731 to address intake pressures; and two additional resources proposed for Strategic Investment (Program Advisor and Child Care Co-ordinator).
Materials & Supplies	435,047	435,047	428,421	17,154	445,575	10,528	2.4%	Increase includes administrative costs (IT, office supplies, travel and cell phone) proposed for Strategic Investment.
Purchased Services	19,576,309	18,793,812	20,682,895	(240,394)	20,442,501	866,192	4.4%	Increase in Fee Subsidy of \$683,000, \$100,000 Temporary Agencies and \$150,000 Professional Services for new EDU funding (all offset by subsidy), offset by removal of one-time Child Care Study for (\$60,000) funded from reserve.
Financial and Rent Expenses	271,443	271,443	273,157	-	273,157	1,714	0.6%	
Grants & Assistance	26,509,548	25,927,363	34,234,047	-	34,234,047	7,724,499	29.1%	Increase based on EarlyON Child and Family Centres funding (\$3.7 million), ELCC bilateral (\$3.4 million), and Child Care expansion (\$0.8 million) as set out in SS-20-17 and SS-21-17.
Total Direct Costs	57,207,457	55,578,835	66,438,730	-	66,438,730	9,231,273	16.1%	
Allocated Charges/Recoveries	244,275	244,275	251,433	-	251,433	7,158	2.9%	
Corporate Support	2,428,101	2,428,101	2,544,286	-	2,544,286	116,185	4.8%	Reflects increased number of PCs required by the program.
Transfer to Reserves - Operating	25,000	25,000	25,000	-	25,000	-	0.0%	
Transfer from Reserves - Operating	(60,000)	(60,000)	-	-	-	60,000	-100.0%	Removal of one-time reserve transfer for child care study.
Gross Operating Expenditures	59,844,833	58,216,211	69,259,449	-	69,259,449	9,414,616	15.7%	
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	59,894,833	58,266,211	69,309,449	-	69,309,449	9,414,616	15.7%	
Subsidy Revenue	(47,712,891)	(46,221,269)	(58,236,555)	-	(58,236,555)	(10,523,664)	22.1%	Increased by Ministry of Education subsidy for EarlyON Child and Family Centres (\$3.65 million), Early Learning and Child Care Bi-lateral Agreement (\$4.7 million) and Child Care Expansion Plan (\$2.2 million).
Other Revenue	(816,300)	(884,300)	(829,800)	-	(829,800)	(13,500)	1.7%	Increase in Regional Child Care Centre Fees.
Total Revenue	(48,529,191)	(47,105,569)	(59,066,355)	-	(59,066,355)	(10,537,164)	21.7%	
Net Program Expenditures	\$ 11,365,642	\$ 11,160,642	\$ 10,243,094	\$ -	\$ 10,243,094	\$ (1,122,548)	-9.9%	

Strategic Investment

EarlyON Child and Family Centres

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Children's Services
Program	EarlyON Child and Family Centres
Cost Centre	310414

Complement Details

Position Title	Program Advisor/ Child Care Coordinator
FTE Impact	2.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 223,240	\$ 223,240
Materials & Supplies	17,154	17,154
Purchased Services	(240,394)	(240,394)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
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 2.0 FTE permanent positions in the Children's Services Division that is 100% provincially funded from the EarlyON Child and Family Centres (formerly OEYCFC) initiative.

Need:

The implementation of EarlyON Child and Family Centres effective January 1, 2018, results in new local management responsibility for Halton Region as part of the service system manager role for early learning and child care. These positions are essential to ensuring that Halton will be able to appropriately oversee the implementation and change management efforts required to transition to local management, including staffing and exemptions; procedures and policies for health, safety and well-being; and serious occurrence reporting. The positions will also support future visioning and development, working with community partners to further enhance the early learning and child care system in Halton Region. Not having dedicated resources could lead to quality concerns, and reputational risks to the Region should oversight not be properly implemented. All costs associated with these FTEs are fully funded through the 100% provincial funding for EarlyON Child and Family Centres. If approved, these FTEs will be located in Community Development and Intake, given the strong connection to school boards and other early years partners.

A permanent Program Advisor (1.0 FTE) is required to provide leadership to support the implementation and change management efforts for the EarlyON Child and Family Centres initiative, ensure program outcomes, and support future visioning for enhancing the early years and child care system. A permanent position will allow the Region to attract and retain a highly skilled staff member, reducing administrative burden for the Division and HR regarding ongoing recruitment for contract positions.

A permanent Child Care Coordinator (1.0 FTE) is required to support the Program Advisor by overseeing operations and internal administration of the new provincial program; establishing of operational guidelines; collecting data as part of Regional oversight and ministry reporting requirements; and analysis of data to support a strong early years and child care system that supports children and families in Halton Region.

Implications:

Funding for these positions is included in the 100% provincial funding for EarlyON Child and Family Centres. Additional funding has been budgeted in Purchased Services. If the SIF is not approved, temporary support will be used to administer the program.

This is a new responsibility for Halton Region with significant change management efforts that require dedicated resources for effective implementation and oversight.

Alternatives:

Contract with a consultant to deliver on the implementation of EarlyON Child and Family Centres, which would be at an increased cost.

Reference:

SS-21-17 - (re: "Ontario Early Years Child and Family Centres").

Employment & Social Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Employment & Social Services											
Personnel Services	\$ 4,666,738	\$ 4,978,129	\$ 4,990,140	\$ 4,865,140	\$ 5,071,580	\$ 321,960	\$ 5,393,540	\$ 81,440	1.6%	\$ 403,400	8.1%
Materials & Supplies	215,105	171,432	174,400	174,400	185,600	-	185,600	11,200	6.4%	11,200	6.4%
Purchased Services	716,845	654,133	1,117,593	1,117,593	1,121,375	(321,960)	799,415	3,782	0.3%	(318,178)	-28.5%
Financial and Rent Expenses	308,475	329,275	337,700	337,700	420,650	-	420,650	82,950	24.6%	82,950	24.6%
Grants & Assistance	19,890,752	20,347,939	20,053,194	20,053,194	21,735,657	-	21,735,657	1,682,463	8.4%	1,682,463	8.4%
Total Direct Costs	25,797,915	26,480,908	26,673,027	26,548,027	28,534,862	-	28,534,862	1,861,835	7.0%	1,861,835	7.0%
Allocated Charges / Recoveries	817,750	546,613	525,910	525,910	624,712	-	624,712	98,802	18.8%	98,802	18.8%
Corporate Support	2,115,074	2,234,800	2,140,008	2,140,008	2,029,834	-	2,029,834	(110,174)	-5.1%	(110,174)	-5.1%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	28,730,739	29,262,321	29,338,945	29,213,945	31,189,408	-	31,189,408	1,850,463	6.3%	1,850,463	6.3%
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	28,730,739	29,262,321	29,338,945	29,213,945	31,189,408	-	31,189,408	1,850,463	6.3%	1,850,463	6.3%
Subsidy Revenue	(20,997,631)	(21,854,495)	(21,896,762)	(21,896,762)	(24,033,164)	-	(24,033,164)	(2,136,402)	9.8%	(2,136,402)	9.8%
Other Revenue	(770,176)	(701,056)	(885,600)	(885,600)	(894,100)	-	(894,100)	(8,500)	1.0%	(8,500)	1.0%
Total Revenue	(21,767,807)	(22,555,551)	(22,782,362)	(22,782,362)	(24,927,264)	-	(24,927,264)	(2,144,902)	9.4%	(2,144,902)	9.4%
Net Program Expenditures	\$ 6,962,933	\$ 6,706,770	\$ 6,556,583	\$ 6,431,583	\$ 6,262,144	\$ -	\$ 6,262,144	\$ (294,439)	-4.5%	\$ (294,439)	-4.5%

Employment & Social Services	2017		2018			Change	
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
Staff Complement							
FTE	51.9		51.9	3.1	55.0	-	0.0%
							3.1 6.0%



Budget Change Report

Employment & Social Services	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 4,990,140	\$ 4,865,140	\$ 5,071,580	\$ 321,960	\$ 5,393,540	\$ 403,400	8.1%	Increase includes additional resources of 3.1 FTEs proposed in Strategic Investment including Program Lead (1.0 FTE) and Supervisor (0.6 FTE) for Halton Newcomer Strategy and Integrated Employment Specialist (1.5 FTE) for Youth Job Connection all of which are offset by reduction in temporary agency and will continue to be fully funded by subsidy.
Materials & Supplies	174,400	174,400	185,600	-	185,600	11,200	6.4%	Increase for Hydro based on actual trend.
Purchased Services	1,117,593	1,117,593	1,121,375	(321,960)	799,415	(318,178)	-28.5%	Decrease in Temporary Agency costs related to permanent FTE's proposed through Strategic Investment.
Financial and Rent Expenses	337,700	337,700	420,650	-	420,650	82,950	24.6%	Increase in rent for Employment Halton's new leased office space (LPS-76-17).
Grants & Assistance	20,053,194	20,053,194	21,735,657	-	21,735,657	1,682,463	8.4%	Increase in Ontario Works (OW) Benefits (2% caseload, 5% demand, 2% rate), fully offset by subsidy.
Total Direct Costs	26,673,027	26,548,027	28,534,862	-	28,534,862	1,861,835	7.0%	
Allocated Charges/Recoveries	525,910	525,910	624,712	-	624,712	98,802	18.8%	Increase to replenish reserve used to fund new office leasehold improvement (LPS-76-17).
Corporate Support	2,140,008	2,140,008	2,029,834	-	2,029,834	(110,174)	-5.2%	Reflects decreased number of PCs deployed for the program.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	29,338,945	29,213,945	31,189,408	-	31,189,408	1,850,463	6.3%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	29,338,945	29,213,945	31,189,408	-	31,189,408	1,850,463	6.3%	
Subsidy Revenue	(21,896,762)	(21,896,762)	(24,033,164)	-	(24,033,164)	(2,136,402)	9.8%	Increase of \$1.7 million in OW subsidy (2% caseload, 5% demand, 2% rate) and \$463,000 for OW upload savings.
Other Revenue	(885,600)	(885,600)	(894,100)	-	(894,100)	(8,500)	1.0%	Increase funeral reimbursements based on actual service demand.
Total Revenue	(22,782,362)	(22,782,362)	(24,927,264)	-	(24,927,264)	(2,144,902)	9.4%	
Net Program Expenditures	\$ 6,556,583	\$ 6,431,583	\$ 6,262,144	\$ -	\$ 6,262,144	\$ (294,439)	-4.5%	

Strategic Investment

Halton Newcomer Strategy

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Employment & Social Services
Program	Halton Newcomer Strategy
Cost Centre	320350/321011

Complement Details

Position Title	Program Lead / Supervisor
FTE Impact	1.6
Personnel Group	CUPE (SS) / OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 181,970	\$ 181,970
Materials & Supplies	-	-
Purchased Services	(181,970)	(181,970)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
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 1.6 FTE permanent Supervisor and Program Lead positions to support the work of the Halton Newcomer Strategy Steering Committee (HNS), a Local Immigration Partnership (LIP) funded by Immigration, Refugees and Citizenship Canada (IRCC).

Need:

LIPs are community-wide, multi-sectoral partnerships that were created in 2008 by IRCC to support systems planning for newcomers. Since 2010, Halton Region has received funding from IRCC to coordinate the HNS. The two positions are instrumental in leading, managing and directing the work of the HNS. Strong leadership of the HNS is required to ensure that newcomers to Halton feel welcome and have access to the services they require. Since the continuation of funding by IRCC is contingent upon the achievement of targets, the positions play an integral role in ensuring the attainment of our funder's required deliverables.

Since 2010, both the Supervisor and Program Lead positions have supported the HNS. Given the fact that the Region's funding agreement with IRCC has been extended to March 31, 2020, in addition to the fact that the federal commitment to newcomers remains strong, approval to hire permanent employees to support the HNS is requested. Conversion of the temporary positions to permanent will allow for the retention of highly qualified leadership staff and reduced turnover in the role, resulting in a more stable staff complement, decreased costs associated with the hiring and training of new staff, as well as a more seamless continuation of the significant improvements that have been made to date. The stabilization of staff also supports the Department's talent management approach.

1.0 FTE for Program Lead and 0.6 FTE for Supervisor (which will be combined with the 0.4 FTE for a full 1.0 FTE) are 100% funded by IRCC. While this funding is expected to continue into the foreseeable future, should the funding end the positions would be eliminated.

Implications:

If the FTEs are not approved, there's potential for the loss of high performing leadership staff and an unstable staffing complement, which in turn will result in retention challenges and a loss of momentum and achievement of the HNS. In addition, staff turnover will impact the Region's ability to meet funder's deliverables which may result in a loss of funding. Retention of highly competent staff is also critical to the Region's reputation and credibility in the community.

Alternatives:

Should this request not be approved, support to the HNS will continue to be provided by temporary staff.

Reference:

N/A

Strategic Investment

Integrated Employment Specialist

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Employment & Social Services
Program	Youth Job Connection
Cost Centre	320224/320226/320227

Complement Details

Position Title	Integrated Employment Specialist
FTE Impact	1.5
Personnel Group	CUPE (SS)

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 139,990	\$ 139,990
Materials & Supplies	-	-
Purchased Services	(139,990)	(139,990)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
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 1.5 FTEs permanent Integrated Employment Specialists to support the Youth Job Connection (YJC) program. YJC provides pre-employment workshops, job matching, paid job placements and supports, as well as hiring incentives for employers converting staff from temporary status.

Need:

The YJC program requires a stable staff complement to support its program participants (i.e., youth aged 15 to 29 with multiple, complex barriers to employment). To be successful, this extremely vulnerable population needs consistent staff with whom they can foster relationships and build trust. These trusting relationships are critical to the success of the youth's employment placement and retention. A stable workforce also allows for the retention of highly qualified staff and reduced turnover in the roles which supports the Department's talent management approach.

This program was implemented and has been 100% funded by the Ministry of Advanced Education and Skills Development (MAESD) since October 2015 to provide more intensive supports beyond traditional job search and placement opportunities (e.g., paid pre-employment training to promote job readiness, mentorship services, education and work transition supports, etc.). The continuation of funding by MAESD is contingent upon the achievement of targets and these positions also play an integral role in ensuring the attainment of the Ministry's required deliverables. To date, 164 youth have participated in the YJC program and of those youth, 156 (95%) have completed the program. Of those who completed the program, 114 (73%) have secured employment and 6 (5%) are going back to school.

Given the fact that the Region's funding agreement with MAESD has been extended for an additional year, coupled with the fact that the provincial commitment to youth employment strategies remains strong, approval to hire permanent employees to support the YJC program is requested. In addition, conversion of these temporary positions to permanent positions will result in a more stable staff complement as well as reduced turnover and costs associated with the hiring and training of new staff. While this funding is expected to continue into the foreseeable future, should the funding end the positions would be eliminated.

Implications:

If these FTEs are not approved, the potential exists for the loss of highly skilled staff and an unstable staffing complement which in turn will result not only in retention challenges but also in a loss of momentum and success of the YJC program. In addition, staff turnover will impact the Region's ability to meet the funder's deliverables which may result in a loss of funding. Retention of highly competent staff is also critical to the Region's reputation and credibility in the community, particularly with employers.

Alternatives:

Should this request not be approved, support to the YJC program will continue to be provided by temporary staff.

Reference:

N/A

Housing Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Housing Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 3,954,970	\$ 3,956,053	\$ 4,120,220	\$ 4,120,220	\$ 4,211,520	\$ 201,830	\$ 4,413,350	\$ 91,300	2.2%	\$ 293,130	7.1%
Materials & Supplies	81,335	125,496	117,469	117,469	130,708	-	130,708	13,239	11.3%	13,239	11.3%
Purchased Services	330,641	348,337	3,062,197	3,062,197	1,112,746	(201,830)	910,916	(1,949,451)	-63.7%	(2,151,281)	-70.3%
Financial and Rent Expenses	1,440	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	32,366,500	32,720,013	40,698,594	39,954,213	36,995,364	-	36,995,364	(3,703,231)	-9.1%	(3,703,231)	-9.1%
Total Direct Costs	36,734,886	37,149,899	47,998,480	47,254,099	42,450,338	-	42,450,338	(5,548,143)	-11.6%	(5,548,143)	-11.6%
Allocated Charges / Recoveries	405,379	429,497	604,385	604,385	546,956	-	546,956	(57,429)	-9.5%	(57,429)	-9.5%
Corporate Support	1,100,722	1,215,778	1,361,729	1,361,729	1,466,592	-	1,466,592	104,863	7.7%	104,863	7.7%
Transfers to Reserves-Operating	124,472	5,834,100	2,186,000	2,850,381	4,874,664	-	4,874,664	2,688,664	123.0%	2,688,664	123.0%
Transfer from Reserves - Operating	(621,500)	(3,460,000)	(3,489,000)	(3,489,000)	(1,683,814)	-	(1,683,814)	1,805,186	-51.7%	1,805,186	-51.7%
Gross Operating Expenditures	37,743,959	41,169,273	48,661,594	48,581,594	47,654,736	-	47,654,736	(1,006,859)	-2.1%	(1,006,859)	-2.1%
Transfer to Reserves - Capital	9,967,726	7,800,000	7,800,000	7,800,000	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	9,967,726	7,800,000	7,800,000	7,800,000	7,800,000	-	7,800,000	-	0.0%	-	0.0%
Total Gross Expenditures	47,711,685	48,969,273	56,461,594	56,381,594	55,454,736	-	55,454,736	(1,006,859)	-1.8%	(1,006,859)	-1.8%
Subsidy Revenue	(10,135,890)	(10,411,336)	(17,521,458)	(17,521,458)	(17,640,460)	-	(17,640,460)	(119,003)	0.7%	(119,003)	0.7%
Other Revenue	(2,572,431)	(3,079,845)	(1,826,347)	(1,826,347)	(1,884,477)	-	(1,884,477)	(58,130)	3.2%	(58,130)	3.2%
Total Revenue	(12,708,321)	(13,491,181)	(19,347,805)	(19,347,805)	(19,524,937)	-	(19,524,937)	(177,133)	0.9%	(177,133)	0.9%
Net Program Expenditures	\$ 35,003,364	\$ 35,478,092	\$ 37,113,790	\$ 37,033,790	\$ 35,929,798	\$ -	\$ 35,929,798	\$ (1,183,991)	-3.2%	\$ (1,183,991)	-3.2%

Housing Services	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
FTE	40.0		40.0	2.0	42.0	-	0.0%	2.0	5.0%



Budget Change Report

Housing	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 4,120,220	\$ 4,120,220	\$ 4,211,520	\$ 201,830	\$ 4,413,350	\$ 293,130	7.1%	Increase includes two additional resources proposed in Strategic Investment, including 1.0 FTE Integrated Worker and 1.0 FTE Housing Programs Analyst, which is fully funded by subsidy.
Materials & Supplies	117,469	117,469	130,708	-	130,708	13,239	11.3%	Includes increase in office supplies for CHPI offset by subsidy and increase in travel due to demand offset by recovery from Halton Community Housing Corporation (HCHC).
Purchased Services	3,062,197	3,062,197	1,112,746	(201,830)	910,916	(2,151,281)	-70.3%	Decrease driven by removal of one-time state-of-good-repair capital expenditure for Oakville Senior Citizen Residence (OSCR) (\$1.9 million); Building Condition Assessment (BCA) for Housing Providers (\$0.2 million) and \$96,000 reduction in temporary agency cost to hire permanent resources through SIF (Integrated Housing Worker).
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	40,698,594	39,954,213	36,995,364	-	36,995,364	(3,703,231)	-9.1%	Net reduction due mainly to decreased grants to Housing Providers based on MHO cost factors and renewed mortgage value (\$1.1 million) and decrease in provincial subsidies for SHIP (\$3.4 million), IAH-E (\$575,000), SDV-PHB (\$246,000), offset by a subsidy increase for HFG (\$1.0 million), CHPI (\$356,000), and the Regional funded increase for Halton Rental Assistance Program (HRAP-E) (\$272,000).
Total Direct Costs	47,998,480	47,254,099	42,450,338	-	42,450,338	(5,548,143)	-11.6%	
Allocated Charges/Recoveries	604,385	604,385	546,956	-	546,956	(57,429)	-9.5%	Net decrease in housing admin charges based on changes in provincial admin funding (e.g. reduced IAH-SHIP and SIF, offset by increased HFG admin funding).
Corporate Support	1,361,729	1,361,729	1,466,592	-	1,466,592	104,863	7.7%	Reflects increased number of required PCs for temporary programs (IAH-SIF) and increased space needs.
Transfer to Reserves - Operating	2,186,000	2,850,381	4,874,664	-	4,874,664	2,688,664	123.0%	Transfer of additional funding for IAH-SIF (\$1.9 million) and IAH-E Rental component (\$750,000).
Transfer from Reserves - Operating	(3,489,000)	(3,489,000)	(1,683,814)	-	(1,683,814)	1,805,186	-51.7%	Removal of one time expenditures for OSCR capital repairs (\$1.9 million), Social Housing Provider's BCA's (\$162,000), offset by increase in transfer for HRAP-E (\$272,300).
Gross Operating Expenditures	48,661,594	48,581,594	47,654,736	-	47,654,736	(1,006,859)	-2.1%	
Transfer to Reserves - Capital	7,800,000	7,800,000	7,800,000	-	7,800,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	7,800,000	7,800,000	7,800,000	-	7,800,000	-	0.0%	
Total Gross Expenditures	56,461,594	56,381,594	55,454,736	-	55,454,736	(1,006,859)	-1.8%	
Subsidy Revenue	(17,521,458)	(17,521,458)	(17,640,460)	-	(17,640,460)	(119,003)	0.7%	Net increase due to increased subsidies for IAH-SIF (\$1.9 million), HFG (\$1.2 million), CHPI (\$757,000), IAH-E (\$179,000), offset by decreased subsidies for SHIP (\$3.4 million), SDV-PHB (\$285,000), Federal Block Funding (\$90,000) and federal subsidy decrease for HPS (\$125,000).
Other Revenue	(1,826,347)	(1,826,347)	(1,884,477)	-	(1,884,477)	(58,130)	3.2%	Increase in salary recovery and administrative fees for HCHC to reflect program support costs.
Total Revenue	(19,347,805)	(19,347,805)	(19,524,937)	-	(19,524,937)	(177,133)	0.9%	
Net Program Expenditures	\$ 37,113,790	\$ 37,033,790	\$ 35,929,798	\$ -	\$ 35,929,798	\$ (1,183,991)	-3.2%	

Strategic Investment

Integrated Housing Worker/Housing Program Analyst

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Housing Services
Program	HFG/CHPI
Cost Centre	380539/327265

Complement Details	
Position Title	Housing Programs Analyst/Integrated Housing Worker
FTE Impact	2.0
Personnel Group	OCT/CUPE(SS)

Funding Impact	2018 Impact	2019 Impact
Operating		
Personnel Services	\$ 201,830	\$ 201,830
Materials & Supplies	-	-
Purchased Services	(201,830)	(201,830)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
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 2.0 FTE permanent Integrated Housing Worker (IHW) and Housing Programs Analyst (HPA) that are 100% provincially funded from the Community Homelessness Prevention Initiative (CHPI) and Home for Good (HFG) allocations.

Need:

These permanent positions are essential to fully utilize provincial CHPI and HFG base funding in 2018 and beyond, maintain business continuity in the sector, and ensure an identified gap in staffing capacity is resourced permanently to mitigate inherent operational risks identified through a recent internal audit. In 2016, Halton Region's Internal Audit Department conducted a review of the Housing with Related Supports Program (HWRS). As part of the audit, a need was identified for additional internal checks on financial subsidy flowed to the Providers. A one-year temporary contract IHW (CUPE) was on-boarded in 2016 in order to meet the immediate recommendations of the internal audit while a longer-term staffing model was explored. Due diligence has been undertaken culminating in a request to convert the position from temporary status to a permanent position fully funded through permanent provincial CHPI base funding. The position plays a critical role in ensuring the goals of the internal audit are met, provincial CHPI funds are fully expended, and vulnerable clients housed in the HWRS program are well supported and do not end up chronically homeless.

The Housing Programs Analyst position (OCT) is critical to the success of the Home for Good initiative, which includes strategic policy and program development, managing budgets for sub-projects, policy analysis, provincial reporting, community consultation, and stakeholder partnership development. The HPA will work closely with community agencies to support the advancement of strategic priorities through critical housing program development and policy analysis, as well as monitoring, analyzing and providing direct policy recommendations to housing and homelessness senior management. The HPA will provide policy, budgetary and project management services to the development and evaluation of homelessness prevention programs, including the management of consultation strategies and sub-agreements with community partners. The IHW position will support other housing staff that manage existing homelessness programming, while the HPA position will manage programs, budgets and sub-agreements under the direction of senior housing management. Not having dedicated resources sourced to these initiatives could result in operational risks, including quality concerns and inaccuracies in subsidy allocations, which could result in a potential provincial clawback of funding. All costs associated with these FTEs are fully funded through the provincial allocation of CHPI and HFG (with no financial impact on the Region's budget) and, if approved, will be housed within the Housing Services Division. If funding is discontinued, these positions would be eliminated.

Implications:

Funding for these positions will be included within the CHPI and HFG funding envelopes which are 100% funded by the province with no Regional tax impact. Resourcing these positions on a permanent basis will improve Halton's ability to connect with some of Halton Region's most vulnerable clients who are in need of Regional services by providing staff continuity and program expertise. By posting these positions as permanent, Halton Region will be able to attract highly skilled and talented individuals to fulfill the strategic mandate of the Division.

Alternatives:

Continue to utilize temporary staff resources in 2018 and revisit potential permanency of the positions as part of the 2019 Regional Budget and Business Plan process.

Reference:

Report No. SS-04-14 (re: "Allocation of Community Homelessness and Prevention Initiative (CHPI) and Homelessness Partnering Strategy (HPS) Funding") and Report No. SS-16-17 (re: "Housing Services Program Update").



Quality & Service Integration

Divisional Summary

Net Dollars	2015	2016	2017		2018			Change			
Quality & Service Integration	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 2,776,008	\$ 2,249,735	\$ 2,385,730	\$ 2,285,730	\$ 2,435,810	\$ 130,450	\$ 2,566,260	\$ 50,080	2.1%	\$ 180,530	7.6%
Materials & Supplies	45,706	62,176	70,050	70,050	70,070	-	70,070	20	0.0%	20	0.0%
Purchased Services	251,984	129,239	424,050	324,050	501,500	(200,000)	301,500	77,450	18.3%	(122,550)	-28.9%
Financial and Rent Expenses	598	1,399	1,000	1,000	1,000	-	1,000	-	0.0%	-	0.0%
Grants & Assistance	1,298,700	1,703,528	2,552,691	2,552,691	2,452,691	350,000	2,802,691	(100,000)	-3.9%	250,000	9.8%
Total Direct Costs	4,372,996	4,146,076	5,433,521	5,233,521	5,461,071	280,450	5,741,521	27,550	0.5%	308,000	5.7%
Allocated Charges / Recoveries	(438,855)	(131,519)	(141,096)	(141,096)	(142,362)	-	(142,362)	(1,266)	0.9%	(1,266)	0.9%
Corporate Support	1,013,060	1,035,780	1,042,045	1,042,045	994,058	-	994,058	(47,987)	-4.6%	(47,987)	-4.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	4,947,201	5,050,336	6,334,470	6,134,470	6,312,767	280,450	6,593,217	(21,703)	-0.3%	258,747	4.1%
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	4,947,201	5,050,336	6,334,470	6,134,470	6,312,767	280,450	6,593,217	(21,703)	-0.3%	258,747	4.1%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(2,054)	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(2,054)	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 4,945,147	\$ 5,050,336	\$ 6,334,470	\$ 6,134,470	\$ 6,312,767	\$ 280,450	\$ 6,593,217	\$ (21,703)	-0.3%	\$ 258,747	4.1%

Quality & Service Integration	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
FTE	23.0		23.0	1.0	24.0	-	0.0%	1.0	4.3%



Budget Change Report

Quality & Service Integration	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 2,385,730	\$ 2,285,730	\$ 2,435,810	\$ 130,450	\$ 2,566,260	\$ 180,530	7.6%	Increase includes 1.0 FTE Community Partnership Advisor proposed through a Strategic Investment (SIF) offset by decrease in Purchased Services.
Materials & Supplies	70,050	70,050	70,070	-	70,070	20	0.0%	
Purchased Services	424,050	324,050	501,500	(200,000)	301,500	(122,550)	-28.9%	Net reduction due to removal of CSWB (\$200,000) as a permanent resource is proposed through SIF, offset by an increase for the Canadian Red Cross for the provision of emergency social services (\$55,000) and Halton Region Community Investment Fund (HRCIF) external audit fees (\$25,000).
Financial and Rent Expenses	1,000	1,000	1,000	-	1,000	-	0.0%	
Grants & Assistance	2,552,691	2,552,691	2,452,691	350,000	2,802,691	250,000	9.8%	Increase of \$350,000 for HRCIF Grants proposed through a Strategic Investment, offset by decrease in discretionary grants of \$100,000 based on actual trend.
Total Direct Costs	5,433,521	5,233,521	5,461,071	280,450	5,741,521	308,000	5.7%	
Allocated Charges/Recoveries	(141,096)	(141,096)	(142,362)	-	(142,362)	(1,266)	0.9%	
Corporate Support	1,042,045	1,042,045	994,058	-	994,058	(47,987)	-4.6%	Reflects reduction in number of PCs required for program and communications support.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	6,334,470	6,134,470	6,312,767	280,450	6,593,217	258,747	4.1%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	6,334,470	6,134,470	6,312,767	280,450	6,593,217	258,747	4.1%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ 6,334,470	\$ 6,134,470	\$ 6,312,767	\$ 280,450	\$ 6,593,217	\$ 258,747	4.1%	

Strategic Investment

HRCIF Enhancement

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Quality & Service Integration
Program	Service Integration
Cost Centre	321120

Complement Details

Position Title	
FTE Impact	
Personnel Group	

Funding Impact

	2018 Impact	2019 Impact
Operating		
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	350,000	350,000
Total Direct Costs	350,000	350,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	350,000	350,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 350,000	\$ 350,000

Business Case

Recommendation:

Approve a \$350,000 increase in funding to the Halton Region Community Investment Fund (HRCIF) from the current approved budget of \$2.02 million to \$2.37 million.

Need:

The HRCIF provides funding to non-profit human service programs that support the health, well-being and safety of Halton residents. In 2017, 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, youth and older adults; increased access to food; and a number of small capital grants to meet the programmatic needs of community agencies. In 2018, an enhancement to the HRCIF will enable the fund to respond to emerging priorities arising through community safety and well-being planning in partnership with the Halton Regional Police Service. This will include initiatives that strengthen the capacity of Halton's human services system to meet the needs of those with acutely elevated risk factors.

The importance of the HRCIF was recognized in the 2015-2018 Strategic Action Plan. The fund has increased from \$0.7 million in 2012 to a recommended \$2.37 million in 2018.

Implications:

An increase of \$350,000 will enhance the capacity of the HRCIF to provide grants to community organizations that demonstrate high impact in achieving outcomes for Halton residents including needs that emerge through community safety and well-being planning.

Alternatives:

Maintain the program at 2017 funding levels. This limits flexibility to address priorities identified in community safety and well-being planning.

Reference:

Report No. SS-09-17 (re: "Halton Region Community Investment Fund - 2017 Funding Recommendations"); Report No. SS-11-14 (re: "Annual Proposal Call for Halton Region Community Investment Fund Multi-Year Grants") and Report No. SS-14-17/MO-13-17 (re: "Draft Community Safety and Well-Being in Halton: A Plan for Collaboration and Action").

Strategic Investment

Community Safety and Well-Being Advisor

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Quality & Service Integration
Program	CSWB
Cost Centre	321121

Complement Details

Position Title	Community Partnerships Advisor
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 130,450	\$ 130,450
Materials & Supplies	-	-
Purchased Services	(200,000)	(130,450)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	(69,550)	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	(69,550)	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ (69,550)	\$ -

Business Case

Recommendation:

Approve 1.0 FTE permanent Community Safety and Well-Being Advisor to support the continued development and implementation of Halton's Community Safety and Well-Being Plan, funded through savings in purchased services.

Need:

Regional Council approved in principle to implement Halton's Community Safety and Well-Being Plan in Report No. SS-14-17/MO-13-17 (re: "Draft Community Safety and Well-Being in Halton: A Plan for Collaboration and Action"). Halton's Community Safety and Well-Being Plan outlines a multi-sector, collaborative framework to enhance how the Region and the Halton Regional Police Service work with community partners to support vulnerable populations and maintain safe and healthy communities. The initial work to develop the Plan was completed utilizing the \$200,000 base budget.

Advisory, analytical and project management skills will be required to implement the Plan. This includes providing secretariat support to a System Leadership Group and Action Tables that will address known and emergent community safety and well-being issues and system planning priorities across the human service sector. A Data Analytics Group will also be convened to enhance data sharing and evidence-based priority setting.

It is proposed that a 1.0 FTE Community Safety and Well-Being Advisor be funded through the existing Community Safety and Well-Being (formerly COMMANDE) budget of \$200,000. An Advisor from Quality and Service Integration is currently fulfilling the role on a temporary basis to support the development of the Plan.

Implications:

The FTE will be funded through the approved Community Safety and Well-Being (formerly COMMANDE) budget.

Alternatives:

1. Continue to implement the plan within existing resources, resulting in reduced capacity to meet other Departmental objectives.
2. Hire a Community Safety and Well-Being Advisor on a contract basis through the existing budget; it may not be feasible to find a qualified staff resource on a contract basis.

Reference:

Report No. SS-14-17/MO-13-17 (re: "Draft Community Safety and Well-Being in Halton: A Plan for Collaboration and Action").

Services for Seniors

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Services for Seniors											
Personnel Services	\$ 42,863,518	\$ 43,610,759	\$ 42,969,080	\$ 44,002,080	\$ 43,844,540	\$ 157,540	\$ 44,002,080	\$ 875,460	2.0%	\$ 1,033,000	2.4%
Materials & Supplies	3,815,560	3,685,815	4,103,709	4,103,709	4,117,591	8,320	4,125,911	13,882	0.3%	22,202	0.5%
Purchased Services	5,633,471	6,069,555	6,112,258	6,038,258	6,243,637	-	6,243,637	131,379	2.1%	131,379	2.1%
Financial and Rent Expenses	131,182	124,419	111,847	111,847	127,588	-	127,588	15,741	14.1%	15,741	14.1%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	52,443,731	53,490,548	53,296,894	54,255,894	54,333,356	165,860	54,499,216	1,036,462	1.9%	1,202,322	2.3%
Allocated Charges / Recoveries	4,525,550	4,592,967	4,685,118	4,685,118	4,809,051	-	4,809,051	123,933	2.6%	123,933	2.6%
Corporate Support	5,009,942	5,369,595	5,607,372	5,607,372	5,714,559	-	5,714,559	107,187	1.9%	107,187	1.9%
Transfers to Reserves-Operating	-	-	-	-	22,600	-	22,600	22,600			
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	61,979,224	63,453,110	63,589,384	64,548,384	64,879,566	165,860	65,045,426	1,290,182	2.0%	1,456,042	2.3%
Transfer to Reserves - Capital	2,221,323	2,331,323	2,381,323	2,381,323	2,381,323	-	2,381,323	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,221,323	2,331,323	2,381,323	2,381,323	2,381,323	-	2,381,323	-	0.0%	-	0.0%
Total Gross Expenditures	64,200,547	65,784,433	65,970,707	66,929,707	67,260,889	165,860	67,426,749	1,290,182	2.0%	1,456,042	2.2%
Subsidy Revenue	(33,036,360)	(33,886,309)	(34,128,666)	(34,508,666)	(35,187,873)	(138,410)	(35,326,283)	(1,059,207)	3.1%	(1,197,617)	3.5%
Other Revenue	(13,477,012)	(13,923,624)	(13,763,526)	(14,102,526)	(13,933,230)	-	(13,933,230)	(169,704)	1.2%	(169,704)	1.2%
Total Revenue	(46,513,371)	(47,809,933)	(47,892,192)	(48,611,192)	(49,121,103)	(138,410)	(49,259,513)	(1,228,911)	2.6%	(1,367,321)	2.9%
Net Program Expenditures	\$ 17,687,175	\$ 17,974,500	\$ 18,078,515	\$ 18,318,515	\$ 18,139,786	\$ 27,450	\$ 18,167,236	\$ 61,271	0.3%	\$ 88,721	0.5%

Services for Seniors	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	496.4		496.4	2.8	499.2	-	2.8
Relief Hours	55,788		68,734	-	68,733	12,946	23%



Budget Change Report

Services for Seniors	2017		2018			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved			
Personnel Services	\$ 42,969,080	\$ 44,002,080	\$ 43,844,540	\$ 157,540	\$ 44,002,080	\$ 1,033,000	2.4%	Increase includes additional Personal Support Workers (PSW) relief hours of 12,946 to address staffing pressures and 2.84 FTEs Community Support Workers proposed Strategic Investment for Adult Day Programs.	
Materials & Supplies	4,103,709	4,103,709	4,117,591	8,320	4,125,911	22,202	0.5%		
Purchased Services	6,112,258	6,038,258	6,243,637	-	6,243,637	131,379	2.2%		Increase cost of visits for PSWs that work in the community care system offset by subsidy.
Financial and Rent Expenses	111,847	111,847	127,588	-	127,588	15,741	14.1%		
Grants & Assistance	-	-	-	-	-	-	0.0%		Increase in Adult Day Programs rent as per lease agreements.
Total Direct Costs	53,296,894	54,255,894	54,333,356	165,860	54,499,216	1,202,322	2.3%		
Allocated Charges/Recoveries	4,685,118	4,685,118	4,809,051	-	4,809,051	123,933	2.7%	Increase to support workforce management system implementation and state-of-good-repair maintenance of Long-Term Care (LTC) homes.	
Corporate Support	5,607,372	5,607,372	5,714,559	-	5,714,559	107,187	1.9%		
Transfer to Reserves - Operating	-	-	22,600	-	22,600	22,600	0.0%	Contribution to reserve used to fund point of care mobile connectivity software in 2019.	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	63,589,384	64,548,384	64,879,566	165,860	65,045,426	1,456,042	2.3%		
Transfer to Reserves - Capital	2,381,323	2,381,323	2,381,323	-	2,381,323	-	0.0%	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
Capital Expenditures	2,381,323	2,381,323	2,381,323	-	2,381,323	-	0.0%		
Total Gross Expenditures	65,970,707	66,929,707	67,260,889	165,860	67,426,749	1,456,042	2.2%		
Subsidy Revenue	(34,128,666)	(34,508,666)	(35,187,873)	(138,410)	(35,326,283)	(1,197,617)	3.5%	Increase due to per diem and Case Mix Index (CMI) adjustments (\$946,000), Community Support Services base funding increase (\$100,000) and increased LHIN funding to support Adult Day Services Enhancements proposed in Strategic Investment (\$138,000).	
Other Revenue	(13,763,526)	(14,102,526)	(13,933,230)	-	(13,933,230)	(169,704)	1.2%		Increased Basic accommodation Resident Co-payment and Preferred accommodation.
Total Revenue	(47,892,192)	(48,611,192)	(49,121,103)	(138,410)	(49,259,513)	(1,367,321)	2.9%		
Net Program Expenditures	\$ 18,078,515	\$ 18,318,515	\$ 18,139,786	\$ 27,450	\$ 18,167,236	\$ 88,721	0.5%		

Strategic Investment

Adult Day Program Service Enhancement

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Adult Day Program
Cost Centre	331110

Complement Details

Position Title	Client Support Worker
FTE Impact	2.84
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 157,540	\$ 157,540
Materials & Supplies	8,320	8,320
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	165,860	165,860
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	165,860	165,860
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	(138,410)	(138,410)
Non-Subsidy Revenue	-	-
Total Revenue	(138,410)	(138,410)
Net Program Expenditures	\$ 27,450	\$ 27,450

Business Case

Recommendation:

Approve 2.84 FTE permanent Community Support Workers required to ensure the program meets new Mississauga Halton Local Health Integration Network (LHIN) performance deliverables, significantly offset by Mississauga Halton LHIN funding subsidies.

Need:

These permanent positions are required to meet LHIN performance deliverables and new client safety ratios. In 2017, the Mississauga Halton LHIN approved a proposal for day programs located within the LHIN borders to receive base funding to support improved client safety. The LHIN performance deliverables for this funding include providing a staffing ratio of 4 clients to 1 staff with a minimum of 2 staff on any one shift. Additionally, Halton received base funding to enhance access in underserved areas. Georgetown was identified by the Mississauga Halton LHIN as an underserved area. The funding supports a new Saturday program for clients at the Silver Creek site in Georgetown. Halton Region has been providing Adult Day Programs since 1988 and they are an essential component of the health care continuum for older adults. The Regional investment, in addition to the LHIN funding, will stabilize key client facing staff roles and strengthen and enhance our service.

Implications:

The 2018 budget will increase by \$165,860 and be partially offset by \$138,410 in subsidy funding.

This funding will be used to employ resources to support the program and implement a Saturday program at Silver Creek Place in Georgetown and support a 4:1 client to staff ratio.

Alternatives:

The program will continue to utilize temporary staff resources in 2018 and revisit potential permanency of the positions as part of the 2019 Regional and Business Plan process.

Reference:

Report No. SS-13-17 (re: "Adult Day Program Service Enhancement")

HALTON REGION

Budget and Business Plan 2018

Legislative & Planning Services

Legislative & Planning Services Department

Departmental Summary

Net Dollars	2015		2016		2017		2018			Change	
Legislative & Planning Services Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 6,621,655	\$ 6,666,551	\$ 7,410,100	\$ 7,132,194	\$ 7,602,430	\$ 130,450	\$ 7,732,880	\$ 192,330	2.6%	\$ 322,780	4.4%
Materials & Supplies	820,197	253,643	267,560	257,560	267,035	4,004	271,039	(525)	-0.2%	3,479	1.3%
Purchased Services	494,044	713,863	1,428,267	1,298,267	1,286,833	-	1,286,833	(141,434)	-9.9%	(141,434)	-9.9%
Financial and Rent Expenses	145,971	103,859	92,800	92,800	100,000	-	100,000	7,200	7.8%	7,200	7.8%
Grants & Assistance	323,509	320,336	186,022	215,746	230,343	-	230,343	44,321	23.8%	44,321	23.8%
Total Direct Costs	8,405,376	8,058,252	9,384,749	8,996,567	9,486,641	134,454	9,621,095	101,892	1.1%	236,346	2.5%
Allocated Charges / Recoveries	587,137	717,116	259,527	259,527	277,812	-	277,812	18,286	7.0%	18,286	7.0%
Corporate Support	2,737,023	2,842,868	3,179,817	3,179,817	3,305,629	-	3,305,629	125,812	4.0%	125,812	4.0%
Transfers to Reserves-Operating	657,814	650,044	759,934	759,934	649,622	-	649,622	(110,312)	-14.5%	(110,312)	-14.5%
Transfer from Reserves - Operating	(1,036,814)	(118,172)	(220,000)	(220,000)	-	-	-	220,000	-100.0%	220,000	-100.0%
Gross Operating Expenditures	11,350,537	12,150,107	13,364,027	12,975,845	13,719,704	134,454	13,854,158	355,678	2.7%	490,132	3.7%
Transfer to Reserves - Capital	1,043,623	1,802,100	2,829,100	2,829,100	3,434,391	-	3,434,391	605,291	21.4%	605,291	21.4%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	1,043,623	1,802,100	2,829,100	2,829,100	3,434,391	-	3,434,391	605,291	21.4%	605,291	21.4%
Total Gross Expenditures	12,394,160	13,952,207	16,193,127	15,804,945	17,154,095	134,454	17,288,549	960,969	5.9%	1,095,423	6.8%
Subsidy Revenue	(285,277)	(214,448)	(204,836)	(204,836)	(268,586)	-	(268,586)	(63,750)	31.1%	(63,750)	31.1%
Other Revenue	(1,186,080)	(1,198,422)	(1,234,849)	(1,234,849)	(1,203,399)	-	(1,203,399)	31,450	-2.5%	31,450	-2.5%
Total Revenue	(1,471,358)	(1,412,871)	(1,439,685)	(1,439,685)	(1,471,985)	-	(1,471,985)	(32,300)	2.2%	(32,300)	2.2%
Net Program Expenditures	\$ 10,922,803	\$ 12,539,337	\$ 14,753,442	\$ 14,365,260	\$ 15,682,110	\$ 134,454	\$ 15,816,564	\$ 928,669	6.3%	\$ 1,063,123	7.2%

Legislative & Planning Services Department	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	65.0		65.0	1.0	66.0	-	0.0%



Planning Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Planning Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 5,343,622	\$ 5,354,568	\$ 6,044,500	\$ 5,871,132	\$ 6,198,780	\$ 130,450	\$ 6,329,230	\$ 154,280	2.6%	\$ 284,730	4.7%
Materials & Supplies	771,005	211,069	231,410	221,410	211,080	4,004	215,084	(20,330)	-8.8%	(16,326)	-7.1%
Purchased Services	278,720	514,410	940,417	860,417	797,268	-	797,268	(143,149)	-15.2%	(143,149)	-15.2%
Financial and Rent Expenses	120,971	78,859	67,800	67,800	75,000	-	75,000	7,200	10.6%	7,200	10.6%
Grants & Assistance	167,259	102,780	148,022	148,022	148,343	-	148,343	321	0.2%	321	0.2%
Total Direct Costs	6,681,577	6,261,686	7,432,149	7,168,781	7,430,471	134,454	7,564,925	(1,678)	0.0%	132,776	1.8%
Allocated Charges / Recoveries	485,576	600,399	244,127	244,127	261,210	-	261,210	17,084	7.0%	17,084	7.0%
Corporate Support	2,200,461	2,287,743	2,403,562	2,403,562	2,543,354	-	2,543,354	139,792	5.8%	139,792	5.8%
Transfers to Reserves-Operating	657,814	650,044	759,934	759,934	649,622	-	649,622	(110,312)	-14.5%	(110,312)	-14.5%
Transfer from Reserves - Operating	(1,036,814)	(118,172)	(220,000)	(220,000)	-	-	-	220,000	-100.0%	220,000	-100.0%
Gross Operating Expenditures	8,988,615	9,681,699	10,619,772	10,356,404	10,884,657	134,454	11,019,111	264,886	2.5%	399,340	3.8%
Transfer to Reserves - Capital	1,043,623	1,802,100	2,829,100	2,829,100	3,434,391	-	3,434,391	605,291	21.4%	605,291	21.4%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	1,043,623	1,802,100	2,829,100	2,829,100	3,434,391	-	3,434,391	605,291	21.4%	605,291	21.4%
Total Gross Expenditures	10,032,238	11,483,799	13,448,872	13,185,504	14,319,048	134,454	14,453,502	870,177	6.5%	1,004,631	7.5%
Subsidy Revenue	(57,604)	(68,369)	(61,536)	(61,536)	(61,536)	-	(61,536)	-	0.0%	-	0.0%
Other Revenue	(1,137,596)	(1,161,953)	(1,204,849)	(1,204,849)	(1,173,399)	-	(1,173,399)	31,450	-2.6%	31,450	-2.6%
Total Revenue	(1,195,200)	(1,230,322)	(1,266,385)	(1,266,385)	(1,234,935)	-	(1,234,935)	31,450	-2.5%	31,450	-2.5%
Net Program Expenditures	\$ 8,837,038	\$ 10,253,477	\$ 12,182,487	\$ 11,919,119	\$ 13,084,113	\$ 134,454	\$ 13,218,567	\$ 901,627	7.4%	\$ 1,036,081	8.5%

Planning Services	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
FTE	53.0		53.0	1.0	54.0	-	0.0%	1.0	1.9%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Planning Services								
Personnel Services	\$ 6,044,500	\$ 5,871,132	\$ 6,198,780	\$ 130,450	\$ 6,329,230	\$ 284,730	4.7%	Increase includes a Project Manager III proposed as a Strategic Investment.
Materials & Supplies	231,410	221,410	211,080	4,004	215,084	(16,326)	-7.1%	Decrease primarily related to a reduction in one-time equipment costs for the forestry program (offset in reserves transfer) partially offset by an increase in exhibit development at the museum.
Purchased Services	940,417	860,417	797,268	-	797,268	(143,149)	-15.2%	Decrease primarily related to a one-time reduction in the forestry program (offset in reserves transfer) and the removal of one-time costs for the Allendale Study funded from reserve.
Financial and Rent Expenses	67,800	67,800	75,000	-	75,000	7,200	10.6%	Increase due to lease extension for Museum Artifacts storage.
Grants & Assistance	148,022	148,022	148,343	-	148,343	321	0.2%	
Total Direct Costs	7,432,149	7,168,781	7,430,471	134,454	7,564,925	132,776	1.8%	
Allocated Charges/Recoveries	244,127	244,127	261,210	-	261,210	17,084	7.0%	Driven by net decrease in housing admin recoveries based on provincial subsidy (decrease in IAH-SIF funding offset by increased HFG funding).
Corporate Support	2,403,562	2,403,562	2,543,354	-	2,543,354	139,792	5.8%	Driven by increased IT support required for increased tablets employed for the program.
Transfer to Reserves - Operating	759,934	759,934	649,622	-	649,622	(110,312)	-14.5%	Decrease based on forestry spending plan.
Transfer from Reserves - Operating	(220,000)	(220,000)	-	-	-	220,000	-100.0%	Decrease based on forestry spending plan and removal of one-time funding for the Allendale Study.
Gross Operating Expenditures	10,619,772	10,356,404	10,884,657	134,454	11,019,111	399,340	3.8%	
Transfer to Reserves - Capital	2,829,100	2,829,100	3,434,391	-	3,434,391	605,291	21.4%	Driven mainly by an increased transfer to the Green Fund reserve to provide sustainable funding for the Green Land Securement program (\$800,000), offset by the completed reserve contribution for the historic Waterfront capital financing (\$286,000).
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	2,829,100	2,829,100	3,434,391	-	3,434,391	605,291	21.4%	
Total Gross Expenditures	13,448,872	13,185,504	14,319,048	134,454	14,453,502	1,004,631	7.5%	
Subsidy Revenue	(61,536)	(61,536)	(61,536)	-	(61,536)	-	0.0%	
Other Revenue	(1,204,849)	(1,204,849)	(1,173,399)	-	(1,173,399)	31,450	-2.6%	
Total Revenue	(1,266,385)	(1,266,385)	(1,234,935)	-	(1,234,935)	31,450	-2.5%	
Net Program Expenditures	\$ 12,182,487	\$ 11,919,119	\$ 13,084,113	\$ 134,454	\$ 13,218,567	\$ 1,036,081	8.5%	

Strategic Investment

Project Manager III

Funding Source

Tax

Program Details

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

Complement Details

Position Title	Project Manager III
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 130,450	\$ 130,450
Materials & Supplies	4,004	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	134,454	130,450
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	134,454	130,450
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 134,454	\$ 130,450

Business Case

Recommendation:

Approve 1.0 permanent FTE Project Manager to lead the Corporation's strategic real estate development opportunities. It is recommended that a Project Manager be added as a complement to develop a community-based vision for the Region's real estate holdings, to manage the processes required to develop these assets, and to maximize the opportunities to leverage these corporate resources.

Need:

The Region has real estate holdings with development potential that can now be realized. It is necessary to add staff expertise to assess options and to develop a vision for these real estate holdings, while taking into account corporate priorities, as well as community and local municipal desires. This will include developing the necessary strategic plans and oversight of the processes required for implementation.

This Project Manager will be required to bring development concepts to fruition, including the development of a vision and long-term strategy for Halton's real estate holdings. This position will be required to oversee and coordinate the various disciplines required to develop real estate, such as planning, architecture, legal, and construction. In addition, this position will be required to obtain necessary approvals for development and manage the public engagement required to develop high-profile real estate developments.

This position will assess all Regional real estate holdings and develop a strategic plan to ensure the value of these assets is maximized for the Region, its local municipal partners, and the communities they are found in. This will maximize synergies and opportunities to leverage these real estate holdings.

Implications:

The current lack of staff expertise in this area will result in the coordination of the various disciplines required for real estate development being provided by outside consultants at an increased cost. In addition, it will not be efficient for outside consulting firms to provide the resources required to develop the Region's strategic plan with respect to its real estate assets as the Regional, Local Municipal and Community perspective may not be understood.

Alternatives:

Alternatives include using consultants to manage these projects at an expected higher cost than in-house staff.

Reference:

N/A

Economic Development

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Economic Development	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 1,278,033	\$ 1,311,983	\$ 1,365,600	\$ 1,261,062	\$ 1,403,650	\$ -	\$ 1,403,650	\$ 38,050	2.8%	\$ 38,050	2.8%		
Materials & Supplies	49,193	42,574	36,150	36,150	55,955	-	55,955	19,805	54.8%	19,805	54.8%		
Purchased Services	215,323	199,453	487,850	437,850	489,565	-	489,565	1,715	0.4%	1,715	0.4%		
Financial and Rent Expenses	25,000	25,000	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%		
Grants & Assistance	156,250	217,556	38,000	67,724	82,000	-	82,000	44,000	115.8%	44,000	115.8%		
Total Direct Costs	1,723,799	1,796,566	1,952,600	1,827,786	2,056,170	-	2,056,170	103,570	5.3%	103,570	5.3%		
Allocated Charges / Recoveries	101,560	116,717	15,400	15,400	16,602	-	16,602	1,202	7.8%	1,202	7.8%		
Corporate Support	536,562	555,125	776,255	776,255	762,275	-	762,275	(13,980)	-1.8%	(13,980)	-1.8%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	2,361,922	2,468,408	2,744,255	2,619,441	2,835,047	-	2,835,047	90,792	3.3%	90,792	3.3%		
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	2,361,922	2,468,408	2,744,255	2,619,441	2,835,047	-	2,835,047	90,792	3.3%	90,792	3.3%		
Subsidy Revenue	(227,673)	(146,079)	(143,300)	(143,300)	(207,050)	-	(207,050)	(63,750)	44.5%	(63,750)	44.5%		
Other Revenue	(48,484)	(36,469)	(30,000)	(30,000)	(30,000)	-	(30,000)	-	0.0%	-	0.0%		
Total Revenue	(276,157)	(182,548)	(173,300)	(173,300)	(237,050)	-	(237,050)	(63,750)	36.8%	(63,750)	36.8%		
Net Program Expenditures	\$ 2,085,764	\$ 2,285,859	\$ 2,570,955	\$ 2,446,141	\$ 2,597,997	\$ -	\$ 2,597,997	\$ 27,042	1.1%	\$ 27,042	1.1%		

Economic Development	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	12.0		12.0	-	12.0	-	0.0%	-	0.0%



Budget Change Report

Economic Development	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 1,365,600	\$ 1,261,062	\$ 1,403,650	\$ -	\$ 1,403,650	\$ 38,050	2.8%	
Materials & Supplies	36,150	36,150	55,955	-	55,955	19,805	54.8%	Increase due to New Starter Company Plus program training costs, fully offset by subsidy.
Purchased Services	487,850	437,850	489,565	-	489,565	1,715	0.4%	
Financial and Rent Expenses	25,000	25,000	25,000	-	25,000	-	0.0%	
Grants & Assistance	38,000	67,724	82,000	-	82,000	44,000	115.8%	Increase due to New Starter Company Plus program grant costs to help start or grow a small business, fully offset by subsidy.
Total Direct Costs	1,952,600	1,827,786	2,056,170	-	2,056,170	103,570	5.3%	
Allocated Charges/Recoveries	15,400	15,400	16,602	-	16,602	1,202	7.8%	Increase to reflect provisions for on-going cell phone replacement needs.
Corporate Support	776,255	776,255	762,275	-	762,275	(13,980)	-1.8%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	2,744,255	2,619,441	2,835,047	-	2,835,047	90,792	3.3%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	2,744,255	2,619,441	2,835,047	-	2,835,047	90,792	3.3%	
Subsidy Revenue	(143,300)	(143,300)	(207,050)	-	(207,050)	(63,750)	44.5%	Increase for Starter Company Plus program partially offset by removal of one-time Starter Company and Summer Company funding.
Other Revenue	(30,000)	(30,000)	(30,000)	-	(30,000)	-	0.0%	
Total Revenue	(173,300)	(173,300)	(237,050)	-	(237,050)	(63,750)	36.8%	
Net Program Expenditures	\$ 2,570,955	\$ 2,446,141	\$ 2,597,997	\$ -	\$ 2,597,997	\$ 27,042	1.1%	

HALTON REGION

Budget and Business Plan 2018

Public Works – Tax

Public Works Department – Tax

Departmental Summary

Net Dollars	2015		2016		2017		2018			Change	
Public Works Department - Tax	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 4,406,888	\$ 4,951,224	\$ 5,193,360	\$ 5,166,360	\$ 5,331,240	\$ 84,500	\$ 5,415,740	\$ 137,880	2.7%	\$ 222,380	4.3%
Materials & Supplies	2,358,737	3,282,710	2,620,460	2,943,560	2,816,670	-	2,816,670	196,210	7.5%	196,210	7.5%
Purchased Services	44,402,015	45,303,870	53,960,931	49,665,531	53,705,467	-	53,705,467	(255,464)	-0.5%	(255,464)	-0.5%
Financial and Rent Expenses	46,472	176,514	150,000	150,000	175,000	-	175,000	25,000	16.7%	25,000	16.7%
Grants & Assistance	265,372	253,763	259,600	259,600	261,100	-	261,100	1,500	0.6%	1,500	0.6%
Total Direct Costs	51,479,484	53,968,081	62,184,352	58,185,052	62,289,477	84,500	62,373,977	105,125	0.2%	189,625	0.3%
Allocated Charges / Recoveries	2,283,433	2,942,317	2,396,208	2,277,008	2,340,762	-	2,340,762	(55,446)	-2.3%	(55,446)	-2.3%
Corporate Support	4,484,283	4,779,221	5,138,554	5,138,554	5,293,702	-	5,293,702	155,148	3.0%	155,148	3.0%
Transfers to Reserves-Operating	7,323,620	11,319,736	7,258,660	11,968,460	7,120,586	-	7,120,586	(138,074)	-1.9%	(138,074)	-1.9%
Transfer from Reserves - Operating	(5,867,915)	(7,216,143)	(11,380,217)	(11,380,217)	(9,628,162)	-	(9,628,162)	1,752,055	-15.4%	1,752,055	-15.4%
Gross Operating Expenditures	59,702,904	65,793,212	65,597,557	66,188,857	67,416,365	84,500	67,500,865	1,818,808	2.8%	1,903,308	2.9%
Transfer to Reserves - Capital	33,902,566	33,944,321	33,949,994	33,949,994	35,200,784	-	35,200,784	1,250,790	3.7%	1,250,790	3.7%
Transfer from Reserves - Capital	(357,309)	(357,309)	(393,319)	(393,319)	(131,121)	-	(131,121)	262,200	-66.7%	262,200	-66.7%
Debt Charges	858,652	857,180	859,576	859,876	-	-	-	(859,576)	-100.0%	(859,576)	-100.0%
Capital Expenditures	34,403,909	34,444,192	34,416,251	34,416,551	35,069,663	-	35,069,663	653,414	1.9%	653,414	1.9%
Total Gross Expenditures	94,106,813	100,237,404	100,013,808	100,605,408	102,486,028	84,500	102,570,528	2,472,222	2.5%	2,556,722	2.6%
Subsidy Revenue	(98,671)	(109,119)	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	-	0.0%
Other Revenue	(8,193,130)	(8,807,563)	(7,219,463)	(7,534,063)	(7,358,582)	-	(7,358,582)	(139,119)	1.9%	(139,119)	1.9%
Total Revenue	(8,291,801)	(8,916,681)	(7,319,463)	(7,634,063)	(7,458,582)	-	(7,458,582)	(139,119)	1.9%	(139,119)	1.9%
Net Program Expenditures	\$ 85,815,012	\$ 91,320,722	\$ 92,694,345	\$ 92,971,345	\$ 95,027,446	\$ 84,500	\$ 95,111,946	\$ 2,333,103	2.5%	\$ 2,417,603	2.6%

Public Works Department - Tax	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	52.6		52.6	1.0	53.6	-	0.0%



Road Operations

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Road Operations	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 803,527	\$ 1,326,117	\$ 1,429,830	\$ 1,429,830	\$ 1,468,390	\$ 84,500	\$ 1,552,890	\$ 38,560	2.7%	\$ 123,060	8.6%		
Materials & Supplies	1,355,144	1,682,997	1,513,350	1,775,650	1,630,290	-	1,630,290	116,940	7.7%	116,940	7.7%		
Purchased Services	15,804,869	15,243,072	22,680,817	18,686,417	21,827,077	-	21,827,077	(853,740)	-3.8%	(853,740)	-3.8%		
Financial and Rent Expenses	5,337	1,207	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Direct Costs	17,968,877	18,253,393	25,623,997	21,891,897	24,925,757	84,500	25,010,257	(698,240)	-2.7%	(613,740)	-2.4%		
Allocated Charges / Recoveries	1,873,570	1,931,071	1,946,475	1,946,475	1,942,896	-	1,942,896	(3,580)	-0.2%	(3,580)	-0.2%		
Corporate Support	897,890	977,802	1,082,357	1,082,357	1,163,975	-	1,163,975	81,618	7.5%	81,618	7.5%		
Transfers to Reserves-Operating	4,273,014	8,037,308	6,762,300	10,771,100	6,763,600	-	6,763,600	1,300	0.0%	1,300	0.0%		
Transfer from Reserves - Operating	(5,867,915)	(6,325,837)	(11,380,217)	(11,380,217)	(9,628,162)	-	(9,628,162)	1,752,055	-15.4%	1,752,055	-15.4%		
Gross Operating Expenditures	19,145,436	22,873,736	24,034,912	24,311,612	25,168,066	84,500	25,252,566	1,133,153	4.7%	1,217,653	5.1%		
Transfer to Reserves - Capital	27,116,266	27,118,121	27,118,794	27,118,794	28,119,484	-	28,119,484	1,000,690	3.7%	1,000,690	3.7%		
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	-	-	-	357,309	-100.0%	357,309	-100.0%		
Debt Charges	858,652	857,180	859,576	859,876	-	-	-	(859,576)	-100.0%	(859,576)	-100.0%		
Capital Expenditures	27,617,609	27,617,992	27,621,061	27,621,361	28,119,484	-	28,119,484	498,423	1.8%	498,414	1.8%		
Total Gross Expenditures	46,763,045	50,491,728	51,655,973	51,932,973	53,287,550	84,500	53,372,050	1,631,576	3.2%	1,716,067	3.3%		
Subsidy Revenue	(98,671)	(109,119)	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	-	0.0%		
Other Revenue	(385,299)	(403,087)	(265,250)	(265,250)	(270,700)	-	(270,700)	(5,450)	2.1%	(5,450)	2.1%		
Total Revenue	(483,970)	(512,206)	(365,250)	(365,250)	(370,700)	-	(370,700)	(5,450)	1.5%	(5,450)	1.5%		
Net Program Expenditures	\$ 46,279,075	\$ 49,979,522	\$ 51,290,723	\$ 51,567,723	\$ 52,916,850	\$ 84,500	\$ 53,001,350	\$ 1,626,126	3.2%	\$ 1,710,617	3.3%		

Road Operations	2017		2018			Change				
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved		
FTE	14.0		14.0	1.0	15.0	-	0.0%	1.0	7.1%	



Budget Change Report

	2017 Approved Budget	2017 Projected Actual	2018 Base Budget	2018 Strategic Investments	2018 Requested Budget	Change in Budget 2018 Requested to 2017 Approved		Comments
Road Operations								
Personnel Services	\$ 1,429,830	\$ 1,429,830	\$ 1,468,390	\$ 84,500	\$ 1,552,890	\$ 123,060	8.6%	Increase includes a Road Operations Safety Technician proposed as a Strategic Investment.
Materials & Supplies	1,513,350	1,775,650	1,630,290	-	1,630,290	116,940	7.7%	Hydro increase for street lights and traffic signals, partially offset by LED light conversion savings.
Purchased Services	22,680,817	18,686,417	21,827,077	-	21,827,077	(853,740)	-3.8%	Decrease for road resurfacing expenditure (\$1.2 million) based on PW's Asset Management Plan, offset partially with an increase in Regional and local road maintenance costs (\$396,000) to address growth and additional maintenance costs including winter control and tree maintenance.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	25,623,997	21,891,897	24,925,757	84,500	25,010,257	(613,740)	-2.4%	
Allocated Charges/Recoveries	1,946,475	1,946,475	1,942,896	-	1,942,896	(3,580)	-0.2%	
Corporate Support	1,082,357	1,082,357	1,163,975	-	1,163,975	81,618	7.5%	Reflects increase in corporate support (e.g. facility management) for expanding program.
Transfer to Reserves - Operating	6,762,300	10,771,100	6,763,600	-	6,763,600	1,300	0.0%	
Transfer from Reserves - Operating	(11,380,217)	(11,380,217)	(9,628,162)	-	(9,628,162)	1,752,055	-15.4%	Reduced reserve transfer based on road resurfacing expenditure plan, offset partially with a one-time reserve funding for the tree maintenance program (\$50,000).
Gross Operating Expenditures	24,034,912	24,311,612	25,168,066	84,500	25,252,566	1,217,653	5.1%	
Transfer to Reserves - Capital	27,118,794	27,118,794	28,119,484	-	28,119,484	1,000,690	3.7%	Increase to provide sustainable funding for roads state-of-good-repair capital program (\$1.0 million).
Transfer from Reserves - Capital	(357,309)	(357,309)	-	-	-	357,309	-100.0%	Reduction in road development charge contribution related to growth-related debt due to retirement of debt.
Debt Charges	859,576	859,876	-	-	-	(859,576)	-100.0%	Removal of debt charge due to retirement of debt.
CAPITAL EXPENDITURES	27,621,061	27,621,361	28,119,484	-	28,119,484	498,423	1.8%	
TOTAL GROSS EXPENDITURES	51,655,973	51,932,973	53,287,550	84,500	53,372,050	1,716,076	3.3%	
Subsidy Revenue	(100,000)	(100,000)	(100,000)	-	(100,000)	-	0.0%	
Other Revenue	(265,250)	(265,250)	(270,700)	-	(270,700)	(5,450)	2.1%	
TOTAL REVENUE	(365,250)	(365,250)	(370,700)	-	(370,700)	(5,450)	1.5%	
NET PROGRAM EXPENDITURES	\$ 51,290,723	\$ 51,567,723	\$ 52,916,850	\$ 84,500	\$ 53,001,350	\$ 1,710,626	3.3%	

Strategic Investment

Road Operations Safety Technician

Funding Source

Tax

Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Road Operations
Cost Centre	258000

Complement Details

Position Title	Road Operations Safety Technician
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 84,500	\$ 84,500
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	84,500	84,500
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	84,500	84,500
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 84,500	\$ 84,500

Business Case

Recommendation:

Approve 1.0 permanent FTE Road Operations Safety Technician to ensure that Halton continues to operate the Road Network System at appropriate levels of service and maintain the Red Light Camera program. It's recommended that a Traffic Technician be added as complement within the Roads Operations and Maintenance section to address the increase in Transportation Road Operations activities and program demands arising out of the growth in the Region's transportation assets and programs.

Need:

Halton Region's Red Light Camera program has experienced a positive performance of 30% to 60% reduction of angle type collisions. In 2016, there were 8,890 red light camera certificate offences issued for 12 camera locations and \$1.28 million in fines were imposed in court through the program. In June 2017, the program was expanded to 17 cameras and staff anticipate the total number of offences and revenue will increase by 40%, while further improving the safety of our road network. Current staff compliment for the administration of the program is one temporary part-time (three days/week) contract position. Due to the success and expansion of the program, 1.0 FTE is required to continue Halton administrative duties and responsibilities for offences at all 17 camera locations, resulting in an \$84,500 increase in operational costs. Duties will include encompassing, liaising, tracking and delivering certificates of offences and requests for trial between the Ontario Court of Justice and the Joint Processing Centre. The proposed Road Operations Safety Technician will also sort and track all certificate of offences for each location, prepare reports, evaluate performance of the program, plan and conduct traffic safety studies, and acquire, compile, manage and analyze various traffic data for improvements to the safety and operations of the Regional road network.

Implications:

If the Red Light Camera program is to continue, full-time resources are required to adequately administer and oversee the Red Light Camera duties and responsibilities for the Region, as well as collect and compile safety data for the Road Program. With the success of the program, the high volume of offences and the addition of five new camera locations, the program will become unsustainable with part-time contract staff resulting in a backlog of offences, processing issues and lost revenue.

Alternatives:

Hire additional part-time contract staff to supplement the resourcing shortfall.

Reference:

PW-39-16 Red Light Camera Program

Waste Management

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Waste Management	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 3,603,361	\$ 3,625,107	\$ 3,763,530	\$ 3,736,530	\$ 3,862,850	\$ -	\$ 3,862,850	\$ 99,320	2.6%	\$ 99,320	2.6%
Materials & Supplies	1,003,593	1,599,713	1,107,110	1,167,910	1,186,380	-	1,186,380	79,270	7.2%	79,270	7.2%
Purchased Services	28,597,146	30,060,798	31,280,114	30,979,114	31,878,390	-	31,878,390	598,276	1.9%	598,276	1.9%
Financial and Rent Expenses	41,135	175,308	150,000	150,000	175,000	-	175,000	25,000	16.7%	25,000	16.7%
Grants & Assistance	265,372	253,763	259,600	259,600	261,100	-	261,100	1,500	0.6%	1,500	0.6%
Total Direct Costs	33,510,607	35,714,688	36,560,354	36,293,154	37,363,720	-	37,363,720	803,366	2.2%	803,366	2.2%
Allocated Charges / Recoveries	409,862	1,011,247	449,733	330,533	397,866	-	397,866	(51,867)	-11.5%	(51,867)	-11.5%
Corporate Support	3,586,393	3,801,419	4,056,197	4,056,197	4,129,727	-	4,129,727	73,530	1.8%	73,530	1.8%
Transfers to Reserves-Operating	3,050,605	3,282,428	496,360	1,197,360	356,986	-	356,986	(139,374)	-28.1%	(139,374)	-28.1%
Transfer from Reserves - Operating	-	(890,306)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	40,557,468	42,919,476	41,562,643	41,877,243	42,248,299	-	42,248,299	685,656	1.6%	685,656	1.6%
Transfer to Reserves - Capital	6,786,300	6,826,200	6,831,200	6,831,200	7,081,300	-	7,081,300	250,100	3.7%	250,100	3.7%
Transfer from Reserves - Capital	-	-	(36,010)	(36,010)	(131,121)	-	(131,121)	(95,111)	264.1%	(95,111)	264.1%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	6,786,300	6,826,200	6,795,190	6,795,190	6,950,179	-	6,950,179	154,989	2.3%	154,989	2.3%
Total Gross Expenditures	47,343,768	49,745,676	48,357,833	48,672,433	49,198,478	-	49,198,478	840,645	1.7%	840,645	1.7%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(7,807,831)	(8,404,476)	(6,954,213)	(7,268,813)	(7,087,882)	-	(7,087,882)	(133,669)	1.9%	(133,669)	1.9%
Total Revenue	(7,807,831)	(8,404,476)	(6,954,213)	(7,268,813)	(7,087,882)	-	(7,087,882)	(133,669)	1.9%	(133,669)	1.9%
Net Program Expenditures	\$ 39,535,937	\$ 41,341,201	\$ 41,403,620	\$ 41,403,620	\$ 42,110,596	\$ -	\$ 42,110,596	\$ 706,976	1.7%	\$ 706,976	1.7%

Waste Management	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	38.6		38.6	-	38.6	-	0.0%



Budget Change Report

	2017	2017	2018	2018	2018	Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Waste Management								
Personnel Services	\$ 3,763,530	\$ 3,736,530	\$ 3,862,850	\$ -	\$ 3,862,850	\$ 99,320	2.6%	
Materials & Supplies	1,107,110	1,167,910	1,186,380	-	1,186,380	79,270	7.2%	Increase for blue boxes and green carts based on actual trend.
Purchased Services	31,280,114	30,979,114	31,878,390	-	31,878,390	598,276	1.9%	Net increase driven by waste collection cost based on contract (\$185,000); bin rental and cardboard collection (\$132,000); property taxes based on reassessment at landfill (\$159,000); and plastic bag/film in blue box (PW-41-17) (\$490,000), partially offset by blue box processing contract savings (\$390,000).
Financial and Rent Expenses	150,000	150,000	175,000	-	175,000	25,000	16.7%	Increase in equipment lease costs based on actual need.
Grants & Assistance	259,600	259,600	261,100	-	261,100	1,500	0.6%	
Total Direct Costs	36,560,354	36,293,154	37,363,720	-	37,363,720	803,366	2.2%	
Allocated Charges/Recoveries	449,733	330,533	397,866	-	397,866	(51,867)	-11.5%	Reduction in fleet charges due to savings in gasoline and other materials.
Corporate Support	4,056,197	4,056,197	4,129,727	-	4,129,727	73,530	1.8%	
Transfer to Reserves - Operating	496,360	1,197,360	356,986	-	356,986	(139,374)	-28.1%	Decrease mainly due to completed operating contribution to reserve used to fund the mixed plastic program.
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	41,562,643	41,877,243	42,248,299	-	42,248,299	685,656	1.6%	
Transfer to Reserves - Capital	6,831,200	6,831,200	7,081,300	-	7,081,300	250,100	3.7%	Increase to support the capital program (e.g. organics, cell construction) and for the purchase of new and replacement vehicles based on financing plan.
Transfer from Reserves - Capital	(36,010)	(36,010)	(131,121)	-	(131,121)	(95,111)	264.1%	Reflects projected waste management DC contributions for waste diversion program.
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	6,795,190	6,795,190	6,950,179	-	6,950,179	154,989	2.3%	
Total Gross Expenditures	48,357,833	48,672,433	49,198,478	-	49,198,478	840,645	1.7%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(6,954,213)	(7,268,813)	(7,087,882)	-	(7,087,882)	(133,669)	1.9%	Net increase due to increase in Resource Productivity & Recovery Authority (formerly WDO) blue box funding based on increase in net costs (\$55,000), increase in container station revenue based on trends (\$39,000), and increased recovery from the school board based on increased collection costs (\$45,000).
Total Revenue	(6,954,213)	(7,268,813)	(7,087,882)	-	(7,087,882)	(133,669)	1.9%	
Net Program Expenditures	\$ 41,403,620	\$ 41,403,620	\$ 42,110,596	\$ -	\$ 42,110,596	\$ 706,976	1.7%	

HALTON REGION

Budget and Business Plan 2018

Corporate Administration

Corporate Administration

Consolidated Summary

Net Dollars	2015		2016		2017		2018			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved			
Corporate Administration												
Personnel Services	\$ 34,309,235	\$ 36,478,015	\$ 39,137,030	\$ 38,552,602	\$ 40,208,690	\$ 893,530	\$ 41,102,220	\$ 1,071,660	2.7%	\$ 1,965,190	5.0%	
Materials & Supplies	6,056,869	6,478,863	6,909,197	6,812,775	6,437,148	17,072	6,454,220	(472,049)	-6.8%	(454,977)	-6.6%	
Purchased Services	12,112,253	12,327,758	14,567,511	14,424,543	14,662,414	1,000	14,663,414	94,903	0.7%	95,903	0.7%	
Financial and Rent Expenses	2,437,311	2,352,026	2,988,991	2,988,991	2,769,993	-	2,769,993	(218,998)	-7.3%	(218,998)	-7.3%	
Grants & Assistance	67,690	67,629	70,300	70,300	71,300	-	71,300	1,000	1.4%	1,000	1.4%	
Total Direct Costs	54,983,359	57,704,291	63,673,029	62,849,211	64,149,545	911,602	65,061,147	476,516	0.7%	1,388,118	2.2%	
Allocated Charges / Recoveries	(16,777,794)	(18,263,803)	(18,428,136)	(18,428,136)	(18,323,559)	(295,514)	(18,619,073)	104,577	-0.6%	(190,937)	1.0%	
Corporate Support	(43,436,277)	(45,295,866)	(47,335,117)	(47,335,117)	(48,546,420)	(454,970)	(49,001,390)	(1,211,303)	2.6%	(1,666,273)	3.5%	
Transfers to Reserves-Operating	1,011,097	1,834,207	40,200	11,228	69,732	-	69,732	29,532	73.5%	29,532	73.5%	
Transfer from Reserves - Operating	(1,036,195)	(962,902)	(1,202,600)	(1,202,600)	(1,031,150)	-	(1,031,150)	171,450	-14.3%	171,450	-14.3%	
Gross Operating Expenditures	(5,255,810)	(4,984,073)	(3,252,624)	(4,105,414)	(3,681,852)	161,118	(3,520,734)	(429,228)	13.2%	(268,110)	8.2%	
Transfer to Reserves - Capital	6,359,978	6,490,688	6,772,706	6,772,706	7,233,472	-	7,233,472	460,766	6.8%	460,766	6.8%	
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Capital Expenditures	6,359,978	6,490,688	6,772,706	6,772,706	7,233,472	-	7,233,472	460,766	6.8%	460,766	6.8%	
Total Gross Expenditures	1,104,168	1,506,615	3,520,082	2,667,292	3,551,619	161,118	3,712,737	31,538	0.9%	192,656	5.5%	
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Other Revenue	(3,362,124)	(4,056,486)	(3,520,082)	(3,559,110)	(3,551,620)	(161,118)	(3,712,738)	(31,538)	0.9%	(192,656)	5.5%	
Total Revenue	(3,362,124)	(4,056,486)	(3,520,082)	(3,559,110)	(3,551,620)	(161,118)	(3,712,738)	(31,538)	0.9%	(192,656)	5.5%	
Net Program Expenditures	\$ (2,257,956)	\$ (2,549,871)	\$ -	\$ (891,818)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	

Corporate Administration	2017		2018			Change			
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
Staff Complement									
FTE	352.8		352.8	8.0	360.8	-	0.0%	8.0	2.3%



Finance Department

Departmental Summary

Net Dollars	2015		2016		2017		2018			Change	
Finance Department	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 14,149,673	\$ 14,664,829	\$ 15,223,300	\$ 15,078,300	\$ 15,643,250	\$ 460,000	\$ 16,103,250	\$ 419,950	2.8%	\$ 879,950	5.8%
Materials & Supplies	1,670,359	1,763,510	2,064,222	2,092,222	1,726,371	6,730	1,733,101	(337,851)	-16.4%	(331,121)	-16.0%
Purchased Services	4,181,805	4,282,665	5,077,704	5,460,704	5,080,142	-	5,080,142	2,438	0.0%	2,438	0.0%
Financial and Rent Expenses	316,270	303,476	360,500	360,500	366,500	-	366,500	6,000	1.7%	6,000	1.7%
Grants & Assistance	195	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	20,318,302	21,014,480	22,725,726	22,991,726	22,816,263	466,730	23,282,993	90,537	0.4%	557,267	2.5%
Allocated Charges / Recoveries	(5,414,425)	(5,641,344)	(5,811,757)	(5,811,757)	(5,870,772)	(132,570)	(6,003,342)	(59,015)	1.0%	(191,585)	3.3%
Corporate Support	(17,078,048)	(17,851,515)	(18,592,962)	(18,592,962)	(19,055,232)	(334,160)	(19,389,392)	(462,270)	2.5%	(796,430)	4.3%
Transfers to Reserves-Operating	-	470,398	-	-	69,732	-	69,732	69,732		69,732	
Transfer from Reserves - Operating	(8,300)	-	(300,000)	(300,000)	(67,050)	-	(67,050)	232,950	-77.7%	232,950	-77.7%
Gross Operating Expenditures	(2,182,471)	(2,007,981)	(1,978,993)	(1,712,993)	(2,107,059)	-	(2,107,059)	(128,066)	6.5%	(128,066)	6.5%
Transfer to Reserves - Capital	2,673,715	2,735,325	2,928,743	2,928,743	3,088,309	-	3,088,309	159,566	5.4%	159,566	5.4%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	2,673,715	2,735,325	2,928,743	2,928,743	3,088,309	-	3,088,309	159,566	5.4%	159,566	5.4%
Total Gross Expenditures	491,244	727,344	949,750	1,215,750	981,250	-	981,250	31,500	3.3%	31,500	3.3%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(892,793)	(1,264,650)	(949,750)	(1,017,750)	(981,250)	-	(981,250)	(31,500)	3.3%	(31,500)	3.3%
Total Revenue	(892,793)	(1,264,650)	(949,750)	(1,017,750)	(981,250)	-	(981,250)	(31,500)	3.3%	(31,500)	3.3%
Net Program Expenditures	\$ (401,549)	\$ (537,307)	\$ -	\$ 198,000	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Finance Department	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	
FTE	140.8		140.8	4.0	144.8	-	0.0%
						4.0	2.8%



Financial Planning & Budgets

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Financial Planning & Budgets	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 4,104,363	\$ 4,197,316	\$ 4,535,205	\$ 4,372,051	\$ 4,660,941	\$ 130,450	\$ 4,791,391	\$ 125,736	2.8%	\$ 256,186	5.6%
Materials & Supplies	25,555	46,165	45,257	36,883	42,588	2,120	44,708	(2,669)	-5.9%	(549)	-1.2%
Purchased Services	269,316	200,385	273,582	240,258	273,582	-	273,582	(0)	0.0%	(0)	0.0%
Financial and Rent Expenses	185,530	177,167	207,000	207,000	213,000	-	213,000	6,000	2.9%	6,000	2.9%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	4,584,764	4,621,033	5,061,044	4,856,192	5,190,111	132,570	5,322,681	129,067	2.6%	261,637	5.2%
Allocated Charges / Recoveries	(3,082,485)	(3,074,586)	(3,300,680)	(3,300,680)	(3,286,798)	(132,570)	(3,419,368)	13,882	-0.4%	(118,688)	3.6%
Corporate Support	(1,164,172)	(1,084,246)	(1,180,264)	(1,073,433)	(1,318,713)	-	(1,318,713)	(138,449)	11.7%	(138,449)	11.7%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,300)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	329,807	462,201	580,100	482,080	584,600	-	584,600	4,500	0.8%	4,500	0.8%
Transfer to Reserves - Capital	40,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	40,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	369,807	462,201	580,100	482,080	584,600	-	584,600	4,500	0.8%	4,500	0.8%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(302,910)	(746,139)	(580,100)	(583,100)	(584,600)	-	(584,600)	(4,500)	0.8%	(4,500)	0.8%
Total Revenue	(302,910)	(746,139)	(580,100)	(583,100)	(584,600)	-	(584,600)	(4,500)	0.8%	(4,500)	0.8%
Net Program Expenditures	\$ 66,897	\$ (283,939)	\$ -	\$ (101,020)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Financial Planning & Budgets	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	39.0		39.0	1.0	40.0	-	0.0%



Budget Change Report

Financial Planning & Budgets	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 4,535,205	\$ 4,372,051	\$ 4,660,941	\$ 130,450	\$ 4,791,391	\$ 256,186	5.6%	Increase includes Senior Advisor - Investments proposed as a Strategic Investment.
Materials & Supplies	45,257	36,883	42,588	2,120	44,708	(549)	-1.2%	
Purchased Services	273,582	240,258	273,582	-	273,582	-	0.0%	
Financial and Rent Expenses	207,000	207,000	213,000	-	213,000	6,000	2.9%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,061,044	4,856,192	5,190,111	132,570	5,322,681	261,637	5.2%	
Allocated Charges/Recoveries	(3,300,680)	(3,300,680)	(3,286,798)	(132,570)	(3,419,368)	(118,688)	3.6%	Increase in interest earnings recovery for Senior Advisor - Investments proposed as a Strategic Investment offset by realignment of a financial analyst from Allocated Recoveries to Corporate Support.
Corporate Support	(1,180,264)	(1,073,433)	(1,318,713)	-	(1,318,713)	(138,449)	11.7%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	580,100	482,080	584,600	-	584,600	4,500	0.8%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	580,100	482,080	584,600	-	584,600	4,500	0.8%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(580,100)	(583,100)	(584,600)	-	(584,600)	(4,500)	0.8%	
Total Revenue	(580,100)	(583,100)	(584,600)	-	(584,600)	(4,500)	0.8%	
Net Program Expenditures	\$ -	\$ (101,020)	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Senior Advisor - Investments

Funding Source	Tax
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Program Details

Department	Finance
Division	Financial Planning & Budgets
Program	Portfolio Management
Cost Centre	693100

Complement Details

Position Title	Seniors Advisor - Investments
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 130,450	\$ 130,450
Materials & Supplies	2,120	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,570	130,450
Allocated Charges/Recoveries	(132,570)	(130,450)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
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 1.0 permanent FTE Senior Advisor - Investments position to monitor, analyze and actively trade short-term investments as part of the Portfolio Management Program within the Financial Planning and Budgets Division. This additional support for Region's investment program will provide a Senior Advisor focused on trading opportunities in securities with shorter maturity terms to potentially generate additional capital gains for the Region and to allow the Portfolio Manager to focus on trading in long-term investments.

Need:

The Region's investment portfolio has grown annually over the past 9 years and is now in excess of \$2 billion. The annual investment income for the Region's investment program has been set at \$55 million for the past few years. This represents a significant source of funding for Halton's State-of-Good-Repair Program and the Operating Budget. With interest rates at historically low levels over the past 7 years, generating interest income to achieve the budget has become increasingly difficult. The Region's investment program is actively managed by a Portfolio Manager and Senior Financial Analyst. This active investment management has produced annual capital gains averaging over \$14 million per year for the past 7 years, allowing the investment program to achieve its \$55 million annual budget target. For the first time in several years the investment market is now beginning to experience interest rate hikes. As economic conditions improve, investment yields will continue to rise creating additional trading opportunities in securities with shorter maturity terms. This will enhance the interest earnings in the Region's investment portfolio and potentially generate additional capital gains. In order to effectively monitor, analyze, and actively trade this sector of the market an Investment Advisor will be required. This will allow the Portfolio Manager to focus on active trading in the long-term investments in the bond market and the Investment Advisor to focus on active trading of short-term investments.

Implications:

The primary implications of dedicating more staff time to the management of the Region's short-term investments is the potential to generate higher investment income. Monitoring and analyzing dealer inventories, market conditions, and economic data is critical to the efficient management of the investment portfolio. With staff time currently restricted, an additional resource will greatly enhance the ability to both recognize and actively trade this sector of the investment portfolio.

Alternatives:

The alternative is to continue managing the Region's short-term cash flow needs through higher cash balances. This will significantly impact the short-term interest earning potential of the Region's cash position resulting in lower investment earnings.

Reference:

N/A

Financial, Purchasing & Payroll Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Financial, Purchasing & Payroll Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 4,692,897	\$ 4,802,011	\$ 4,920,110	\$ 4,970,085	\$ 4,934,405	\$ 116,930	\$ 5,051,335	\$ 14,295	0.3%	\$ 131,225	2.7%
Materials & Supplies	25,707	29,326	33,313	33,913	34,997	1,770	36,767	1,684	5.1%	3,454	10.4%
Purchased Services	493,701	448,330	514,738	669,539	249,148	-	249,148	(265,590)	-51.6%	(265,590)	-51.6%
Financial and Rent Expenses	23	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	195	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	5,212,522	5,279,667	5,468,161	5,673,537	5,218,550	118,700	5,337,250	(249,611)	-4.6%	(130,911)	-2.4%
Allocated Charges / Recoveries	(461,968)	(472,764)	(523,478)	(523,478)	(538,684)	-	(538,684)	(15,206)	2.9%	(15,206)	2.9%
Corporate Support	(4,391,846)	(4,680,855)	(4,813,833)	(4,788,208)	(4,522,016)	(118,700)	(4,640,716)	291,817	-6.1%	173,117	-3.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	358,708	126,049	130,850	361,851	157,850	-	157,850	27,000	20.6%	27,000	20.6%
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	358,708	126,049	130,850	361,851	157,850	-	157,850	27,000	20.6%	27,000	20.6%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(218,962)	(268,682)	(130,850)	(195,850)	(157,850)	-	(157,850)	(27,000)	20.6%	(27,000)	20.6%
Total Revenue	(218,962)	(268,682)	(130,850)	(195,850)	(157,850)	-	(157,850)	(27,000)	20.6%	(27,000)	20.6%
Net Program Expenditures	\$ 139,746	\$ (142,633)	\$ 0	\$ 166,001	\$ (0)	\$ -	\$ (0)	\$ -	0.0%	\$ -	0.0%

Financial, Purchasing & Payroll Services	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	49.0		48.0	1.0	49.0	(1.0)	-2.0%



Budget Change Report

Financial Reporting, Purchasing & Payroll Services	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 4,920,110	\$ 4,970,085	\$ 4,934,405	\$ 116,930	\$ 5,051,335	\$ 131,225	2.7%	Increase includes an Accounts Payable Supervisor proposed as a Strategic Investment offset by realignment of a Business Analyst to Information Technology. Increase in office supplies in payroll and computer hardware related to Accounts Payable Supervisor proposed as a Strategic Investment. Removal of external payroll processing costs due to moving to in-house processing and reduction in audit fees based on new contract.
Materials & Supplies	33,313	33,913	34,997	1,770	36,767	3,454	10.4%	
Purchased Services	514,738	669,539	249,148	-	249,148	(265,590)	-51.6%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,468,161	5,673,537	5,218,550	118,700	5,337,250	(130,911)	-2.4%	
Allocated Charges/Recoveries	(523,478)	(523,478)	(538,684)	-	(538,684)	(15,206)	2.9%	Increase includes program recovery from Police for new E-Post service for payroll. Reflect a decrease in payroll processing costs, partially offset by an increase in recoveries for Accounts Payable Supervisor proposed as a Strategic Investment.
Corporate Support	(4,813,833)	(4,788,208)	(4,522,016)	(118,700)	(4,640,716)	173,117	-3.6%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	130,850	361,851	157,850	-	157,850	27,000	20.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	130,850	361,851	157,850	-	157,850	27,000	20.6%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(130,850)	(195,850)	(157,850)	-	(157,850)	(27,000)	20.6%	Increase in GST refunds based on actual trend.
Total Revenue	(130,850)	(195,850)	(157,850)	-	(157,850)	(27,000)	20.6%	
Net Program Expenditures	\$ -	\$ 166,000	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Accounts Payable Supervisor

Funding Source

Tax

Program Details

Department	Finance
Division	Financial, Purchasing & Payroll Services
Program	Accounts Payable
Cost Centre	681200

Complement Details

Position Title	Accounts Payable Supervisor
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 116,930	\$ 116,930
Materials & Supplies	1,770	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	118,700	116,930
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	118,700	116,930
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 118,700	\$ 116,930

Business Case

Recommendation:

Approve 1.0 permanent FTE Accounts Payable Supervisor position that will support management by leading the accounts payable team to ensure compliance with the Purchasing By-Law, tax legislation and internal financial controls, and approvals for the processing of vendor payments.

Need:

The Accounts Payable (AP) section currently has 4.5 FTEs Accounts Payable Coordinators which report to the Manager of Accounting. The AP Coordinators will report to the AP Supervisor and the AP Supervisor will report to the Manager of Accounting. A new AP Supervisor is required to lead the implementation of additional business processes to support continual improvement of existing financial internal controls such as new online work flow and approval of invoices, enhanced controls over the vendor master file, validation of HST numbers, appropriate staff review, and approval of goods and services billed in accordance with the approved Purchase Order. The new AP Supervisor will also ensure that exception reporting is enhanced, to monitor and continue providing oversight required to ensure there are no duplicate invoices, exempt tax codes are correct, taxes withheld are accurate, blocked payments and vendor master record changes are appropriately approved. There is also an anticipation of continual improvement as an outcome of potential audit findings that may require additional enhancements to the financial controls currently in place.

The Supervisor position will provide the necessary oversight required for the continued and on-going growth of all Regional programs including capital infrastructure over the last several years and into the foreseeable future. The number of vendor invoices processed has increased from 63,200 in 2005 to 86,500 in 2016 (37% increase) while Regional purchases for operating and capital have increased from \$199.3 million to \$632.8 million (218% increase).

Implications:

There is an on-going obligation to ensure that appropriate financial controls and oversight continue to be provided in an efficient and effective manner. The increased volume, activity coupled with the obligations to insure strong financial controls, has become increasingly challenging. A Supervisor of AP is essential to lead and coordinate the business process improvements and utilization of system based enhancements to meet these obligations. Without this leadership, financial controls and oversight becomes weekend, resulting in possible overpayments, misappropriation of corporate resources, as well as poor vendor relationships due to late and/or inaccurate payments.

Alternatives:

Hire temporary contract staff to investigate long-term system improvements such as SAP online web access for vendor invoice, employee expenses, online work flow of goods receipting and approval. Hire additional contract staff to assist in providing enhanced oversight required to ensure sound financial controls continue to be provided on a consistent and appropriate basis.

Reference:

N/A

Information Technology

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Information Technology	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 5,352,413	\$ 5,665,503	\$ 5,767,985	\$ 5,736,163	\$ 6,047,904	\$ 212,620	\$ 6,260,524	\$ 279,919	4.9%	\$ 492,539	8.5%		
Materials & Supplies	1,619,097	1,688,018	1,985,653	2,021,426	1,648,786	2,840	1,651,626	(336,866)	-17.0%	(334,026)	-16.8%		
Purchased Services	3,418,789	3,633,950	4,289,383	4,550,908	4,557,412	-	4,557,412	268,029	6.2%	268,029	6.2%		
Financial and Rent Expenses	130,717	126,309	153,500	153,500	153,500	-	153,500	-	0.0%	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Direct Costs	10,521,017	11,113,780	12,196,521	12,461,997	12,407,602	215,460	12,623,062	211,081	1.7%	426,541	3.5%		
Allocated Charges / Recoveries	(1,869,972)	(2,093,995)	(1,987,599)	(1,987,599)	(2,045,290)	-	(2,045,290)	(57,691)	2.9%	(57,691)	2.9%		
Corporate Support	(11,522,030)	(12,086,414)	(12,598,865)	(12,731,321)	(13,214,503)	(215,460)	(13,429,963)	(615,638)	4.9%	(831,098)	6.6%		
Transfers to Reserves-Operating	-	470,398	-	-	69,732	-	69,732	69,732		69,732			
Transfer from Reserves - Operating	-	-	(300,000)	(300,000)	(67,050)	-	(67,050)	232,950	-77.7%	232,950	-77.7%		
Gross Operating Expenditures	(2,870,985)	(2,596,231)	(2,689,943)	(2,556,923)	(2,849,509)	-	(2,849,509)	(159,566)	5.9%	(159,566)	5.9%		
Transfer to Reserves - Capital	2,633,715	2,735,325	2,928,743	2,928,743	3,088,309	-	3,088,309	159,566	5.4%	159,566	5.4%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	2,633,715	2,735,325	2,928,743	2,928,743	3,088,309	-	3,088,309	159,566	5.4%	159,566	5.4%		
Total Gross Expenditures	(237,270)	139,094	238,800	371,820	238,800	-	238,800	-	0.0%	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(370,921)	(249,829)	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	-	0.0%		
Total Revenue	(370,921)	(249,829)	(238,800)	(238,800)	(238,800)	-	(238,800)	-	0.0%	-	0.0%		
Net Program Expenditures	\$ (608,191)	\$ (110,735)	\$ -	\$ 133,020	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Information Technology	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	49.8		50.8	2.0	52.8	1.0	2.0%	3.0	6.0%



Budget Change Report

Information Technology	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 5,767,985	\$ 5,736,163	\$ 6,047,904	\$ 212,620	\$ 6,260,524	\$ 492,539	8.5%	Increase includes realignment of a Business Analyst from Financial Reporting, Purchasing & Payroll Services and two additional resources (Systems Analyst - SAP Payroll and Technology Analyst) proposed as strategic investments.
Materials & Supplies	1,985,653	2,021,426	1,648,786	2,840	1,651,626	(334,026)	-16.8%	Decrease due to WAN Savings with new contract and removal of one-time Mobile Strategy costs.
Purchased Services	4,289,383	4,550,908	4,557,412	-	4,557,412	268,029	6.2%	Increase for equipment and software maintenance, and computing services to support new projects, partially offset by savings in the Multi-Functional Devices due to new contract.
Financial and Rent Expenses	153,500	153,500	153,500	-	153,500	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	12,196,521	12,461,997	12,407,602	215,460	12,623,062	426,541	3.5%	
Allocated Charges/Recoveries	(1,987,599)	(1,987,599)	(2,045,290)	-	(2,045,290)	(57,691)	2.9%	Increase in recoveries for on-going cell phone replacements.
Corporate Support	(12,598,865)	(12,731,321)	(13,214,503)	(215,460)	(13,429,963)	(831,098)	6.6%	Reflects increase in recoveries based on program costs including IT Systems Analyst and IT Network Analyst proposed as a Strategic Investment.
Transfer to Reserves - Operating	-	-	69,732	-	69,732	69,732	0.0%	Reflects contributions to reserve that will fund on-going cell phone replacements.
Transfer from Reserves - Operating	(300,000)	(300,000)	(67,050)	-	(67,050)	232,950	100.0%	Removal of one-time funding for Mobile Strategy implementation in 2017, partially offset by increased transfers to fund cell phone replacements in 2018.
Gross Operating Expenditures	(2,689,943)	(2,556,923)	(2,849,509)	-	(2,849,509)	(159,566)	5.9%	
Transfer to Reserves - Capital	2,928,743	2,928,743	3,088,309	-	3,088,309	159,566	5.4%	Increase to support corporate and program specific Technology capital requirements based on financing plan.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	2,928,743	2,928,743	3,088,309	-	3,088,309	159,566	5.4%	
Total Gross Expenditures	238,800	371,820	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	\$ -	\$ 133,020	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Systems Analyst - SAP Payroll

Funding Source	Tax
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Program Details

Department	Finance
Division	Information Technology
Program	Enterprise Application and Development
Cost Centre	661400

Complement Details

Position Title	Systems Analyst - SAP
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

	2018 Impact	2019 Impact
Operating		
Personnel Services	\$ 106,310	\$ 106,310
Materials & Supplies	1,420	1,420
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	107,730	107,730
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	107,730	107,730
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 107,730	\$ 107,730

Business Case

Recommendation:

Approve 1.0 FTE Payroll Systems Analyst in IT to provide on-going software updates and support for the SAP Payroll/Human Capital Management (HCM). This position will work with the HR and Payroll teams to support all change requests, provide operational support on a daily basis, and keep the SAP HCM and Payroll application up to date.

Need:

In 2000, the Region was one of the first organizations to implement SAP HCM in Canada. Due to the functionality in the SAP HCM module at the time, Halton made the decision to implement gross payroll in SAP with an interface to ADP (a third-party payroll provider). There was a need for a customized interface to ADP, insuring accurate, timely processing and production of payroll for 2,000 Halton/Police Services employees, (3,700 in 2016).

As part of on-going efforts to improve efficiency and effectiveness, the Region undertook a review of Halton's Payroll System. One finding of the review was that the customized legacy interface to ADP requires continuous manual intervention and extensive effort by payroll staff to maintain and support it. In addition, the ADP platform is at risk of being decommissioned. The SAP HCM and Payroll modules have significantly advanced over the last few years.

The recommendation was to capitalize on the Region's corporate investment in the SAP enterprise system, to bring the net payroll in-house. This will eliminate the \$250,000 annual fee paid to the third-party service provider (ADP), as well as risks associated with ADP no longer supporting the platform currently being used by Halton and risks associated with manual intervention. As approved in Report FN-37-16, SAP Canada Inc. was awarded the project to bring the net-payroll in-house by end of 2017 and eliminate the legacy customized interface.

As the Payroll system is critical to the organization, it is crucial to keep the SAP up-to-date by applying support packages and enhancement packages (regulatory and tax changes) regularly, and to provide on-going day-to-day responsive support services to meet the operational needs of a complex payroll system.

Implications:

The SAP NetPayroll module is new to Halton and requires system support to ensure the proper functioning and operation of the payroll system. The need for payroll systems support is critical and time sensitive. A dedicated Payroll Systems Analyst is required to provide system support and mitigate the risks with payroll not being processed on time and accurately.

Alternatives:

Alternatively, hire an outsourced contractor or create a support contract with SAP consulting vendors to provide operational and project support as needed. There is a risk with the quality of services and timing of delivery. In addition, the cost will be substantially higher than introducing an internal support role.

Reference: Council Report FN-37-16



Strategic Investment

Network Technology Analyst

Funding Source

Tax

Program Details

Department	Finance
Division	Information Technology
Program	Technology and Infrastructure
Cost Centre	661150

Complement Details

Position Title	Technology Analyst
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 106,310	\$ 106,310
Materials & Supplies	1,420	1,420
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	107,730	107,730
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	107,730	107,730
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 107,730	\$ 107,730

Business Case

Recommendation:

Approve 1.0 permanent FTE Network Analyst to provide primary technical support to an expanding voice and data network fleet and Information Technology Infrastructure. This position will provide network operational support on a daily basis and keep the network up to date.

Need:

Since 2004, the Region's Voice and Data Network has expanded from 51 sites to the current 135 sites without any additional FTE added. Data growth and convergence of the voice and data networks, while increasing reliability and reducing costs, has resulted in increased complexity and support challenges.

In addition to this growth, the Region has added significantly to the number of network devices (240) that are supported, including CCTV cameras, Security ACU's, photocopiers, building automation systems, traffic controls, lighting controls, etc. The Region has also experienced growth in staff complement resulting in additional network infrastructure expansion. With continued plant expansions, both water and wastewater, the number of network switches that have been configured and installed has significantly increased (401) with the added complexity of providing redundancy to reduce network outages.

In order to maintain the State-of-Good-Repair Program for IT asset management, there is critical need to install update, patch, maintain and monitor all of the corporate network infrastructure. With the increase in cloud based solutions, there are challenges to ensure network integration is reliable and secure. The ongoing growth of the network infrastructure has also increased the need to provide proactive network monitoring to ensure reliability, security and quality of service. IoT (Internet of Things) such as sensors for building automation systems, IP LED lighting, wayfinding, monitoring systems, etc., will continue to be a growth area that will have significant impacts on network connectivity. This position will also be instrumental in designing, maintaining and supporting the new Regional network to address the requirements of the space accommodation strategy.

Implications:

The current Network resources in IT are at capacity supporting the 135 sites. A dedicated Network Analyst is required to provide network support and mitigate the risks of network outages and ongoing growth.

Alternatives:

Increase purchased service budget by \$110,000 for contract staff.

Reference:

N/A

CAO's Office

Departmental Summary

Net Dollars	2015		2016		2017		2018			Change	
CAO's Office	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 8,320,618	\$ 9,537,097	\$ 11,147,140	\$ 10,592,140	\$ 11,457,270	\$ -	\$ 11,457,270	\$ 310,130	2.8%	\$ 310,130	2.8%
Materials & Supplies	310,505	414,806	414,340	386,340	438,414	-	438,414	24,074	5.8%	24,074	5.8%
Purchased Services	2,082,387	2,025,665	3,115,630	2,582,630	3,149,190	-	3,149,190	33,560	1.1%	33,560	1.1%
Financial and Rent Expenses	88	692	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	67,495	67,629	67,300	67,300	68,300	-	68,300	1,000	1.5%	1,000	1.5%
Total Direct Costs	10,781,093	12,045,889	14,744,410	13,628,410	15,113,174	-	15,113,174	368,764	2.5%	368,764	2.5%
Allocated Charges / Recoveries	(665,114)	(1,139,932)	(905,154)	(905,154)	(917,550)	-	(917,550)	(12,396)	1.4%	(12,396)	1.4%
Corporate Support	(11,371,473)	(12,122,302)	(12,918,487)	(12,918,487)	(13,256,855)	-	(13,256,855)	(338,368)	2.6%	(338,368)	2.6%
Transfers to Reserves-Operating	89,391	208,711	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(900,045)	(889,400)	(902,600)	(902,600)	(920,600)	-	(920,600)	(18,000)	2.0%	(18,000)	2.0%
Gross Operating Expenditures	(2,066,148)	(1,897,035)	18,169	(1,097,831)	18,169	-	18,169	-	0.0%	-	0.0%
Transfer to Reserves - Capital	104,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	104,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(1,962,148)	(1,897,035)	18,169	(1,097,831)	18,169	-	18,169	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(11,370)	(90,072)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Total Revenue	(11,370)	(90,072)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
Net Program Expenditures	\$ (1,973,518)	\$ (1,987,108)	\$ -	\$ (1,116,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

CAO's Office	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	98.0		98.0	-	98.0	-	0.0%



Policy Integration & Communications

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Policy Integration & Communications	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 4,039,351	\$ 4,268,261	\$ 4,988,065	\$ 4,581,196	\$ 5,128,984	\$ -	\$ 5,128,984	\$ 140,918	2.8%	\$ 140,918	2.8%		
Materials & Supplies	210,530	295,314	276,570	272,996	315,204	-	315,204	38,634	14.0%	38,634	14.0%		
Purchased Services	898,140	1,029,388	1,278,624	1,087,565	1,272,618	-	1,272,618	(6,006)	-0.5%	(6,006)	-0.5%		
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	5,199,610	5,644,464	6,594,760	5,993,257	6,768,306	-	6,768,306	173,546	2.6%	173,546	2.6%		
Allocated Charges / Recoveries	(590,130)	(1,175,450)	(184,940)	(184,940)	(182,943)	-	(182,943)	1,997	-1.1%	1,997	-1.1%		
Corporate Support	(5,001,695)	(5,417,592)	(6,391,651)	(6,415,498)	(6,567,194)	-	(6,567,194)	(175,543)	2.7%	(175,543)	2.7%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(392,216)	(948,578)	18,169	(607,180)	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	(392,216)	(948,578)	18,169	(607,180)	18,169	-	18,169	-	0.0%	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(9,991)	(2,174)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%		
Total Revenue	(9,991)	(2,174)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%		
Net Program Expenditures	\$ (402,207)	\$ (950,752)	\$ -	\$ (625,349)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Policy Integration & Communications	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	49.5		49.5	-	49.5	-	0.0%	-	0.0%



Budget Change Report

Policy Integration & Communications	2017		2018			Change in Budget		Comments	
	Approved	Projected	Base	Strategic	Requested	2018 Requested to			
	Budget	Actual	Budget	Investments	Budget	2017 Approved			
Personnel Services	\$ 4,988,065	\$ 4,581,196	\$ 5,128,984	\$ -	\$ 5,128,984	\$ 140,918	2.8%	Increase in social media subscription program enhancement costs and Access Halton Answering services costs based on new contract.	
Materials & Supplies	276,570	272,996	315,204	-	315,204	38,634	14.0%		
Purchased Services	1,278,624	1,087,565	1,272,618	-	1,272,618	(6,006)	-0.5%		
Financial and Rent Expenses	-	-	-	-	-	-	0.0%		
Grants & Assistance	51,500	51,500	51,500	-	51,500	-	0.0%		
Total Direct Costs	6,594,760	5,993,257	6,768,306	-	6,768,306	173,546	2.6%		
Allocated Charges/Recoveries	(184,940)	(184,940)	(182,943)	-	(182,943)	1,997	-1.1%		Increase in recoveries based on program costs.
Corporate Support	(6,391,651)	(6,415,498)	(6,567,194)	-	(6,567,194)	(175,543)	2.7%		
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	18,169	(607,180)	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	(607,180)	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	\$ -	\$ (625,349)	\$ -	\$ -	\$ -	\$ -	0.0%		

Internal Audit

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Internal Audit	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 549,513	\$ 539,332	\$ 558,393	\$ 542,928	\$ 574,322	\$ -	\$ 574,322	\$ 15,928	2.9%	\$ 15,928	2.9%
Materials & Supplies	6,214	2,819	4,698	4,637	5,730	-	5,730	1,033	22.0%	1,033	22.0%
Purchased Services	25,407	6,623	47,756	47,575	47,748	-	47,748	(8)	0.0%	(8)	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	581,133	548,774	610,847	595,140	627,800	-	627,800	16,953	2.8%	16,953	2.8%
Allocated Charges / Recoveries	1,335	81	-	-	1,999	-	1,999	1,999		1,999	
Corporate Support	(591,490)	(599,776)	(610,847)	(611,762)	(629,799)	-	(629,799)	(18,952)	3.1%	(18,952)	3.1%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(9,021)	(50,921)	-	(16,622)	-	-	-	-	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	(9,021)	(50,921)	-	(16,622)	-	-	-	-	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	\$ (9,021)	\$ (50,921)	\$ -	\$ (16,622)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Internal Audit	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	4.0		4.0	-	4.0	-	0.0%



Budget Change Report

Internal Audit	2017		2018			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved			
Personnel Services	\$ 558,393	\$ 542,928	\$ 574,322	\$ -	\$ 574,322	\$ 15,928	2.9%	Increase for an additional cell phone.	
Materials & Supplies	4,698	4,637	5,730	-	5,730	1,033	22.0%		
Purchased Services	47,756	47,575	47,748	-	47,748	(8)	0.0%		
Financial and Rent Expenses	-	-	-	-	-	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	0.0%		
Total Direct Costs	610,847	595,140	627,800	-	627,800	16,953	2.8%		
Allocated Charges/Recoveries	-	-	1,999	-	1,999	1,999	0.0%		Increase in recoveries based on program costs.
Corporate Support	(610,847)	(611,762)	(629,799)	-	(629,799)	(18,952)	3.1%		
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	-	(16,622)	-	-	-	-	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	-	(16,622)	-	-	-	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	-	-	-	-	-	-	0.0%		
Total Revenue	-	-	-	-	-	-	0.0%		
Net Program Expenditures	\$ -	\$ (16,622)	\$ -	\$ -	\$ -	\$ -	0.0%		

Business Planning & Corporate Initiatives

Divisional Summary

Net Dollars	2015	2016	2017		2018			Change			
Business Planning & Corporate Initiatives	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 996,178	\$ 1,134,389	\$ 1,410,177	\$ 1,379,908	\$ 1,449,836	\$ -	\$ 1,449,836	\$ 39,659	2.8%	\$ 39,659	2.8%
Materials & Supplies	29,002	28,532	37,490	31,859	34,346	-	34,346	(3,144)	-8.4%	(3,144)	-8.4%
Purchased Services	173,302	75,057	320,355	235,143	320,301	-	320,301	(54)	0.0%	(54)	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,198,482	1,237,978	1,768,022	1,646,910	1,804,483	-	1,804,483	36,461	2.1%	36,461	2.1%
Allocated Charges / Recoveries	30,436	32,752	28,436	28,436	29,039	-	29,039	603	2.1%	603	2.1%
Corporate Support	(2,440,069)	(1,854,457)	(1,796,458)	(1,805,165)	(1,833,522)	-	(1,833,522)	(37,063)	2.1%	(37,063)	2.1%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(1,211,151)	(583,727)	-	(129,819)	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	104,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	104,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(1,107,151)	(583,727)	-	(129,819)	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,379)	(362)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(1,379)	(362)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (1,108,530)	\$ (584,090)	\$ -	\$ (129,819)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Budget Change Report

Business Planning & Corporate Initiatives	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 1,410,177	\$ 1,379,908	\$ 1,449,836	\$ -	\$ 1,449,836	\$ 39,659	2.8%	
Materials & Supplies	37,490	31,859	34,346	-	34,346	(3,144)	-8.4%	Reduction in cell phone costs based on new contract.
Purchased Services	320,355	235,143	320,301	-	320,301	(54)	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,768,022	1,646,910	1,804,483		1,804,483	36,461	2.1%	
Allocated Charges/Recoveries	28,436	28,436	29,039	-	29,039	603	2.1%	
Corporate Support	(1,796,458)	(1,805,165)	(1,833,522)	-	(1,833,522)	(37,063)	2.1%	Increase in recoveries based on program costs.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	(129,819)	-		-	-	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	-	(129,819)	-		-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-		-	-	0.0%	
Net Program Expenditures	\$ -	\$ (129,819)	\$ -	\$ -	\$ -	\$ -	0.0%	

Human Resources

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Human Resource Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 2,735,576	\$ 3,595,115	\$ 4,190,504	\$ 4,088,108	\$ 4,304,129	\$ -	\$ 4,304,129	\$ 113,625	2.7%	\$ 113,625	2.7%
Materials & Supplies	64,759	88,141	95,582	76,848	83,133	-	83,133	(12,449)	-13.0%	(12,449)	-13.0%
Purchased Services	985,538	914,596	1,468,895	1,212,347	1,508,523	-	1,508,523	39,628	2.7%	39,628	2.7%
Financial and Rent Expenses	-	692	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	15,995	16,129	15,800	15,800	16,800	-	16,800	1,000	6.3%	1,000	6.3%
Total Direct Costs	3,801,868	4,614,672	5,770,781	5,393,103	5,912,585	-	5,912,585	141,804	2.5%	141,804	2.5%
Allocated Charges / Recoveries	(106,755)	2,685	(748,650)	(748,650)	(765,645)	-	(765,645)	(16,995)	2.3%	(16,995)	2.3%
Corporate Support	(3,338,219)	(4,250,477)	(4,119,531)	(4,086,063)	(4,226,340)	-	(4,226,340)	(106,810)	2.6%	(106,810)	2.6%
Transfers to Reserves-Operating	89,391	208,711	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(900,045)	(889,400)	(902,600)	(902,600)	(920,600)	-	(920,600)	(18,000)	2.0%	(18,000)	2.0%
Gross Operating Expenditures	(453,759)	(313,809)	-	(344,210)	-	-	-	-	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	(453,759)	(313,809)	-	(344,210)	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	(87,536)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	(87,536)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (453,759)	\$ (401,345)	\$ -	\$ (344,210)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Human Resource Services	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	31.5		31.5	-	31.5	-	0.0%



Budget Change Report

Human Resources	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 4,190,504	\$ 4,088,108	\$ 4,304,129	\$ -	\$ 4,304,129	\$ 113,625	2.7%	
Materials & Supplies	95,582	76,848	83,133	-	83,133	(12,449)	-13.0%	Reduction in cell phone costs based on new contract and furniture based on actual trend.
Purchased Services	1,468,895	1,212,347	1,508,523	-	1,508,523	39,628	2.7%	Increase in temporary recruitment resources to address seasonal pressures related to the Internship/Apprenticeship program and summer students.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	15,800	15,800	16,800	-	16,800	1,000	6.3%	Increase for membership with Municipal Employer Pension Centre of Ontario.
Total Direct Costs	5,770,781	5,393,103	5,912,585	-	5,912,585	141,804	2.5%	
Allocated Charges/Recoveries	(748,650)	(748,650)	(765,645)	-	(765,645)	(16,995)	2.3%	
Corporate Support	(4,119,531)	(4,086,063)	(4,226,340)	-	(4,226,340)	(106,810)	2.6%	Increase in recoveries based on program costs.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(902,600)	(902,600)	(920,600)	-	(920,600)	(18,000)	2.0%	
Gross Operating Expenditures	-	(344,210)	-	-	-	-	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	-	(344,210)	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ (344,210)	\$ -	\$ -	\$ -	\$ -	0.0%	

Office of the Chair

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Office of the Chair	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 213,069	\$ 216,682	\$ 220,540	\$ 220,540	\$ 225,260	\$ -	\$ 225,260	\$ 4,720	2.1%	\$ 4,720	2.1%		
Materials & Supplies	12,466	16,450	20,650	20,650	19,590	-	19,590	(1,060)	-5.1%	(1,060)	-5.1%		
Purchased Services	12,076	9,006	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	237,611	242,137	264,490	264,490	268,150	-	268,150	3,660	1.4%	3,660	1.4%		
Allocated Charges / Recoveries	9,696	11,808	9,102	9,102	8,110	-	8,110	(992)	-10.9%	(992)	-10.9%		
Corporate Support	(268,709)	(273,618)	(273,592)	(273,592)	(276,260)	-	(276,260)	(2,668)	1.0%	(2,668)	1.0%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(21,402)	(19,673)	-	-	-	-	-	-	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	(21,402)	(19,673)	-	-	-	-	-	-	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	\$ (21,402)	\$ (19,673)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Office of the Chair	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	1.0		1.0	-	1.0	-	0.0%	-	0.0%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Office of the Chair								
Personnel Services	\$ 220,540	\$ 220,540	\$ 225,260	\$ -	\$ 225,260	\$ 4,720	2.1%	
Materials & Supplies	20,650	20,650	19,590	-	19,590	(1,060)	-5.1%	Reduction in cell phone costs based on new contract.
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	264,490	264,490	268,150	-	268,150	3,660	1.4%	
Allocated Charges/Recoveries	9,102	9,102	8,110	-	8,110	(992)	-10.9%	Reduction in vehicle rental charge based on the reduced gasoline and other materials based on actual trend.
Corporate Support	(273,592)	(273,592)	(276,260)	-	(276,260)	(2,668)	1.0%	
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	2015		2016		2017		2018			Change	
Regional Council	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 1,076,598	\$ 1,094,878	\$ 1,109,470	\$ 1,109,470	\$ 1,149,450	\$ -	\$ 1,149,450	\$ 39,980	3.6%	\$ 39,980	3.6%
Materials & Supplies	55,773	15,234	25,200	25,200	29,700	-	29,700	4,500	17.9%	4,500	17.9%
Purchased Services	169,777	147,514	179,750	179,750	191,150	-	191,150	11,400	6.3%	11,400	6.3%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,302,149	1,257,626	1,314,420	1,314,420	1,370,300	-	1,370,300	55,880	4.3%	55,880	4.3%
Allocated Charges / Recoveries	1,086	1,339	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	(1,245,961)	(1,303,270)	(1,314,420)	(1,314,420)	(1,370,300)	-	(1,370,300)	(55,880)	4.3%	(55,880)	4.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(45,000)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,274	(44,305)	-	-	-	-	-	-	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	12,274	(44,305)	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(533)	(366)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(533)	(366)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 11,741	\$ (44,671)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Regional Council	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	-		-	-	-	-	-



Budget Change Report

Regional Council	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 1,109,470	\$ 1,109,470	\$ 1,149,450	\$ -	\$ 1,149,450	\$ 39,980	3.6%	Increase for three new Council members expected to start December 2018 (LPS82-16). One-time increase for chairs and microphones for 3 new Councillors (LPS82-16). Increase in membership fees to AMO and FCM which are based on Halton Population growth and conference costs for Councillors appointed to Boards/Committees (FCM).
Materials & Supplies	25,200	25,200	29,700	-	29,700	4,500	17.9%	
Purchased Services	179,750	179,750	191,150	-	191,150	11,400	6.3%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,314,420	1,314,420	1,370,300	-	1,370,300	55,880	4.3%	
Allocated Charges/Recoveries	-	-	-	-	-	-	0.0%	Increase in recoveries based on program costs.
Corporate Support	(1,314,420)	(1,314,420)	(1,370,300)	-	(1,370,300)	(55,880)	4.3%	
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	2015		2016		2017		2018			Change	
Asset Management	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 6,729,986	\$ 7,048,641	\$ 7,292,872	\$ 7,489,943	\$ 7,448,869	\$ 274,590	\$ 7,723,459	\$ 155,997	2.1%	\$ 430,587	5.9%
Materials & Supplies	3,684,838	3,967,250	3,983,842	3,907,440	3,856,879	6,338	3,863,217	(126,962)	-3.2%	(120,624)	-3.0%
Purchased Services	2,647,123	2,867,300	3,194,198	3,182,549	3,163,822	1,000	3,164,822	(30,376)	-1.0%	(29,376)	-0.9%
Financial and Rent Expenses	2,120,952	2,047,858	2,628,491	2,628,491	2,403,493	-	2,403,493	(224,998)	-8.6%	(224,998)	-8.6%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	15,182,899	15,931,048	17,099,403	17,208,423	16,873,064	281,928	17,154,992	(226,339)	-1.3%	55,589	0.3%
Allocated Charges / Recoveries	(7,551,088)	(8,270,607)	(8,619,227)	(8,619,227)	(8,411,303)	-	(8,411,303)	207,924	-2.4%	207,924	-2.4%
Corporate Support	(9,438,269)	(9,652,808)	(10,050,226)	(10,082,236)	(10,292,987)	(120,810)	(10,413,797)	(242,762)	2.4%	(363,572)	3.6%
Transfers to Reserves-Operating	488,032	741,392	40,200	11,228	-	-	-	(40,200)	-100.0%	(40,200)	-100.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(1,318,426)	(1,250,975)	(1,529,850)	(1,481,812)	(1,831,227)	161,118	(1,670,109)	(301,377)	19.7%	(140,259)	9.2%
Transfer to Reserves - Capital	3,582,263	3,755,363	3,843,963	3,843,963	4,145,163	-	4,145,163	301,200	7.8%	301,200	7.8%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	3,582,263	3,755,363	3,843,963	3,843,963	4,145,163	-	4,145,163	301,200	7.8%	301,200	7.8%
Total Gross Expenditures	2,263,837	2,504,388	2,314,113	2,362,151	2,313,936	161,118	2,475,054	(177)	0.0%	160,941	7.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(2,268,311)	(2,535,316)	(2,314,113)	(2,285,141)	(2,313,936)	(161,118)	(2,475,054)	177	0.0%	(160,941)	7.0%
Total Revenue	(2,268,311)	(2,535,316)	(2,314,113)	(2,285,141)	(2,313,936)	(161,118)	(2,475,054)	177	0.0%	(160,941)	7.0%
Net Program Expenditures	\$ (4,473)	\$ (30,929)	\$ -	\$ 77,010	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Asset Management	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
FTE	74.0		74.0	3.0	77.0	-	0.0%	3.0	4.1%



Budget Change Report

Asset Management	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 7,292,872	\$ 7,489,943	\$ 7,448,869	\$ 274,590	\$ 7,723,459	\$ 430,587	5.9%	Increase includes two Maintenance Service Workers (2.0 FTE) and a Stores Supervisor proposed as Strategic Investments.
Materials & Supplies	3,983,842	3,907,440	3,856,879	6,338	3,863,217	(120,624)	-3.0%	Decreases due to reduction in Gasoline costs, parts and equipment replacement costs, based on actual trends.
Purchased Services	3,194,198	3,182,549	3,163,822	1,000	3,164,822	(29,376)	-0.9%	
Financial and Rent Expenses	2,628,491	2,628,491	2,403,493	-	2,403,493	(224,998)	-8.6%	Decrease in rent costs based on actual trend.
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	17,099,403	17,208,423	16,873,064	281,928	17,154,992	55,589	0.3%	
Allocated Charges/Recoveries	(8,619,227)	(8,619,227)	(8,411,303)	-	(8,411,303)	207,924	-2.4%	Removal of facility maintenance recovery to reflect police relocation.
Corporate Support	(10,050,226)	(10,082,236)	(10,292,987)	(120,810)	(10,413,797)	(363,572)	3.6%	Increase in recoveries based on program costs, including a Stores Supervisor proposed as a Strategic Investment.
Transfer to Reserves - Operating	40,200	11,228	-	-	-	(40,200)	-100.0%	Removal of rental recovery based on terminated contract.
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	(1,529,850)	(1,481,812)	(1,831,227)	161,118	(1,670,109)	(140,259)	9.2%	
Transfer to Reserves - Capital	3,843,963	3,843,963	4,145,163	-	4,145,163	301,200	7.8%	Increase to support state-of-good-repair of corporate and program facilities and new leasehold improvements for Employment Halton (LPS76-17) and vehicle replacement.
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	3,843,963	3,843,963	4,145,163	-	4,145,163	301,200	7.8%	
Total Gross Expenditures	2,314,113	2,362,151	2,313,936	161,118	2,475,054	160,941	7.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(2,314,113)	(2,285,141)	(2,313,936)	(161,118)	(2,475,054)	(160,941)	7.0%	Increase in recovery from HCHC for Maintenance Service Workers (2.0 FTE) as proposed in Strategic Investment.
Total Revenue	(2,314,113)	(2,285,141)	(2,313,936)	(161,118)	(2,475,054)	(160,941)	7.0%	
Net Program Expenditures	\$ -	\$ 77,010	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Maintenance and Tenant Services Worker

Funding Source

Tax

Program Details

Department	Legislative & Planning Services
Division	Asset Management
Program	Facilities Services
Cost Centre	638000

Complement Details

Position Title	Maintenance and Tenant Services Worker
FTE Impact	2.0
Personnel Group	OPSEU (MTSW)

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 157,660	\$ 157,660
Materials & Supplies	3,458	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	161,118	157,660
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	161,118	157,660
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	(161,118)	(157,660)
Total Revenue	(161,118)	(157,660)
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 permanent FTEs for Maintenance and Tenant Services Workers to address the increase in program demand pressures as a result of the Region's Comprehensive Housing Strategy which includes the addition of 74 all-ages condominium units, the Halton Community Housing Corporation (HCHC) purchase of 28 Senior housing units from Rotary Gardens Oakville, and the acquisition of 147 family housing units from Union Housing Opportunities. The addition of these positions are to ensure service levels are maintained for departmental customers, HCHC tenants and residents of Halton.

Need:

Currently the internal and external demand for the preventative and demand maintenance requirements greatly exceeds what can be delivered with the existing Facilities Services - HCHC Section complement. These positions will assist in the process of completing preventative and demand maintenance for Halton Community Housing's facilities and rental units in order to meet legislative code requirements, manufacturer building system maintenance specifications, and demand service requirement. The additional Service Workers will also support the continuous operation of program areas through the implementation of detailed plans to balance the technical and financial pressure on existing assets with the goal of sustaining the level of service provided. The demand on facility services support has continued to increase over the years as a result of the Community Housing Assisted Framework, Long-term Capital and Financial Strategies for Social Housing Providers, and the Comprehensive Housing Strategy program. These positions will provide direct frontline support required to manage existing as well as future maintenance requirements and to maximize efficiencies in operations to ensure that a consistent approach and application of maintenance routines is achieved. These positions will ensure there is appropriate coverage for customer service demands from our existing and new client base in the Halton Community Housing property portfolio. The general functions will include day-to-day preventative and demand maintenance operations, contractor administration and HCHC client customer service.

Implications:

With the increase to Halton Community Housing rental unit stock and workload demands placed on existing staff, staff can no longer meet deadlines to complete day-to-day maintenance requirements, provide appropriate contract management functions, and fulfill all the daily administrative requirements needed of this section. Reductions in HCHC Maintenance Section's ability to meet these requirements will be realized through monitoring of facility performance, impacting our ability to improve effectiveness from poor or failed conditions, to good condition. The Section's ability to meet audit requirements may also be compromised, impacting compliancy with regulations and standards mandated by the Technical Standards Safety Authority, Electrical Safety Authority, Ministry of Labour, Ontario Building Code, Residential Tenancies Act, and the Occupational Health and Safety Act, as well as affecting property conditions and resolutions to deficiencies. If these requirements are not met and updated on a regular basis to identify potential concerns to the buildings and their occupants, they will both be exposed to serious or continued damage to building components and infrastructure systems, negatively impacting program delivery.

Alternatives:

This position is not considered a good candidate for outsourcing as familiarity with Halton specific equipment, handling of confidential Halton Community Housing Tenant information and entry to vulnerable tenant units is required. Continuing to provide services through existing staff will result in operating inefficiencies, increased overtime and travel expenses for existing staff, increased costing for external maintenance services, and HCHC client service that does not meet the Region's high quality customer service standards.

Reference:

Halton Community Housing Assisted Housing Framework, Comprehensive Housing Strategy (Report No. SS-21-13)



Strategic Investment

Stores Supervisor

Funding Source

Tax

Program Details

Department	Legislative & Planning Services
Division	Asset Management
Program	Regional Stores
Cost Centre	274200

Complement Details

Position Title	Stores Supervisor
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 116,930	\$ 116,930
Materials & Supplies	2,880	1,900
Purchased Services	1,000	1,000
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	120,810	119,830
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	120,810	119,830
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 120,810	\$ 119,830

Business Case

Recommendation:

Approve 1.0 FTE permanent Stores Supervisor for program support to address the increasing pressures in our Regional Store's operation. The additional FTE will enable Stores Staff to continue delivering quality service and position the program to meet the demands of on-going inventory growth requested through our customers (e.g., HCHC, HRPS-A, HRPS, Public Works) and legislated regulations (i.e., MOE, TSSA, etc.). The additional support will also ensure that Stores Staff can follow best practices while ensuring appropriate segregation of duties regarding all inventory processes (e.g., ordering, receiving, issuing, corrections, shortages, returns, etc.).

Need:

Regional Stores consists of two locations: Woodlands Operation Centre and North Operations Centre. Currently, there is one Stockkeeper at each location and one Inventory Supervisor to support and supervise both sites. In the past 12 years, increased customer demand has increased the annual transactions performed by three FTEs by 80%. In addition to this organic growth, workloads within Stores has increased due to related activities such as MOE Regulations for Drinking Water Quality Management System (DWQMS), MOE quarterly compliance audits, inventory/vendor management, and supporting procurement/sourcing activities. An additional oversight resource in Stores will enable management to reallocate the workloads to ensure appropriate segregation of duties, maintain/enhance SAP functionality, ensure contract pricing compliance from our vendors, manage continuity of 50+ outline agreements, inventory reporting (e.g., dead stock, obsolescence, etc.), and keeping SAP inventory levels accurate and up to date. The support from an additional Inventory Supervisor would allow the Stockkeeper to exert additional control over inventory by increasing counter time, increasing the ability to maintain a clean and organised warehouse environment, and supporting Stores by implementing best practice inventory management control systems (e.g., minimum/maximum daily ordering, cycle counting, expedited receiving/issuing, etc.). The role will also support compliance to MOE and TSSA regulations which directly impacts the Region's ability to maintain their quality drinking water licence and hold fuel in inventory. The additional support will assist management in ensuring adequate custodial control over inventory ownership and maximize the ability to monitor key performance indicators, ensuring continued customer service through the gained operational efficiencies.

Implications:

Insufficient resources will result in missed deadlines and failure to meet program requirements through effective inventory control and planning. Existing staff will continue to perform essential tasks but will be unable to perform all required responsibilities. Regional Store's service levels will continue to decline, resulting in a back log of demand requests, inventory control deficiencies and MOE non-compliance, which will have a negative impact on the Region's ability to deliver its various programs. Inventory levels will continue to build and become increasingly inaccurate as staff find alternative methods to coping with additional workloads.

Alternatives:

Significantly reduce Stores offerings and allow customers to fulfill their requirements using alternative non-Stores methods. Close down North Operations Centre location and consolidate staff into one Stores location, which will incur other challenges.

Reference:

Stores Inventory Observation Audit Management Action Plan, MB51 transaction SAP.

Legal Services

Divisional Summary

Net Dollars	2015	2016	2017		2018			Change			
Legal Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 2,683,461	\$ 2,756,632	\$ 2,868,224	\$ 2,853,464	\$ 2,973,918	\$ 158,940	\$ 3,132,858	\$ 105,694	3.7%	\$ 264,634	9.2%
Materials & Supplies	74,292	78,875	83,328	83,332	74,903	4,004	78,907	(8,425)	-10.1%	(4,421)	-5.3%
Purchased Services	2,837,379	2,809,861	2,760,592	2,748,007	2,789,570	-	2,789,570	28,978	1.0%	28,978	1.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	5,595,132	5,645,368	5,712,144	5,684,803	5,838,391	162,944	6,001,335	126,247	2.2%	289,191	5.1%
Allocated Charges / Recoveries	(3,208,487)	(3,243,558)	(3,114,600)	(3,114,600)	(3,145,699)	(162,944)	(3,308,643)	(31,099)	1.0%	(194,043)	6.2%
Corporate Support	(2,238,221)	(2,277,170)	(2,361,844)	(2,318,671)	(2,456,792)	-	(2,456,792)	(94,948)	4.0%	(94,948)	4.0%
Transfers to Reserves-Operating	433,674	413,707	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(82,851)	(73,502)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	499,248	464,846	235,700	251,532	235,900	-	235,900	200	0.1%	200	0.1%
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	499,248	464,846	235,700	251,532	235,900	-	235,900	200	0.1%	200	0.1%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(186,454)	(164,234)	(235,700)	(235,700)	(235,900)	-	(235,900)	(200)	0.1%	(200)	0.1%
Total Revenue	(186,454)	(164,234)	(235,700)	(235,700)	(235,900)	-	(235,900)	(200)	0.1%	(200)	0.1%
Net Program Expenditures	\$ 312,794	\$ 300,612	\$ -	\$ 15,832	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Legal Services	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	24.0		24.0	1.0	25.0	-	0.0%	1.0	4.2%



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Legal Services								
Personnel Services	\$ 2,868,224	\$ 2,853,464	\$ 2,973,918	\$ 158,940	\$ 3,132,858	\$ 264,634	9.2%	Increase includes an Assistant Corporate Counsel proposed as a Strategic Investment.
Materials & Supplies	83,328	83,332	74,903	4,004	78,907	(4,421)	-5.3%	Removal of one-time IT requests made in 2017.
Purchased Services	2,760,592	2,748,007	2,789,570	-	2,789,570	28,978	1.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	5,712,144	5,684,803	5,838,391	162,944	6,001,335	289,191	5.1%	
Allocated Charges/Recoveries	(3,114,600)	(3,114,600)	(3,145,699)	(162,944)	(3,308,643)	(194,043)	6.2%	Increase in recovery from capital budget for an Assistant Corporate Counsel proposed as a Strategic Investment.
Corporate Support	(2,361,844)	(2,318,671)	(2,456,792)	-	(2,456,792)	(94,948)	4.0%	Reflects increase in recoveries based on program costs.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	235,700	251,532	235,900	-	235,900	200	0.1%	
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	251,532	235,900	-	235,900	200	0.1%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(235,700)	(235,700)	(235,900)	-	(235,900)	(200)	0.1%	
Total Revenue	(235,700)	(235,700)	(235,900)	-	(235,900)	(200)	0.1%	
Net Program Expenditures	\$ -	\$ 15,832	\$ -	\$ -	\$ -	\$ -	0.0%	

Strategic Investment

Assistant Corporate Counsel

Funding Source

Tax

Program Details

Department	Legislative & Planning Services
Division	Legal Services
Program	Legal Services - Law
Cost Centre	641100

Complement Details

Position Title	Assistant Corporate Counsel
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 158,940	\$ 158,940
Materials & Supplies	4,004	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	162,944	158,940
Allocated Charges/Recoveries	(162,944)	(158,940)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
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 1.0 permanent FTE Assistant Corporate Counsel to provide legal support for planning and tribunals. This legal support will consist of conducting litigation on behalf of the Region which will include providing all related necessary legal advice to the Planning Department. Handling planning litigation internally will decrease expenditures on external legal counsel and will develop Halton staff-based expertise in this area.

Need:

The Assistant Corporate Counsel will provide legal support to all planning matters that have the potential to proceed to mediation and/or litigation. This will include providing opinions and advice on individual planning matters as well as preparing for and conducting any mediation and/or litigation that may arise, document preparation, and leading negotiations on planning matters.

As Halton's population has grown, the volume of planning applications has increased and the number of matters that are dealt with in an adversarial manner has correspondingly increased and require legal expertise. Those matters that have proceeded to mediation and/or litigation have been resourced for several years through retaining external legal counsel, which is a more costly alternative.

In addition, conducting this litigation in-house will develop expertise in this area which will provide further assistance to the Planning Division. This position will further assist in litigating Regional tree by-law violations at Provincial Offences Court and/or Development Charges Complaints.

Large, complex hearings will continue to be resourced through external legal counsel with assistance and oversight as required from Legal Services staff.

Implications:

Insufficient internal resources require that external counsel be retained in order to represent Halton at tribunals and place increased time and work demand on existing legal staff to manage and oversee these retainers.

Alternatives:

The alternative to in-house legal services is to hire external legal counsel, or to contract a lawyer to work internally for a period of time that may not prove beneficial over the long term compared to the Region acquiring internal litigation expertise.

Reference:

N/A



Regional Clerk & Council Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Regional Clerk & Council Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 1,135,830	\$ 1,159,256	\$ 1,275,485	\$ 1,208,745	\$ 1,310,674	\$ -	\$ 1,310,674	\$ 35,189	2.8%	\$ 35,189	2.8%		
Materials & Supplies	248,636	222,739	317,615	297,591	291,290	-	291,290	(26,325)	-8.3%	(26,325)	-8.3%		
Purchased Services	181,707	185,747	219,336	250,603	268,239	-	268,239	48,903	22.3%	48,903	22.3%		
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Direct Costs	1,566,173	1,567,742	1,812,436	1,756,939	1,870,203	-	1,870,203	57,767	3.2%	57,767	3.2%		
Allocated Charges / Recoveries	50,539	18,492	13,500	13,500	13,656	-	13,656	156	1.2%	156	1.2%		
Corporate Support	(1,795,597)	(1,815,183)	(1,823,586)	(1,834,749)	(1,837,994)	-	(1,837,994)	(14,408)	0.8%	(14,408)	0.8%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	(43,500)	-	(43,500)	(43,500)		(43,500)			
Gross Operating Expenditures	(178,885)	(228,949)	2,350	(64,310)	2,365	-	2,365	15	0.6%	15	0.6%		
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	(178,885)	(228,949)	2,350	(64,310)	2,365	-	2,365	15	0.6%	15	0.6%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(2,663)	(1,847)	(2,350)	(2,350)	(2,365)	-	(2,365)	(15)	0.6%	(15)	0.6%		
Total Revenue	(2,663)	(1,847)	(2,350)	(2,350)	(2,365)	-	(2,365)	(15)	0.6%	(15)	0.6%		
Net Program Expenditures	\$ (181,548)	\$ (230,796)	\$ -	\$ (66,660)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

Regional Clerk & Council Services	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	13.0		13.0	-	13.0	-	0.0%	-	0.0%



Budget Change Report

Regional Clerk & Council Services	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 1,275,485	\$ 1,208,745	\$ 1,310,674	\$ -	\$ 1,310,674	\$ 35,189	2.8%	Decrease related to reduction in postage costs, removal of one-time IT requests made in 2017 and savings in new cell phone contract costs. Increase related to one-time Council Election and Inauguration expenses, offset by reserve transfers. Reflects one-time funding for Council Election and Inauguration expenses.
Materials & Supplies	317,615	297,591	291,290	-	291,290	(26,325)	-8.3%	
Purchased Services	219,336	250,603	268,239	-	268,239	48,903	22.3%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,812,436	1,756,939	1,870,203	-	1,870,203	57,767	3.2%	
Allocated Charges/Recoveries	13,500	13,500	13,656	-	13,656	156	1.2%	
Corporate Support	(1,823,586)	(1,834,749)	(1,837,994)	-	(1,837,994)	(14,408)	0.8%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	(43,500)	-	(43,500)	(43,500)	0.0%	
Gross Operating Expenditures	2,350	(64,310)	2,365	-	2,365	15	0.6%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	2,350	(64,310)	2,365	-	2,365	15	0.6%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(2,350)	(2,350)	(2,365)	-	(2,365)	(15)	0.6%	
Total Revenue	(2,350)	(2,350)	(2,365)	-	(2,365)	(15)	0.6%	
Net Program Expenditures	\$ -	\$ (66,660)	\$ -	\$ -	\$ -	\$ -	0.0%	

HALTON REGION

Budget and Business Plan 2018

Halton Regional Police Services

Halton Regional Police Service

Departmental Summary

Net Dollars	2015		2016		2017		2018			Change		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved		
Halton Regional Police Service												
Personnel Services	\$ 121,806,473	\$ 127,350,684	\$ 132,200,953	\$ 132,200,953	\$ 134,965,476	\$ 460,738	\$ 135,426,214	\$ 2,764,524	2.1%	\$ 3,225,261	2.4%	
Materials & Supplies	5,948,201	5,934,202	6,781,498	6,781,498	6,935,468	147,100	7,082,568	153,970	2.3%	301,070	4.4%	
Purchased Services	6,762,850	6,963,482	7,452,215	7,452,215	9,456,976	-	9,456,976	2,004,761	26.9%	2,004,761	26.9%	
Financial and Rent Expenses	284,084	287,784	321,312	321,312	359,705	-	359,705	38,393	11.9%	38,393	11.9%	
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Total Direct Costs	134,801,607	140,536,152	146,755,978	146,755,978	151,717,625	607,838	152,325,463	4,961,648	3.4%	5,569,485	3.8%	
Allocated Charges / Recoveries	1,477,572	1,416,132	1,788,873	1,788,873	1,586,002	-	1,586,002	(202,871)	-11.3%	(202,871)	-11.3%	
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Transfers to Reserves-Operating	4,537,681	1,805,982	-	-	-	-	-	-	0.0%	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
Gross Operating Expenditures	140,816,860	143,758,266	148,544,851	148,544,851	153,303,627	607,838	153,911,465	4,758,777	3.2%	5,366,614	3.6%	
Transfer to Reserves - Capital	3,864,432	4,464,432	4,579,343	4,579,343	5,075,351	-	5,075,351	496,008	10.8%	496,008	10.8%	
Transfer from Reserves - Capital	(2,671,931)	(4,448,468)	(2,729,334)	(2,729,334)	(2,923,213)	-	(2,923,213)	(193,879)	7.1%	(193,879)	7.1%	
Debt Charges	4,943,833	6,719,802	5,105,731	5,105,731	5,103,602	-	5,103,602	(2,129)	0.0%	(2,129)	0.0%	
Capital Expenditures	6,136,334	6,735,766	6,955,740	6,955,740	7,255,740	-	7,255,740	300,000	4.3%	300,000	4.3%	
Total Gross Expenditures	146,953,194	150,494,032	155,500,591	155,500,591	160,559,367	607,838	161,167,205	5,058,777	3.3%	5,666,614	3.6%	
Subsidy Revenue	(5,015,896)	(5,276,603)	(5,662,629)	(5,662,629)	(6,015,457)	-	(6,015,457)	(352,828)	6.2%	(352,828)	6.2%	
Other Revenue	(7,129,597)	(5,502,730)	(4,897,932)	(4,897,932)	(5,080,939)	-	(5,080,939)	(183,007)	3.7%	(183,007)	3.7%	
Total Revenue	(12,145,493)	(10,779,332)	(10,560,561)	(10,560,561)	(11,096,396)	-	(11,096,396)	(535,835)	5.1%	(535,835)	5.1%	
Net Program Expenditures	\$ 134,807,701	\$ 139,714,700	\$ 144,940,030	\$ 144,940,030	\$ 149,462,971	\$ 607,838	\$ 150,070,809	\$ 4,522,942	3.1%	\$ 5,130,780	3.5%	



HALTON REGION

Budget and Business Plan 2018

Other Boards & Agencies

Other Boards & Agencies

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Boards & Agencies											
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	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
Total Direct Costs	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
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	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
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	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
Subsidy Revenue	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Other Revenue	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	- 0.0%	
Net Program Expenditures	\$ 9,119,168	\$ 9,558,650	\$ 10,030,660	\$ 10,030,660	\$ 10,436,125	\$ -	\$ 10,436,125	\$ 405,465	4.0%	\$ 405,465 4.0%	

HALTON REGION

Budget and Business Plan 2018

Non-Program (Fiscal)

Non-Program (Fiscal)

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ (4,172,847)	\$ (5,194,828)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	294	512	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	11,488,711	11,467,889	13,430,555	13,592,555	13,781,055	-	13,781,055	350,500	2.6%	350,500	2.6%
Financial and Rent Expenses	4,138,180	7,545,820	4,713,000	5,313,000	5,143,000	-	5,143,000	430,000	9.1%	430,000	9.1%
Grants & Assistance	2,500,000	564,598	701,000	701,000	1,201,000	-	1,201,000	500,000	71.3%	500,000	71.3%
Total Direct Costs	13,954,338	14,383,990	18,844,555	19,606,555	20,125,055	-	20,125,055	1,280,500	6.8%	1,280,500	6.8%
Allocated Charges / Recoveries	1,655,383	1,586,827	2,311,640	2,311,640	2,362,866	132,570	2,495,436	51,226	2.2%	183,796	8.0%
Corporate Support	1,419,204	743,460	41,717	41,717	142,306	454,970	597,276	100,588	241.1%	555,558	1331.7%
Transfers to Reserves-Operating	66,603,380	70,652,574	48,565,586	48,565,586	48,552,930	(132,570)	48,420,360	(12,656)	0.0%	(145,226)	-0.3%
Transfer from Reserves - Operating	(5,285,439)	(3,052,317)	(5,210,000)	(3,000,000)	(3,500,000)	-	(3,500,000)	1,710,000	-32.8%	1,710,000	-32.8%
Gross Operating Expenditures	78,346,865	84,314,535	64,553,498	67,525,498	67,683,157	454,970	68,138,127	3,129,658	4.8%	3,584,628	5.6%
Transfer to Reserves - Capital	15,771,541	15,767,895	20,522,384	15,804,084	21,715,599	-	21,715,599	1,193,216	5.8%	1,193,216	5.8%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	15,771,541	15,767,895	20,522,384	15,804,084	21,715,599	-	21,715,599	1,193,216	5.8%	1,193,216	5.8%
Total Gross Expenditures	94,118,406	100,082,429	85,075,882	83,329,582	89,398,756	454,970	89,853,726	4,322,874	5.1%	4,777,844	5.6%
Subsidy Revenue	-	(93,864)	(5,770,156)	(1,051,856)	(6,496,556)	-	(6,496,556)	(726,400)	12.6%	(726,400)	12.6%
Other Revenue	(80,747,959)	(82,514,961)	(65,017,985)	(65,017,985)	(64,448,400)	-	(64,448,400)	569,585	-0.9%	569,585	-0.9%
Total Revenue	(80,747,959)	(82,608,826)	(70,788,141)	(66,069,841)	(70,944,956)	-	(70,944,956)	(156,816)	0.2%	(156,816)	0.2%
Net Program Expenditures	\$ 13,370,447	\$ 17,473,604	\$ 14,287,741	\$ 17,259,741	\$ 18,453,800	\$ 454,970	\$ 18,908,770	\$ 4,166,058	29.2%	\$ 4,621,028	32.3%

Budget Change Report

Non-Program	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Materials & Supplies	-	-	-	-	-	-	0.0%	
Purchased Services	13,430,555	13,592,555	13,781,055	-	13,781,055	350,500	2.6%	Increase in MPAC costs based on reassessment and a cost increase for 2018 (4% increase from \$8.8 million to \$9.1 million).
Financial and Rent Expenses	4,713,000	5,313,000	5,143,000	-	5,143,000	430,000	9.1%	Increase of \$930,000 in Tax Write-offs to reflect the 7-year average actual expenses partially offset by \$500,000 in Vacancy rebates to reflect the 50% phase-in reduction (FN-11-17).
Grants & Assistance	701,000	701,000	1,201,000	-	1,201,000	500,000	71.3%	One-time increase for McMaster final grant payment (\$0.5 million to \$1.0 million) as per CS-23-09/LPS-41-09 funded from the tax stabilization reserve.
Total Direct Costs	18,844,555	19,606,555	20,125,055	-	20,125,055	1,280,500	6.8%	
Allocated Charges/Recoveries	2,311,640	2,311,640	2,362,866	132,570	2,495,436	183,796	8.0%	Increase in interest earnings transferred to support Senior Advisor - Investments proposed as a Strategic Investment.
Corporate Support	41,717	41,717	142,306	454,970	597,276	555,559	1331.7%	Increase in charges to support 4 additional resources proposed in corporate support strategic investments (Systems Analyst - SAP Payroll (IT); Technology Analyst (IT); Accounts Payable Supervisor (FPP); and Stores Supervisor (AMS)).
Transfer to Reserves - Operating	48,565,586	48,565,586	48,552,930	(132,570)	48,420,360	(145,226)	-0.3%	
Transfer from Reserves - Operating	(5,210,000)	(3,000,000)	(3,500,000)	-	(3,500,000)	1,710,000	-32.8%	Removal of one-time funding provided for assessment growth shortfall in 2017 of \$2.2 million (FN-11-17), offset by one-time funding for McMaster final grant payment increase of \$0.5 million.
Gross Operating Expenditures	64,553,498	67,525,498	67,683,157	454,970	68,138,127	3,584,629	5.6%	
Transfer to Reserves - Capital	20,522,384	15,804,084	21,715,599	-	21,715,599	1,193,215	5.8%	Increase due to additional Federal Gas Tax subsidy (\$726,000); and increases in reserve contribution for the Emerald Ash Borer program (CVC and CH) (\$120,800); and reserve contribution related to state-of-good-repair of Halton Regional Center (\$350,000).
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	20,522,384	15,804,084	21,715,599	-	21,715,599	1,193,215	5.8%	
Total Gross Expenditures	85,075,882	83,329,582	89,398,756	454,970	89,853,726	4,777,844	5.6%	
Subsidy Revenue	(5,770,156)	(1,051,856)	(6,496,556)	-	(6,496,556)	(726,400)	12.6%	Increase in Federal Gas Tax subsidy per Gas Tax Agreement (FN-21-14).
Other Revenue	(65,017,985)	(65,017,985)	(64,448,400)	-	(64,448,400)	569,585	-0.9%	
Total Revenue	(70,788,141)	(66,069,841)	(70,944,956)	-	(70,944,956)	(156,815)	0.2%	
Net Program Expenditures	\$ 14,287,741	\$ 17,259,741	\$ 18,453,800	\$ 454,970	\$ 18,908,770	\$ 4,621,029	32.3%	