

Halton Region

# Budget and Business Plan 2015





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Dear Chair and Members of Regional Council,

December 17, 2014

Re: Halton Region 2015 Budget & Business Plan

We are pleased to present the Halton Region 2015 Budget & Business Plan for Council's consideration. The 2015 budget is based on the solid financial planning principles for which Halton is recognized.

The budget book includes both the Tax-Supported Budget and Rate-Supported Budget, allowing Council to consider the combined impacts of both budgets. The Executive Summary provides an overview of the combined budgets. The 2015 Budget and Business Plan provides a multi-year financial plan that addresses key service priorities.

Preparation of the 2015 budget has involved considerable effort from Halton Region staff from all Divisions of the Corporation. We would like to express our appreciation to staff for their efforts in preparing this budget.

Council consideration of the budget is scheduled for January 28, 2015. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill  
Chief Administrative Officer



M. Scinocca  
Commissioner of Finance  
and Regional Treasurer

# GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Regional Municipality of Halton, Ontario for the annual budget beginning January 1, 2014. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

This award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we will be submitting the 2015 Budget & Business Plan to GFOA for this award.



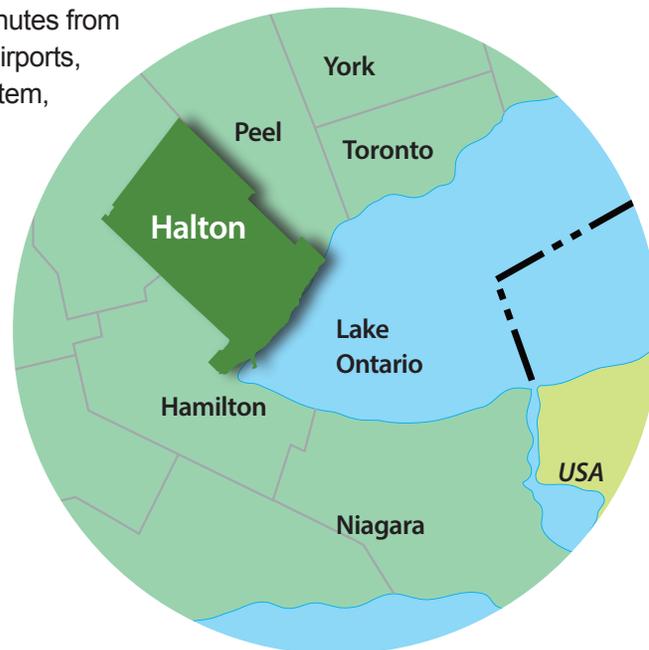
# Halton Region is a Great Place to Live

The Regional Municipality of Halton, or Halton Region as it is also known, is an upper tier government providing services to the residents of the city of Burlington and the towns of Oakville, Milton and Halton Hills. Located in Southern Ontario on the western edge of the Greater Toronto Area, Canada's economic heartland, Halton has been ranked by Maclean's national crime ranking report as being the safest large municipality in Canada for six consecutive years.

Close to major markets in Canada and the U.S., Halton Region's central location translates to expanded business and professional employment opportunities for Halton residents.

Just 30 minutes from Toronto and 45 minutes from Niagara, Halton is accessible via three airports, a well maintained road and highway system, public transit and GO service.

Agriculture and protected lands along the Niagara Escarpment, a UNESCO World Biosphere Reserve, are predominant land uses in the Region.

A collage of images representing different parts of the Halton Region: a clock tower in Milton, a waterfall in Halton Hills, a street scene in Burlington, and a park in Oakville. The images are arranged in a shape that roughly follows the outline of the region.

**425**  
KM<sup>2</sup> GREENBELT AREA

**969**  
KM<sup>2</sup> LAND AREA

**25**  
KM WATERFRONT

**8**  
CONSERVATION HALTON PARKS

# Halton Regional Council 2014-2018

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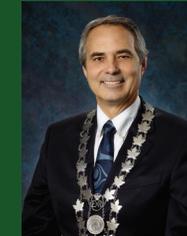
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Regional government includes 20 elected Councillors and the Regional Chair, representing residents of four Local Municipalities: the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

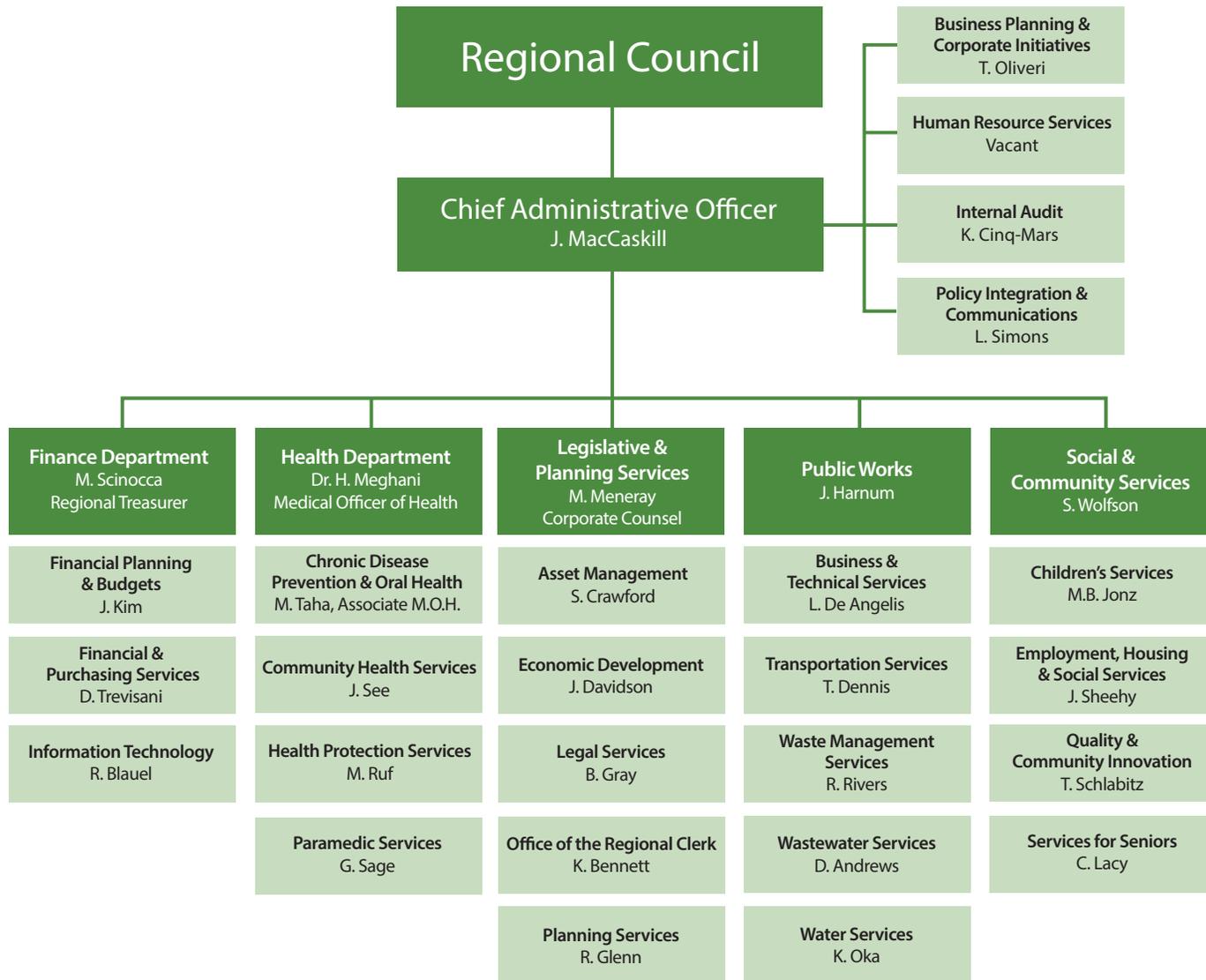
To help strengthen the decision making process, the Region has a Standing Committee system. There are three Standing Committees of Council:

- Health and Social Services Committee
- Planning and Public Works Committee
- Administration and Finance Committee

Municipal elections are held every four years. The next election will be October 22, 2018.

There are 350,944 eligible voters in Halton. Learn more at [Halton.ca](http://Halton.ca).

# Organization



# Organization

## Departments and Services

### The Chief Administrative Officer (CAO)

The CAO's office provides the leadership, strategic planning, communications, intergovernmental relations and policy framework to support the implementation of Regional Council's directions. The CAO's office oversees Halton Region's corporate administrative functions including business planning, corporate initiatives, human resource services, internal auditing and the delivery of high quality, frontline customer service through Access Halton, the Region's 311 call centre.



### Finance Department

The Finance Department performs financial planning and provides internal support services including budgeting, development financing, investment portfolio management, purchasing, accounting, and information technology to deliver on the Region's commitment to being an effective, fiscally responsible and transparent organization.



### Health Department

The Health Department works to achieve the best possible health for all based on changing community needs. Working in the community and with community partners, the department delivers public



health programs and services to enhance the health and safety of residents and reduce health inequities, including paramedic services, nutrition, tobacco use prevention, air quality, mental health, immunization, parenting and school health, sexual health, substance abuse prevention, injury prevention, oral health and health protection. Members of the Health Department also conduct investigations and inspections to protect Halton Region residents from communicable diseases and environmental hazards such as contaminated food and water. The Health Department provides a wide variety of services to Halton residents including:

- immunization clinics
- clinical services such as sexual health & mental health
- education for Halton families on positive parenting practices
- inspections of food premises
- oral health screening for children in elementary schools
- ambulance services

### Legislative & Planning Services Department

The Legislative & Planning Services Department provides legal support and advice to the corporation and direction on planning and policy initiatives in relation to land use planning and planning for growth.



The department also delivers Halton Region's emergency management, risk management, asset management and heritage services programs, provides economic development and small business services, delivers tourism and physician recruitment programs as well as administrative support services to the corporation and clerical and parliamentary support services to Regional Council and its Committees.

# Organization

## Departments and Services - *continued*

### Public Works Department

The Public Works Department provides services that help sustain and enhance a high quality of life for the Region's residents, businesses and visitors by providing well-planned, environmentally sensitive, cost effective water, wastewater, solid waste and road infrastructure and services that promote public health, personal safety, mobility and economic growth. These services are provided to Halton residents by:



- operating six water purification plants (treatment provided prior to distribution) and seven wastewater treatment plants
- constructing and maintaining a large transportation network of Regional roads and bridges
- overseeing the collection and disposal of garbage and the diversion of recyclable materials through the Blue Box program and organic materials through the Green Cart program

### Social & Community Services Department

The Social & Community Services Department delivers programs and services that enhance the independence and quality of life of Halton Region residents. Social & Community Services works together with local agencies to build communities where everyone has the opportunity to thrive. The Social & Community Services Department provides services which include:



- childcare fee assistance
- financial assistance to low-income residents
- direct care and service to approximately 555 seniors at the three Regionally operated long-term care homes
- oversight of 3,997 social housing units of which 1,961 are directly operated by Halton Community Housing Corporation (HCHC) which is wholly owned by Halton Region



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# Budget and Business Plan 2015

## Executive Summary



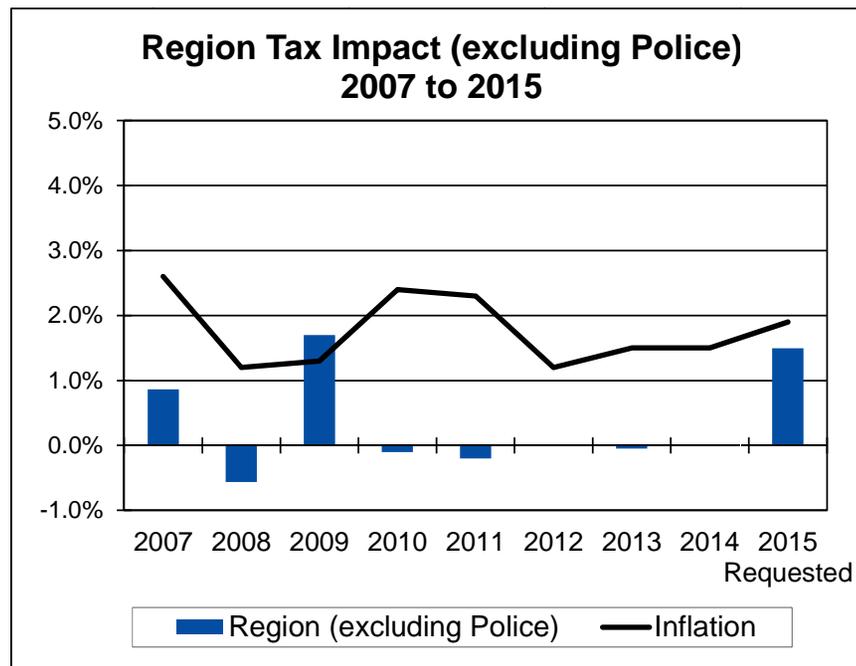


# Executive Summary

The 2015 Budget for Regional tax supported services results in a **1.5% increase** in property taxes. This is consistent with the Council priorities of maintaining tax rate increases at or below the rate of inflation.

## Property Tax Impact 2007 to 2015

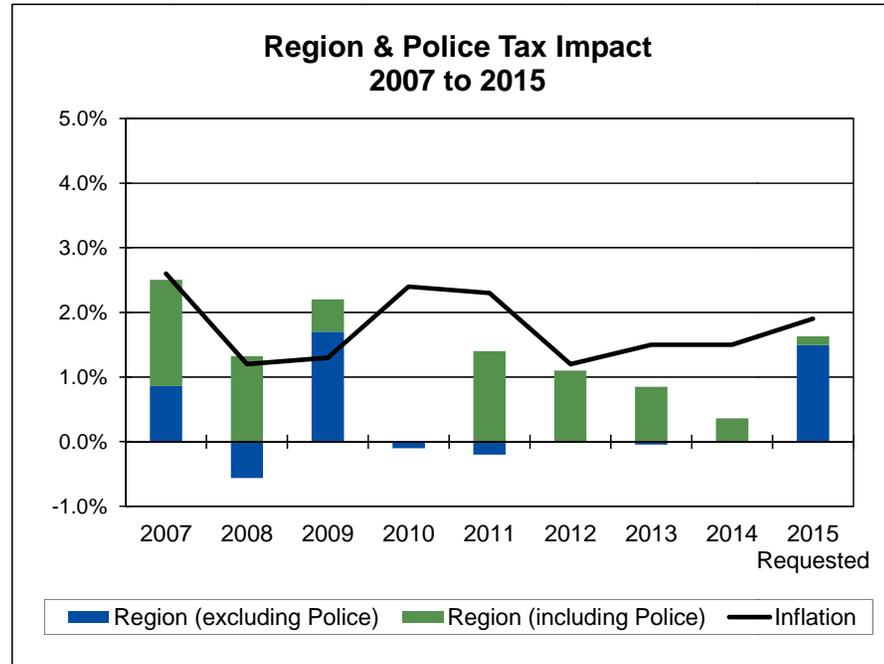
The chart below provides the history of property tax increases for Regional services in Halton for the last eight years. The average annual tax increase over this period has been 0%.



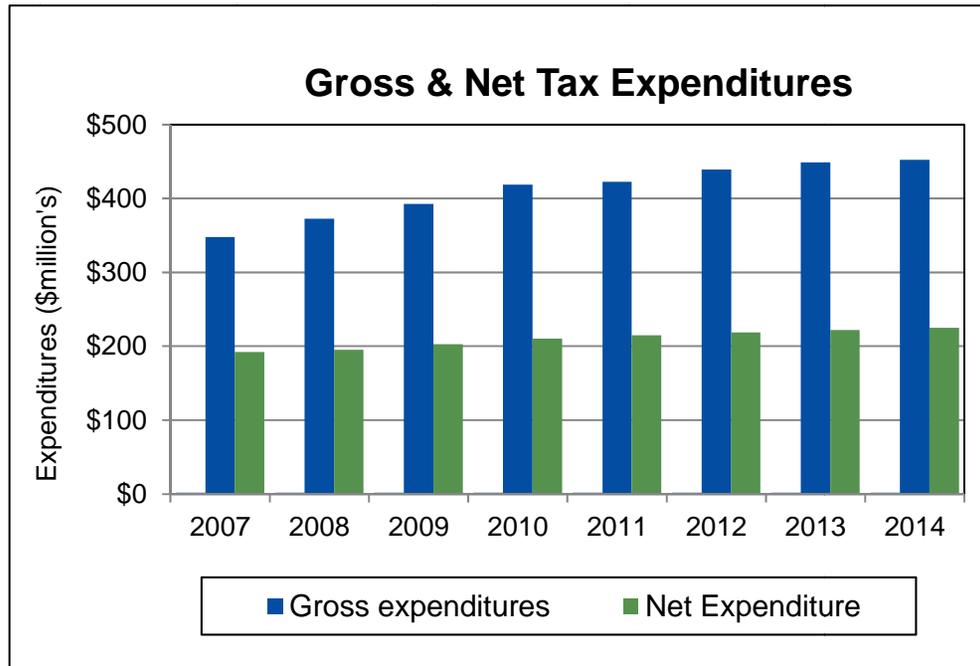
The 2015 Budget focuses on the Regional Services which Halton Regional Council manages. The Halton Regional Police Service (Police Services) Budget is included in some of the summary tables as the *Police Services Act* requires that Regional Council approve the total Regional Tax Supported Budget including Police Services. The detailed Police Services budget is approved by the Halton Regional Police Services Board.

The approved 2015 Budget increase for Police Services is 3.6%, which results in a net 1.9% increase after assessment growth. The combined impact of Regional Services and Police Services is a 1.6% increase in property taxes.

The chart below shows the combined increases for Regional services and Police services. The combine tax increase has been on average 1.1%, which is below the rate of inflation for the past eight years.



The Region has been successful in delivering an average property tax increase of 0% for Regional Services (excluding Police) from 2007 to 2014, while maintaining or enhancing core services. Gross expenditures increased from \$347.5 million in 2007 to \$452.3 million in 2014, an average annual increase of 3.9%, while net expenditures (after deducting for subsidies and other revenues and recoveries) increased at an average rate of 2.3%. These net expenditure increases were offset by the increase in the Region's assessment base due to growth on average of 2.4% over the same period, resulting in an average tax increase of 0%.



While focusing on maintaining existing levels of service during this period (2007-2014), Council approved investments in high priority core service areas through the annual budget process, including:

- Paramedic Services increased by 34 staff and added 3 more paramedic service stations since 2007
- Additional 934 subsidized child care spaces in Children's Services to maintain levels of service
- The number of road lane kilometres increased from 878 in 2007 to 1,043 in 2014
- Enhancements to the Waste Management program to implement Organics, enhanced multi-residential waste collection, bag tag program, increased bulk waste collection, special waste days and additional types of acceptable recyclable materials, which increased waste diversion from 41.7% in 2007 to 58.1% in 2013 (62% for residential households)
- Health program expanded by introducing A Child and Youth Psychiatry program as well as relocations and expansions of the Region's health clinics
- New Services for Seniors initiatives including expanded Adult Day Programs, Life Enrichment Therapy and Supports for Daily Living program

- An increase of 986 units in the number of affordable/assisted housing since 2007 in partnership with the Federal and Provincial governments
- Restoration of the Family Counselling Program in Social and Community Services after the Province withdrew funding
- Funding contribution for McMaster University to establish a Centre for Advanced Management Studies, a McMaster Affiliated Family Health Centre and a Teaching Affiliation with Joseph Brant Memorial Hospital
- A financing plan implemented to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future development charges)
- Increased the Region's investment in the water, wastewater and transportation state-of-good-repair capital programs from \$69 million to \$110 million
- A financial plan established to facilitate long-term Regional accommodation strategy
- The Development Financing Plans (CS-73-08/PWE31-08; CS-49-09/PW20-09/LPS80-09; and CS-20-12) implemented and the Allocation Programs (2008/2009 and 2012) proceeded to accommodate residential growth of almost 23,000 units (single-detached family unit equivalent (SDE)), providing over \$2.0 billion Water, Wastewater and Transportation capital infrastructure programs without financial impact to existing tax payers
- Halton Regional Official Plan implemented to establish urban boundaries to accommodate growth and to protect environmentally sensitive areas

These cost increases were offset by:

- Provincial uploading of the Ontario Disability Support Program, the Ontario Works program and the elimination of GTA Pooling
- Increased Provincial subsidy and other revenues
- Halton Region's Assessment Growth averaging 2.4% per year
- Cost savings and efficiencies in existing programs
- Redeployment of funding and staff resources to priority programs

The 2015 Budget continues the focus on maintaining service levels, making strategic investments and maintaining the tax rate increase for Regional Services within the rate of inflation. Strategic Investments in 2015 include:

- Enhanced Communicable Disease Control in Public Health
- Additional staff and vehicle for Paramedic Services
- Increasing the Halton Region Community Investment Fund
- Staffing for the Community Homelessness Prevention Initiative
- Crisis Prevention/COMMANDE
- Strengthened Emergency Management and Asset Management functions
- Pilot Area Servicing Plan study for economic development and intensification
- Additional staff to support Mobile Technology and Water and Wastewater Revenue Assurance
- Increasing staff resources to operate, maintain and optimize Water and Wastewater systems
- Develop and implement asset management plan for Public Works capital assets
- Strengthened customer responses and communications for Water and Wastewater programs

## 2015 Regional Property Tax Impact including Halton Regional Police Services (HRPS)

The table below illustrates the property tax impact per \$100,000 current value assessment (cva). The 2015 property tax impact for Regional services is an increase of \$3 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$5 per \$100,000 cva.

| Property Tax Impact<br>of Regional Government Services<br>(Per \$100,000 cva) |               |               |             |             |        |
|---|---------------|---------------|-------------|-------------|--------|
|   | 2014          |               | 2015        |             | Change |
|   | Actual        | Budget        | \$          | %           |        |
| Regional Services   | \$ 208        | \$ 211        | \$ 3        | 1.5%        |        |
| Police Services *   | 120           | 122           | 2           | 1.9%        |        |
| <b>Total Regional Taxes **</b>  | <b>\$ 328</b> | <b>\$ 333</b> | <b>\$ 5</b> | <b>1.6%</b> |        |

\* Approved by Police Services Board

\*\* Based on 1.7% assessment growth per most recent MPAC information

For example, for a household with \$400,000 cva, the Regional tax would be \$1,332, an increase of \$20 including Police services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional taxes per \$100,000 cva of \$333.

## 2015 Water and Wastewater Rate Impact

Water and wastewater services are not funded from property taxes. These services are fully funded from water and wastewater rates that are collected based on the volume of water consumed and a monthly service charge. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills.

As shown below, the 2015 Water and Wastewater Rate Supported Budget has a 4.9% increase. Of the 4.9% increase, 1.1% is required to fund the operating costs of the water and wastewater system and 3.8% is required to fund the increase in capital financing to support the state-of-good-repair capital program. For a typical residential home using 274 m<sup>3</sup> of water per year, this will result in an additional \$42 in 2015 for both water and wastewater charges.

| Impact of the Proposed 2015 Rate Supported Budget<br>On a Typical Household (274m <sup>3</sup> / Year) |           |            |           |            |              |             |
|--|-----------|------------|-----------|------------|--------------|-------------|
|  | 2014      |            | 2015      |            | Change*      |             |
|  | Budget    |            | Budget    |            | \$           | %           |
| Water  | \$        | 398        | \$        | 411        | \$ 13        | 3.3%        |
| Wastewater   |           | 452        |           | 481        | 29           | 6.4%        |
| <b>Total</b>   | <b>\$</b> | <b>850</b> | <b>\$</b> | <b>892</b> | <b>\$ 42</b> | <b>4.9%</b> |

\* Based on 0% consumption growth and 1.6% customer growth

## 2015 Budget Summary

The 2015 gross operating budget is \$655.6 million for Regional services and \$144.9 million for Police services, resulting in \$800.5 million for combined services. The \$655.6 million gross operating budget for Regional services includes \$157.8 million of financing for the Region's capital program. The increase in the operating budget for Regional services is \$20.9 million comprised of \$11.3 million for tax supported services and \$9.6 million for rate supported services.

The 2015 capital budget is \$406.0 million consisting of \$323.8 million for Regional services and \$82.3 million for Police services. The capital program is discussed in detail under the Capital Budget & Forecast section.

| 2015 Budget<br>of Regional Government Services |                   |                   |                     |                    |                  |
|--|-------------------|-------------------|---------------------|--------------------|------------------|
| \$000s   | 2015              |                   |                     | 2014               |                  |
|  | Tax<br>Budget     | Rate<br>Budget    | Requested<br>Budget | Approved<br>Budget | Change           |
| <b>Operating Budget:</b>                       |                   |                   |                     |                    |                  |
| Regional Services                              | \$ 464,322        | \$ 191,326        | \$ 655,648          | \$ 634,722         | \$ 20,925        |
| Police Services                                | 144,853           |                   | 144,853             | 138,705            | 6,148            |
| <b>Total</b>                                   | <b>\$ 609,175</b> | <b>\$ 191,326</b> | <b>\$ 800,501</b>   | <b>\$ 773,427</b>  | <b>\$ 27,074</b> |
| <b>Capital Budget:</b>                         |                   |                   |                     |                    |                  |
| Regional Services                              | \$ 129,812        | \$ 193,944        | \$ 323,756          | \$ 381,831         | \$ (58,075)      |
| Police Services                                | 82,285            |                   | 82,285              | 7,297              | 74,988           |
| <b>Total</b>                                   | <b>\$ 212,097</b> | <b>\$ 193,944</b> | <b>\$ 406,041</b>   | <b>\$ 389,128</b>  | <b>\$ 16,913</b> |

The \$655.6 million in gross operating expenditures for Regional services will be funded from a variety of sources as shown in the table below. This includes a 3.2% increase in property tax revenues that will be generated from a 1.5% tax rate increase and a 1.7% assessment growth (primarily new properties on the assessment roll). The 5.5% increase in water and wastewater revenues includes the 4.9% rate increase, a 1.6% increase in water and wastewater customers and no change in projected consumption growth.

| <b>Tax &amp; Rate Gross Operating Revenues by Funding Source<br/>2014 v 2015 Comparison</b> |                   |                   |                  |             |
|---|-------------------|-------------------|------------------|-------------|
| <b>\$000s</b>   | <b>2014</b>       | <b>2015</b>       | <b>Change</b>    |             |
| Property Tax Revenue  | \$ 225,101        | \$ 232,347        | \$ 7,247         | 3.2%        |
| Water and Wastewater Rate Revenue   | 164,262           | 173,374           | 9,112            | 5.5%        |
| Provincial Subsidies  | 128,272           | 131,597           | 3,325            | 2.6%        |
| Federal Subsidies   | 14,054            | 15,200            | 1,146            | 8.2%        |
| Program Revenues  | 34,669            | 35,323            | 654              | 1.9%        |
| Other   | 5,265             | 5,207             | (58)             | (1.1)%      |
| Investment Income   | 55,000            | 55,000            | -                | 0.0%        |
| Supplementary Taxes   | 8,100             | 7,600             | (500)            | (6.2)%      |
| <b>Total Revenue*</b>   | <b>\$ 634,722</b> | <b>\$ 655,648</b> | <b>\$ 20,925</b> | <b>3.3%</b> |

\* Table may not add due to rounding

Property taxes fund approximately 35% of gross expenditures for Regional services while water and wastewater rate revenues fund 26% of the expenditures. Approximately over 20% of total revenues are subsidies from the Provincial Government primarily to fund cost shared Health and Social Services programs. The proportion of funding from the various revenue sources has not changed significantly from 2014.

| <b>Tax &amp; Rate Gross Operating Revenues<br/>by Funding Source</b> |                   |               |                   |               |
|--|-------------------|---------------|-------------------|---------------|
| <b>\$000's</b>   | <b>2014</b>       |               | <b>2015</b>       |               |
|  | <b>\$</b>         | <b>%</b>      | <b>\$</b>         | <b>%</b>      |
| Provincial Subsidies   | \$ 128,272        | 20.2%         | \$ 131,597        | 20.1%         |
| Federal Subsidies  | 14,054            | 2.2%          | 15,200            | 2.3%          |
| Program Revenues   | 34,669            | 5.5%          | 35,323            | 5.4%          |
| Other  | 5,265             | 0.8%          | 5,207             | 0.8%          |
| Investment Income  | 55,000            | 8.7%          | 55,000            | 8.4%          |
| Supplementary Taxes  | 8,100             | 1.3%          | 7,600             | 1.2%          |
| Subtotal   | 245,360           | 38.7%         | 249,927           | 38.1%         |
| Property Tax Revenue   | 225,101           | 35.5%         | 232,347           | 35.4%         |
| Water and Wastewater Rate Revenue                                    | 164,262           | 25.9%         | 173,374           | 26.4%         |
| <b>Total Revenue*</b>  | <b>\$ 634,722</b> | <b>100.0%</b> | <b>\$ 655,648</b> | <b>100.0%</b> |

\* Table may not add due to rounding

The capital budget for 2015 (including Police) is \$406.0 million and its sources of funding are shown in the table below. The financing for the capital budget varies significantly each year depending on the nature of the capital projects planned and is based on a 10-year financing plan. A key principle of the financing plan is that growth must pay for growth to the extent allowed in the Development Charges legislation. Regional Council approved the 2012 Development Financing Plan (CS-20-12) in April 2012. The financing of the 2015 Capital Program reflects the approved Financing Plan.

Under the Financing Plan, all capital costs related to serving residential development are funded from Development Charges (DCs). The Region provides interim financing for capital costs related to non-residential development through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt. This interim financing is ultimately recovered through the collection of non-residential DCs, including carrying costs.

The Region is responsible for the State-Of-Good-Repair (non-growth) capital costs of \$170.6 million out of the total \$406.0 million. This is funded through the Capital Reserves and debt. These capital reserves are funded by operating contributions and interest earnings from the respective tax and rate supported operating budgets. An important source of funding included in the Tax and Rate Capital reserve financing is Gas Tax revenues of \$14.6 million. The debt charges resulting from debt financing are also funded by the tax and rate supported budgets.

| <b>2015 Capital Financing (\$000s)</b>   |                   |               |
|--|-------------------|---------------|
| <b>Financing Sources</b>                 | <b>\$</b>         | <b>%</b>      |
| Development Charges - Residential        | \$ 130,580        | 32.2%         |
| Development Charges - Non-Residential    | 487               | 0.1%          |
| Infrastructure Investment Revolving Fund | 31,611            | 7.8%          |
| Tax Capital Reserves                     | 93,516            | 23.0%         |
| Rate Capital Reserves                    | 59,212            | 14.6%         |
| External Recoveries                      | 9,151             | 2.3%          |
| Debentures                               | 81,485            | 20.1%         |
| <b>Total</b>                             | <b>\$ 406,041</b> | <b>100.0%</b> |

Includes financing cost. Schedule may not add due to rounding.  
Does not include impacts from Strategic Investment Forms.

The gross operating expenditures less revenues (other than property taxes and water and wastewater revenues) are the net expenditures. The net expenditures are the amounts that must be collected from property taxes or water and wastewater rates. The following tables indicate the net expenditures by program for the 2015 tax supported budget (excluding Police) and rate supported budget.

As noted below, the 2015 total net expenditures for the tax supported program are \$232.3 million, which is a \$7.2 million increase over 2014. The assessment growth (primarily new properties) in 2014 is estimated to be 1.7% or \$3.8 million. This results in a net tax increase for the 2015 Budget of 1.5%.

| <b>Operating Budget for Tax Supported Services<br/>Comparison of Gross &amp; Net Expenditures 2015 to 2014</b> |                                 |                                 |                                 |                      |                                 |                                 |             |                                 |             |
|--|---------------------------------|---------------------------------|---------------------------------|----------------------|---------------------------------|---------------------------------|-------------|---------------------------------|-------------|
| <b>\$ 000s</b>   | <b>2014</b>                     |                                 | <b>2015</b>                     |                      |                                 | <b>Change (2014 - 2015)</b>     |             |                                 |             |
|  | <b>Total Gross Expenditures</b> | <b>Net Program Expenditures</b> | <b>Total Gross Expenditures</b> | <b>Total Revenue</b> | <b>Net Program Expenditures</b> | <b>Total Gross Expenditures</b> |             | <b>Net Program Expenditures</b> |             |
| <b>Property Tax Supported</b>  |                                 |                                 |                                 |                      |                                 |                                 |             |                                 |             |
| Social Services  | \$ 182,283                      | \$ 76,394                       | \$ 186,200                      | \$ (107,417)         | \$ 78,783                       | \$ 3,917                        | 2.1%        | \$ 2,389                        | 3.1%        |
| Waste Management   | 45,948                          | 38,776                          | 46,761                          | (7,225)              | 39,536                          | 813                             | 1.8%        | 760                             | 2.0%        |
| Transportation   | 45,127                          | 44,825                          | 46,388                          | (295)                | 46,093                          | 1,261                           | 2.8%        | 1,268                           | 2.8%        |
| Public Health  | 39,157                          | 14,435                          | 40,170                          | (25,235)             | 14,935                          | 1,013                           | 2.6%        | 500                             | 3.5%        |
| Paramedic Services   | 29,252                          | 16,154                          | 30,998                          | (14,779)             | 16,219                          | 1,746                           | 6.0%        | 66                              | 0.4%        |
| Planning & Economic Development  | 17,744                          | 11,022                          | 18,327                          | (6,811)              | 11,516                          | 584                             | 3.3%        | 493                             | 4.5%        |
| Conservation Authorities   | 8,742                           | 8,742                           | 9,119                           | 0                    | 9,119                           | 377                             | 4.3%        | 377                             | 4.3%        |
| Non-program & Fiscal Transactions  | 84,368                          | 14,752                          | 86,358                          | (70,211)             | 16,146                          | 1,990                           | 2.4%        | 1,394                           | 9.4%        |
| <b>Net Regional Impact</b>   | <b>\$ 452,621</b>               | <b>\$ 225,101</b>               | <b>\$ 464,322</b>               | <b>\$ (231,975)</b>  | <b>\$ 232,347</b>               | <b>\$ 11,701</b>                | <b>2.6%</b> | <b>\$ 7,247</b>                 | <b>3.2%</b> |
| 2015 Assessment Growth   |                                 |                                 |                                 |                      |                                 |                                 |             | <b>\$ (3,827)</b>               | <b>1.7%</b> |
| <b>Net Tax Impact</b>  | <b>\$ 452,621</b>               | <b>\$ 225,101</b>               | <b>\$ 464,322</b>               | <b>\$ (231,975)</b>  | <b>\$ 232,347</b>               | <b>\$ 11,701</b>                | <b>2.6%</b> | <b>\$ 3,420</b>                 | <b>1.5%</b> |

As shown below, the net expenditure for the 2015 rate supported program is \$173.4 million which is a \$9.1 million increase. Of this increase, \$7.0 million is used to provide financing for the capital program and \$2.1 million is used to fund operating expenditures.

It is estimated that there will be a \$1.1 million increase in revenues related to new customers and therefore an \$8.1 million or 4.9% increase in water and wastewater revenues is required.

| <b>Operating Budget for Rate Supported Services<br/>Comparison of Total Gross Expenditures &amp; Revenues - 2015 to 2014</b> |                                 |                                 |                                 |                      |                                 |                                 |             |                                 |             |  |
|--|---------------------------------|---------------------------------|---------------------------------|----------------------|---------------------------------|---------------------------------|-------------|---------------------------------|-------------|--|
| <b>\$ 000s</b>   | <b>2014</b>                     |                                 | <b>2015</b>                     |                      |                                 | <b>Change (2014 - 2015)</b>     |             |                                 |             |  |
|  | <b>Total Gross Expenditures</b> | <b>Net Program Expenditures</b> | <b>Total Gross Expenditures</b> | <b>Total Revenue</b> | <b>Net Program Expenditures</b> | <b>Total Gross Expenditures</b> |             | <b>Net Program Expenditures</b> |             |  |
| <b>Rate Supported</b>  |                                 |                                 |                                 |                      |                                 |                                 |             |                                 |             |  |
| Water  | \$ 88,647                       | \$ 79,288                       | \$ 92,058                       | \$ (9,619)           | \$ 82,439                       | \$ 3,411                        | 3.8%        | \$ 3,151                        | 4.0%        |  |
| Wastewater   | 93,454                          | 84,973                          | 99,267                          | (8,333)              | 90,935                          | 5,814                           | 6.2%        | 5,961                           | 7.0%        |  |
| <b>Total Rate Supported</b>  | <b>\$ 182,101</b>               | <b>\$ 164,262</b>               | <b>\$ 191,326</b>               | <b>\$ (17,952)</b>   | <b>\$ 173,374</b>               | <b>\$ 9,225</b>                 | <b>5.1%</b> | <b>\$ 9,112</b>                 | <b>5.5%</b> |  |
| <b>Customer &amp; Consumption Growth*</b>  |                                 |                                 |                                 |                      |                                 |                                 |             | <b>\$ 1,055</b>                 | <b>0.6%</b> |  |
| <b>Residential Water &amp; Wastewater Rate Increase</b>  |                                 |                                 |                                 |                      |                                 |                                 |             | <b>\$ 8,057</b>                 | <b>4.9%</b> |  |

\*includes 0% consumption growth and 1.6% customer growth

Of the 4.9% increase, 1.1% relates to the net operating costs of the water and wastewater system and 3.8% relates to capital financing to support the state-of-good-repair program.

## 2015 Budget Highlights

The 2015 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council. The public continues to be engaged through resident satisfaction surveys. In this way, the Region can regularly monitor public satisfaction with the services provided to the residents of Halton. Surveys show that the public satisfaction with Regional services has averaged 98% over the past few years. Taxpayer satisfaction comes as a result of maintaining service levels in the Region's core service delivery areas while minimizing the impact on the taxpayer. Residents of Halton continue to be very satisfied with Regional delivery of services and continue to place highest importance on planning for future infrastructure needs and maintenance of current infrastructure. Residents rate the overall quality of life in Halton very high at 99%. The 2015 Budget will continue to ensure Halton maintains the high quality of life and services which residents expect.

Maintaining the Region's strong financial position is a key component of Halton's credit rating. Halton has maintained a AAA rating for the past 24 years which is a testament to the financial position, policies and practices of the Region and the local municipalities. The 2015 Budget and Business Plan has been prepared in accordance with the financial plans and policies approved by Regional Council to ensure the AAA credit rating is maintained.

The Budget has been prepared based on the following budget principles:

- The annual budget is prepared in accordance with the financial plans, annual targets and policies approved by Regional Council
- Investment in new financial and staff resources resulting from growth, program enhancements or additional Federal/Provincial funding will require a business case to be considered by Council as part of the annual budget process
- The annual budget includes investment in the state-of-good-repair of the Region's assets to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand
- Regional programs are funded from sustainable revenues to ensure ongoing expenditures are not funded from temporary or one-time revenues
- 10 year operating and capital budget forecasts will be prepared
- All growth-related capital costs that can be recovered under the Development Charges (DC) by-law will be recovered from growth in the annual budget
- Halton's own debt limits are not exceeded throughout the 10-year forecasts
- Reserves are maintained at sufficient levels to support the state-of-good-repair of Regional assets, tax and rate stabilization reserves targets and to fund-specific program requirements
- Halton's strong financial position and financial planning principles will not be compromised to ensure the Region's AAA credit rating is maintained

The following chart highlights the process undertaken to prepare the 2015 tax and rate budgets.

| 2015 Budget Process   |              |                   |               |                               |
|-----------------------|--------------|-------------------|---------------|-------------------------------|
|                       | Tax Increase | Assessment Growth | Rate Increase | Consumption / Customer Growth |
| 2015 Forecast         | 1.80%        | 1.25%             | 4.90%         | 0.5% / 1.6%                   |
| 2015 Budget Direction | 1.80%        | 1.70%             | 4.90%         | 0.0% / 1.6%                   |
| 2015 Budget           | 1.50%        | 1.70%             | 4.90%         | 0.0% / 1.6%                   |

Consistent with the Council priorities of maintaining tax rate increases at or below the rate of inflation, the 2015 Tax Budget for Regional Services results in a property tax increase of 1.5% after assessment growth. Between 2007 and 2014, the average tax increase for Regional services has been 0% in Halton.

The 10-year operating budget forecast in the 2014 Budget and Business Plan projected the tax increase for Regional programs in 2015 to be 1.8% while a 4.9% increase was anticipated for the rate-supported program. The 10-year operating forecast was developed, based on existing program financing plans, program-specific assumptions with respect to provincial funding and expected inflationary and growth factors. For the 2015 Budget Directions (FN-26-14), the forecast budget model assumptions were updated to reflect inflation, higher assessment growth from 1.25% to 1.7% and lower water consumption growth from 0.5% to 0% (customer growth of 1.6% remained the same). Further, the 2015 Budget Directions recognized that some program enhancements would be needed to address growth and other program pressures in order to maintain service levels. Based on these factors Council approved 2015 Budget Directions with a tax increase at or below 1.8% for Regional services (excluding Police) and a rate increase at or below 4.9% consistent with the 2014 Budget Forecast for 2015.

To achieve the Budget Direction recommendations, the 2015 Budget was prepared based on the following:

- No budget increase in many programs
- 2% inflationary adjustments where required (e.g. contracted expenditures)
- Increases in some program areas in response to growth and other cost pressures in order to maintain levels of service
- Reductions in some programs as a result of efficiencies and redeployment of resources to minimize the need for new staff resources
- Higher revenues including Provincial subsidies for Services for Seniors and Paramedic Services
- Higher assessment growth as reported by the Municipal Property Assessment Corporation

Several times during the budget process Management Committee reviewed the base budget and proposed strategic investments to ensure levels of services are maintained and to achieve Council priorities, which resulted in the 2015 Budget of a 1.5% tax increase (down from the 1.8% tax increase in Budget Directions) and 4.9% rate increase.

## Budget Savings and Additional Revenues

To achieve the 2015 Budget Direction recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2015 Budget incorporates additional revenues, savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The **2015 Tax-Supported Budget** includes the following savings and subsidies/revenues:

- Expenditure savings of \$570,000 from reduced OW caseloads and other various cost reductions, including leachate haulage cost savings
- Additional subsidies of \$787,000 for Paramedic Services to match the 2014 approved funding
- Additional subsidies of \$577,000 in Services for Seniors for per diem funding inflationary increases and Case Mix Index
- Additional \$480,000 for Ontario Works upload savings
- Increased revenues of \$467,000 from Waste Diversion Ontario related to blue box and sale of electronics
- Increased Federal Gas Tax of \$1.1 million used to fund road resurfacing program

In addition, the following savings of \$880,000 were identified in the **2015 Rate-Supported Budget**, which were used to fund priority areas in the water and wastewater program:

- Decrease of \$364,000 in contracted services for meter servicing, biosolids tank cleanouts and connection repairs
- Decrease of \$232,000 in materials and supplies largely a result of meter servicing trends
- Decrease of \$100,000 in special projects to reflect trends
- Decrease of \$83,000 from the elimination of one time purchases
- Decrease of \$73,000 in chemicals due to a reduction in quantities based on trends
- Decrease of \$28,000 for equipment leases

Further, revenue has been increased by \$113,000 (net) to reflect increased demand for services (e.g. inspections).

## 2015 Budget Key Drivers

The savings discussed above together with assessment growth of 1.7% and water and wastewater customer growth of 1.6% are used to partially fund the key drivers in the 2015 Budget. The investments required to address these key drivers have been included in the 2015 Budget within the 1.5% tax rate increase for Regional services and 4.9% water/wastewater rate increase. The following key drivers of the 2015 Budget reflect Council priorities:

- Connecting People with Services
- Investment to Maintain Existing Infrastructure
- Maintaining Financial Sustainability
- Adapting to Climate Changes
- Economic Growth

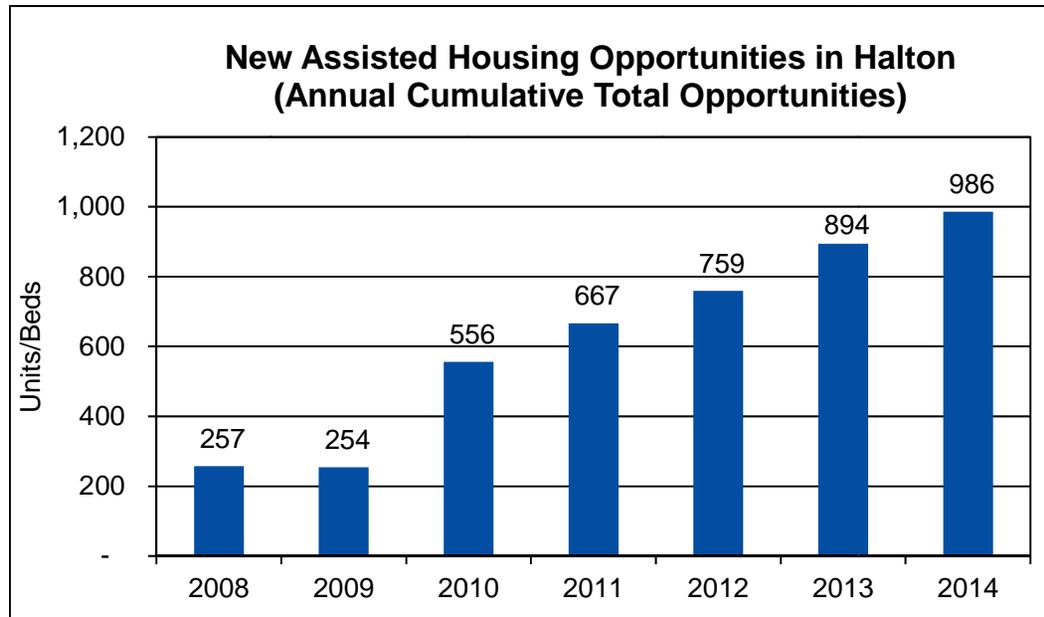
## Connecting People with Services

The Region provides a wide variety of important, high quality services to residents. The 2015 Budget includes over \$2.9 million of investments to enhance customer service. In addition to the projects noted below, there will also be updates to the Region's website to enhance customer service. The 2015 Budget also provides an increase of almost a \$2.0 million to maintain existing service levels as the Region continues to grow. This includes the following resources that have been identified in various programs to meet the growing demand for services:

### **Comprehensive Housing Strategy - \$250,000**

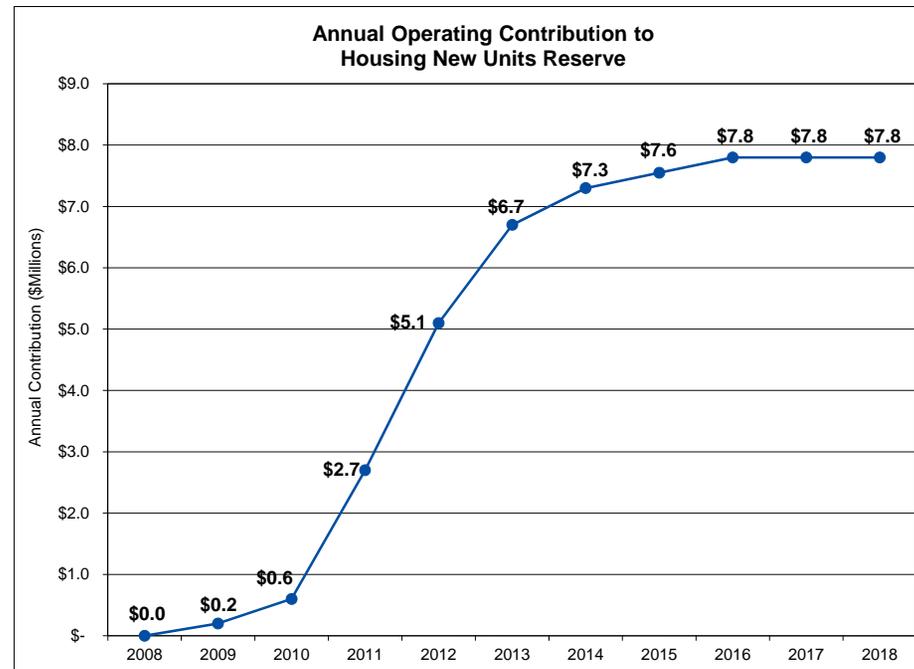
As shown in the following graph, the funding for new assisted housing opportunities will increase from \$7.3 million to \$7.6 million in 2015, an increase of \$250,000 as set out in the Comprehensive Housing Strategy (CHS). The Region has updated its Comprehensive Housing Strategy (2014-2024) as approved by Council in Report SS-21-13 to reflect current housing priorities.

The updated CHS identifies a target of 550-900 new housing opportunities for Halton residents over the next decade. The CHS highlights that housing is a shared responsibility with the Federal and Provincial governments. Halton Region contributes significantly to address housing needs in the Region including contributions to create new housing opportunities as well as providing funding for several rental assistance programs. Ultimately however additional Federal and Provincial funding will be required to meet community needs. Halton has been very successful in the delivery of additional new units since 2007 as shown in the following graph.



The following graph shows Halton’s annual operating budget funding contribution to the New Units Reserve from \$0 in 2008 to the projected level of \$7.8 million by 2016. Additional funding of \$250,000 in 2015 brings the total 2015 budgeted contribution to \$7.6 million. Combined with planned increases in the forecast, this additional funding will be required to deliver the 550 - 900 target for new assisted housing opportunities over the next ten years. In order to achieve the upper limit of this target, a funding commitment from senior levels of government will be required.

The updated CHS includes a number of initiatives to increase the assisted housing stock in Halton Region including purchasing or developing rental units, providing rental assistance in new or existing buildings and creating specialized housing for specific target groups.



Assisted housing plays an important role in helping Halton's low and moderate income individuals and families obtain housing that is stable and secure. Through these annual contributions, the 2015 Budget will provide the following:

- \$7.0 million in the 2015 capital program (\$90 million over 10 years) to create additional government assisted housing units for Halton residents
- \$400,000 in the 2015 operating budget (\$4.0 million over 10 years) to implement an In-Situ program to assist qualified Halton residents with their rent by providing financial assistance directly to clients where they currently reside
- \$1.6 million to continue the Halton Rental Assistance program which provides deeper affordability through rent supplements, as approved by Council through the 2012 Budget.

The third component of increasing government assisted housing opportunities is to continue to advocate for and participate in any future Federal/Provincial housing programs that may be made available. As indicated in the CHS, in order to achieve the 900 unit target without a significant impact on the operating budget, Halton will require additional subsidy from the Federal/Provincial governments. In August 2014, the Province announced the extension of the Investment in Affordable Housing for Ontario (IAH) program. The IAH extension is a joint initiative between the Province and the Federal government that will provide \$800 million for more affordable housing in Ontario over the next six years (2014 – 2020). Of this amount, Halton has been provided in 2014-2015 a notional funding allocation of \$2.3 million. This amount is currently not in the budget and will be the subject of a report in early 2015 to meet the program funding commitment

deadline. Allocation for the next five years of the program (2015-2020) will be based on the most recent National Household Survey, which will be provided once this data becomes available.

**Housing Providers - \$652,000**

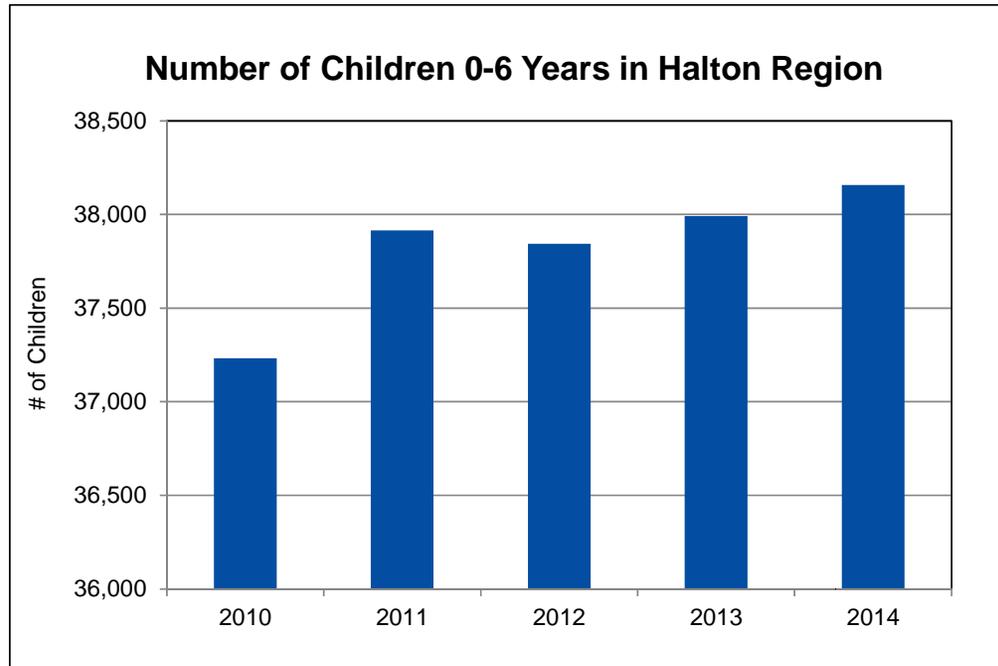
Under the Housing Services Act (HSA) the Region is required to provide grants to housing providers. In Halton, the Region is responsible for 26 housing providers including HCHC which provides 3,997 social housing units. The 2015 Budget provides an additional \$652,000 of which \$452,000 relates to higher operating costs, driven by cost factors mandated by the Ministry of Municipal Affairs and Housing (MMAH) and the balance of \$199,000 relates to higher property taxes. In 2006, benchmarks were established by MMAH and on an annual basis MMAH provides updated cost factors for operating costs such as administration, maintenance, utilities and insurance.

**Rent Geared to Income subsidy (RGI) - \$306,000**

The 2015 Budget provides an additional \$306,000 in RGI. MMAH provides Market Rent Index (MRI) factors which drive RGI subsidy payable to the assisted housing providers. For 2015, the MRI increased on average from 0.8% to 1.6%.

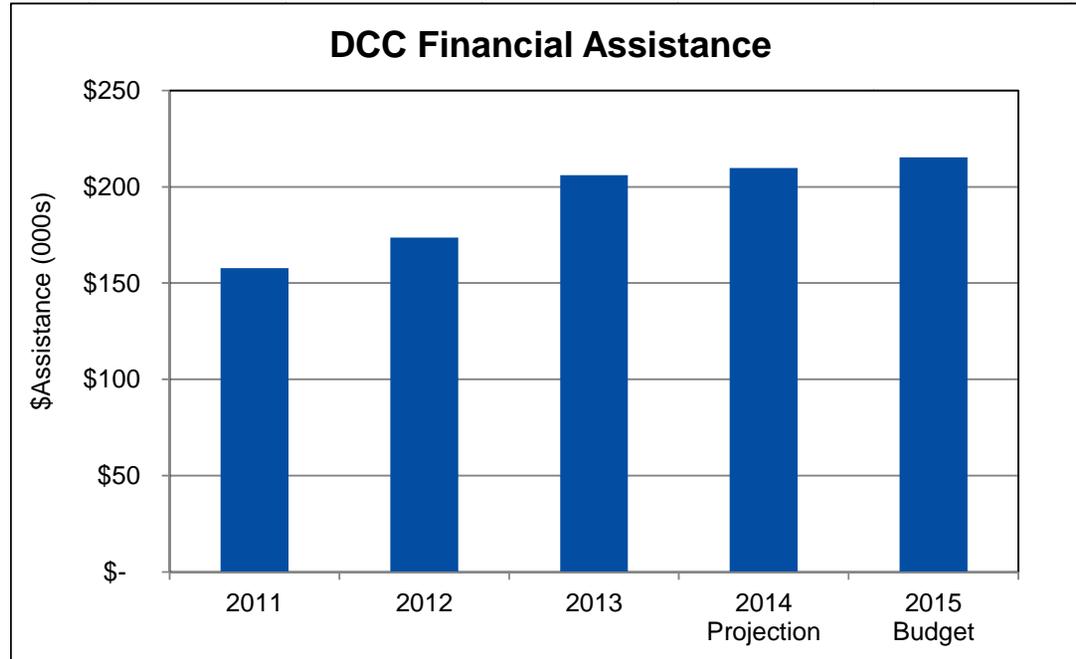
**Children’s Services Fee Subsidies - \$1.1 million**

The Region received an additional \$2.2 million of Provincial subsidy for Children Services in 2014 (SS-02-14). \$1.1 million of the \$2.2 million has been invested in fee subsidized spaces. This additional funding is required to meet the growing demand for the program as the number of children in the Region continues to increase as shown in the chart below. This additional funding was used to help maintain the existing program as well as expand the number of subsidized spaces by 60 to 2,178 spaces in 2015.



**Dental Care Counts (DCC) - \$30,000**

DCC provides dental assistance to older adults and is cost-shared with the Province. In the 2015 budget, DCC has been increased by \$30,000 to address increased demand for the DCC fund. The increased funding in the 2015 Budget will provide for an additional 88 DCC claims. The following chart illustrates the DCC actual expenditures over the past four years.



**Nicotine Replacement Therapy (NRT) - \$30,000**

An increase of \$30,000 in supplies for NRT in the Chronic Disease Prevention program has been included, primarily as a result of an increase in clinic hours coupled with an increase in duration of NRT usage by clients. This increase will assist in maintaining service levels for clinic clients and ensure quality of client care and effectiveness of intervention.

**Waste Management - \$641,000**

The contract cost for Waste Management collection and processing will increase by \$641,000 as a result of an increase in waste tonnages and inflation. The funding of this additional cost will ensure that the waste management program will continue at service levels approved by Council.

### **Paramedic Services - \$1.0 million**

With the expansion of the Paramedic Services stations in support of growth and an increasing demand for services resulting from an aging population, the need for operational support has been increasing. Accordingly, in order to maintain existing service level, the following strategic investment is required at an estimated gross cost of \$1.0 million. Of the total investment cost of \$1.0 million, \$497,000 is expected to be funded by the Province based on a 48% subsidy received in 2014, resulting in a net tax impact of \$538,000.

- **Paramedics - \$673,000** 5.8 Paramedics and enhancement ambulance/equipment are required to maintain response time and to address pressures related to increasing call volume and hospital offload delays. Call volumes in 2013 increased by 6.2% and are expected to further increase by 4.5% in 2014. The new positions will work out of headquarters and be deployed across the Region as required.
- **Paramedic Operations Superintendents - \$288,000** 2 Operations Superintendents and one Emergency Response Unit/equipment are required to meet the recommended paramedic to Operations Superintendent ratio of 20:1. This ratio of paramedics to superintendents is required 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 delays. The current ratio of Paramedics to Superintendents is 26:1.
- **Paramedic Operations Support - \$73,000** 1 Operations Coordinator is required to address pressures in the paramedic operations program related to scheduling/payroll and to provide administrative support to the operations superintendents. Since 2001, the number of paramedics has increased from 75 to over 200 in 2014, and the number of daily shifts that staff must be scheduled into on an annual basis has increased from 8,000 to 12,500. The Scheduling/Payroll Coordinator plays a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. This position is intended to assume responsibility for numerous administrative tasks that are currently being completed by operations superintendents thereby allowing them to focus on managing operations, such as offload delays.

The Region is continuously enhancing customer service response in Halton, which includes ensuring the appropriate infrastructure is in place to support such enhancements. The following strategic investments of \$307,000 are proposed for 2015 to support enhanced customer service response in Halton:

- **Water/Wastewater Revenue Assurance Analyst - \$79,000** Halton Region contracts out water/wastewater billing services to third party Local Distribution Companies (LDC). A Region-wide database was established in 2011 using LDC's water and wastewater customer data. A W/WW Revenue Assurance Analyst was hired on a contract basis to perform a comprehensive analytical review of the water customer accounts (144,000 residential and 7,900 commercial) to detect billing errors and identify unbilled properties. Since this contract position has been in place, the W/WW Revenue Assurance Analyst has identified lost revenues of \$1.4 million of which \$380,000 has been recovered in accordance with Regional collection policies. The ongoing analysis and review provided by this position is essential to maximizing revenues, maintaining good customer service and providing reliable, accurate data for sound management decision making. Through proactive identification of inaccurate or incomplete information, this position, working collaboratively with the LDCs, will implement timely adjustments to processes which result in improved customer service through accurate and timely billing to ensure revenue is maximized. Accordingly, the 2015 Budget proposes to convert the current contract position into a full time Revenue Assurance Analyst to continue and enhance the monitoring of the LDCs billing information.
- **Mobile & Infrastructure Technology Analyst - \$103,000** The 2007 Budget and Business Plan approved a Technology FTE to support the Region's Mobile Technology Operations including 40 in-vehicle mobile workstations (CS-63-06) and 10 units in Water Services at that time. Since 2007, the

implementation of the Work Order Management System in Public Works (PPW11-07) and subsequent growth in Paramedic Services and PW fleets has resulted in an increase of in-vehicle and field air card fleet to 286 units. In addition, the current FTE provides technical support for 792 mobile phones. Support call volume related to the fleet of over 1,000 mobile devices has increased by 50% in the past five years. Over the last 10 years, Data and Office Operations have grown from 50 to 250 computer servers plus related data back-up systems. The Data and Office Applications Operations include IT infrastructure data centre support for over 100 sites and 350 software applications. Currently two FTE are allocated to primary support of the Data and Office Application operations. In order to maintain data centre service levels and support a growing number of new mobile users, an additional Mobile & Infrastructure Technology Analyst is required.

- **Customer Response and Programming Supervisor - \$125,000** There are currently a number of programs in the water and wastewater linear systems that involve a high degree of customer interaction. These program areas include: Basement Flooding response, Water Efficiency and Water Festival, Meters, Locates, Bulk Water Stations, pipe construction and repair restoration, Outdoor Water Use and general water and wastewater program inquiries and information. This supervisor position will be responsible for ensuring that Public Works continues to not only meet but to exceed expectations of customer service for residents and businesses in Halton Region by focusing on being responsive to customer needs in these areas.

In addition, to further meet the customer service needs of Halton, the **Halton.ca website** will be expanded. Integrating Halton.ca with Halton's social media outreach and 311 service delivery models will provide enhanced on-line service delivery. Since Halton.ca has been proven to be instrumental in sharing information in the two emergency events (ice storm and flood), an enhanced user experience will be the main focus for the new web site. In 2014, Halton.ca received over 1.5 million visitors to the website, an increase of approximately 140,000 visitors or 10% when compared to 2013.

The 2015 Budget also provides the following strategic investments of \$628,000 to enhance the ability of Halton residents to connect with Regional services in priority areas:

- **Communicable Disease Control Services - \$224,000** The Region provides a complement of about 14 nurses to support a variety of Communicable Disease Control Services including management of respiratory outbreaks in long term care homes, immunization services, and responding to calls on communicable disease phone intake lines. Two additional nurses are required in 2015 to address the growing number of outbreaks, the recent requirement by MOHLTC to make three vaccines (chicken pox, whooping cough, meningococcal) mandatory for school aged children and the increased trend in incoming calls to the communicable disease phone intake lines. These additional resources will help meet the minimum standards of case management and outbreak investigation set by the Province. Of the total investment cost of \$224,000, \$137,000 is expected to be funded by the Province based on the current mandatory public health funding of 61% received from the Province in 2014. Accordingly, the net impact to Halton would be \$87,300.
- **Halton Region Community Investment Fund (HRCIF) - \$125,000** The HRCIF was created to respond to a trend of diminishing financial capacity in the non-profit and voluntary sector. This trend has been characterized by a lack of stable funding for organizations and an increased demand for agencies to respond to current and emerging needs of Halton residents. The HRCIF is funded by 100% Regional dollars with the current annual budget of \$703,000. The amount has been stable since 2009 and there continues to be high demand in the community for the HRCIF. During the period of 2012-2014 the HRCIF has been able to fund 81 applicants granting \$2.3 million, out of the 317 agencies who submitted eligible applications requesting \$11.1 million. This is a ratio of \$1 provided for every \$5 requested. With an additional investment of \$125,000, the HRCIF can provide additional funding to Halton community agencies who can support a greater number of clients.

- **Community Homelessness Prevention Initiative (CHPI) - \$79,000** Effective January 1, 2013, the Province consolidated the five homelessness programs into one called CHPI and transferred policy and administrative oversight to the municipalities. In 2015, base funding of \$4.3 million is provided to Halton Region to address local priorities to meet the needs of individuals and families who are homeless or at risk of becoming homeless in their local communities. The funding is based on targets and outcomes. Failure to meet established targets and/or accurately report on outcomes will potentially result in a claw back of Provincial funding. Investing in a Data Coordinator position is therefore important to monitor and report on targets and outcomes to the Province and help develop a more strategic and proactive homelessness prevention program that meets the needs of Halton's vulnerable population, while ensuring full optimization of the available Provincial funding. Up to 10% of the funding may be used for administration and oversight. Accordingly, the \$79,000 investment for this position will be fully funded by the Province through the CHPI funding with no net impact to Halton.
- **Crisis Prevention/COMMANDE - \$200,000** This is a multi-agency initiative committed to the health and safety of the communities. A group of professionals (the "HUB") will meet regularly to provide real-time, coordinated responses to high-risk situations. Resources would be organized to better address the needs of frequent system users relating to such things as mental health, addictions, unemployment, child welfare, etc. This collaborative exchange will be a round table format led by the COMMANDE Coordinator and would develop and implement immediate solutions for individuals and families at risk. Social & Community Services, the Health Department (including Paramedic Services) and Halton Regional Police Services have a role to play from the Regional perspective and many community agencies will be involved to address community risk through intervention. The current pilot of this program has been led by the Halton Regional Police Service in Milton, with plans to expand to other Halton municipalities in 2015.

## Investments to Maintain Existing Infrastructure

The Region has significant infrastructure assets particularly in the water, wastewater and transportation service areas. The Region's 2013 Financial Statements reported Halton's tangible capital assets (TCA) at a net book value of \$4.7 billion which includes:

- Water and Wastewater \$3.2 billion
- Transportation \$820.4 million
- Other (i.e. Waste Management, Long-term Care, Paramedic Services, HCHC etc.) \$660.5 million

## Asset Management Plan

The Asset Management Plan, which was initially presented as part of the 2014 Budget process (PW-55-13/FN-27-13/LPS91-13), demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure the support of the Region's infrastructure is financially sustainable. Halton Region has been implementing various Asset Management practices for a number of years. In 2006 a vision for a comprehensive Asset Management program was developed. The vision implementation began with the development of the Regional Tangible Capital Asset register completed in 2009 to comply with new financial reporting requirements (CS-31-06, CS-45-07, CS-52-07, CS-17-10). The 2013 plan (PW-55-13/FN-27-13/LPS91-13) represented the next step in achieving the ultimate goal of having a long term, sustainable Corporate Asset Management Plan that integrates asset management with asset financial management. Since this is an evolving process, the plan comprehensively documents the Region's current asset management practices and provides the foundation for future enhancements. The plan is updated annually and is reported to Council: Halton Region's Corporate Asset Management Plan, 2014 Update (PW-01-15/FN-01-15/LPS01-15). This plan aligns with the Provincial Ministry of Infrastructure *Guide for Municipal Asset Management Plans* and fulfills the requirement to have a plan in order to qualify for future Provincial funding opportunities.

Halton Region's Asset Management practices have resulted in assets meeting desired levels of service and being maintained in a state-of-good-repair as illustrated in the Public Works 2013 Infrastructure Condition Report Card and the Corporate and Social Housing Assets Infrastructure Report Card 2013, which are both included in the 2014 Asset Management Plan Update (PW-01-15/FN-01-15/LPS01-15). The Public Works assessment concluded that the Region's water, wastewater, transportation and solid waste assets are overall in good condition. The majority of Corporate Facilities and Social Housing assets also received a "good" rating. Although the majority of assets are rated to be in good condition, there are individual assets that fall within the fair and poor categories. Utilizing a strategic prioritization process, these assets will be addressed through the annual Capital Budget.

### **Public Works Infrastructure**

Public Works will be developing and implementing its Asset Management Roadmap Implementation Plan over the next four years (2015-2018), which will set out improved processes and policies for Public Works asset condition assessment, risk management, performance measures and targets, and lifecycle management among others. This stage of work will also include a review of the Region's current TCA policies to ensure that they support both financial management and asset management policies and practices while complying with public sector accounting standards. The ultimate goal is to have a long term financially sustainable Corporate Asset Management Plan that integrates asset management with asset financial management.

To ensure the next stage of the Corporate Asset Management Plan is successfully implemented and that the Public Works asset management activities are effectively managed, the following Strategic Investment is proposed for the 2015 Budget:

- **Manager, Asset Planning - \$139,000** It is estimated that 90% of the Region's assets are the responsibility of the Public Works department, with an approximate historical value of \$4 billion. The inventory of assets to be managed and reported on has been steadily increasing at a rate of approximately \$200 million per year over the last three years. As well, the requirement to report on these assets has also become more complex due to PSAB 3150 Tangible Capital Assets reporting. Also there is a requirement for municipalities to demonstrate that they are appropriately managing their assets in order to qualify for funding from other levels for government. Due to the size and growth of the Region's infrastructure asset inventory, it has been identified that a dedicated team with leadership is needed to effectively manage Public Works assets going forward. This position will centralize the function and manage a team of five staff.

### **Corporate Facilities and Social Housing**

The Asset Management Division of the Legislative and Planning Services Department continues its ongoing, annual review of the long term capital strategies to ensure Corporate Facilities and Social Housing assets are meeting desired service levels in a financially sustainable manner. As part of the asset management process, building condition assessment (BCA) studies are performed on a 5 year rotating cycle for Corporate Facilities and Social Housing assets. The BCA documents form the basis for the capital plan. The next BCAs are scheduled for 2016. By tying in levels of service to asset management strategies such as asset risk assessments, maintenance, rehabilitation and expansion activities, the Asset Management Division continuously looks to minimize lifecycle costs and to meet the goal to integrate asset management with asset financial management and support the updated Comprehensive Housing Strategy (2014-2024).

In 2011, consultants were retained to undertake Building Condition Assessment (BCA) on 56 social housing properties in Halton, representing 4,078 units, including HCHC owned housing assets as well as the assets of service providers. This review was completed in 2013. In 2014, staff reviewed the results of the

BCA and began to develop a social housing capital needs financing plan, in order to ensure that Halton is financially sustainable in meeting the capital requirements of the Social Housing providers over the next 25 years.

The BCA study data set out recommended capital expenditure plans by year, work category and condition using standard building classifications for each property. In order to analyse and prioritize the data from the BCA, priority rankings were utilized to determine which types of work were essential and which could be postponed. Priorities 1 and 2 represent assets that are in critical need of replacement, Priority 3 represents assets that require attention and Priorities 4 and 5 represent assets recommending improvement.

The analysis undertaken to date indicates that the overall housing stock is in good condition but a few housing providers may need additional funding over the next five years. In general, sufficient funding has been provided for assets in priorities 1 to 3, with some attention required to certain properties. When priorities 4 and 5 are included, all of the Non Profits and HCHC will require additional funding support, in order to ensure state-of-good-repair of the assets. Accordingly, no immediate additional investment is required in the short term however, additional investment will be required in the future. The next step is to prepare a long-term program implementation and financing plan to be implemented in 2016, in order to maintain the social housing stock in a state-of-good-repair. The development of this plan requires the following proposed strategic investment:

- **Asset Management Coordinator - \$92,000** This position is required to address the increased asset management needs for Regional facilities, while ensuring that service levels can be maintained for departmental customers, HCHC and the Region's Social Housing Providers. This additional staff complement is required to provide technical expertise and project management needed to implement and manage an effective Life Cycle Costing program for preventative maintenance and capital replacement programs for the Region and social housing providers. This position will ensure that asset management programs across the Region are implemented, keeping Regional facilities and social housing stock in a state-of-good-repair. This position will assist in identifying emergency needs over the next three to five years and developing a detailed long-term capital plan to balance the technical and financial pressure on existing assets with the goal of delivering the required level of service over the assets' lifecycle. By providing technical expertise in managing the assets and developing the capital plan, long-term capital funding requirements can be identified and sustainable financing plans established.

## Investment In State-Of-Good-Repair

A key objective of the 2015 Budget is to continue to invest appropriately in the state-of-good-repair of the Region's assets and to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand. The Region's 10-year state-of-good-repair capital budget is \$1.3 billion. The state-of-good-repair capital budget primarily finances major repair and replacement of the Region's capital assets. This includes the following:

- Water and Wastewater \$741.1 million
- Transportation \$212.7 million
- Other (i.e. Waste Management, Long-term Care, Paramedic Services etc.) \$338.0 million

In addition to the Corporate Asset Management Plan (PW-01-15/FN-01-15/LPS01-15), one other indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the Financial Statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the Financial Statements. The target for this ratio should generally be greater than 1 as the amortization expense is based on historical costs, and therefore does not reflect the

replacement costs of the assets or changes in standards, technology or legislation. For 2015, this ratio for Water, Wastewater and Transportation is projected as follows:

| 2015 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s) |                           |                         |                    |            |
|--|---------------------------|-------------------------|--------------------|------------|
|  | Operating Transfers * (A) | Annual Amortization (B) | 2015 Ratio (A)/(B) | 2014 Ratio |
| Water & Wastewater   | \$ 65,354                 | \$ 50,610               | 1.3                | 1.2        |
| Transportation   | \$ 50,735                 | \$ 18,719               | 2.7                | 2.8        |

\* Includes transfers relating to Gas Tax and investment earnings.

The 2015 operating contributions of \$65.4 million for water and wastewater state-of-good-repair program result in a ratio of 1.3, which is slightly higher than the 2014 ratio. This ratio is just over 1 based on the significant growth in assets that Halton has been experiencing as a growing community and additional operating contribution provided as noted below. It should be noted, however, that operating contributions are not the only part of the financing in the operating budget for the water and wastewater state-of-good-repair capital program. In the 2015 Budget, an additional \$29.5 million has also been incorporated to support the state-of-good repair through debt charges. While the Region's goal is to fund state-of-good-repair capital program from operating contributions on a "pay-as-you-go" basis, debt financing is utilized for significant upgrade and rehabilitation initiatives where appropriate, in order to smooth the impact of significant capital financing and better match the timing of revenue recoveries from rate/tax payers with the benefit of infrastructure.

The Transportation ratio is projected to be 2.7 in 2015, indicating that the operating contributions are greater than the amortization expense. Regional Council has approved significant financing over the last 10-years to support the Transportation program's significant growth. The 2015 ratio is comparable to the 2014 ratio for Transportation.

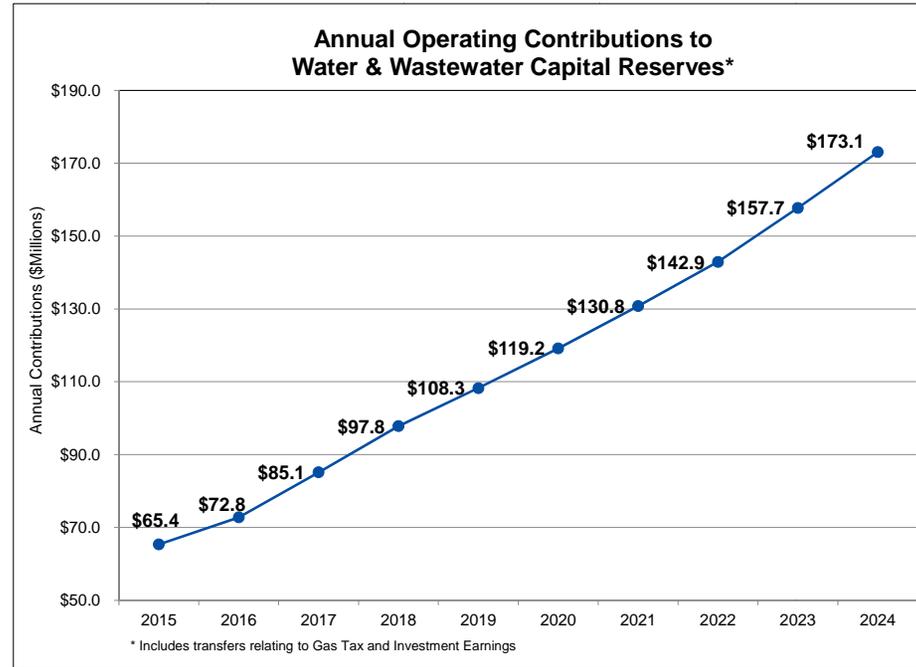
As discussed in the Asset Management Plan (PW-01-15/FN-01-15/LPS01-15), the asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process. The long-term sustainable asset management and financing plan will be prepared as part of the Asset Management Roadmap Implementation Plan work currently being undertaken over the next four years (2015-2018).

The following highlights the investment made for the state-of-good-repair capital programs in the 2015 Capital and Operating Budgets.

#### **Water and Wastewater State-of-Good-Repair Capital - \$5.7 million**

The \$65.4 million operating contributions in the 2015 Budget includes a \$5.7 million increase in the base budget transfers to support the water and wastewater State-Of-Good-Repair capital program compared to the 2014 transfers. The operating contributions are projected to continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the reliance on debt financing is reduced. The state-of-good-repair program is a significant driver of the rate supported program throughout the 10-year forecast requiring a 3.3% to 3.8% rate increase each year.

The following chart shows the forecasted Rate operating contributions (including Gas Tax funding and investment earnings) to the capital budget. These increases are required to ensure the proper maintenance of the Region's existing aging assets as well as the new assets constructed as part of the Region's development-related capital budget.



Included in the 2015 water and wastewater State-Of-Good-Repair capital program is a \$5.0 million provision to assist in the implementation of any potential recommendations of the Region-wide Basement Flooding Mitigation Study (PW-46-14). The Basement Flooding Mitigation Study approved that the Region undertakes a study to identify contributions and potential remedies with regard to historical basement flooding. The \$5.0 million capital provision has been made to address potential capital infrastructure requirements recommended in this study and will be funded by a transfer from the wastewater capital reserve. Upon Council review and approval of the final report of this study, the level of capital investment needs and the sustainable funding options (including base budget increase or surcharges) will be assessed for the 2016 budget process.

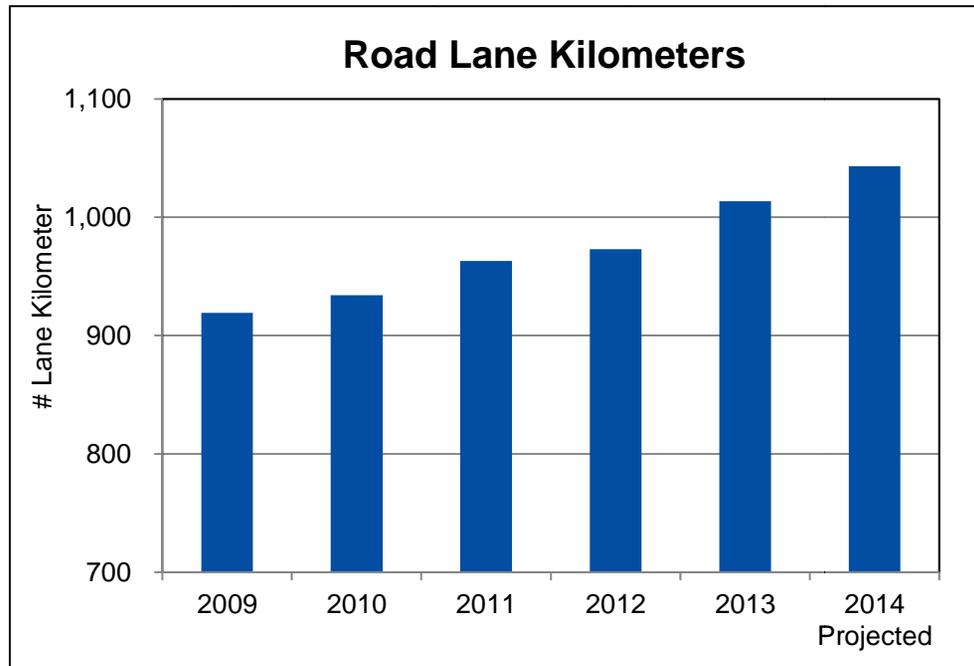
**Water and Wastewater Maintenance Program - \$1.3 million**

In addition to the financing for the state-of-good repair capital program, the 2015 Rate Supported operating budget has \$53.9 million for the on-going repair and maintenance of the water and wastewater infrastructure. This represents an increase of \$1.3 million over the 2014 budget. The additional funding is required to maintain repair and maintenance activities as the water and wastewater system continues to grow. In order to continue to maintain the water and wastewater system the following strategic investments of \$569,000 are proposed for 2015:

- **Supervisor Infrastructure and System Improvement - \$141,000** An Infrastructure and Systems Improvement Supervisor is required to ensure that Halton's water and wastewater systems are operating efficiently and providing appropriate service delivery. This position will also allow Halton to proactively identify and develop opportunities for system performance improvements. Both Halton's water and wastewater systems have grown significantly in size and complexity over time and accordingly the need to manage and maintain system performance is crucial. The Supervisor will ensure that relevant water and wastewater system performance data is collected, reviewed and critically assessed and that research needs are identified and undertaken.
- **Collection Operators - \$163,000** Two wastewater collection operators are required to ensure Halton can continue to deliver operations and maintenance programs to provide appropriate levels of service and maintain the system in a state-of-good-repair. Since 2010, the Region has installed 100 kilometres of new wastewater main, 50 kilometres of additional lateral pipe and 2,500 additional manholes, as well as commissioned four new wastewater pumping stations. Further, four additional wastewater pumping stations will be operational by the fall of 2015. Many of the North wastewater pumping stations are deep wet well design (over 18 meters deep) which require four person crews for confined space entry, resulting in increased pressures on staff availability. The significant growth in infrastructure and complexity require additional staff resources to ensure that Halton continues to operate the wastewater collection system at appropriate levels of service and maintains the system in a state-of-good-repair.
- **Distribution Operators - \$163,000** Two water distribution operators to ensure Halton can continue to deliver operations and maintenance programs while ensuring a safe environment. Since 2010, the Region has installed 150 kilometres of new water main, over 1,200 control/zone valves and installed and commissioned three new booster stations. Additional operations staff are required to ensure continued delivery of initial corrective and preventative maintenance activities and state-of-good-repair of the water system.
- **Maintenance Planner - \$102,000** A Maintenance Planner position is required to plan preventative and corrective maintenance program delivery and oversee external contracted services. The maintenance planner is required to implement and oversee a preventive/corrective maintenance plan that aligns with the American Water Works Association (AWWA) standards and industry best practices; ensures that the current backlog of corrective work is completed; and provide oversight of contracted work.

### Transportation Maintenance Program - \$1.0 million

The Transportation budget also includes an increase of \$1.0 million in road maintenance contracts with the Local Municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. A major driver of the increased road maintenance costs is the increase in lane kilometres to support growth in the Region. The following table shows the growth in the Regional road network over the past several years. The transportation network is planned to grow to 1,043 lane kilometres in 2014 based on the 2012 Transportation Master Plan.



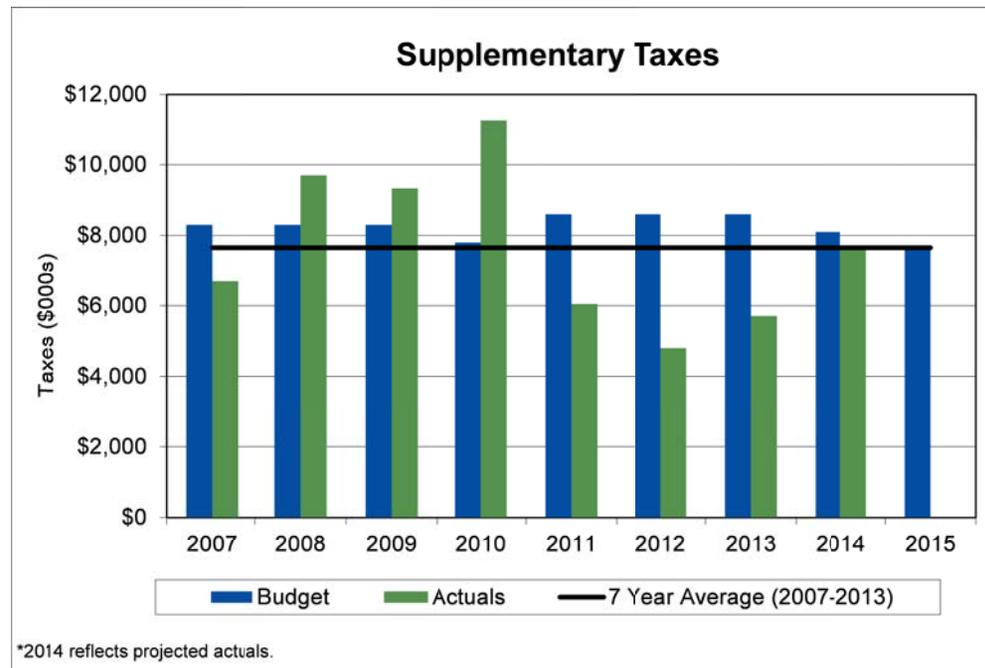
In addition, the Transportation budget includes the road resurfacing program of \$5.9 million in 2015 with \$49.7 million planned for the next 10 years. In the 2014 Budget, a transfer from operating to reserve of \$4.0 million was established for this program. Given that this transfer will not be sufficient to fully fund the program over the next 10 years, the additional Gas Tax revenue of \$1.1 million received in 2014 will be applied annually to the road surfacing program on a go forward basis. The Gas Tax funding will ensure the road resurfacing program is fully funded over the next 10 years without any additional tax impact.

## Maintaining Financial Sustainability

A number of adjustments were made to the 2015 Budget to maintain financial sustainability over the next 10 years. These adjustments include the following:

### Supplementary Tax Revenue Reduction (\$500,000)

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. In 2014, the supplementary tax revenue budget was reduced from \$8.6 million to \$8.1 million. As shown in the following graph, since 2007 with slower growth, supplementary tax revenue has averaged \$7.6 million, which is \$500,000 below the 2014 budget of \$8.1 million. Based on the 2014 final supplementary rolls completed by MPAC, estimated supplementary revenue totals \$6.2 million. This will result in an unfavourable variance of \$1.9 million in 2014. Given that there has not been a favourable variance in supplementary revenues over the past four years, the budget for supplementary revenues has been reduced by \$500,000 from \$8.1 million to \$7.6 million to align with the 7 year average. Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.



### **Workplace Safety Insurance Board (WSIB) Contribution Increase \$100,000**

An actuarial review of the Regional WSIB obligations is undertaken every three years based on claims experienced. The most current review indicated that the Region's WSIB reserve should have a target balance of \$8.4 million. With a WSIB reserve balance of \$5.1 million in 2013, the 2014 Budget provided a transfer to the WSIB reserve of \$400,000 to move towards the target. With annual WSIB costs continuing to rise, an additional \$100,000 increase in the transfer to reserve from \$400,000 to \$500,000 is required in 2015, in order ensure that the reserve balance continues to move towards the target obligation over the next 10 years.

### **Growth-related Infrastructure Financing**

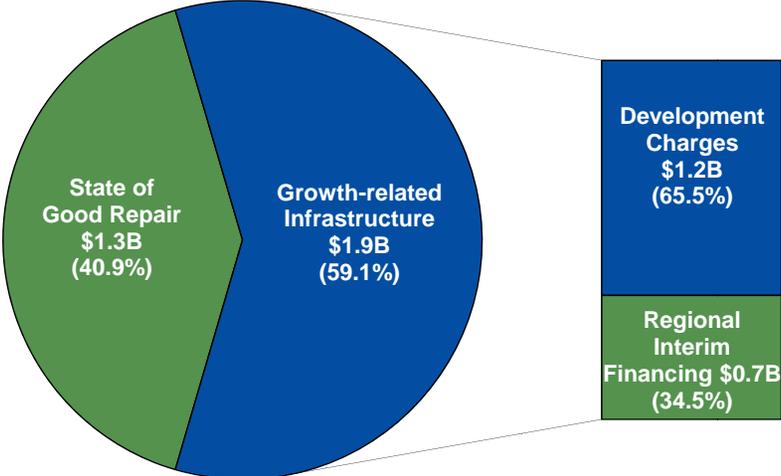
A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not impacted by the cost of growth-related capital requirements or the risks related to financing these costs. To achieve this objective while accommodating provincial growth targets, Council approved the Development Financing Plan (CS-20-12) in 2012. The Development Financing Plan allowed the implementation of the 2012 Allocation Program, which has initiated residential growth of 14,000 units (SDE) in Halton between 2012 and 2016, without financial impact to existing taxpayers.

The principles and financial measures established under the Development Financing Plan significantly limit the Region's exposure with respect to financing growth-related infrastructure. The key principles of this plan are:

- the development financing plan will not impact the current or subsequent years forecasted tax and rate increases
- the development financing plan will not require the Region to exceed its own debt capacity levels
- the repayment assumptions for Regional interim financing will assume a conservative "slow growth" scenario to ensure that economic conditions do not create unexpected impacts to the Region
- all growth-related costs that can be recovered under the DC by-law from growth will be recovered
- Halton's strong financial position and financial planning principles will not be compromised

The Region's 10-year capital program (\$3.2 billion) incorporates \$1.9 billion of growth-related infrastructure required to support future development, including the Water/Wastewater and Transportation projects supporting the 2012 Allocation Program in 2015 and 2016. Consistent with the previous budgets, the 2015 10-year Growth-related capital plan has been prepared based on the principles and financial measures established under the Development Financing Plan. Under this plan, the growth-related programs are financed based on development charges (DCs), combined with the Regional interim financing through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt for the non-residential share of the costs as shown below.

**2015-2024 Total Capital Financing: \$3.2B**



## Adapting to Climate Changes

Weather patterns have changed over the past few decades with more localized storm events of greater intensity occurring with greater frequency. Recent storm events such as the Ice Storm in December 2013 and the Burlington Flooding in August 2014 have highlighted the need to continuously review and identify improvements in Halton Emergency Management planning and response. The following strategic investments are proposed in the 2015 Budget:

- **Emergency Management/Incident Response - \$5.9 million** Over the past year, the Region has responded to two extreme weather events that had significant impacts on Halton community. These types of events have impacted communities around the world and are happening with increasing frequency. There have been many lessons learned as a result of these events. The 2015 Budget includes significant investments to ensure the Region is prepared to respond to potential community needs. The current mandate of the Emergency Management Section is to ensure the Region meets its legislated requirements under the *Emergency Management and Civil Protection Act*. In order to increase the Region's capacity to respond to and recover from emergencies and urgent incidents such as severe weather events, the following two additional staffing positions are required at \$278,000: 1) Manager of Emergency Management to ensure the direction and coordination of all components of the Region's Emergency Management/Incident Response Program and 2) Emergency Management Coordinator to fully align the Region's emergency planning and response plans with all stakeholders including local municipalities, conservation authorities, neighbouring municipalities, school boards, Provincial and Federal agencies, and social and health service providers.

Further, to increase 311 telephone capacity to maintain customer service levels during peak call volumes resulting from community incidents, an investment of \$100,000 will be required for additional telecommunication infrastructure. An investment of \$5.5 million will also be required to provide for emergency generators in warming and reception centres strategically located in each municipality in the Region. This will be funded from the Regional capital reserve with no tax impact.

### **Ex-gratia grants & Basement Flooding Prevention Program - \$56,000**

In addition, the Region's ex-gratia grant program provides financial assistance in the amount of \$1,000 (per household) to homeowners who require assistance with respect to a public sanitary sewer backup. The ex-gratia grant is intended to help homeowners offset the cost of a deductible on their personal home insurance for a public sanitary sewer back-up or may be used to assist with related cleanup costs. This policy was reviewed in 2013 through Ex-gratia Grant Policy for Public Sanitary Sewer Back-ups (LPS70-13) where Council approved the increase of the ex-gratia grant from \$500 to \$1000 per household. The 2015 budget provides for an increase in the amount budgeted for grants from \$50,000 to \$100,000, an increase of \$50,000, to reflect recent trends. The Basement Flooding Prevention Subsidy Program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer. Halton provides a one-time Basement Prevention Subsidy up to a maximum of \$2,725 in situations where the resident has a history of basement flooding caused by a backup of the sanitary sewer or in situations where a resident would like to correct improper storm water connections. The 2015 Budget provides an additional \$6,000, increasing the subsidy to \$60,000, to reflect actual historical spending.

As noted earlier, a \$5.0 million provision has also been included in the 2015 water and wastewater state-of-good-repair capital program to assist in the implementation of any potential recommendations of the Region-wide Basement Flooding Mitigation Study (PW-46-14).

## Economic Growth

Achieving economic growth includes development of employment lands as set out in Halton Region Economic Development Strategic Directions Report (LPS59-11). The growth of non-residential development involving non-retail and export-oriented businesses is critical to developing complete and sustainable communities that have strong and competitive economies and high quality jobs for local residents. Maintaining a sufficient supply of serviced employment lands is critical to attracting and retaining export-oriented business which add to a community's long term assessment and employment base. To support this strategic direction, the 2015 Budget provides the following strategic investment of \$1.0 million.

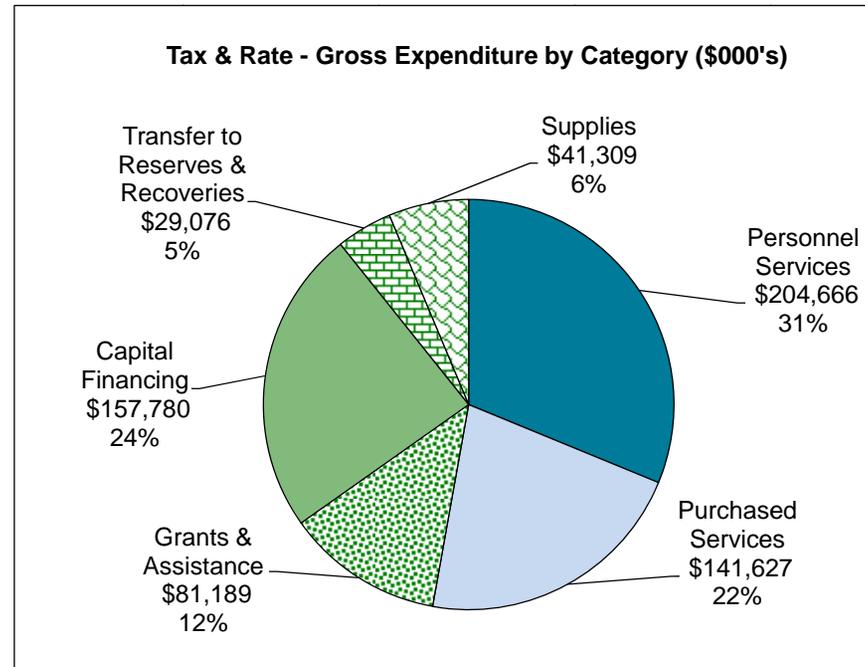
- **Area Servicing Plan Study Pilot - \$1.0 million** The Region continues to grow rapidly and employment and intensification are important contributors to the economic stability and the quality of life in the Region. A key driver for the continued success of Regional Council's vision is to ensure that the necessary infrastructure is in place in time for development to occur. The development of Area Servicing Plans for water, wastewater and stormwater management has traditionally been the responsibility of area specific land owners. The goal of the pilot project is to assist the Region and local municipalities in ensuring that employment land is investment ready and that Urban Growth Centres have the necessary infrastructure identified for intensification. The pilot project would allow for one Area Servicing Plan to be completed in collaboration with each of the local municipalities that would achieve the goals indicated above. It is recommended that Area Servicing Plans within this pilot program be undertaken for: Midtown Oakville, Bronte Meadows Employment area (Burlington), Halton Hills 401 Corridor employment lands and Milton Education Village employment area. The pilot project is currently estimated at \$1.0 million, which will be funded from the Regional Capital Investment Revolving Fund on an interim basis, resulting in no tax impact. This study is needed to accommodate growth, and therefore the related cost will be included in the next DC by-law update process. The Regional funding from the Revolving Fund including carrying costs, will then be recovered from future DC collections.

### **Small Business Centre Development - \$25,000**

In addition, Halton Region will be delivering small business support services at the Milton Education Village Innovation Centre (MEVIC) site in accordance with the Region's Economic Development Strategy at a cost of \$25,000 which has been incorporated in the base budget. The Region's Small Business Centre staff will be providing one-on-one business consultations as well as hosting educational training peer to peer networking sessions to "main street" entrepreneurs (largely retail and service based businesses).

## 2015 Budget by Cost Category

The following chart shows the breakdown of the total 2015 Budget for Regional tax and rate-supported services by cost category. This distribution of expenditures is consistent with the 2014 budget.



The total budgeted compensation for Regional employees is \$204.7 million, accounting for 31% of the total gross operating expenditures (excluding Police). The breakdown of these costs is shown in the following table:

| 2015 Compensation Summary<br>Regional Total (Excluding Police) |                       |              |                            |              |                       |              |                |
|--|-----------------------|--------------|----------------------------|--------------|-----------------------|--------------|----------------|
|  | Salary                |              | Fringe Benefits<br>& Other |              | Total                 |              | FTE            |
| <b>2014 Budget</b>   | \$ 150,074,927        |              | \$ 46,346,780              |              | \$ 196,421,707        |              | 2,061.3        |
| 2014 Increase  | 2,256,173             |              | 2,548,540                  |              | 4,804,713             |              | -              |
| <b>Subtotal - 2015 Base Budget</b>                             | <b>152,331,100</b>    | <b>1.50%</b> | <b>48,895,320</b>          | <b>5.50%</b> | <b>201,226,420</b>    | <b>2.45%</b> | <b>2,061.3</b> |
| In Year Adjustments  | 647,600               |              | 185,550                    |              | 833,150               |              | 7.0            |
| <b>Subtotal - Committed Budget</b>                             | <b>152,978,700</b>    | <b>1.93%</b> | <b>49,080,870</b>          | <b>5.90%</b> | <b>202,059,570</b>    | <b>2.87%</b> | <b>2,068.3</b> |
| Strategic Investments  | 2,052,300             |              | 554,450                    |              | 2,606,750             |              | 24.8           |
| <b>Total - 2015 Requested Budget</b>                           | <b>\$ 155,031,000</b> | <b>3.30%</b> | <b>\$ 49,635,320</b>       | <b>7.10%</b> | <b>\$ 204,666,320</b> | <b>4.20%</b> | <b>2,093.1</b> |

The 2015 Budget includes an additional 31.8 full-time equivalent (FTE) staff positions, including 7 positions added during 2014 for the 2012 Allocation Program (LPS-95-13/PW-56-13/FN-29-13) and 24.8 FTEs requested as strategic investments.

## 2015 Budget Risks

The 2015 Budget includes a number of risks that could potentially have an impact on the budget. These risks are continued to be monitored by staff through the variance reporting to Council three times per year. In addition, any important announcements by the Province or significant changes in budget assumptions would be reported to Council. The following chart highlights some of the major assumptions underpinning the 2015 Budget and Business Plan and the sensitivity of these assumptions.

| 2015 Budget Risks and Sensitivities (excluding HRPS) |                  |                         |  |                   |
|--|------------------|-------------------------|--|-------------------|
| Key Budget Components                                | Requested Budget | Budget Assumptions      | Sensitivities  |                   |
|  |                  |                         | \$ Impact  | % Tax/Rate Impact |
| <b>Tax</b>   |                  |                         |  |                   |
| Provincial Subsidies:                                |                  |                         |  |                   |
| Public Health  | \$24.6 million   | 2.1% Increase           | A 1.0% change in Provincial subsidy = \$246,000                            | 0.11%             |
| Paramedic Services                                   | \$14.8 million   | 12.8% Increase          | A 1.0% change in Provincial subsidy = \$148,000                            | 0.07%             |
| Services for Seniors                                 | \$32.2 million   | 0.5% to 1.0% Increase   | A 1.0% change in Provincial Subsidy = \$320,000                            | 0.14%             |
| Children's Services                                  | \$32.0 million   | 7.5% Increase           | A 1.0% change in Provincial Subsidy = \$320,000                            | 0.14%             |
| Ontario Works:                                       |                  |                         |  |                   |
| OW Caseload  | 1,870            | 1.5% Reduction in cases | A 1.0% change in cases = \$17,000  | 0.01%             |
| OW Benefits (Grants)                                 | \$16.0 million   | 1.0% Rate Increase      | A 1.0% change in rates = \$17,000  | 0.01%             |
| WDO Revenue  | \$4.7 million    | 50% recovery of costs   | A 1.0% change in recovery rate = \$84,000                                  | 0.04%             |
| Investment Income                                    | \$55.0 million   | 3.65% Rate of Return    | A 0.1% change in rate of return = \$1.5 million in total investment income | 0.66%             |
| Supplementary Taxes                                  | \$7.6 million    | Based on 7 year average | 5 year average = \$6.8 million (\$800,000 reduction)                       | 0.35%             |
| Tax Write Offs                                       | \$4.4 million    | Based on 7 year average | 5 year average = \$4.9 million (\$500,000 increase)                        | 0.22%             |
| Assessment Growth                                    |                  | 1.7%                    | 1.0% change in budget (excluding Police) = \$2.25 million                  | 1.00%             |
| <b>Rate</b>  |                  |                         |  |                   |
| Consumption Growth                                   | \$115.6 million  | 0% consumption growth   | 1.0% change in consumption growth = \$1.2 million                          | 0.69%             |
| Customer Growth                                      | \$57.8 million   | 1.6% customer growth    | 1.0% change in customer growth = \$665,000                                 | 0.40%             |

## 2015 Budget & Forecast

Looking forward to 2015 and beyond, global economic conditions continue to be very challenging and present risks to the 2015 Budget and Forecast. While the 2015 Budget includes measures to mitigate the risks to the extent possible, the 2015 Budget and Forecast continues to have areas of risk exposure including:

### **Growth Assumptions**

The current economic conditions continue to negatively impact growth in the Region particularly in commercial and industrial growth. Although current assessment growth in the 2015 Budget is estimated to be 1.7%, forecasted assessment growth is 1.5% per year to reflect moderate growth over the next nine years. Moderate growth will also impact supplementary taxes which are budgeted at \$7.6 million (based on when the Region was growing faster between 2000 and 2012) in the 2015 Budget, a reduction of \$500,000 from the 2014 budget. Although water and wastewater customer growth is estimated to be 1.6%, consumption growth is budgeted at 0% in 2015 to reflect the continued impact of water efficiency and conservation. Forecasted growth assumptions have also been adjusted to reflect the current trends.

### **Provincial Subsidies**

While small subsidy increases have been budgeted for 2015, there are risks associated with this funding given the significant financial challenges facing the Province. The 2015 budget includes \$131.6 million of Provincial subsidies, an increase of \$3.3 million or 2.6% over the 2014 budget. Almost half of this increase is related to Paramedic Services, whose subsidy will increase by 12.8%. This assumption has been made in accordance with the Province's funding formula, based on an increase to match the 2014 provincially approved funding and to support growth in the program including the 2015 strategic investments. However, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for the services. The Region is therefore assuming responsibility for a greater cost share of these programs to ensure service levels are maintained for Halton residents. This trend will continue to have significant impacts through the forecast.

### **Demands for Services particularly in Social Services and Health Services**

Although there has been a reduction in caseloads for the Ontario Works budget in 2015, demands for other Social Services and Health programs have increased including employment programs, supports for newcomers, childcare subsidies, housing, nicotine replacement therapies and dental financial assistance programs. These increased demands are reflected in the 2015 Budget. It is important to note that with the uncertainty in the global economy, social assistance caseload trends could quickly reverse in the forecast.

### **Performance of the Region's Investment Portfolio**

The Region's investment portfolio is expected to generate \$55 million or 8.4% of total revenues in 2015. This is a key source of funding for the Region's capital program. \$43.1 million of this revenue is used to finance the Region's long-term state-of-good-repair and other programs. The other \$11.9 million is used to finance the rate and tax supported operating budgets. A continued low interest rate environment will make it challenging for the Region to generate the current level of returns.

### **Growth-related Infrastructure**

The 2015 10-year capital plan includes \$1.9 billion of growth-related infrastructure required to support future development. The Water/Wastewater and Transportation infrastructure supporting the 2012 Allocation Program will continue to be implemented between 2015 and 2016, in accordance with the Development Financing Plan (CS-20-12) and the resulting funding agreements established with the participating residential developers. The implementation of the

growth-related infrastructure plan beyond the 2012 Allocation Program will continue to be subject to an update of the Region's development charges by-law and Development Financing Plan.

Also included in the growth-related capital program is the Police Headquarter/Central Services facility expansion project as discussed in the Halton Regional Police Service New Police Headquarters report (LPS14-15). Based on the financing plan, this project will be funded by debt and capital reserves. This facility addresses the growth needs of the HRPS and therefore a substantial portion of the resulting debt charges will be funded from DCs. This project, however, was not anticipated in the existing DC by-law, and as such will result in a shortfall in the DC reserve funds until the Regional DC by-law is updated. All of DC funding shortfalls (including any carrying costs) will be incorporated in the next DC by-law update process scheduled for 2016, in order to ensure that the growth share of this project will be fully funded from DC revenues.

### **Future Liabilities**

With the requirement to implement the PSAB (Public Sector Accounting Board) financial reporting standards in 2009, in addition to reporting Tangible Capital Assets and the associated amortization, municipalities were also required to report on future liabilities including post-employment benefits and solid waste landfill closure and post-closure expenses. The Province requires that municipalities that do not budget for these expenses must report on the implications of these liabilities separately. Since Halton budgets for reserve transfers to fund these future liabilities, separate reporting is not required. These liabilities are assessed periodically through an actuarial review and the Region adjusts the contribution to reserves accordingly.

### **Cost Increases**

The forecast generally assumes a 2% to 2.5% rate of inflation. Economic conditions can have a significant impact on the future cost impacts. In addition, many programs rely on commodities and services where prices are market-driven and not tied to inflationary increases.

Regional programs have been very successful in containing their costs and generating savings through operational and process reviews. These initiatives will continue through 2015.

## 10-Year Operating Forecast

The 10-year forecast has been prepared to reflect updated assumptions for revenues and program costs. The 2015 forecast is largely consistent with that prepared as part of the 2014 Budget.

The forecast assumes that the Province continues to honour its commitments related to the up-loading of Social Services costs and that cost-sharing for subsidized programs will keep pace with inflation. Multi-year financing plans have been developed for major programs and initiatives and are reflected in this forecast.

The 10-year Operating Forecast has been prepared to maintain the tax impact for Regional services at or below inflation. The forecast reflects current services and current service levels, any change in service or service level will impact the forecast. In addition, if general inflation rates increase, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can impact the forecast. The forecast was prepared based on the following key assumptions:

- General inflation of 2.0% to 2.5%,
- Interest on reserves of 3.65%
- Debt financing rate of 5.0%
- Assessment growth of 1.5% per year
- Provincial subsidies will increase with inflation
- Water customer growth of 1.4% to 1.6%
- Water consumption growth of 0.3% to 0.5%

As shown in the following table, the tax forecast has been prepared consistent with the Council priorities to keep tax increases at or below the rate of inflation for Regional services.

**Ten Year Operating Budget Forecast  
For Tax Supported Services**

|   | 2015             | 2016      | 2017      | 2018      | 2019      | 2020      | 2021      | 2022      | 2023      | 2024      |
|---|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| (\$000s)                                | Requested Budget | Forecast  |
| <b>Region:</b>                          |                  |           |           |           |           |           |           |           |           |           |
| Net Expenditures                        | \$ 232,347       | \$240,415 | \$249,082 | \$258,578 | \$268,680 | \$278,661 | \$289,282 | \$300,280 | \$311,998 | \$323,774 |
| Tax Impact (after assessment)           | 1.5%             | 1.9%      | 2.1%      | 2.3%      | 2.4%      | 2.2%      | 2.3%      | 2.3%      | 2.4%      | 2.2%      |
| <b>Halton Regional Police Services:</b> |                  |           |           |           |           |           |           |           |           |           |
| Net Expenditures                        | \$ 134,808       | \$141,311 | \$147,770 | \$154,148 | \$161,501 |           |           |           |           |           |
| Tax Impact (after assessment)           | 1.9%             | 3.3%      | 3.0%      | 2.8%      | 3.2%      |           |           |           |           |           |
| <b>Region Including Police:</b>         |                  |           |           |           |           |           |           |           |           |           |
| Net Expenditures                        | \$ 367,155       | \$381,726 | \$396,852 | \$412,726 | \$430,181 |           |           |           |           |           |
| Tax Impact (after assessment)           | 1.6%             | 2.4%      | 2.4%      | 2.5%      | 2.7%      |           |           |           |           |           |
| <b>Assessment Growth Assumption</b>     | 1.70%            | 1.50%     | 1.50%     | 1.50%     | 1.50%     | 1.50%     | 1.50%     | 1.50%     | 1.50%     | 1.50%     |

**Tax Budget Forecast as projected in the 2014 Budget**

|   |      |      |      |      |      |      |      |      |      |  |
|---|------|------|------|------|------|------|------|------|------|--|
| <b>Regional Tax Impact (after assessment)</b> | 1.8% | 1.9% | 2.1% | 2.3% | 2.4% | 2.2% | 2.3% | 2.3% | 2.4% |  |
|---|------|------|------|------|------|------|------|------|------|--|

As shown in the following table, the water and wastewater rate forecast anticipates increases above the rate of inflation to ensure funding of the repair and replacement of the water and wastewater infrastructure is financially sustainable. Accordingly, of the projected rate increases of 4.8% to 5.2%, over half (3.3% to 3.8%) is required to support the capital expenditure financing to maintain the state-of-good-repair capital program.

| <b>Ten Year Operating Budget Forecast<br/>For Regional Water &amp; Wastewater Services</b> |                             |                 |                 |                 |                 |                 |                 |                 |                 |                 |
|--|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>\$000s</b>  | <b>2015</b>                 | <b>2016</b>     | <b>2017</b>     | <b>2018</b>     | <b>2019</b>     | <b>2020</b>     | <b>2021</b>     | <b>2022</b>     | <b>2023</b>     | <b>2024</b>     |
|  | <b>Requested<br/>Budget</b> | <b>Forecast</b> |
| Net Program Impact   | \$ 173,374                  | \$ 183,555      | \$ 194,082      | \$ 205,637      | \$ 217,589      | \$ 230,974      | \$ 244,435      | \$ 258,895      | \$ 273,926      | \$ 289,881      |
| Annual Water Consumption m <sup>3</sup>  | 54,813                      | 54,950          | 55,087          | 55,225          | 55,501          | 55,778          | 56,057          | 56,338          | 56,619          | 56,902          |
| Residential Bill (274 m <sup>3</sup> p.a.)   | \$ 892.46                   | \$ 937.08       | \$ 983.00       | \$ 1,033.13     | \$ 1,082.72     | \$ 1,138.59     | \$ 1,193.81     | \$ 1,252.91     | \$ 1,313.67     | \$ 1,377.39     |
| <b>Annual % Rate Increase</b>  | <b>4.9%</b>                 | <b>5.0%</b>     | <b>4.9%</b>     | <b>5.1%</b>     | <b>4.8%</b>     | <b>5.2%</b>     | <b>4.9%</b>     | <b>5.0%</b>     | <b>4.9%</b>     | <b>4.9%</b>     |

| <b>Rate Budget Forecast as Projected in the 2014 Budget</b> |             |             |             |             |             |             |             |             |             |  |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--|
| Net Program Impact  | 174,905     | 185,270     | 196,178     | 208,090     | 220,290     | 233,973     | 247,469     | 261,926     | 277,129     |  |
| Annual Water Consumption m <sup>3</sup>                     | 55,087      | 55,362      | 55,639      | 55,917      | 56,197      | 56,478      | 56,760      | 57,044      | 57,329      |  |
| Residential Bill (274 m <sup>3</sup> p.a.)                  | \$ 892.04   | \$ 936.64   | \$ 982.53   | \$ 1,032.64 | \$ 1,082.21 | \$ 1,138.05 | \$ 1,193.25 | \$ 1,252.79 | \$ 1,313.55 |  |
| <b>Annual % Rate Increase</b>                               | <b>4.9%</b> | <b>5.0%</b> | <b>4.9%</b> | <b>5.1%</b> | <b>4.8%</b> | <b>5.2%</b> | <b>4.9%</b> | <b>5.0%</b> | <b>4.9%</b> |  |

## 2015 Capital Budget & Forecast Overview

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (State-Of-Good-Repair) and to expand the infrastructure to meet the requirements of the growing community (development). The following table summarizes the 2015 capital budget and forecast, including the Police capital program.

| 2015 Capital Budget & Forecast                       |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|--|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Summary of Total Capital Budget & Financing (\$000s) |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|  | Gross Cost          | 2015              | 2016              | 2017              | 2018              | 2019              | 2020              | 2021              | 2022              | 2023              | 2024              |
| <b>Program Expenditures</b>                          |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Water  | \$ 893,592          | \$ 136,491        | \$ 89,863         | \$ 171,942        | \$ 77,231         | \$ 83,010         | \$ 47,736         | \$ 48,446         | \$ 93,483         | \$ 76,454         | \$ 68,936         |
| Wastewater   | 669,174             | 57,453            | 34,761            | 37,542            | 67,583            | 109,783           | 132,078           | 40,634            | 45,300            | 55,674            | 88,366            |
| Transportation                                       | 1,172,117           | 101,673           | 153,266           | 137,517           | 89,269            | 91,978            | 105,824           | 109,103           | 121,119           | 117,066           | 145,302           |
| Planning   | 116,785             | 8,103             | 12,448            | 12,953            | 10,453            | 12,483            | 12,603            | 11,803            | 10,853            | 11,903            | 13,183            |
| Asset Management                                     | 38,768              | 3,093             | 4,857             | 3,567             | 3,360             | 3,780             | 4,947             | 3,625             | 3,935             | 3,802             | 3,802             |
| Waste Management                                     | 49,429              | 9,982             | 2,112             | 8,969             | 2,764             | 1,316             | 15,873            | 2,607             | 2,004             | 1,088             | 2,714             |
| Information Technology                               | 38,952              | 2,899             | 2,992             | 3,228             | 3,333             | 3,470             | 3,655             | 4,836             | 4,552             | 5,152             | 4,836             |
| Other Tax  | 38,497              | 4,062             | 4,286             | 2,844             | 4,491             | 2,687             | 3,371             | 4,121             | 2,897             | 3,096             | 6,642             |
| Police   | 140,123             | 82,285            | 23,347            | 3,795             | 5,038             | 3,728             | 5,466             | 5,181             | 3,710             | 3,819             | 3,754             |
| <b>Total</b>   | <b>\$ 3,157,437</b> | <b>\$ 406,041</b> | <b>\$ 327,932</b> | <b>\$ 382,357</b> | <b>\$ 263,522</b> | <b>\$ 312,235</b> | <b>\$ 331,553</b> | <b>\$ 230,356</b> | <b>\$ 287,853</b> | <b>\$ 278,054</b> | <b>\$ 337,535</b> |
| <b>Financing</b>                                     |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| External Rcvry                                       | \$ 11,270           | \$ 9,151          | \$ 1,901          | \$ 51             | \$ 1              | \$ 56             | \$ 1              | \$ 56             | \$ 1              | \$ 56             | \$ 1              |
| Tax Reserves   | 879,725             | 93,516            | 107,892           | 93,751            | 69,641            | 76,356            | 96,207            | 80,044            | 82,462            | 79,164            | 100,692           |
| Rate Reserves  | 678,551             | 59,212            | 57,460            | 60,123            | 63,662            | 67,344            | 71,682            | 72,835            | 75,224            | 74,843            | 76,166            |
| Dev't Charges - Resid.                               | 1,216,587           | 130,580           | 118,557           | 187,184           | 102,350           | 116,955           | 128,024           | 71,967            | 112,696           | 107,979           | 140,295           |
| Dev't Charges - Non-Res.                             | 4,583               | 487               | 730               | 461               | 277               | 648               | 399               | 640               | 382               | 280               | 280               |
| Infstrctr Invstmt Rvolv. Fnd                         | 220,152             | 31,611            | 11,529            | 37,437            | 21,885            | 30,644            | 31,051            | 4,815             | 16,045            | 15,034            | 20,101            |
| Debentures   | 146,569             | 81,485            | 29,863            | 3,351             | 5,706             | 20,232            | 4,189             | -                 | 1,044             | 699               | -                 |
| <b>Total</b>   | <b>\$ 3,157,437</b> | <b>\$ 406,041</b> | <b>\$ 327,932</b> | <b>\$ 382,357</b> | <b>\$ 263,522</b> | <b>\$ 312,235</b> | <b>\$ 331,553</b> | <b>\$ 230,356</b> | <b>\$ 287,853</b> | <b>\$ 278,054</b> | <b>\$ 337,535</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

The forecast is updated annually to reflect new information related to capital requirements, project timing, and costs. This forecast represents the projected future requirements based on Environmental Assessments (EA's), detailed designs, Master Plans, Infrastructure Staging Plans, revised cost estimates, and program objectives.

As shown above, the Region's 10-year capital program between 2015 and 2024 is estimated at \$3.2 billion. The 10-year program includes \$1.6 billion (50%) in rate-supported projects and \$1.6 billion (50%) in tax-supported projects. Financing of the 2015 capital budget and forecast is based on Council approved financing plans. The Development-related capital programs have been financed in accordance with the Development Financing Plan (CS-20-12).

## 2015 Capital Budget

The 2015 capital budget is \$406.0 million. Of this total, \$193.9 million (47.8%) is for Rate supported services (Water and Wastewater) and \$212.1 million (52.2%) is for Tax supported services including \$101.7 million of the Transportation program.

The 2015 capital budget is \$54.7 million higher than previously projected for 2015 in the 2014 budget. This increase is mainly due to the Police facility expansion needs for the Headquarter (HQ)/Central Services facility. This facility will address the growth needs of the HRPS and provide the opportunity for the Region to expand into the existing Police building, generating savings in lease costs. The detailed financing plan is discussed in Report No. LPS14-15 (re: Halton Regional Police Service New Police Headquarters).

The following highlights significant projects in the 2015 capital budget.

- **\$193.9 million 2015 Water and Wastewater capital program** consists of \$58.5 million for the State-Of-Good-Repair (Non-Development) program to address the upgrade/replacement needs and \$135.4 million for the Development-related program.

The **\$58.5 million State-Of-Good-Repair program** in 2015 includes the following:

- \$44.5 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$5.0 million provision to assist in the implementation of any potential recommendations of the Region-wide Flood Mitigation Study (PW-46-14)
- \$11.3 million for plants/facilities infrastructure upgrades and replacements, including Burlington Skyway WWTP, Burlington WPP and the implementation of Pumping Station Master Plan in Burlington East area

The **\$135.4 million Development-related program** in 2015 includes the following:

- \$47.7 million for a 1200mm WM on Trafalgar Rd from Britannia Rd to new Zone 4 Reservoir
- \$25.0 million for a 30 ML Reservoir, near Trafalgar Road and No. 5 Side Road
- \$19.6 million for a 750 mm WM Second feed to Washburn Reservoir (Zone B1)
- \$14.2 million for a New 86 ML/d WWPS on Britannia Rd between 3rd Line and 16 Mile Creek (1000 L/s) - Construction

- **\$101.7 million 2015 Transportation capital program** includes:

- \$31.9 million for Britannia Road Rd widening (Tremaine to Hwy 407)
- \$17.6 million for new North Oakville Transportation Corridor (16 Mile Creek to Neyagawa, Trafalgar to Ninth Line and bridge over 16 Mile Creek)
- \$9.9 million for Steeles Avenue widening (James Snow Parkway to Trafalgar and Industrial to Martin Street)
- \$9.3 million for Upper Middle Road widening (Neyagawa to Trafalgar, Grand Blvd to Ninth Line/Ford Drive, Winston Park Dr to Winston Churchill Blvd and intersection improvements at Dorval Drive)

- \$8.0 million for Guelph Line (reconstruction 1km north of Derry to Conservation Road and intersection improvements at Harvester)
- \$4.7 million for Ninth Line widening (Steeles Ave to 10 Side Rd and Ford Drive improvements at North Service Rd connection))
- **\$3.1 million 2015 Asset Management capital program** includes the on-going building rehabilitation and upgrade needs for all of Regional facilities, including Halton Regional centre, Long-term care facilities and Paramedic services, based on building condition assessments
- **\$8.1 million 2015 Planning capital program (including Housing)** is \$2.8 million lower than the 2014 forecast mainly due to a one-year deferral of the Regional Official Plan (ROP) implementation project (\$2.0 million) and OMB hearings (\$3.0 million) based on updated spending needs, offset by increased Assisted Housing Development (\$2.3 million) to align with the financing plan within the CHS Update (SS-21-13)
- **\$2.9 million 2015 Information Technology capital program** is \$400,000 reduced from the 2014 forecast as the purchased service costs (e.g. studies) related to application developments/procurements have been moved from capital to operating budget as part of the on-going budget realignment initiative under TCA
- **\$10.0 million 2015 Waste Management capital program** is unchanged from the 2014 forecast and includes the cost for Cell 3 East construction at the Regional landfill site
- **\$82.3 million 2015 Police capital program** represents a \$77.2 million increase from the 2014 forecast, mainly due to the facility expansion needs for the Headquarter/Central Services facility (\$74.0 million), the design for Division 1 facility (\$2.0 million), increased technology upgrade needs (\$555,000) and a provision for conducted energy weapons (\$500,000)

The financing of the capital program is outlined in detail within the Tax Budget Overview and the Rate Budget Overview sections of this book.

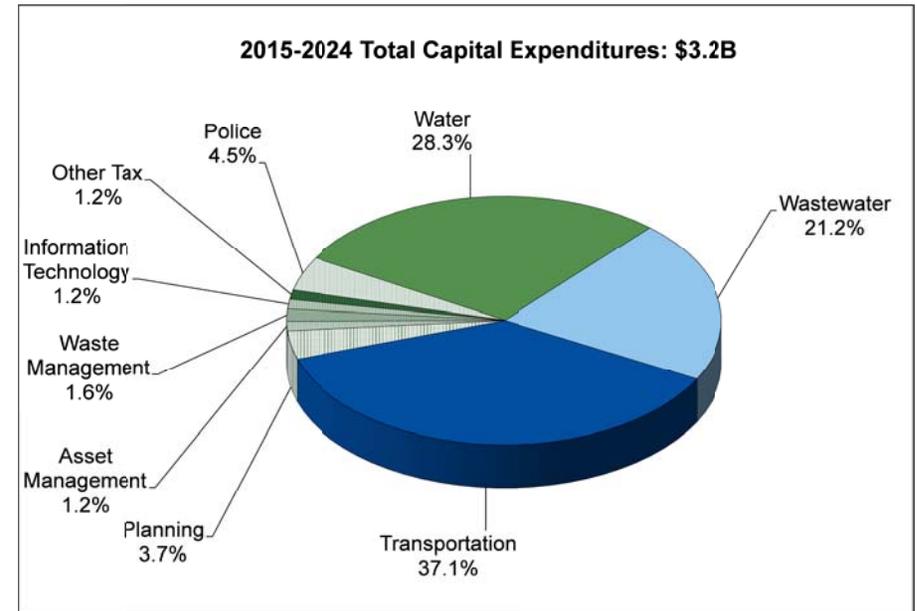
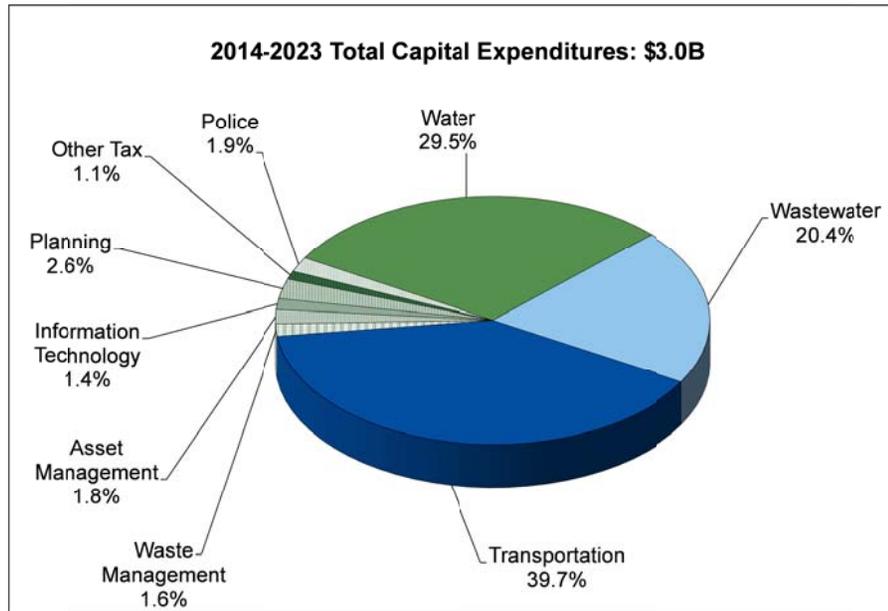
The following are the ten largest dollar value projects included in the 2015 capital budget. These projects total \$258.0 million and account for 63.5% of the 2015 capital budget.

| <b>2015 Capital Budget &amp; Forecast</b>                       |   |                 |
|---|---|-----------------|
| <b>Top 10 Largest Capital Expenditures in 2015 (\$Millions)</b> |   |                 |
| <b>Program</b>  | <b>Project Descriptions</b>   | <b>Cost</b>     |
| Police  | New HQ/Central Services Facility  | \$ 74.0         |
| Water   | 1200mm WM on Trafalgar Rd from Britannia Rd to new Zone 4 Reservoir (Zone M4)                 | 47.7            |
| Roads   | Britannia Road - Widening   | 31.9            |
| Water   | 30 ML Reservoir, near Trafalgar Road and No. 5 Siderd (Zone M4)                               | 25.0            |
| Water   | 750 mm WM Second feed to Washburn Reservoir (Zone B1)   | 19.6            |
| Roads   | New North Oakville Transportation Corridor  | 17.6            |
| Wastewater  | New 86 ML/d WWPS on Britannia Rd between 3rd Line and 16 Mile Creek (1000 L/s) - Construction | 14.2            |
| Roads   | Steeles Avenue - Widening   | 9.9             |
| Roads   | Upper Middle Road - Widening  | 9.3             |
| Waste   | HWMS - Cell 3 East Construction   | 8.9             |
| <b>Total</b>  |   | <b>\$ 258.0</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

## 10-Year Capital Budget & Forecast

The following charts illustrate the 2015 10-year expenditures compared to the 2014 forecast.



The 2015 10-year capital budget and forecast (2015-2024) totals \$3.2 billion, which is \$121.4 million higher than the 2014 10-year program. The increase is mainly as a result of increased facility expansion costs for the Police, additional infrastructure needs for the Rate supported State-of-Good-Repair program and Assisted Housing program (Planning) based on the CHS as discussed below.

As illustrated, a significant portion (86.6%) of the 2015 10-year program continues to be committed to the Water, Wastewater and Transportation programs. The following summarizes the programs that comprise the 10-year capital forecast.

- **\$1.6 billion 10-year Water and Wastewater capital program** consists of \$673.1 million for State-Of-Good-Repair program (Non-development) and \$889.6 million for Development-related program.

**\$673.1 million 10-year State-Of-Good-Repair program** is \$107.4 million higher from the 2014 program. The additional funding needs have been identified as a result of the on-going review of asset management requirements undertaken during 2014, based on available asset condition data along with estimated asset replacement values (PW-01-15/FN-01-15/LPS01-15). As discussed earlier, the long-term sustainable asset management and financing plan will be developed as part of the Asset Management Roadmap Implementation Plan work being undertaken. The 2015 10-year budget includes:

- \$344.4 million for water distribution and wastewater collection systems rehabilitation and replacements
- \$306.6 million for plants/facilities infrastructure upgrades and replacements

**\$889.6 million 10-year Development-related program** is a \$61.0 million decrease from the 2014 program as the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The 2015 10-year program includes:

- \$452.1 million to service Region-wide Capacity related infrastructure
- \$309.6 million to service Greenfield area related infrastructure
- \$82.4 million to service Built Boundary areas related infrastructure
- \$45.5 million for Employment Land servicing related infrastructure

- **\$1.2 billion 10-year Transportation capital program** is \$32.2 million lower than the 2014 program as the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The 2015 10-year program provides significant road widening, new road, and grade separation programs including:

- \$177.9 million for Trafalgar Rd
- \$139.8 million for Dundas St
- \$124.3 million for Regional Road 25
- \$116.8 million for the new North Oakville Transportation Corridor (NNOTC)
- \$96.7 million for Tremaine Rd
- \$86.3 million for Steeles Ave

- **\$116.8 million 10-year Planning capital program (including Housing)** is \$38.9 million higher than the 2014 program mainly due to the Assisted Housing Development (\$31.2 million) increase to align with approved financing plan in the updated CHS (SS-21-13).

- **\$38.8 million 10-year Asset Management capital program** includes the Region's on-going facility rehabilitation/replacement needs (\$34.4 million) based on building condition assessments.
- **\$49.4 million 10-year Waste Management capital program** is \$1.1 million lower than the 2014 program as some of the significant projects (e.g. Oakville Landfill mound reduction (\$1.0 million)) have been moved to the implementation stage. The 2015 10-year program includes Cells 3 and 4 construction (\$27.2 million), on-going gas system provision (\$1.4 million), Organic Transfer Facility (\$7.2 million), heavy equipment (\$3.4 million), and continued buffer land purchases (\$3.6 million).
- **\$39 million 10-year Information Technology capital program** is \$3.8 million reduced from the 2014 program mainly due to the purchased service costs (e.g. studies) related to application developments/procurements being moved from capital to operating budget as part of the on-going budget realignment initiative under TCA.
- **\$38.5 million 10-year other capital programs** includes provisions for Paramedic Services (\$22.9 million for stations, vehicle/defibrillation programs and Master Plan), equipment replacements at long-term care facilities (\$6.3 million), and air quality monitoring (\$3.2 million).
- **\$140.1 million 10-year Police capital program** is \$82.0 million higher than the 2014 program mostly due to the facility program. The 2015 10-year program includes facility projects (\$96.5 million), technology upgrades (\$18.5 million), vehicle/equipment related projects (\$23.1 million) and replacement provisions for the radio trunking infrastructure and user equipment (\$2.0 million).

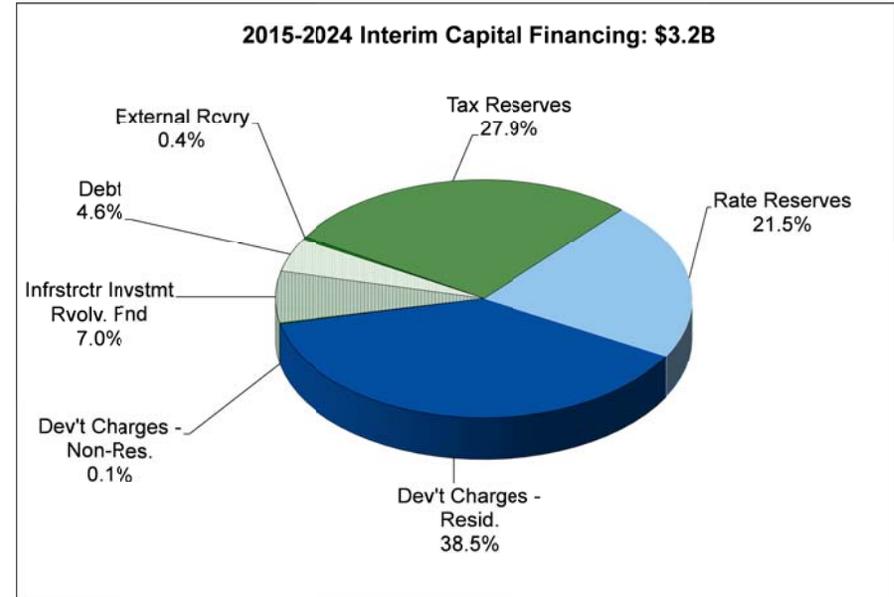
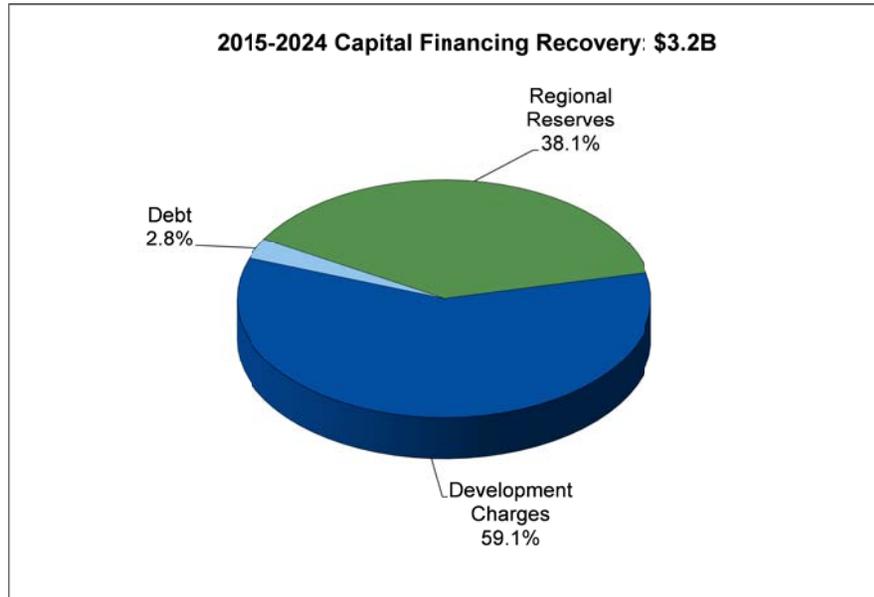
The following table shows the 20 largest dollar value projects in the 10-year capital budget and forecast. These projects total \$1.5 billion and represent 47.8% of the total capital program.

| <b>2015 Capital Budget &amp; Forecast</b>                     |  |                 |                   |                   |
|---|--|-----------------|-------------------|-------------------|
| <b>Top 20 Largest Expenditures (2015 - 2024) (\$Millions)</b> |  |                 |                   |                   |
| <b>Program</b>  | <b>Project Descriptions</b>  | <b>2015</b>     | <b>2016-2024</b>  | <b>Total</b>      |
| Roads   | Trafalgar Road - Widening and Grade Separation   | \$ 2.0          | \$ 175.9          | \$ 177.9          |
| Roads   | Dundas Street - Widening, Grade Separation, and Bridge Works   | 1.1             | 138.7             | 139.8             |
| Roads   | Regional Rd 25 - Widening  | 1.7             | 122.6             | 124.3             |
| Roads   | New North Oakville Transportation Corridor   | 17.6            | 99.2              | 116.8             |
| Water   | Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d   | -               | 98.4              | 98.4              |
| Roads   | Tremaine Road -Widening and Reconstruction   | 0.7             | 96.0              | 96.7              |
| Wastewater  | Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d  | -               | 93.3              | 93.3              |
| Tax   | Assisted Housing Development   | 7.0             | 83.0              | 90.0              |
| Roads   | Steeles Avenue - Widening and Grade Separation   | 9.9             | 76.4              | 86.3              |
| Police  | New HQ/Central Services Facility   | 74.0            | -                 | 74.0              |
| Roads   | Ninth Line - Widening  | 4.7             | 50.2              | 54.9              |
| Roads   | Britannia Road - Widening  | 31.9            | 18.8              | 50.7              |
| Water   | 1200mm WM on Trafalgar Rd from Britannia Rd to new Zone 4 Reservoir (Zone M4)                                  | 47.7            | -                 | 47.7              |
| Roads   | Appleby Line - Widening  | 0.7             | 46.2              | 46.9              |
| Roads   | Upper Middle Road - Widening   | 9.3             | 33.8              | 43.1              |
| Roads   | Winston Churchill Blvd - Widening & Reconstruction   | 2.4             | 37.9              | 40.3              |
| Roads   | James Snow Parkway - Widening and New Construction   | -               | 36.4              | 36.4              |
| Water   | Burlington WPP - Filter Building Structural Upgrades   | -               | 32.0              | 32.0              |
| Wastewater  | Design and Construction of a new trunk sewer in Burlington East Area in support of Pumping Station Master Plan | -               | 30.1              | 30.1              |
| Wastewater  | 156 ML/d WWPS at Lower Base Line and 4th Line (1805 L/s)   | -               | 28.4              | 28.4              |
| <b>Total</b>  |  | <b>\$ 210.7</b> | <b>\$ 1,297.2</b> | <b>\$ 1,507.9</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

## 10-Year Capital Financing

A breakdown of the 2015 capital budget and forecast financing is presented in the following graphs.



Included in the 10-year capital plan of \$3.2 billion is \$1.3 billion (40.9%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$1.9 billion (59.1%) to address growth related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (59.1%) will ultimately be funded from DCs and the state-of-good-repair program (40.9%) will be funded from Regional reserves (38.1%) and debt (2.8%).

As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) and debt are used to fund state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and the adequate ratios between the operating contributions and amortization expenses, the 2015 budget increased the total operating contributions to \$116.0 million in support of the water/wastewater and transportation state-of-good-repair capital programs as noted earlier. This provided an opportunity to increase the use of the capital reserves, in order to finance the growing state-of-good-repair capital plan on a pay-as-you-go basis and to reduce debt financing.

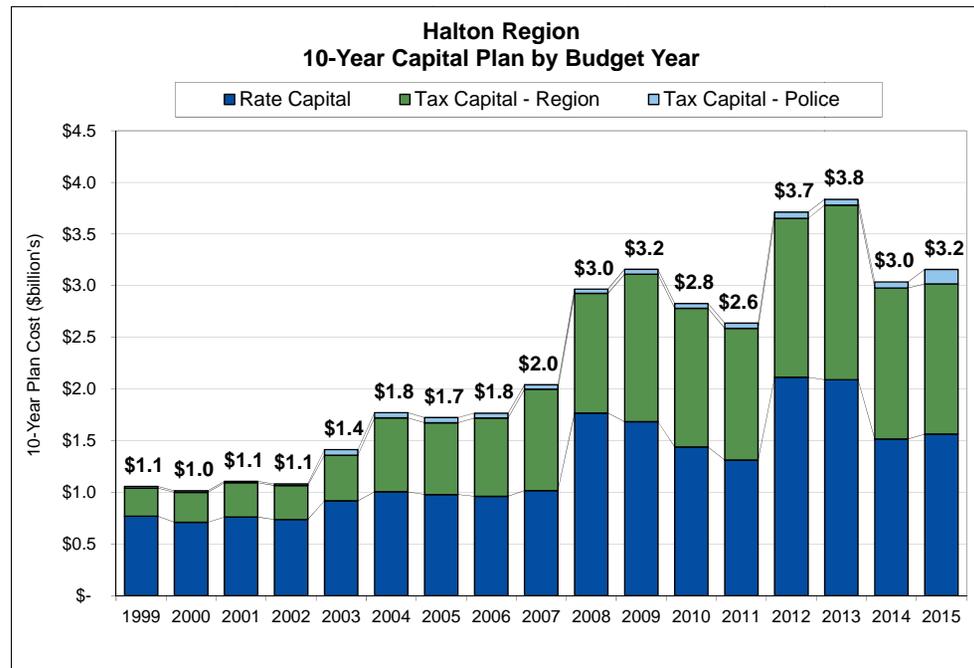
Development charges fund growth-related infrastructure. Financing of growth infrastructure, however, requires interim financing from the Region, as set out in the Development Financing Plan (CS-20-12). The Region's interim financing is required for the non-residential employment land capital cost, in order to ensure continued economic development through strategic investment in employment lands. Accordingly, as illustrated in the 2015-2024 Interim Capital Financing chart, the Region will provide interim financing from the Infrastructure Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future

development charges including carrying cost. The financing plan pertaining to 2015 Development-related Water/Wastewater and Transportation programs have been prepared based on the Development Financing Plan (CS-20-12).

## Long-Term Financing

The long-term maintenance of the Region's solid fiscal foundation is one of the primary goals established by Regional Council. Continued diligence in managing debt levels and maintaining adequate reserves will be required to sustain Halton's fiscal position.

Long-term financing requirements are driven by the 10-year capital budget and forecast. The following graph shows the significantly growing capital requirements between 1999 and 2015.



In 2009, the 10-year capital program had escalated to \$3.2 billion, due to expanding capital programs and significant cost increases based on the 2008 Master plan updates for Development Water/Wastewater and Transportation programs. Similarly in 2012 the 10-year program jumped to \$3.7 billion driven by the 2011 Master Plan updates for the same programs. The 2015 10-year program (\$3.2 billion) is higher than the 2014 program due mainly to the increase in the Police capital program driven by the facility expansion projects.

The financing of the capital program requires a well-balanced funding strategy involving the Region's own reserve/reserve funds, debentures and recovery from growth through development charges.

## **Financing of State-Of-Good-Repair**

The Region utilizes its reserves and debt in the financing of the state-of-good-repair capital program for existing infrastructure. The reserves (including operating contributions, Gas Tax revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the on-going or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from rate/tax payers is appropriately matched with the benefit of infrastructure. The 2015 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period, in order to provide sustainable investment for the growing assets and to move forward with a pay-as-you-go financing for the state-of-good-repair capital program, while reducing reliance on debt.

## **Financing of Growth**

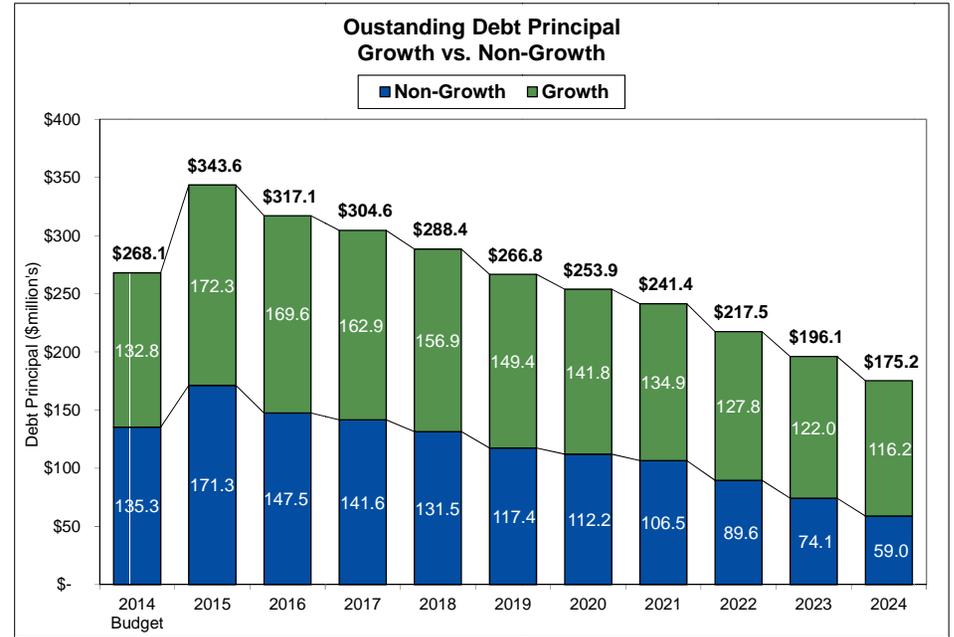
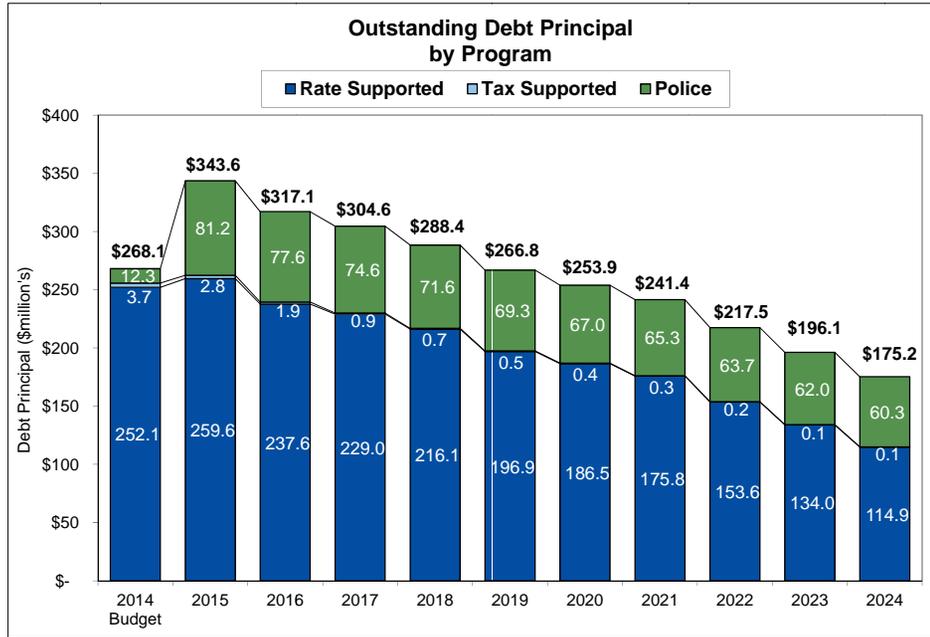
The Region relies on development charges to finance new/expansion infrastructure required for growth. Development charges, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt, are used for the financing of growth-related projects consistent with the 2012 Development Financing Plan (CS-20-12). In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future development charges including carrying costs under the financing plan. This plan ensures that all growth-related costs that can be recovered under the DC by-law will be recovered and that Halton's strong financial position is not compromised. The 2015 Budget and Business Plan incorporates the Regional interim financing requirements, including the financing of the resulting debt charges, in accordance with the principles set out in the Development Financing Plan (CS-20-12).

## **Debt Financing**

When debt financing is required, the Regional practice has been to issue debt over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor the market condition to best utilize longer-term debt financing. For instance in 2011, the Region issued a 30-year term sinking fund debt in the amount of \$106 million, to service strategic employment lands (CS-33-11/PW-53-11/LPS58-11).

The 2015 Budget and Forecast projects a total of \$146.6 million in debt financing over the next 10-years. In the 2015 program, the debt financing is equally split between to Rate-supported programs (\$73.5 million) and the Tax-supported programs (e.g. Police) (\$73.1 million). Debt financing will be used for employment growth-related capital and state-of-good-repair capital in the rate-supported program, as well as for the Police facility expansion in the tax-supported programs.

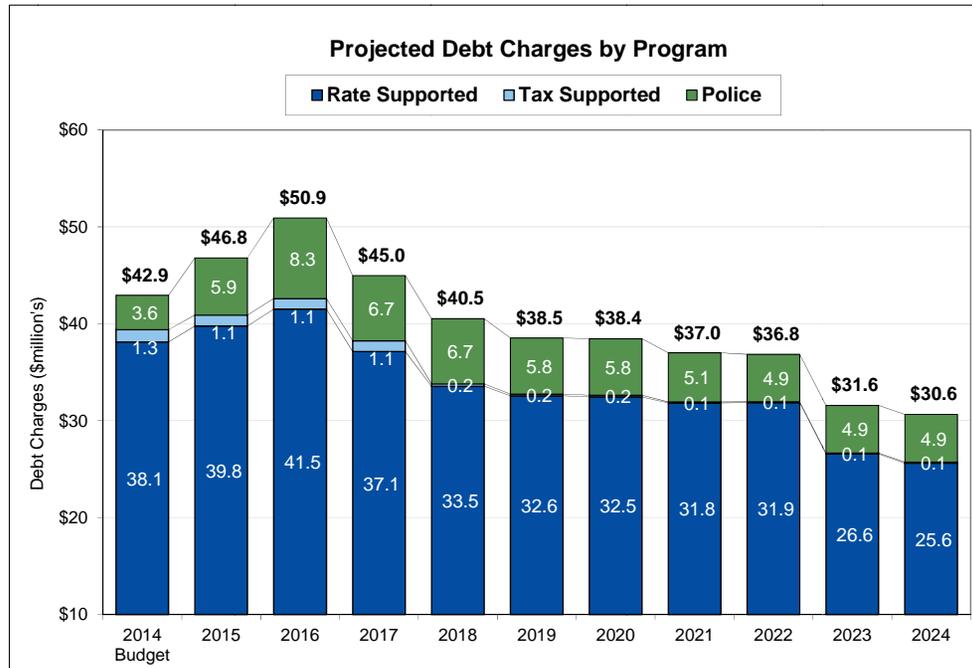
The following charts illustrate the annual projected debt levels over the next 10-years. Debt levels are expected to peak at \$343.6 million in 2015, mainly driven by funding required for the Police Headquarter/Central Services Facility expansion in 2015, and to gradually decline thereafter.



The following debt driver table lists the projects that require significant debt financing over the next 10-years.

| <b>Debt Drivers (2015 - 2024)<br/>Rate and Tax Capital Budget (\$Millions)</b> |                     |
|--|---------------------|
| <b>Project Descriptions</b>  | <b>10-Year Debt</b> |
| <b>Water</b>   |                     |
| 750 mm WM Second feed to Washburn Reservoir (Zone B1)                          | \$ 16.1             |
| 11.5 ML storage expansion at Brant St Reservoir (existing site) (Zone B1)      | 11.6                |
| 7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A)     | 7.3                 |
| 900 mm Second Feedermain to Davis Road Booster Pumping Station (Zone O1)       | 5.5                 |
| 5.5 ML storage expansion at Mount Forest Reservoir (existing site) (Zone B1)   | 5.3                 |
| 400 mm WM between Tyandaga Reservoir and Beaufort Reservoir (Zone B4)          | 4.7                 |
| 4.5 ML storage expansion at Tyandaga Reservoir (existing site) (Zone B3)       | 4.4                 |
| Acton Artificial Recharge Capital Works  | 3.2                 |
| <b>Tax - Police</b>  |                     |
| New HQ/Central Services Facility   | 62.5                |
| 1 District (Georgetown/Milton)   | 10.6                |
| <b>Total</b>   | <b>\$ 131.2</b>     |

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

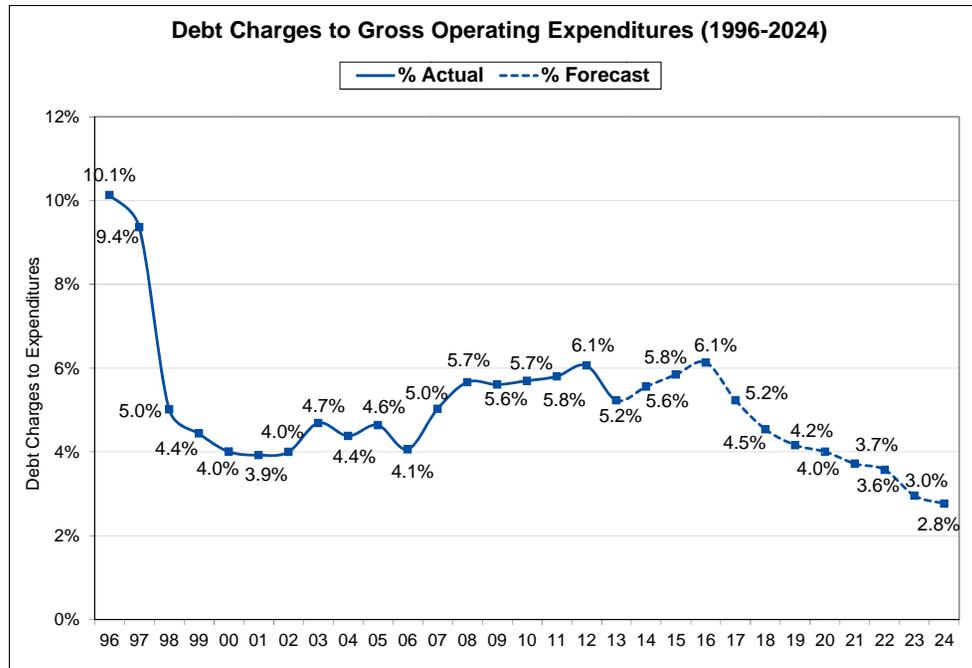


As illustrated in the chart above, total budgeted debt charges will increase from \$42.9 million in 2014 to \$46.8 million in 2015, primarily driven by Police facilities. A substantial portion of debt financing employed for Police facilities is related to growth. As such, the resulting debt charges will be supported mostly by development charge revenues. This will require an update to the Region’s development charges by-law as noted earlier.

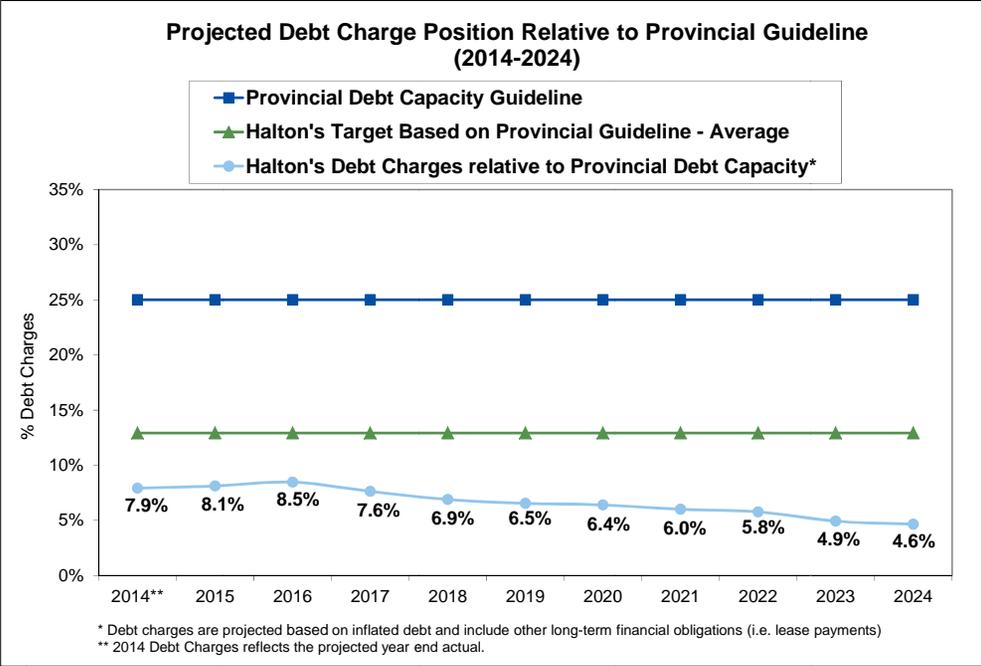
The annual debt charge is projected to reach \$50.9 million in 2016, of which \$41.5 million is water and wastewater related. While debt charges will continue to have an impact on the Rate-supported budgets, the debt charges are expected to decline substantially over the forecast period, as the Region moves forward with the pay-as-you-go funding approaches for the state-of-good-repair capital program and continues to reduce its reliance on debt.

While debt charges are increasing in the short term (2014-2016), the projected levels are affordable in the context of the Region’s total financial plan and relative to Halton’s substantial asset base. The affordability of the debt can be measured by examining projected debt charges as a percentage of total operating expenditures as shown in the Debt Charges to Total Operating Expenditures chart.

Even with increasing debt levels in the short-term, debt charges as a percentage of direct program costs are well below 10%.



The Province sets a debt capacity guideline for municipalities of 25% of own revenues. The Region’s own guidelines (10% of gross operating expenditures) translate to approximately 13% of own revenues. The chart below illustrates the Region’s projected position relative to the Province’s debt guideline. The Region’s ratios continue to remain well below the guideline.



The trend in Halton’s debt charges relative to the Provincial guideline remains similar to the one presented in the 2014 Budget.

## Reserve Financing

The Region's reserve financing strategy is an important element of the financial plan. Reserves, funded by operating contributions, Gas Tax revenue and investment earnings, are a primary funding source to sustain on-going/recurring capital programs, in particular by ensuring that the Region can fund its state-of-good-repair program. In addition, reserves are also used to fund unanticipated or one-time expenditure requirements, such as the \$5.0 million reserve funding provided in relation to the Basement Flooding Mitigation Study (PW-46-14). This allows the Region the flexibility to issue debt only when market opportunities arise, and to minimize the fluctuation of taxes and user rates caused by temporary or cyclical conditions.

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2014 is \$810.1 million, \$138.3 million of which are reserve funds (e.g. DC funds and self-insurance funds).

| 2015 Budget and Forecast Reserve Continuity (\$000s) |                   |                        |                               |                             |                         |                             |                               |                       |                   |
|--|-------------------|------------------------|-------------------------------|-----------------------------|-------------------------|-----------------------------|-------------------------------|-----------------------|-------------------|
|  | 2013 Ending       | 2014 Projected Ending* | 2015 Transfers                |                             |                         |                             |                               | 2015 Projected Ending |                   |
|  |                   |                        | Transfers From/(To) Operating | Transfers From/(To) Capital | Intra Reserve Transfers | Projected DC/Dvel. Cntrbttn | Projected Interest Allocation |                       | Total             |
| <b>Reserves</b>                                      |                   |                        |                               |                             |                         |                             |                               |                       |                   |
| Tax Stabilization                                    | \$ 58,128         | \$ 59,349              | \$ (2,498)                    | \$ -                        | \$ -                    | \$ -                        | \$ -                          | \$ (2,498)            | \$ 56,851         |
| Rate Stabilization                                   | 25,973            | 21,373                 | -                             | -                           | -                       | -                           | -                             | -                     | 21,373            |
| Program Specific                                     | 46,629            | 47,212                 | 7,814                         | (6,103)                     | -                       | -                           | -                             | 1,711                 | 48,922            |
| Vehicle & Equipment                                  | 46,598            | 54,795                 | 11,189                        | (10,255)                    | -                       | -                           | 1,386                         | 2,321                 | 57,116            |
| Tax Capital  | 211,482           | 220,889                | 86,600                        | (45,186)                    | 19,579                  | -                           | 21,246                        | 82,239                | 303,127           |
| Rate Capital   | 151,813           | 174,271                | 43,473                        | (48,462)                    | -                       | -                           | 11,431                        | 6,441                 | 180,712           |
| Infrstr Invst Rvlvg Fund                             | 64,602            | 93,906                 | 8,375                         | (69,056)                    | 36,606                  | 2,592                       | 5,141                         | (16,342)              | 77,563            |
| <b>Sub-Total</b>                                     | <b>605,226</b>    | <b>671,794</b>         | <b>154,952</b>                | <b>(179,062)</b>            | <b>56,185</b>           | <b>2,592</b>                | <b>39,203</b>                 | <b>73,871</b>         | <b>745,665</b>    |
| <b>Reserve Funds</b>                                 |                   |                        |                               |                             |                         |                             |                               |                       |                   |
| Corporate  | 152,124           | 155,446                | 11,829                        | (13,474)                    | -                       | -                           | 3,854                         | 2,209                 | 157,655           |
| Development Charges                                  | (2,658)           | (17,144)               | (9,319)                       | (213,740)                   | (56,185)                | 291,556                     | 81                            | 12,392                | (4,752)           |
| <b>Sub-Total</b>                                     | <b>149,466</b>    | <b>138,302</b>         | <b>2,510</b>                  | <b>(227,214)</b>            | <b>(56,185)</b>         | <b>291,556</b>              | <b>3,935</b>                  | <b>14,601</b>         | <b>152,903</b>    |
| <b>Gross</b>   | <b>\$ 754,692</b> | <b>\$ 810,096</b>      | <b>\$ 157,462</b>             | <b>\$ (406,276)</b>         | <b>\$ -</b>             | <b>\$ 294,149</b>           | <b>\$ 43,138</b>              | <b>\$ 88,472</b>      | <b>\$ 898,568</b> |

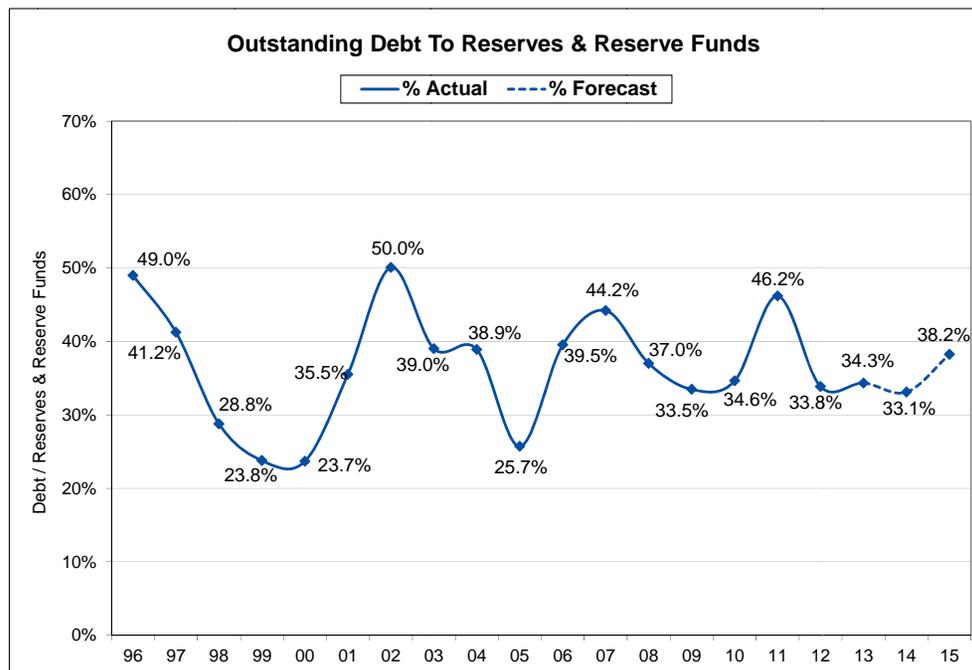
\* Balances include the projected year-end surpluses. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13). In 2015, the Tax Stabilization reserve balance is projected to be \$56.8 million, which is \$4.1 million below the target of \$60.9 million. The Rate Stabilization balance is projected to be \$21.4 million, which is \$7.3 million below the target of \$28.7 million. Any future operating surplus will be first applied to the stabilization reserves in order to meet the target levels.

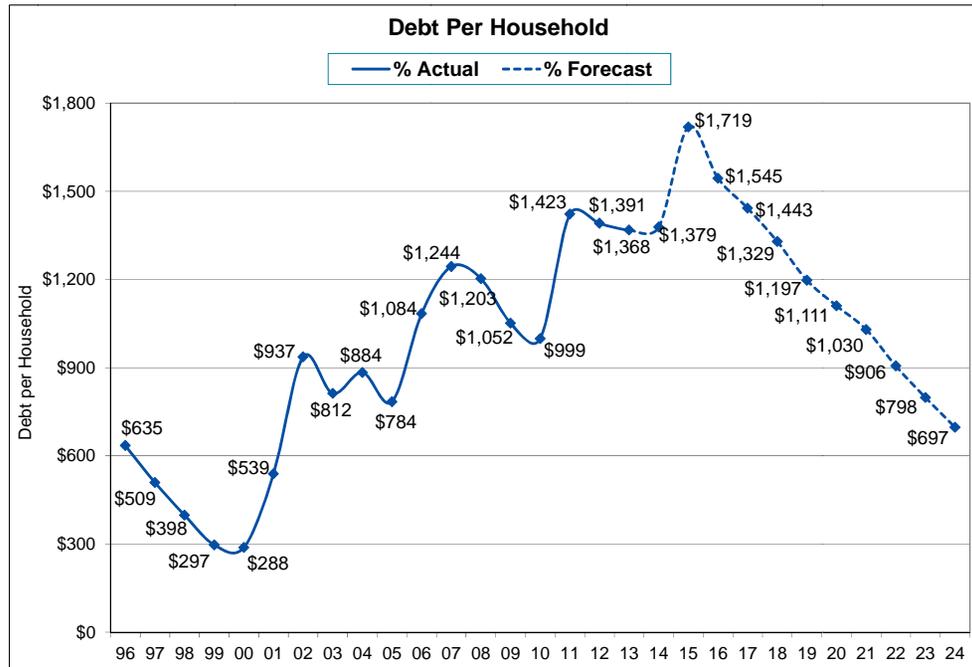
As shown in the schedule, the reserve position is projected to increase by \$88.5 million to \$898.6 million (including the reserve funds) at the end of 2015. Any projected shortfalls in the development charge reserve funds will be incorporated in the next DC by-law update expected in 2016.

The following Outstanding Debt to Reserves and Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position.

As shown in the chart below, the ratios over the past 18 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose significantly in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt in the amount of \$106 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to rise in 2015 (38.2%) from the 2014 level due to debt financing required for the Police facility expansion project as discussed earlier.



The following Debt per Household graph demonstrates outstanding debt in relation to the number of households in the Region. The debt amount will rise in 2015 due mainly to debt financing planned for the Police facility expansion project. This ratio will then rapidly decline thereafter over the forecast period, as the Region moves forward with a pay-as-you-go financing for the state-of-good-repair capital programs.



## Conclusion

The 2015 Budget and Business Plan results in a property tax increase of 1.5% for Regional services, an increase of 1.9% for Police Services for a combined tax increase of 1.6%, and a 4.9% rate increase for water and wastewater, while maintaining service levels for all core Regional services and responding to demand for services as the community continues to grow.



# Budget and Business Plan 2015

## Tax Overview





# Tax Budget Overview

## 2015 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 of current value assessment (cva). The 2015 property tax impact for Regional services is an increase of \$3 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$5 per \$100,000 cva.

| Property Tax Impact<br>of Regional Government Services<br>(Per \$100,000 cva) |               |  |               |             |             |
|---|---------------|--|---------------|-------------|-------------|
|   | 2014          |  | 2015          |             | Change      |
|   | Actual        |  | Budget        |             | \$ %        |
| Regional Services   | \$ 208        |  | \$ 211        | \$ 3        | 1.5%        |
| Police Services *   | 120           |  | 122           | 2           | 1.9%        |
| <b>Total Regional Taxes **</b>  | <b>\$ 328</b> |  | <b>\$ 333</b> | <b>\$ 5</b> | <b>1.6%</b> |

\* Approved by Police Services Board

\*\* Based on 1.7% assessment growth per most recent MPAC information

For example, for a household with \$400,000 cva, the Regional tax would be \$1,332, an increase of \$20 including Police services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional taxes per \$100,000 cva of \$333.

The following table provides a summary of the net tax levy requirement for Regional and Police Services. The combined 2015 levy request totals \$367.2 million, consisting of \$232.3 million for Regional Services and \$134.8 million for Police Services, representing increases of 3.2% and 3.6% respectively. After assessment growth of 1.7%, these increases result in the next tax impact of 1.5% for the Region and 1.9% for the Police, for the combined impact of 1.6%.

| Tax Supported Budget Summary |                   |                   |                       |                   |                            |             |                                 |             |                              |  |
|------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------------|-------------|---------------------------------|-------------|------------------------------|--|
|                              | 2014              | 2015              |                       |                   | Change in Budget           |             |                                 |             | 2015                         |  |
|                              | Approved Budget   | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             | Tax Impact after Assessment* |  |
| Regional Services            | \$ 225,101        | \$ 230,825        | \$ 1,523              | \$ 232,347        | \$ 5,724                   | 2.5%        | \$ 7,247                        | 3.2%        | 1.5%                         |  |
| Police Services              | 130,124           | 133,945           | 863                   | 134,808           | 3,820                      | 2.9%        | 4,683                           | 3.6%        | 1.9%                         |  |
| <b>Total</b>                 | <b>\$ 355,225</b> | <b>\$ 364,769</b> | <b>\$ 2,386</b>       | <b>\$ 367,155</b> | <b>\$ 9,544</b>            | <b>2.7%</b> | <b>\$ 11,930</b>                | <b>3.4%</b> | <b>1.6%</b>                  |  |

This impact is consistent with the 2015 Budget Direction (FN-26-14), which recommended that the Regional tax increase not exceed the rate of inflation for Regional Services.

## 2015 Tax Operating Budget Highlights

The 2015 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council. The public continue to be engaged through resident satisfaction surveys. In this way, the Region can regularly monitor public satisfaction with the services provided to the residents of Halton. Surveys show that the public satisfaction with Regional services has averaged 98% over the past few years. Taxpayer satisfaction comes as a result of maintaining service levels in the Region's core service delivery areas while minimizing the impact on the taxpayer. Residents of Halton continue to be very satisfied with Regional delivery of services and continue to place highest importance on planning for future infrastructure needs and maintenance of current infrastructure. Residents rate the overall quality of life in Halton very high at 99%. The 2015 Budget will continue to ensure Halton maintains the high quality of life and services which residents expect.

Maintaining the Region's strong financial position is a key component of Halton's credit rating. Halton has maintained a AAA rating for the past 24 years which is a testament to the financial position, policies and practices of the Region and the local municipalities. The 2015 Budget and Business Plan has been prepared in accordance with the financial plans and policies approved by Regional Council to ensure the AAA credit rating is maintained.

The Budget has been prepared based on the following budget principles:

- The annual budget is prepared in accordance with the financial plans, annual targets and policies approved by Regional Council
- Investment in new financial and staff resources resulting from growth, program enhancements or additional Federal/Provincial funding will require a business case to be considered by Council as part of the annual budget process
- The annual budget includes investment in the state-of-good-repair of the Region's assets to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand
- Regional programs are funded from sustainable revenues. Ongoing expenditures are not funded from temporary or one-time revenues
- 10 year operating and capital forecasts will be prepared
- All growth-related capital costs that can be recovered under the Development Charges (DC) by-law will be recovered from growth in the annual budget
- Halton's own debt limits are not exceeded throughout the 10-year forecasts
- Reserves are maintained at sufficient levels to support the state-of-good-repair of Regional assets, tax and rate stabilization reserves targets and to fund-specific program requirements
- Halton's strong financial position and financial planning principles will not be compromised to ensure the Region's AAA credit rating is maintained

The following chart highlights the process undertaken to prepare the 2015 tax budget.

| 2015 Budget Process   |              |                   |
|-----------------------|--------------|-------------------|
|                       | Tax Increase | Assessment Growth |
| 2015 Forecast         | 1.80%        | 1.25%             |
| 2015 Budget Direction | 1.80%        | 1.70%             |
| 2015 Budget           | 1.50%        | 1.70%             |

Consistent with the Council priorities of maintaining tax rate increases at or below the rate of inflation, the 2015 Tax Budget for Regional Services results in a property tax increase of 1.5% after assessment growth. Between 2007 and 2014, the average tax increase for Regional services has been 0% in Halton.

The 10-year operating budget forecast in the 2014 Budget and Business Plan projected the tax increase for Regional programs in 2015 to be 1.8%. The 10-year operating forecast was developed, based on existing program financing plans, program-specific assumptions with respect to provincial funding and expected inflationary and growth factors. For the 2015 Budget Directions (FN-26-14), the forecast budget model assumptions were updated to reflect inflation and higher assessment growth from 1.25% to 1.7%. Further, the 2015 Budget Directions recognized that some program enhancements would be needed to address growth and other program pressures in order to maintain service levels. Based on these factors Council approved 2015 Budget Directions with a tax increase at or below 1.8% for Regional services (excluding Police).

To achieve the Budget Direction recommendations, the 2015 Budget was prepared based on the following:

- No budget increase in many programs
- 2% inflationary adjustments where required (e.g. contracted expenditures)
- Increases in some program areas in response to growth and other cost pressures in order to maintain levels of service
- Reductions in some programs as a result of efficiencies and redeployment of resources to minimize the need for new staff resources
- Higher revenues including Provincial subsidies for Services for Seniors and Paramedic Services
- Higher assessment growth as reported by the Municipal Property Assessment Corporation

Several times during the budget process Management Committee reviewed the base budget and proposed strategic investments to ensure levels of services are maintained and to achieve Council priorities, which resulted in the 2015 Budget of a 1.5% tax increase (down from the 1.8% tax increase in Budget Directions).

## Tax Budget Savings and Additional Revenues

To achieve the 2015 Budget Direction recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2015 Budget incorporates additional revenues, savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The **2015 Tax-Supported Budget** includes the following savings and subsidies/revenues:

- Expenditure savings of \$570,000 from reduced OW caseloads and other various cost reductions, including leachate haulage cost savings
- Additional subsidies of \$787,000 for Paramedic Services to match the 2014 approved funding
- Additional subsidies of \$577,000 in Services for Seniors for per diem funding inflationary increases and Case Mix Index
- Additional \$480,000 for Ontario Works upload savings
- Increased revenues of \$467,000 from Waste Diversion Ontario related to blue box and sale of electronics
- Increased Federal Gas Tax of \$1.1 million used to fund road resurfacing program

## 2015 Budget Key Drivers

The savings as discussed above together with assessment growth of 1.7% are used to partially fund the key drivers in the 2015 Budget. The investments required to address these key drivers have been included in the 2015 Budget within the 1.5% tax rate increase for Regional services. The following key drivers of the 2015 Budget reflect Council priorities:

- Connecting People with Services
- Investment to Maintain Existing Infrastructure
- Maintaining Financial Sustainability
- Adapting to Climate Changes
- Economic Growth

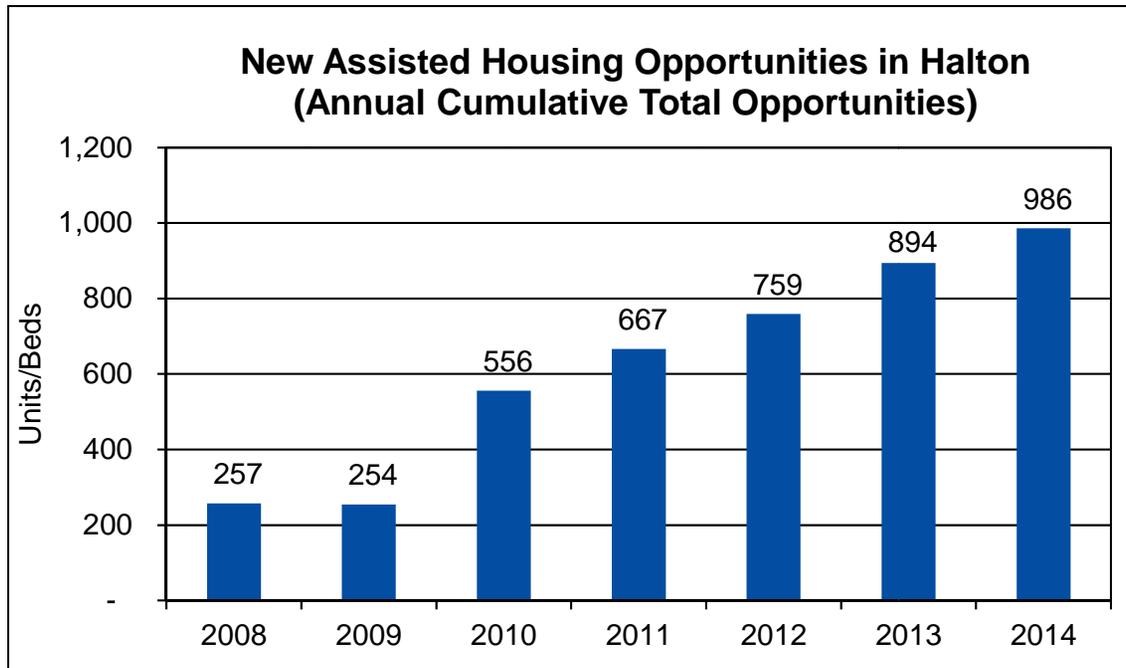
## Connecting People with Services

The Region provides a wide variety of important, high quality services to residents. The 2015 Budget includes over \$2.9 million of investments to enhance customer service. In addition to the projects noted below, there will also be updates to the Region's website to enhance customer service. The 2015 Budget also provides an increase of almost a \$2.0 million to maintain existing service levels as the Region continues to grow. This includes the following resources that have been identified in various programs to meet the growing demand for services:

### **Comprehensive Housing Strategy - \$250,000**

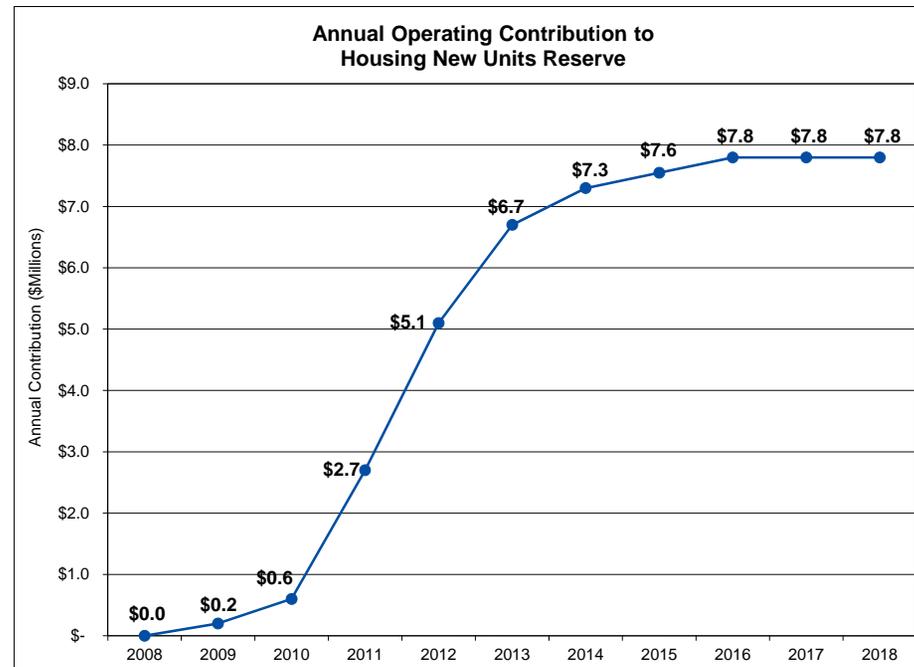
As shown in the following graph, the funding for new assisted housing opportunities will increase from \$7.3 million to \$7.6 million in 2015, an increase of \$250,000 as set out in the Comprehensive Housing Strategy (CHS). The Region has updated its Comprehensive Housing Strategy (2014-2024) as approved by Council in Report SS-21-13 to reflect current housing priorities.

The updated CHS identifies a target of 550-900 new housing opportunities for Halton residents over the next decade. The CHS highlights that housing is a shared responsibility with the Federal and Provincial governments. Halton Region contributes significantly to address housing needs in the Region including contributions to create new housing opportunities as well as providing funding for several rental assistance programs. Ultimately however additional Federal and Provincial funding will be required to meet community needs. Halton has been very successful in the delivery of additional new units since 2007 as shown in the following graph.



The following graph shows Halton's annual operating budget funding contribution to the New Units Reserve from \$0 in 2008 to the projected level of \$7.8 million by 2016. Additional funding of \$250,000 in 2015 brings the total 2015 budgeted contribution to \$7.6 million. Combined with planned increases in the forecast, this additional funding will be required to deliver the 550 - 900 target for new assisted housing opportunities over the next ten years. In order to achieve the upper limit of this target, a funding commitment from senior levels of government will be required.

The updated CHS includes a number of initiatives to increase the assisted housing stock in Halton Region including purchasing or developing rental units, providing rental assistance in new or existing buildings and creating specialized housing for specific target groups.



Assisted housing plays an important role in helping Halton's low and moderate income individuals and families obtain housing that is stable and secure. Through these annual contributions, the 2015 Budget will provide the following:

- \$7.0 million in the 2015 capital program (\$90 million over 10 years) to create additional government assisted housing units for Halton residents
- \$400,000 in the 2015 operating budget (\$4.0 million over 10 years) to implement an In-Situ program to assist qualified Halton residents with their rent by providing financial assistance directly to clients where they currently reside
- \$1.6 million to continue the Halton Rental Assistance program which provides deeper affordability through rent supplements, as approved by Council through the 2012 Budget.

The third component of increasing government assisted housing opportunities is to continue to advocate for and participate in any future Federal/Provincial housing programs that may be made available. As indicated in the CHS, in order to achieve the 900 unit target without a significant impact on the operating budget, Halton will require additional subsidy from the Federal/Provincial governments. In August 2014, the Province announced the extension of the Investment in Affordable Housing for Ontario (IAH) program. The IAH extension is a joint initiative between the Province and the Federal government that will provide \$800 million for more affordable housing in Ontario over the next six years (2014 – 2020). Of this amount, Halton has been provided in 2014-2015 a notional funding allocation of \$2.3 million. This amount is currently not in the budget and will be the subject of a report in early 2015 to meet the program funding commitment

deadline. Allocation for the next five years of the program (2015-2020) will be based on the most recent National Household Survey, which will be provided once this data becomes available.

**Housing Providers - \$652,000**

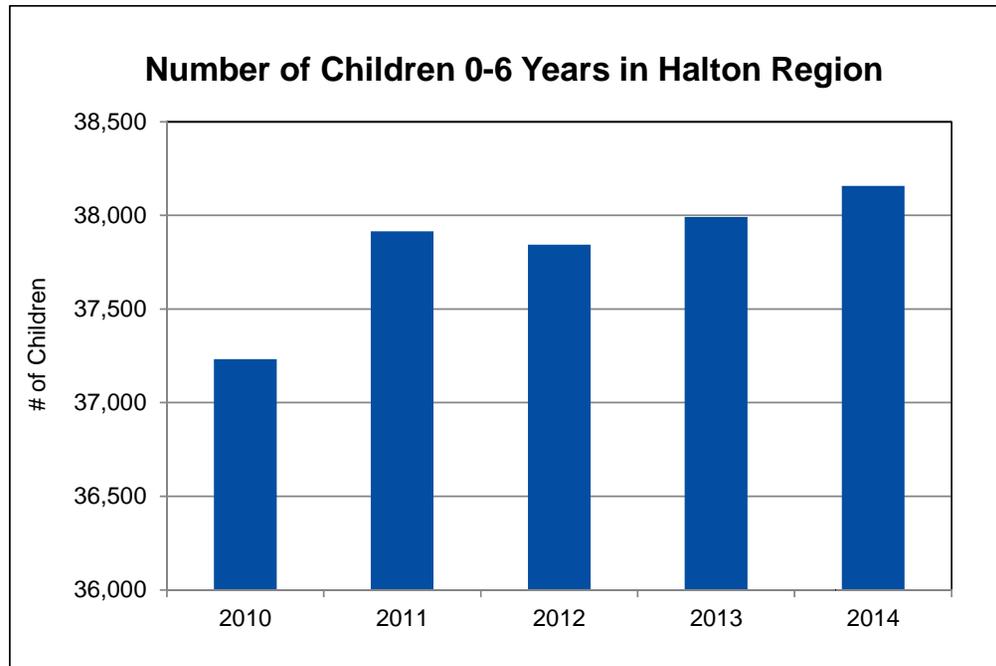
Under the Housing Services Act (HSA) the Region is required to provide grants to housing providers. In Halton, the Region is responsible for 26 housing providers including HCHC which provides 3,997 social housing units. The 2015 Budget provides an additional \$652,000 of which \$452,000 relates to higher operating costs, driven by cost factors mandated by the Ministry of Municipal Affairs and Housing (MMAH) and the balance of \$199,000 relates to higher property taxes. In 2006, benchmarks were established by MMAH and on an annual basis MMAH provides updated cost factors for operating costs such as administration, maintenance, utilities and insurance.

**Rent Geared to Income subsidy (RGI) - \$306,000**

The 2015 Budget provides an additional \$306,000 in RGI. MMAH provides Market Rent Index (MRI) factors which drive RGI subsidy payable to the assisted housing providers. For 2015, the MRI increased on average from 0.8% to 1.6%.

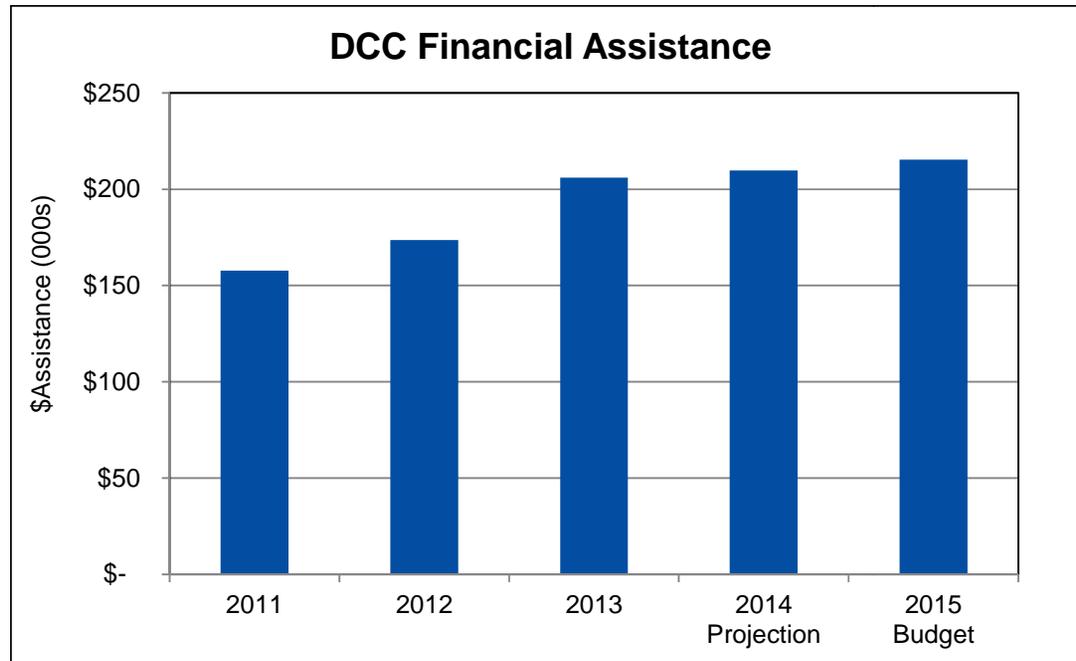
**Children's Services Fee Subsidies - \$1.1 million**

The Region received an additional \$2.2 million of Provincial subsidy for Children Services in 2014 (SS-02-14). \$1.1 million of the \$2.2 million has been invested in fee subsidized spaces. This additional funding is required to meet the growing demand for the program as the number of children in the Region continues to increase as shown in the chart below. This additional funding was used to help maintain the existing program as well as expand the number of subsidized spaces by 60 to 2,178 spaces in 2015.



**Dental Care Counts (DCC) - \$30,000**

DCC provides dental assistance to older adults and is cost-shared with the Province. In the 2015 budget, DCC has been increased by \$30,000 to address increased demand for the DCC fund. The increased funding in the 2015 Budget will provide for an additional 88 DCC claims. The following chart illustrates the DCC actual expenditures over the past four years.



**Nicotine Replacement Therapy (NRT) - \$30,000**

An increase of \$30,000 in supplies for NRT in the Chronic Disease Prevention program has been included, primarily as a result of an increase in clinic hours coupled with an increase in duration of NRT usage by clients. This increase will assist in maintaining service levels for clinic clients and ensure quality of client care and effectiveness of intervention.

**Waste Management - \$641,000**

The contract cost for Waste Management collection and processing will increase by \$641,000 which will ensure that the waste management program will continue at service levels approved by Council.

**Paramedic Services - \$1.0 million**

With the expansion of the Paramedic Services stations in support of growth and an increasing demand for services resulting from an aging population, the need for operational support has been increasing. Accordingly, in order to maintain existing service level, the following strategic investment is required at an estimated gross cost of \$1.0 million. Of the total investment cost of \$1.0 million, \$497,000 is expected to be funded by the Province based on a 48% subsidy received in 2014, resulting in a net tax impact of \$538,000.

- **Paramedics - \$673,000** 5.8 Paramedics and enhancement ambulance/equipment are required to maintain response time and to address pressures related to increasing call volume and hospital offload delays. Call volumes in 2013 increased by 6.2% and are expected to further increase by 4.5% in 2014. The new positions will work out of headquarters and be deployed across the Region as required.
- **Paramedic Operations Superintendents - \$288,000** 2 Operations Superintendents and one Emergency Response Unit/equipment are required to meet the recommended paramedic to Operations Superintendent ratio of 20:1. This ratio of paramedics to superintendents is required 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 delays. The current ratio of Paramedics to Superintendents is 26:1.
- **Paramedic Operations Support - \$73,000** 1 Operations Coordinator is required to address pressures in the paramedic operations program related to scheduling/payroll and to provide administrative support to the operations superintendents. Since 2001, the number of paramedics has increased from 75 to over 200 in 2014, and the number of daily shifts that staff must be scheduled into on an annual basis has increased from 8,000 to 12,500. The Scheduling/Payroll Coordinator plays a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. This position is intended to assume responsibility for numerous administrative tasks that are currently being completed by operations superintendents thereby allowing them to focus on managing operations, such as offload delays.

The Region is continuously enhancing customer service response in Halton, which includes ensuring the appropriate infrastructure is in place to support such enhancements. The following strategic investments of \$182,000 are proposed for 2015 to support enhanced customer service response in Halton:

- **Water/Wastewater Revenue Assurance Analyst - \$79,000** Halton Region contracts out water/wastewater billing services to third party Local Distribution Companies (LDC). A Region-wide database was established in 2011 using LDC's water and wastewater customer data. A W/WW Revenue Assurance Analyst was hired on a contract basis to perform a comprehensive analytical review of the water customer accounts (144,000 residential and 7,900 commercial) to detect billing errors and identify unbilled properties. Since this contract position has been in place, the W/WW Revenue Assurance Analyst has identified lost revenues of \$1.4 million of which \$380,000 has been recovered in accordance with Regional collection policies. The ongoing analysis and review provided by this position is essential to maximizing revenues, maintaining good customer service and providing reliable, accurate data for sound management decision making. Through proactive identification of inaccurate or incomplete information, this position, working collaboratively with the LDCs, will implement timely adjustments to processes which result in improved customer service through accurate and timely billing to ensure revenue is maximized. Accordingly, the 2015 Budget proposes to convert the current contract position into a full time Revenue Assurance Analyst to continue and enhance the monitoring of the LDCs billing information.
- **Mobile & Infrastructure Technology Analyst - \$103,000** The 2007 Budget and Business Plan approved a Technology FTE to support the Region's Mobile Technology Operations including 40 in-vehicle mobile workstations (CS-63-06) and 10 units in Water Services at that time. Since 2007, the implementation of the Work Order Management System in Public Works (PPW11-07) and subsequent growth in Paramedic Services and PW fleets has resulted in an increase of in-vehicle and field air card fleet to 286 units. In addition, the current FTE provides technical support for 792 mobile phones. Support call volume related to the fleet of over 1,000 mobile devices has increased by 50% in the past five years. Over the last 10 years, Data and Office Operations have grown from 50 to 250 computer servers plus related data back-up systems. The Data and Office Applications Operations include IT infrastructure data centre support for over 100 sites and 350 software applications. Currently two FTE are allocated to primary support of the Data and

Office Application operations. In order to maintain data centre service levels and support a growing number of new mobile users, an additional Mobile & Infrastructure Technology Analyst is required.

In addition, to further meet the customer service needs of Halton, the **Halton.ca website** will be expanded. Integrating Halton.ca with Halton's social media outreach and 311 service delivery models will provide enhanced on-line service delivery. Since Halton.ca has been proven to be instrumental in sharing information in the two emergency events (ice storm and flood), an enhanced user experience will be the main focus for the new web site. In 2014, Halton.ca received over 1.5 million visitors to the website, an increase of approximately 140,000 visitors or 10% when compared to 2013.

The 2015 Budget also provides the following strategic investments of \$628,000 to enhance the ability of Halton residents to connect with Regional services in priority areas:

- **Communicable Disease Control Services - \$224,000** The Region provides a complement of about 14 nurses to support a variety of Communicable Disease Control Services including management of respiratory outbreaks in long term care homes, immunization services, and responding to calls on communicable disease phone intake lines. Two additional nurses are required in 2015 to address the growing number of outbreaks, the recent requirement by MOHLTC to make three vaccines (chicken pox, whooping cough, meningococcal) mandatory for school aged children and the increased trend in incoming calls to the communicable disease phone intake lines. These additional resources will help meet the minimum standards of case management and outbreak investigation set by the Province. Of the total investment cost of \$224,000, \$137,000 is expected to be funded by the Province based on the current mandatory public health funding of 61% received from the Province in 2014. Accordingly, the net impact to Halton would be \$87,000.
- **Halton Region Community Investment Fund (HRCIF) - \$125,000** The HRCIF was created to respond to a trend of diminishing financial capacity in the non-profit and voluntary sector. This trend has been characterized by a lack of stable funding for organizations and an increased demand for agencies to respond to current and emerging needs of Halton residents. The HRCIF is funded by 100% Regional dollars with the current annual budget of \$703,000. The amount has been stable since 2009 and there continues to be high demand in the community for the HRCIF. During the period of 2012-2014 the HRCIF has been able to fund 81 applicants granting \$2.3 million, out of the 317 agencies who submitted eligible applications requesting \$11.1 million. This is a ratio of \$1 provided for every \$5 requested. With an additional investment of \$125,000, the HRCIF can provide additional funding to Halton community agencies who can support a greater number of clients.
- **Community Homelessness Prevention Initiative (CHPI) - \$79,000** Effective January 1, 2013, the Province consolidated the five homelessness programs into one called CHPI and transferred policy and administrative oversight to the municipalities. In 2015, base funding of \$4.3 million is provided to Halton Region to address local priorities to meet the needs of individuals and families who are homeless or at risk of becoming homeless in their local communities. The funding is based on targets and outcomes. Failure to meet established targets and/or accurately report on outcomes will potentially result in a claw back of Provincial funding. Investing in a Data Coordinator position is therefore important to monitor and report on targets and outcomes to the Province and help develop a more strategic and proactive homelessness prevention program that meets the needs of Halton's vulnerable population, while ensuring full optimization of the available Provincial funding. Up to 10% of the funding may be used for administration and oversight. Accordingly, the \$79,000 investment for this position will be fully funded by the Province through the CHPI funding with no net impact to Halton.
- **Crisis Prevention/COMMANDE - \$200,000** This is a multi-agency initiative committed to the health and safety of the communities. A group of professionals (the "HUB") will meet regularly to provide real-time, coordinated responses to high-risk situations. Resources would be organized to better address the needs of frequent system users relating to such things as mental health, addictions, unemployment, child welfare, etc. This collaborative

exchange will be a round table format led by the COMMANDE Coordinator and would develop and implement immediate solutions for individuals and families at risk. Social & Community Services, the Health Department (including Paramedic Services) and Halton Regional Police Services have a role to play from the Regional perspective and many community agencies will be involved to address community risk through intervention. The current pilot of this program has been led by the Halton Regional Police Service in Milton, with plans to expand to other Halton municipalities in 2015.

## Investments to Maintain Existing Infrastructure

The Region has significant infrastructure assets particularly in the water, wastewater and transportation service areas. The Region's 2013 Financial Statements reported Halton's tangible capital assets (TCA) at a net book value of \$4.7 billion which includes:

- Water and Wastewater \$3.2 billion
- Transportation \$820.4 million
- Other (i.e. Waste Management, Long-term Care, Paramedic Services, HCHC etc.) \$660.5 million

## Asset Management Plan

The Asset Management Plan, which was initially presented as part of the 2014 Budget process (PW-55-13/FN-27-13/LPS91-13), demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure the support of the Region's infrastructure is financially sustainable. Halton Region has been implementing various Asset Management practices for a number of years. In 2006 a vision for a comprehensive Asset Management program was developed. The vision implementation began with the development of the Regional Tangible Capital Asset register completed in 2009 to comply with new financial reporting requirements (CS-31-06, CS-45-07, CS-52-07, CS-17-10). The 2013 plan (PW-55-13/FN-27-13/LPS91-13) represented the next step in achieving the ultimate goal of having a long term, sustainable Corporate Asset Management Plan that integrates asset management with asset financial management. Since this is an evolving process, the plan comprehensively documents the Region's current asset management practices and provides the foundation for future enhancements. The plan is updated annually and is reported to Council through Halton Region's Corporate Asset Management Plan, 2014 Update (PW-01-15/FN-01-15/LPS01-15). This plan aligns with the Provincial Ministry of Infrastructure *Guide for Municipal Asset Management Plans* and fulfills the requirement to have a plan in order to qualify for future Provincial funding opportunities.

Halton Region's Asset Management practices have resulted in assets meeting desired levels of service and being maintained in a state-of-good-repair as illustrated in the Public Works 2013 Infrastructure Condition Report Card and the Corporate and Social Housing Assets Infrastructure Report Card 2013, which are both included in the 2014 Asset Management Plan Update (PW-01-15/FN-01-15/LPS01-15). The Public Works assessment concluded that the Region's water, wastewater, transportation and solid waste assets are overall in good condition. The majority of Corporate Facilities and Social Housing assets also received a "good" rating. Although the majority of assets are rated to be in good condition, there are individual assets that fall within the fair and poor categories. Utilizing a strategic prioritization process, these assets will be addressed through the annual Capital Budget.

## **Public Works Infrastructure**

Public Works will be developing and implementing its Asset Management Roadmap Implementation Plan over the next four years (2015-2018), which will set out improved processes and policies for Public Works asset condition assessment, risk management, performance measures and targets, and lifecycle management among others. This stage of work will also include a review of the Region's current TCA policies to ensure that they support both financial management and asset management policies and practices while complying with public sector accounting standards. The ultimate goal is to have a long term financially sustainable Corporate Asset Management Plan that integrates asset management with asset financial management.

## **Corporate Facilities and Social Housing**

The Asset Management Division of the Legislative and Planning Services Department continues its ongoing, annual review of the long term capital strategies to ensure Corporate Facilities and Social Housing assets are meeting desired service levels in a financially sustainable manner. As part of the asset management process, building condition assessment (BCA) studies are performed on a 5 year rotating cycle for Corporate Facilities and Social Housing assets. The BCA documents form the basis for the capital plan. The next BCAs are scheduled for 2016. By tying in levels of service to asset management strategies such as asset risk assessments, maintenance, rehabilitation and expansion activities, the Asset Management Division continuously looks to minimize lifecycle costs and to meet the goal to integrate asset management with asset financial management and support the updated Comprehensive Housing Strategy (2014-2024).

In 2011, consultants were retained to undertake BCA studies of 56 social housing properties in Halton, representing 4,078 units. This review was completed in 2013. In 2014, staff reviewed the results of the BCA studies undertaken for the Region's social housing assets and began to develop a social housing capital needs financing plan. The BCA review included HCHC owned housing assets as well as the assets of service providers. This plan will ensure that Halton is financially sustainable in meeting the capital requirements of the Social Housing providers over the next 25 years.

The BCA study data set out recommended capital expenditure plans by year, work category and condition using standard building classifications for each property. In order to analyse and prioritize the data from the BCA, priority rankings were utilized to determine which types of work were essential and which could be postponed. Priorities 1 and 2 represent assets that are in critical need of replacement, Priority 3 represents assets that require attention and Priorities 4 and 5 represent assets recommending improvement.

The analysis undertaken to date indicates that the overall housing stock is in good condition but a few housing providers may need additional funding over the next five years. In general, sufficient funding has been provided for assets in priorities 1 to 3, with some attention required to certain properties. When priorities 4 and 5 are included, all of the Non Profits and HCHC will require additional funding support, in order to ensure state-of-good-repair of the assets. Accordingly, no immediate additional investment is required in the short term and may require additional investment in the future. The next step is to prepare a long-term program implementation and financing plan to be implemented in 2016, in order to maintain the social housing stock in a state-of-good-repair. The development of this plan requires the following proposed strategic investment:

- **Asset Management Coordinator - \$92,000** This position is required to address the increased asset management needs for Regional facilities, while ensuring that service levels can be maintained for departmental customers, HCHC and the Region's Social Housing Providers. This additional staff complement is required to provide technical expertise and project management needed to implement and manage an effective Life Cycle Costing program for preventative maintenance and capital replacement programs for the Region and social housing providers. This position will ensure that asset management programs across the Region are implemented, keeping Regional facilities and social housing stock in a state-of-good-repair. This position will assist in identifying emergency needs over the next three to five years and developing a detailed long-term capital plan to balance the technical and financial pressure on existing assets with the goal of delivering the required level of service over the assets' lifecycle. By providing technical expertise in managing the assets and developing the capital plan, long-term capital funding requirements can be identified and sustainable financing plans established.

## Investment In State-Of-Good-Repair

A key objective of the 2015 Budget is to continue to invest appropriately in the state-of-good-repair of the Region's assets and to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand. The Region's 10-year state-of-good-repair capital budget is \$1.3 billion. The Tax-supported state-of-good-repair capital budget primarily finances major repair and replacement of the Region's capital assets. This includes the following:

- Transportation \$212.7 million
- Other (i.e. Waste Management, Long-term Care, Paramedic Services etc.) \$338.0 million

In addition to the Corporate Asset Management Plan (PW-01-15/FN-01-15/LPS01-15), one other indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the Financial Statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the Financial Statements. The target for this ratio should generally be greater than 1 as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2015, this ratio for Transportation is projected as follows:

| 2015 Reserve Contributions for<br>State-Of-Good-Repair vs. Annual Amortization (\$000s) |                                 |                               |                          |               |
|---|---------------------------------|-------------------------------|--------------------------|---------------|
|   | Operating<br>Transfers *<br>(A) | Annual<br>Amortization<br>(B) | 2015<br>Ratio<br>(A)/(B) | 2014<br>Ratio |
| Transportation  | \$ 50,735                       | \$ 18,719                     | 2.7                      | 2.8           |

\* Includes transfers relating to Gas Tax and investment earnings.

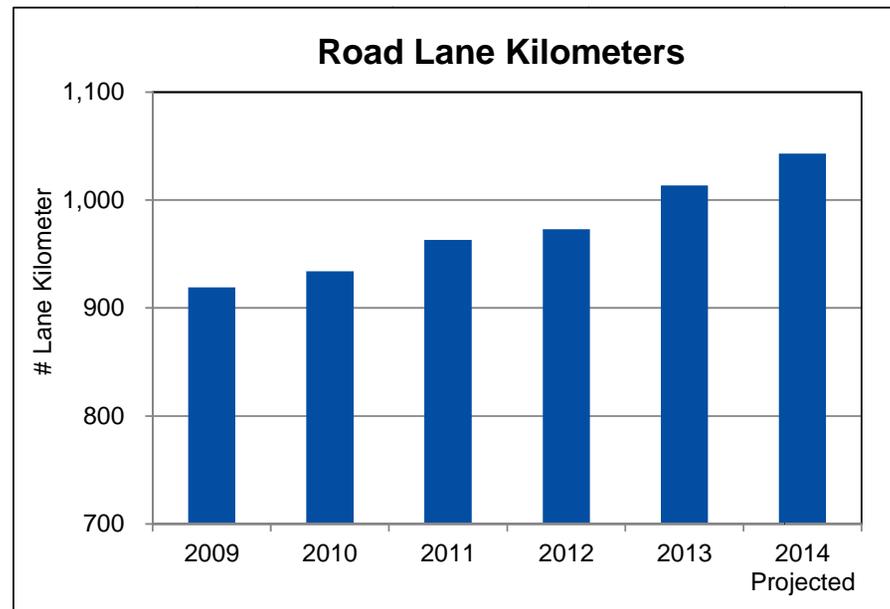
The Transportation ratio is projected to be 2.7 in 2015, indicating that the operating contributions are greater than the amortization expense. Regional Council has approved significant financing over the last 10-years to support the Transportation program's significant growth. The 2015 ratio is comparable to the 2014 ratio for Transportation.

As discussed in the Asset Management Plan (PW-01-15/FN-01-15/LPS01-15), the asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process. The long-term sustainable asset management and financing plan will be prepared as part of the Asset Management Roadmap Implementation Plan work currently being undertaken over the next four years (2015-2018).

The following highlights the investment made for the Transportation state-of-good-repair capital program in the 2015 Capital and Operating Budgets.

### Transportation Maintenance Program - \$1.0 million

The Transportation budget includes an increase of \$1.0 million in road maintenance contracts with the Local Municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. A major driver of the increased road maintenance costs is the increase in lane kilometres to support growth in the Region. The following table shows the growth in the Regional road network over the past several years. The transportation network is planned to grow to 1,043 lane kilometres in 2014 based on the 2012 Transportation Master Plan.



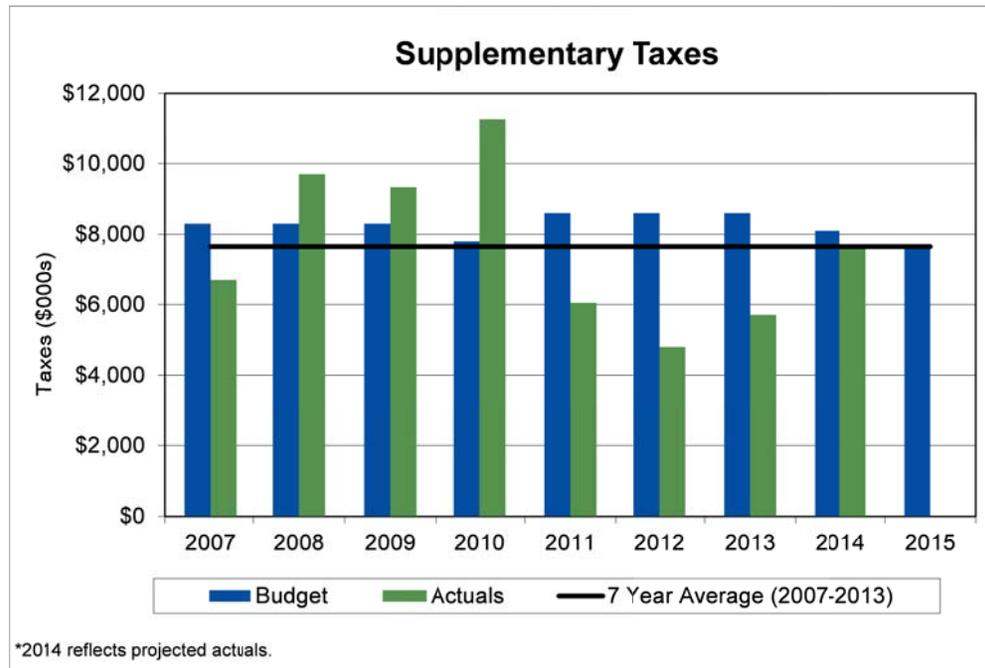
In addition, the Transportation budget includes the road resurfacing program of \$5.9 million in 2015 with \$49.7 million planned for the next 10 years. In the 2014 Budget, a transfer from operating to reserve of \$4.0 million was established for this program. Given that this transfer will not be sufficient to fully fund the program over the next 10 years, the additional Gas Tax revenue of \$1.1 million received in 2014 will be applied annually to the road surfacing program on a go forward basis. The Gas Tax funding will ensure the road resurfacing program is fully funded over the next 10 years without any additional tax impact.

## Maintaining Financial Sustainability

A number of adjustments were made to the 2015 Budget to maintain financial sustainability over the next 10 years. These adjustments include the following:

### Supplementary Tax Revenue Reduction (\$500,000)

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. In 2014, the supplementary tax revenue budget was reduced from \$8.6 million to \$8.1 million. As shown in the following graph, since 2007 with slower growth, supplementary tax revenue has averaged \$7.6 million, which is \$500,000 below the 2014 budget of \$8.1 million. Based on the 2014 final supplementary rolls completed by MPAC, estimated supplementary revenue totals \$6.2 million. This will result in an unfavourable variance of \$1.9 million in 2014. Given that there has not been a favourable variance in supplementary revenues over the past four years, the budget for supplementary revenues has been reduced by \$500,000 from \$8.1 million to \$7.6 million to align with the 7 year average. Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.



### **Workplace Safety Insurance Board (WSIB) Contribution Increase \$100,000**

An actuarial review of the Regional WSIB obligations is undertaken every three years based on claims experienced. The most current review indicated that the Region's WSIB reserve should have a target balance of \$8.4 million. With a WSIB reserve balance of \$5.1 million in 2013, the 2014 Budget provided a transfer to the WSIB reserve of \$400,000 to move towards the target. With annual WSIB costs continuing to rise, an additional \$100,000 increase in the transfer to reserve from \$400,000 to \$500,000 is required in 2015, in order ensure that the reserve balance continues to move towards the target obligation over the next 10 years.

## **Adapting to Climate Changes**

Weather patterns have changed over the past few decades with more localized storm events of greater intensity occurring with greater frequency. Recent storm events such as the Ice Storm in December 2013 and the Burlington Flooding in August 2014 have highlighted the need to continuously review and identify improvements in Halton Emergency Management planning and response. The following strategic investments are proposed in the 2015 Budget:

- **Emergency Management/Incident Response - \$5.9 million** Over the past year, the Region has responded to two extreme weather events that had significant impacts on our community. These types of events have impacted communities around the world and are happening with increasing frequency. There have been many lessons learned as a result of these events. The 2015 Budget includes significant investments to ensure the Region is prepared to respond to potential community needs. The current mandate of the Emergency Management Section is to ensure the Region meets its legislated requirements under the *Emergency Management and Civil Protection Act*. In order to increase the Region's capacity to respond to and recover from emergencies and urgent incidents such as severe weather events, the following two additional staffing positions are required at \$278,000: 1) Manager of Emergency Management to ensure the direction and coordination of all components of the Region's Emergency Management/Incident Response Program and 2) Emergency Management Coordinator to fully align the Region's emergency planning and response plans with all stakeholders including local municipalities, conservation authorities, neighbouring municipalities, school boards, Provincial and Federal agencies, and social and health service providers.

Further, to increase 311 telephone capacity to maintain customer service levels during peak call volumes resulting from community incidents, an investment of \$100,000 will be required for additional telecommunication infrastructure. An investment of \$5.5 million will also be required to provide for emergency generators in warming and reception centres strategically located in each municipality in the Region. This will be funded from the Regional capital reserve with no tax impact.

## Economic Growth

Achieving economic growth includes development of employment lands as set out in Halton Region Economic Development Strategic Directions Report (LPS59-11). The growth of non-residential development involving non-retail and export-oriented businesses is critical to developing complete and sustainable communities that have strong and competitive economies and high quality jobs for local residents. Maintaining a sufficient supply of serviced employment lands is critical to attracting and retaining export-oriented business which add to a community's long term assessment and employment base. To support this strategic direction, the 2015 Budget provides the following strategic investment of \$1.0 million.

- **Area Servicing Plan Study Pilot - \$1.0 million** The Region continues to grow rapidly and employment and intensification are important contributors to the economic stability and the quality of life in the Region. A key driver for the continued success of Regional Council's vision is to ensure that the necessary infrastructure is in place in time for development to occur. The development of Area Servicing Plans for water, wastewater and stormwater management has traditionally been the responsibility of area specific land owners. The goal of the pilot project is to assist the Region and local municipalities in ensuring that employment land is investment ready and that Urban Growth Centres have the necessary infrastructure identified for intensification. The pilot project would allow for one Area Servicing Plan to be completed in collaboration with each of the local municipalities that would achieve the goals indicated above. It is recommended that Area Servicing Plans within this pilot program be undertaken for: Midtown Oakville, Bronte Meadows Employment area (Burlington), Halton Hills 401 Corridor employment lands and Milton Education Village employment area. The pilot project is currently estimated at \$1.0 million, which will be funded from the Regional Capital Investment Revolving Fund on an interim basis, resulting in no tax impact. This study is needed to accommodate growth, and therefore the related cost will be included in the next DC by-law update process. The Regional funding from the Revolving Fund including carrying costs, will then be recovered from the future DC collections.

### **Small Business Centre Development - \$25,000**

In addition, Halton Region will be delivering small business support services at the Milton Education Village Innovation Centre (MEVIC) site in accordance with the Region's Economic Development Strategy at a cost of \$25,000 which has been incorporated in the base budget. The Region's Small Business Centre staff will be providing one-on-one business consultations as well as hosting educational training peer to peer networking sessions to "main street" entrepreneurs (largely retail and service based businesses).

## 2015 Tax Operating Budget by Major Program

The following table summarizes the 2015 Tax Budget (excluding Police) by major program. The 2015 Tax Budget totals \$232.3 million in net expenditures, which is a net increase of \$7.2 million (3.2%). The net increase is partially funded by projected assessment growth of \$3.8 million (1.7%), resulting in the net tax impact of 1.5%.

Detailed program budgets are included in the Tax Budget Details section of this document.

| Comparison of 2015 Requested & 2014 Approved<br>Budget for Tax Supported Services<br>Levy Requirement by Program |                    |                   |                          |                     |                               |             |                                    |             |
|--|--------------------|-------------------|--------------------------|---------------------|-------------------------------|-------------|------------------------------------|-------------|
| \$000s   | 2014               |                   | 2015                     |                     | Change in Budget              |             |                                    |             |
|  | Approved<br>Budget | Base<br>Budget    | Strategic<br>Investments | Requested<br>Budget | 2015 Base to<br>2014 Approved |             | 2015 Requested to<br>2014 Approved |             |
| <b>Property Tax Supported</b>  |                    |                   |                          |                     |                               |             |                                    |             |
| Public Health  | \$ 14,435          | \$ 14,848         | \$ 87                    | \$ 14,935           | \$ 413                        | 2.9%        | \$ 500                             | 3.5%        |
| Paramedic Services   | 16,154             | 15,682            | 538                      | 16,219              | (472)                         | -2.9%       | 66                                 | 0.4%        |
| Children's Services  | 12,728             | 12,862            | -                        | 12,862              | 134                           | 1.1%        | 134                                | 1.1%        |
| Employment, Housing & Social Services  | 40,886             | 42,175            | -                        | 42,175              | 1,288                         | 3.2%        | 1,288                              | 3.2%        |
| Quality & Community Innovation   | 5,393              | 5,545             | 325                      | 5,870               | 152                           | 2.8%        | 477                                | 8.8%        |
| Services for Seniors   | 17,386             | 17,876            | -                        | 17,876              | 490                           | 2.8%        | 490                                | 2.8%        |
| Planning   | 8,991              | 9,325             | -                        | 9,325               | 334                           | 3.7%        | 334                                | 3.7%        |
| Economic Development   | 2,031              | 2,191             | -                        | 2,191               | 160                           | 7.9%        | 160                                | 7.9%        |
| Waste Management   | 38,776             | 39,536            | -                        | 39,536              | 760                           | 2.0%        | 760                                | 2.0%        |
| Transportation   | 44,825             | 46,093            | -                        | 46,093              | 1,268                         | 2.8%        | 1,268                              | 2.8%        |
| Non-Program  | 14,752             | 15,574            | 573                      | 16,146              | 821                           | 5.6%        | 1,394                              | 9.4%        |
| Boards & Agencies  | 8,742              | 9,119             | -                        | 9,119               | 377                           | 4.3%        | 377                                | 4.3%        |
| <b>Net Regional Impact Expenditure</b>   | <b>225,101</b>     | <b>230,825</b>    | <b>1,523</b>             | <b>232,347</b>      | <b>5,724</b>                  | <b>2.5%</b> | <b>7,247</b>                       | <b>3.2%</b> |
| 2015 Assessment Growth   |                    |                   |                          |                     |                               |             | (3,827)                            | 1.7%        |
| <b>Net Regional Levy Requirement</b>   | <b>\$ 225,101</b>  | <b>\$ 230,825</b> | <b>\$ 1,523</b>          | <b>\$ 232,347</b>   | <b>\$ 5,724</b>               | <b>2.5%</b> | <b>\$ 3,420</b>                    | <b>1.5%</b> |

The following table summarizes the 2015 budget by expenditure and revenue categories. This table shows that total gross expenditures have increased by \$11.7 million (2.6%) to \$464.3 million. Subsidy and other program revenue are increasing by \$4.5 million (2.0%) to \$232.0 million, resulting in a net expenditures increase of \$7.2 million (3.2%) to \$232.3 million.

| <b>Total Tax Operating Budget Comparison By Category<br/>(excluding Halton Regional Police Services)</b> |                            |                             |  |             |
|--|----------------------------|-----------------------------|--|-------------|
| <b>\$000s</b>  | <b>2014</b>                | <b>2015</b>                 | <b>Change in Budget</b>                    |             |
|  | <b>Approved<br/>Budget</b> | <b>Requested<br/>Budget</b> | <b>2015 Requested to<br/>2014 Approved</b> |             |
| Personnel Services   | \$ 154,637                 | \$ 161,090                  | \$ 6,454                                   | 4.2%        |
| Materials & Supplies   | 16,111                     | 16,887                      | 776  | 4.8%        |
| Purchased Services   | 101,853                    | 103,710                     | 1,857                                      | 1.8%        |
| Financial and Rent Expenses  | 9,200                      | 9,300                       | 100  | 1.1%        |
| Grants & Assistance  | 79,884                     | 80,972                      | 1,088                                      | 1.4%        |
| <b>Total Direct Costs</b>  | <b>361,685</b>             | <b>371,959</b>              | <b>10,274</b>                              | <b>2.8%</b> |
| Allocated Charges / Recoveries   | (9,526)                    | (10,133)                    | (606)                                      | 6.4%        |
| Corporate Support  | (11,361)                   | (11,679)                    | (318)                                      | 2.8%        |
| Transfers to Reserves-Operating  | 52,189                     | 53,359                      | 1,170                                      | 2.2%        |
| Transfer from Reserves - Operating   | (14,005)                   | (13,517)                    | 488  | -3.5%       |
| <b>Gross Operating Expenditures</b>  | <b>378,981</b>             | <b>389,990</b>              | <b>11,009</b>                              | <b>2.9%</b> |
| Transfer to Reserves - Capital   | 73,186                     | 73,546                      | 360  | 0.5%        |
| Transfer from Reserves - Capital   | (817)                      | (357)                       | 460  | -56.3%      |
| Debt Charges   | 1,271                      | 1,143                       | (128)                                      | -10.1%      |
| <b>Capital Expenditures</b>  | <b>73,641</b>              | <b>74,332</b>               | <b>692</b>                                 | <b>0.9%</b> |
| <b>Total Gross Expenditures</b>  | <b>452,621</b>             | <b>464,322</b>              | <b>11,701</b>                              | <b>2.6%</b> |
| Subsidy Revenue  | (132,845)                  | (137,316)                   | (4,471)                                    | 3.4%        |
| Other Revenue  | (94,676)                   | (94,659)                    | 17   | 0.0%        |
| <b>Total Revenue</b>   | <b>(227,521)</b>           | <b>(231,975)</b>            | <b>(4,454)</b>                             | <b>2.0%</b> |
| <b>Net Program Expenditures</b>  | <b>\$ 225,101</b>          | <b>\$ 232,347</b>           | <b>\$ 7,247</b>                            | <b>3.2%</b> |
| <b>Assessment Growth</b>   |                            |                             |  | <b>1.7%</b> |
| <b>Tax Impact</b>  |                            |                             |  | <b>1.5%</b> |

The key drivers contributing to the changes in the costs and revenues are discussed below.

## Expenditures

Gross expenditures are increasing by \$11.7 million (2.6%) in the 2015 Tax-supported budget, attributable to the following key drivers:

### Personnel Services - \$6.5 million increase

Personnel costs account for 34.7% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 4.17% or \$6.5 million in 2015 as a result of:

- 3.02% or \$4.7 million for base budget compensation increases, comprised of the following:
  - 1.16% or \$1.8 million increase to salary/wage budget, based on a 1.5% increase to the non-union salary grid and increases set out in union agreements for 2015. Actual salary/wage increases for non-union staff are based on a pay for performance merit system.
  - 0.93% or \$1.4 million increase to benefit costs, including a premium increase of 9.5% for extended health care and 4.0% for dental costs.
  - 0.93% or \$1.4 million increase resulting from in-year changes (including \$526,130 to support the implementation of the 2012 Allocation Program (LPS95-13/PW -56-13/FN-29-13)), overtime and other compensation pressures.
- 1.16% or \$1.8 million increase for additional 16.8 FTE recommended as strategic investments in the 2015 budget.

**2015 Compensation Summary  
(Excluding Halton Regional Police Services)**

|  | 2013                  | 2014                  | 2015                   |                       |                       |              |
|--|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|--------------|
|  | Compensation Budget   | Compensation Budget   | Compensation Inc/(Dec) | Strategic Investments | Compensation Budget   | Change       |
| Public Health                                    | \$ 25,360,490         | \$ 25,804,300         | \$ 541,300             | \$ 215,950            | \$ 26,561,550         | 2.93%        |
| Paramedic Services                               | 19,724,920            | 20,123,540            | 548,120                | 958,210               | 21,629,870            | 7.49%        |
| Quality & Community Innovation                   | 2,986,600             | 3,050,670             | 60,830                 | -                     | 3,111,500             | 3.86%        |
| Children's Services                              | 9,073,260             | 9,249,280             | 260,040                | -                     | 9,509,320             | 2.81%        |
| Employment, Housing & Social Services            | 6,273,050             | 6,434,800             | 59,430                 | 78,730                | 6,572,960             | 2.15%        |
| Services for Seniors                             | 39,648,800            | 40,243,240            | 1,571,650              | -                     | 41,814,890            | 3.91%        |
| Planning Services                                | 5,088,320             | 5,190,490             | 208,770                | -                     | 5,399,260             | 4.02%        |
| Economic Development                             | 1,279,820             | 1,303,790             | 62,130                 | -                     | 1,365,920             | 4.77%        |
| Halton Community Housing Corporation             | 3,124,150             | 3,184,880             | 69,590                 | -                     | 3,254,470             | 2.19%        |
| Transportation                                   | 3,541,700             | 3,577,780             | 189,200                | -                     | 3,766,980             | 5.29%        |
| Waste Management                                 | 3,609,120             | 3,656,800             | 70,000                 | -                     | 3,726,800             | 1.91%        |
| Corporate Administration                         | 30,368,710            | 31,268,567            | 992,903                | 537,750               | 32,799,220            | 4.90%        |
| Office of the Chair & Regional Council           | 1,525,920             | 1,548,540             | 29,130                 | -                     | 1,577,670             | 1.88%        |
| <b>Total Tax Supported Regional Compensation</b> | <b>\$ 151,604,860</b> | <b>\$ 154,636,677</b> | <b>\$ 4,663,093</b>    | <b>\$ 1,790,640</b>   | <b>\$ 161,090,410</b> | <b>4.17%</b> |
| <b>Compensation Increase</b>                     |                       |                       | <b>3.02%</b>           | <b>1.16%</b>          | <b>4.17%</b>          |              |

**In-Year Reports:**

|   |                   |
|---|-------------------|
| Children's Services (SS-02-2014) - Child Care Representative  | \$ 86,800         |
| Planning Services (LPS95-13/PW-56-13/FN-29-13) - The 2012 Allocation Program, Planner                             | 86,800            |
| Planning Services (LPS95-13/PW-56-13/FN-29-13) - The 2012 Allocation Program, Development Project Manager         | 106,720           |
| Transportation (LPS95-13/PW-56-13/FN-29-13) - The 2012 Allocation Program, Project Manager                        | 119,170           |
| Financial Planning & Budgets (LPS95-13/PW-56-13/FN-29-13) - The 2012 Allocation Program, Senior Financial Analyst | 106,720           |
| Financial & Purchasing Services (LPS95-13/PW-56-13/FN-29-13) - The 2012 Allocation Program, Purchasing Supervisor | 106,720           |
| <b>Total</b>  | <b>\$ 612,930</b> |

## Staff Complement

As shown in the following table, the additional staff complement proposed in the 2015 Tax-supported budget (excluding Police) as Strategic Investments is 16.8 FTEs. Combined with the 5.0 FTEs added during 2014 for the implementation of the 2012 Allocation Program this results in a total complement increase of 21.8 FTEs (1.3%) to 1,675.1 FTEs.

| 2015 Complement Summary<br>(Excluding Halton Regional Police Services) |                           |                           |                     |                       |                           |
|--|---------------------------|---------------------------|---------------------|-----------------------|---------------------------|
|  | 2013                      | 2014                      |                     | 2015                  |                           |
|  | Budgeted Staff Complement | Budgeted Staff Complement | In-year Adjustments | Strategic Investments | Budgeted Staff Complement |
| Public Health  | 261.9                     | 261.4                     | -                   | 2.0                   | 263.4                     |
| Paramedic Services   | 180.6                     | 180.6                     | -                   | 8.8                   | 189.4                     |
| Quality & Community Innovation   | 30.8                      | 30.8                      | -                   | -                     | 30.8                      |
| Children's Services  | 99.6                      | 99.6                      | 1.0                 | -                     | 100.6                     |
| Employment, Housing & Social Services                                  | 68.4                      | 68.9                      | (1.0)               | 1.0                   | 68.9                      |
| Services for Seniors   | 526.4                     | 525.4                     | -                   | -                     | 525.4                     |
| Planning Services  | 49.0                      | 49.0                      | 1.0                 | -                     | 50.0                      |
| Economic Development   | 13.0                      | 13.0                      | -                   | -                     | 13.0                      |
| Halton Community Housing Corporation                                   | 35.5                      | 35.5                      | -                   | -                     | 35.5                      |
| Transportation   | 33.5                      | 33.0                      | 1.0                 | -                     | 34.0                      |
| Waste Management   | 40.4                      | 39.6                      | -                   | -                     | 39.6                      |
| Corporate Administration   | 305.7                     | 312.5                     | 3.0                 | 5.0                   | 320.5                     |
| Office of the Chair & Regional Council                                 | 4.0                       | 4.0                       | -                   | -                     | 4.0                       |
| <b>Total Tax Supported Regional Staff</b>                              | <b>1,648.8</b>            | <b>1,653.3</b>            | <b>5.0</b>          | <b>16.8</b>           | <b>1,675.1</b>            |
| <b>Staff Increase</b>  |                           |                           | <b>0.3%</b>         | <b>1.0%</b>           | <b>1.3%</b>               |

### 2014 In-Year Changes:

|   |            |
|---|------------|
| Children's Services (SS-02-2014) - Child Care Representative  | 1.0        |
| Employment, Housing & Social Services - Transferred to Children's Services  | (1.0)      |
| Planning:   |            |
| The 2012 Allocation Program, Planner (LPS95-13/PW-56-13/FN-29-13)   | 1.0        |
| The 2012 Allocation Program, Development Project Manager (LPS95-13/PW-56-13/FN-29-13)                             | 1.0        |
| Planning Services (Museum) - Transferred to Asset Management  | (1.0)      |
| Net change  | 1.0        |
| Transportation - The 2012 Allocation Program, Project Manager (LPS95-13/PW-56-13/FN-29-13)                        | 1.0        |
| Corporate Administration:   |            |
| Financial Planning & Budgets - The 2012 Allocation Program, Senior Financial Analyst (LPS95-13/PW-56-13/FN-29-13) | 1.0        |
| Financial & Purchasing Services - The 2012 Allocation Program, Purchasing Supervisor (LPS95-13/PW-56-13/FN-29-13) | 1.0        |
| Asset Management - Transferred from Planning Services (Museum)  | 1.0        |
| Net change  | 3.0        |
| <b>Total FTEs</b>   | <b>5.0</b> |

### **Materials and Supplies - \$776,000 increase**

- \$250,000 increase in medical supplies and fuel costs for Paramedic Services
- \$169,000 increase in Transportation for traffic signal maintenance (hydro)
- \$118,000 increase in telephone/data line costs due to growth in the system
- \$81,000 increase in Waste Management for hydro, equipment and supplies from Regional stores
- \$40,000 increase in Services for Seniors for food supplies
- \$30,000 increase in Nicotine Replacement Therapy supplies

### **Purchased Services - \$1,857,000 increase**

- \$916,000 increase in Transportation for road re-surfacing program
- \$641,000 increase in Waste Management collection and disposal contract costs
- \$511,000 increase in Transportation for road maintenance contract costs and new enhanced storm water management facilities and noise wall repairs program
- \$310,000 increase in Information Technology for computing and software maintenance costs
- \$217,000 increase in Transportation for winter maintenance
- \$200,000 new provision for Crisis Prevention/COMMANDE program (Strategic Investment)
- \$106,000 increase in Children's Services for subsidized spaces
- \$62,000 increase in Transportation for traffic signals maintenance
- \$30,000 increase in Oral Health for Dental Care Counts financial assistance
- (\$832,000) decrease in GO Transit payments due to lower development charges projected

### **Rents and Financial Expenses - \$100,000 increase**

- \$65,000 increases in rental expense for various programs (Employment, Housing & Social Services, Public Health, Services for Seniors, Asset Management, Children's Services)
- \$35,000 increase in rental expense for additional indoor vehicle storage in Paramedic Services
- \$25,000 increase in rental expense at the Milton Education Village Innovation Centre in Economic Development
- (\$25,000) reduction in equipment rental/lease expenses in anticipation of completion of cells 1 and 2 at the Waste Management Site

### **Grants and Assistance - \$1,088,000 increase**

- \$885,000 increase in Children's Services grants per Report SS-02-14, including \$500,000 increase for special needs
- \$652,000 increase for social housing providers, including \$452,000 for higher operating costs based on increases to Ministry of Municipal Affairs and Housing (MMAH) cost factors and \$199,000 for higher property taxes
- \$400,000 increase in Housing for the new Halton In-Situ housing allowances based on Comprehensive Housing Strategy (SS-21-13)
- \$377,000 additional funding for the Conservation Authorities
- \$306,000 increase in Housing for the Rent Geared to Income subsidy (RGI)
- \$125,000 increase in the Halton Region Community Investment Fund (Strategic Investment)
- \$120,000 one-time increase for Domiciliary Hostels to be funded from the Domiciliary Hostel Reserve
- (\$9,000) net decrease for Ontario Works relating to the caseload reduction

- (\$1.8 million) reduction for Investment In Affordable Housing (IAH) program as current program ends March 31, 2015

#### **Allocated Charges/Recoveries - \$606,000 increase**

- \$431,000 increase in recovery from the capital program mainly related to the 2012 Allocation Program implementation
- \$120,000 increase in recovery from the rate-supported budget, including a staff resource proposed as a Strategic Investment for water & wastewater revenue assurance
- \$55,000 increase in recovery from the Police related to risk management and fleet charges

#### **Corporate Support - \$318,000 increase**

- Increased charges to service delivery departments for program support (including additional staff resources proposed in Strategic Investment for Asset Management and Emergency Management programs)

#### **Transfers to Reserves - Operating \$1,170,000 increase**

- \$1.1 million increase in Gas Tax funding to support the roads resurfacing program
- \$100,000 increase in Workplace Safety Insurance Board funding to bring reserve closer to target balance

#### **Transfers from Reserves - Operating (\$488,000) decrease**

- \$916,000 increase in Transportation to fund road resurfacing program
- \$400,000 increase to support the new Halton In-Situ Program (HIP) Housing Allowance based on the CHS (SS-21-13)
- \$120,000 increase to support the one-time increase in grant for Domiciliary Hostels
- (\$832,000) decrease in projected GO Transit development charge revenue, which is remitted to GO Transit
- (\$1.1 million) decrease in Children's Services due to the completion of the Region's transitional funding for the implementation of full-day Kindergarten

#### **Capital Expenditures - \$692,000 increase**

- \$250,000 increase to facilitate new affordable/assisted housing opportunities in accordance with the CHS
- \$147,000 increase to support upgrade/replacement needs of the Region's information technology and program initiatives
- \$143,000 increase to fund Regional facility maintenance/rehabilitation needs
- \$100,000 increase to support the expanded emergency phone system
- \$100,000 increase to support the new/replacement needs for Paramedic vehicles
- \$50,000 transfer to the Tax capital reserve to implement the Regional Accommodation Strategy financial plan
- \$10,000 increase to fund equipment replacements needs at the long-term care facilities
- (\$101,000) reduction in transfer to the Tax capital reserve for the Air Quality program and Georgetown health clinic to reflect revised financing plan based on additional subsidies received and actual equipment costs.

## Revenues

The \$464.3 million gross expenditures in the Tax Budget are funded from various sources as shown in the table below. In the 2015 Tax-Supported Budget, 50% of the gross expenditures are funded from property taxes. The other 50% of the funding comes from Provincial and Federal subsidies, user fees, investment income and supplementary taxes.

| <b>Tax Gross Operating Revenues<br/>by Funding Source</b> |                   |                   |                   |
|---|-------------------|-------------------|-------------------|
| <b>\$000s</b>   | <b>2015</b>       | <b>% of</b>       | <b>% of</b>       |
|   | <b>\$</b>         | <b>2015 Total</b> | <b>2014 Total</b> |
| Property Tax Revenue                                      | \$ 232,347        | 50%               | 50%               |
| Provincial Subsidies                                      | 131,597           | 28%               | 28%               |
| Investment Income   | 51,383            | 11%               | 11%               |
| Program & Other Revenue                                   | 35,676            | 8%                | 8%                |
| Supplementary Taxes                                       | 7,600             | 2%                | 2%                |
| Federal Subsidies   | 5,719             | 1%                | 1%                |
| <b>Total Revenue</b>                                      | <b>\$ 464,322</b> | <b>100%</b>       | <b>100%</b>       |

The year-over-year change in each revenue source is shown in the following table:

| <b>Tax Gross Operating Revenues By Funding Source<br/>2014 v 2015 Comparison</b> |                   |                   |                         |             |
|--|-------------------|-------------------|-------------------------|-------------|
| <b>\$000s</b>  | <b>2014</b>       | <b>2015</b>       | <b>Change in Budget</b> |             |
| Property Tax Revenue   | \$ 225,101        | \$ 232,347        | \$ 7,247                | 3.2%        |
| Provincial Subsidies   | 128,272           | 131,597           | 3,325                   | 2.6%        |
| Investment Income  | 51,383            | 51,383            | -                       | 0.0%        |
| Program & Other Revenue  | 35,193            | 35,676            | 483                     | 1.4%        |
| Supplementary Taxes  | 8,100             | 7,600             | (500)                   | (6.2)%      |
| Federal Subsidies  | 4,573             | 5,719             | 1,146                   | 25.1%       |
| <b>Total Revenue</b>   | <b>\$ 452,621</b> | <b>\$ 464,322</b> | <b>\$ 11,701</b>        | <b>2.6%</b> |

Overall, for the 2015 budget, revenues are expected to increase by \$11.7 million or 2.6%. This includes a \$7.2 million increase in property taxes (including a property tax increase of 1.5% and assessment growth of 1.7%), a \$3.3 million increase in Provincial subsidies, an additional \$1.1 million in Federal subsidies (mainly relating to additional Gas Tax revenue), no change in investment income and a \$483,000 increase in program and other revenues. The budget for supplementary tax revenues has been reduced by \$500,000 in 2015 to reflect lower than budgeted supplementary tax revenue received over the last few years.

### Provincial Subsidies - \$3.3 million increase

Many of the Health and Social Services programs are cost-shared with senior levels of government. In total, \$131.6 million of Provincial subsidies are included in the 2015 Tax Budget. The following table indicates the subsidy by program.

| <b>Comparison Of Provincial Subsidy Revenue - 2015 To 2014</b> |                   |                   |                         |             |
|--|-------------------|-------------------|-------------------------|-------------|
| <b>By Program</b>  |                   |                   |                         |             |
| <b>\$000s</b>  | <b>2014</b>       | <b>2015</b>       | <b>Change in Budget</b> |             |
| <b>Property Tax Supported</b>                                  |                   |                   |                         |             |
| Public Health  | \$ 24,137         | \$ 24,635         | \$ 497                  | 2.1%        |
| Paramedic Services   | 13,087            | 14,769            | 1,681                   | 12.8%       |
| Children's Services  | 29,741            | 31,979            | 2,238                   | 7.5%        |
| Employment, Housing & Social Services                          | 29,444            | 27,829            | (1,616)                 | -5.5%       |
| Services for Seniors   | 31,580            | 32,157            | 577                     | 1.8%        |
| Policy Integration & Communications                            | 48                | -                 | (48)                    | -100.0%     |
| Transportation   | 80                | 80                | -                       | 0.0%        |
| Economic Development   | 100               | 95                | (5)                     | -5.0%       |
| Heritage Services  | 55                | 55                | -                       | 0.0%        |
| <b>Total Provincial Subsidy</b>                                | <b>\$ 128,272</b> | <b>\$ 131,597</b> | <b>\$ 3,325</b>         | <b>2.6%</b> |

The key drivers for the \$3.3 million increase in Provincial Subsidy are:

- \$497,000 increase in Public Health relating to mandatory programs, including subsidy assumed for additional staff proposed as Strategic Investments
- \$1.7 million increase in Paramedic Services in accordance with the Province's funding formula, including a \$787,000 increase to match the 2014 provincially approved funding and \$894,000 to support growth in the program including the 2015 Strategic Investments
- \$2.2 million increase in 100% subsidy for Children's Services from Ministry of Education as identified in Children's Services Division Program Changes and Funding Update (SS-02-14)
- (\$1.6 million) reduction in Housing mainly due to the current Investment in Affordable Housing (IAH) program ending March 31, 2015. It should be noted that the Province announced in August 2014 the extension of the Investment in Affordable Housing for Ontario (IAH) program for the next 6 years (2014-

2020), with \$2.3 million allocated for the year 2014/2015. A detailed funding commitment and the related allocations will be reported to Council in early 2015.

- \$577,000 increase in Services for Seniors for the per diem funding inflationary increases and Case Mix Index
- (\$48,000) decrease in Policy Integration & Communications as Provincial funding for the Service Ontario Government Information Centre ended March 31, 2014
- (\$5,000) decrease in Economic Development to reflect anticipated demand for the Agri-tourism program

## Investment Income

The 2015 budget includes the investment income provision of \$55.0 million, of which \$51.4 million is related to the Tax-supported budget and \$3.6 million to the Rate-supported budget. Investment earnings are expected to maintain at the same level as 2014 based on projected Regional cash flows, portfolio balances and market conditions. The Region's active portfolio management has provided an additional level of earning potential through capital gains, which has resulted in favourable investment income. Capital gains and losses, however, are difficult to forecast as they are generated as a result of changing market conditions. Accordingly, investment earnings are budgeted on a conservative basis to provide a sustainable source of revenue to reduce tax impact and any fluctuations created by capital gains/losses will generate a variance when realized.

## Program Fees and Other Revenues - \$483,000 increase

The program-specific fees and charges are anticipated to be \$35.7 million in 2015, a \$483,000 increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding Police Services) by major program. The most significant user fee revenues of \$13.4 million are those received from the residents of the Region's long-term care facilities.

| <b>Tax Program Fees &amp; Other Revenue<br/>2014 v 2015 Comparison</b> |                  |                  |                         |             |
|--|------------------|------------------|-------------------------|-------------|
| <b>\$000s</b>  | <b>2014</b>      | <b>2015</b>      | <b>Change in Budget</b> |             |
| Public Health  | \$ 495           | \$ 510           | \$ 15                   | 3.1%        |
| Paramedic Services   | 11               | 10               | (1)                     | -7.5%       |
| Children's Services  | 680              | 689              | 9                       | 1.3%        |
| Employment, Housing & Social Services                                  | 893              | 873              | (20)                    | -2.2%       |
| Services for Seniors   | 13,135           | 13,380           | 245                     | 1.9%        |
| Planning   | 1,269            | 1,246            | (23)                    | -1.8%       |
| Economic Development   | 85               | 68               | (16)                    | -19.3%      |
| Waste Management   | 7,172            | 7,225            | 53                      | 0.7%        |
| Transportation   | 222              | 215              | (6)                     | -2.8%       |
| Non Program  | 5,200            | 5,292            | 92                      | 1.8%        |
| Finance  | 874              | 874              | -                       | 0.0%        |
| Legislative & Planning Services  | 5,140            | 5,274            | 134                     | 2.6%        |
| CAO 's Office  | 18               | 18               | -                       | 0.0%        |
| <b>Total Program Revenue</b>   | <b>\$ 35,193</b> | <b>\$ 35,676</b> | <b>\$ 483</b>           | <b>1.4%</b> |

The key drivers of the \$483,000 increase in program fees and other revenues are:

- \$245,000 increase in Services for Seniors from Basic Accommodation revenue based on a 2% increase to the budgeted per diem and an increased revenue for Meals on Wheels program
- (\$16,000) reduction in Economic Development to reflect anticipated demand for the Agri-tourism program
- \$53,000 net increase in Waste Management for a \$467,000 increase in Waste Diversion Ontario (WDO) revenue from blue box and sale of electronics, partially offset by a decrease in sale of garbage bag tags due to lower demand and changes to Provincial funding for Hazardous Household Waste
- (\$6,000) reduction in Transportation mainly related to a reduction in local improvement revenue as agreements expire
- \$92,000 for the HCHC Mortgage Interest payments for Plains Road and Ontario Street
- \$134,000 in Legislative & Planning Services mainly due to increased recoveries from HCHC for Asset Management

The user fees and charges associated with these programs are specified in more detail in the Fees & Charges section of this document.

## Supplementary Taxes – (\$500,000) decrease

As discussed earlier, supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the Local Municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. In 2014, the supplementary tax revenue budget was reduced from \$8.6 million to \$8.1 million. Based on the 2014 final supplementary rolls completed by MPAC, estimated supplementary revenue totals \$6.2 million. This will result in the unfavourable variance of \$1.9 million in 2014. Given that there has not been a favourable variance in supplementary revenues over the past four years, the budget for supplementary revenues has been reduced by \$500,000 from \$8.1 million to \$7.6 million to align with the seven year average. Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.

## Federal Subsidy - \$1.1 million increase

The 2015 Tax-supported budget includes \$5.7 million of Federal subsidy. As shown in the following table, the majority of this funding is related to the Federal Gas Tax of \$5.0 million in Non-program, which is used to fund the Transportation program.

| <b>Comparison Of Federal Subsidy Revenue - 2015 To 2014</b> |                 |                 |                         |              |
|---|-----------------|-----------------|-------------------------|--------------|
| <b>By Program - Tax</b>                                     |                 |                 |                         |              |
| <b>\$000s</b>   | <b>2014</b>     | <b>2015</b>     | <b>Change in Budget</b> |              |
| Public Health   | \$ 90           | \$ 90           | \$ -                    | 0.0%         |
| Employment, Housing & Social Services                       | 417             | 511             | 94                      | 22.6%        |
| Economic Development  | 67              | 67              | -                       | 0.0%         |
| Heritage Services   | 6               | 6               | -                       | 0.0%         |
| Non Program   | 3,992           | 5,044           | 1,052                   | 26.3%        |
| <b>Total Federal Subsidy</b>                                | <b>\$ 4,573</b> | <b>\$ 5,719</b> | <b>\$ 1,146</b>         | <b>25.1%</b> |

The \$5.0 million Gas Tax funding in 2015 represents an increase of \$1.1 million over 2014, based on the renewed Gas Tax Agreement (FN-21-14). As discussed earlier, the additional Gas Tax of \$1.1 million will be applied annually to the road resurfacing program, in order to ensure the expanding road resurfacing program is fully funded over the next 10 years without any additional tax impact. The balance of \$4.0 million will continue to be used to fund the Transportation state-of-good-repair capital program. It should be noted that the \$5.0 million applied to the Transportation program is a portion of the total \$14.6 million Gas Tax annually allocated to Halton Region. \$9.5 million of the total \$14.6 million is utilized in the Rate-supported budget to help fund the Water and Wastewater state-of-good-repair capital program.

In addition, the Region also receives Federal subsidies to support various program areas, including \$511,000 applied for housing and the Newcomer Strategy programs in Employment, Housing and Social Services, \$90,000 for the Canada Prenatal Nutrition Program in Public Health, \$67,000 for Economic Development programs as well as \$6,000 for Heritage Services.

## 2015 Strategic Investments

The 2015 Budget and Business Plan includes proposed Strategic Investments for several new initiatives as set out below. Additional information related to these initiatives is in the Tax Budget Details section of the budget book.

| Recommended 2015 Tax Supported Strategic Investments |  |  |             |                     |                     |
|--|--|--|-------------|---------------------|---------------------|
| Dept   | Division                                 | Title  | FTE         | Gross Impact        | Tax Impact          |
| HLT  | Health Protection Services               | Communicable Disease Control Services - Public Health Nurses | 2.0         | \$ 223,888          | \$ 87,316           |
| HLT  | Paramedic Services                       | Paramedic Services Operations Support                        | 1.0         | \$ 73,455           | \$ 38,175           |
| HLT  | Paramedic Services                       | Paramedic Operations Superintendents                         | 2.0         | \$ 288,296          | \$ 149,827          |
| HLT  | Paramedic Services                       | Paramedics   | 5.8         | \$ 673,068          | \$ 349,793          |
| SCS  | Quality & Community Innovation           | Halton Region Community Investment Fund                      | N/A         | \$ 125,000          | \$ 125,000          |
| SCS  | Employment, Housing & Social Services    | Community Homelessness Prevention Initiative                 | 1.0         | \$ -                | \$ -                |
| SCS  | Quality & Community Innovation           | Crisis Prevention / COMMANDE                                 | N/A         | \$ 200,000          | \$ 200,000          |
| LPS  | Asset Management                         | Asset Management Coordinator                                 | 1.0         | \$ 91,624           | \$ 91,624           |
| LPS  | Legal Services                           | Emergency Management   | 2.0         | \$ 5,878,456        | \$ 378,456          |
| LPS  | Planning Services                        | Area Servicing Plan Study Pilot                              | N/A         | \$ 1,000,000        | \$ -                |
| FN   | Financial Planning & Purchasing Services | Water and Wastewater Revenue Assurance Analyst               | 1.0         | \$ 78,730           | \$ -                |
| FN   | Information Technology                   | Mobile & Infrastructure Technology Analyst                   | 1.0         | \$ 102,700          | \$ 102,700          |
| <b>Total</b>   |  |  | <b>16.8</b> | <b>\$ 8,735,217</b> | <b>\$ 1,522,892</b> |

- Communicable Disease Control Services - \$224,000** The Region provides a complement of about 14 nurses to support a variety of Communicable Disease Control Services including management of respiratory outbreaks in long term care homes, immunization services, and responding to calls on communicable disease phone intake lines. Two additional nurses are required in 2015 to address the growing number of outbreaks, the recent requirement by MOHLTC to make three vaccines (chicken pox, whooping cough, meningococcal) mandatory for school aged children and the increased trend in incoming calls to the communicable disease phone intake lines. These additional resources will help meet the minimum standards of case management and outbreak investigation set by the Province. Of the total investment cost of \$224,000, \$137,000 is expected to be funded by the Province based on the current mandatory public health funding of 61% received from the Province in 2014. Accordingly, the net impact to Halton would be \$87,000.

**Paramedic Services - \$1.0 million** With the expansion of the Paramedic Services stations in support of growth and an increasing demand for services resulting from an aging population, the need for operational support has been increasing. Accordingly, in order to maintain existing service level, the following strategic investment is required at an estimated gross cost of \$1.0 million. Of the total investment cost of \$1.0 million, \$497,000 is expected to be funded by the Province based on a 48% subsidy received in 2014, resulting in a net tax impact of \$538,000

- Paramedics - \$673,000** 5.8 Paramedics and enhancement ambulance/equipment are required to maintain response time and to address pressures related to increasing call volume and hospital offload delays. Call volumes in 2013 increased by 6.2% and are expected to further increase by 4.5% in 2014. The new positions will work out of headquarters and be deployed across the Region as required.



- **Paramedic Operations Superintendents - \$288,000** 2 Operations Superintendents and one Emergency Response Unit/equipment are required to meet the recommended paramedic to Operations Superintendent ratio of 20:1. This ratio of paramedics to superintendents is required 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 delays. The current ratio of Paramedics to Superintendents is 26:1.
- **Paramedic Operations Support - \$73,000** 1 Operations Coordinator is required to address pressures in the paramedic operations program related to scheduling/payroll and to provide administrative support to the operations superintendents. Since 2001, the number of paramedics has increased from 75 to over 200 in 2014, and the number of daily shifts that staff must be scheduled into on an annual basis has increased from 8,000 to 12,500. The Scheduling/Payroll Coordinator plays a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. This position is intended to assume responsibility for numerous administrative tasks that are currently being completed by operations superintendents thereby allowing them to focus on managing operations, such as offload delays.
- **Halton Region Community Investment Fund (HRCIF) - \$125,000** The HRCIF was created to respond to a trend of diminishing financial capacity in the non-profit and voluntary sector. This trend has been characterized by a lack of stable funding for organizations and an increased demand for agencies to respond to current and emerging needs of Halton residents. The HRCIF is funded by 100% Regional dollars with the current annual budget of \$703,000. The amount has been stable since 2009 and there continues to be high demand in the community for the HRCIF. During the period of 2012-2014 the HRCIF has been able to fund 81 applicants granting \$2.3 million, out of the 317 agencies who submitted eligible applications requesting \$11.1 million. This is a ratio of \$1 provided for every \$5 requested. With an additional investment of \$125,000, the HRCIF can provide additional funding to Halton community agencies who can support a greater number of clients.
- **Community Homelessness Prevention Initiative (CHPI) - \$79,000** Effective January 1, 2013, the Province consolidated the five homelessness programs into one called CHPI and transferred policy and administrative oversight to the municipalities. In 2015, base funding of \$4.3 million is provided to Halton Region to address local priorities to meet the needs of individuals and families who are homeless or at risk of becoming homeless in their local communities. The funding is based on targets and outcomes. Failure to meet established targets and/or accurately report on outcomes will potentially result in a claw back of Provincial funding. Investing into a Data Coordinator position is therefore important to monitor and report on targets and outcomes to the Province and help develop a more strategic and proactive homelessness prevention program that meets the needs of Halton's vulnerable population, while ensuring full optimization of the available Provincial funding. Up to 10% of the funding may be used for administration and oversight. Accordingly, the \$79,000 investment for this position will be fully funded by the Province through the CHPI funding with no net impact to Halton.
- **Crisis Prevention/COMMANDE - \$200,000** This is a multi-agency initiative committed to the health and safety of the communities. A group of professionals (the "HUB") will meet regularly to provide real-time, coordinated responses to high-risk situations. Resources would be organized to better address the needs of frequent system users relating to such things as mental health, addictions, unemployment, child welfare, etc. This collaborative exchange will be a round table format led by the COMMANDE Coordinator and would develop and implement immediate solutions for individuals and families at risk. Social & Community Services, the Health Department (including Paramedic Services) and Halton Regional Police Services have a role to play from the Regional perspective and many community agencies will be involved to address community risk through intervention. The current pilot of this program has been led by the Halton Regional Police Service in Milton, with plans to expand to other Halton municipalities in 2015.

- **Asset Management Coordinator - \$92,000** This position is required to address the increased asset management needs for Regional facilities, while ensuring that service levels can be maintained for departmental customers, HCHC and the Region's Social Housing Providers. This additional staff complement is required to provide technical expertise and project management needed to implement and manage an effective Life Cycle Costing program for preventative maintenance and capital replacement programs for the Region and social housing providers. This position will ensure that asset management programs across the Region are implemented, keeping Regional facilities and social housing stock in a state-of-good-repair. This position will assist in identifying emergency needs over the next three to five years and developing a detailed long-term capital plan to balance the technical and financial pressure on existing assets with the goal of delivering the required level of service over the assets' lifecycle. By providing technical expertise in managing the assets and developing the capital plan, long-term capital funding requirements can be identified and sustainable financing plans established.
- **Emergency Management/Incident Response - \$5.9 million** Over the past year, the Region has responded to two extreme weather events that had significant impacts on Halton community. These types of events have impacted communities around the world and are happening with increasing frequency. There have been many lessons learned as a result of these events. The 2015 Budget includes significant investments to ensure the Region is prepared to respond to potential community needs. The current mandate of the Emergency Management Section is to ensure the Region meets its legislated requirements under the *Emergency Management and Civil Protection Act*. In order to increase the Region's capacity to respond to and recover from emergencies and urgent incidents such as severe weather events, the following two additional staffing positions are required at \$278,000: 1) Manager of Emergency Management to ensure the direction and coordination of all components of the Region's Emergency Management/Incident Response Program and 2) Emergency Management Coordinator to fully align the Region's emergency planning and response plans with all stakeholders including local municipalities, conservation authorities, neighbouring municipalities, school boards, Provincial and Federal agencies, and social and health service providers. Further, to increase 311 telephone capacity to maintain customer service levels during peak call volumes resulting from community incidents, an investment of \$100,000 will be required for additional telecommunication infrastructure. An investment of \$5.5 million will also be required to provide for emergency generators in warming and reception centres strategically located in each municipality in the Region. This will be funded from the Regional capital reserve with no tax impact.
- **Area Servicing Plan Study Pilot - \$1.0 million** The Region continues to grow rapidly and employment and intensification are important contributors to the economic stability and the quality of life in the Region. A key driver for the continued success of Regional Council's vision is to ensure that the necessary infrastructure is in place in time for development to occur. The development of Area Servicing Plans for water, wastewater and stormwater management has traditionally been the responsibility of area specific land owners. The goal of the pilot project is to assist the Region and local municipalities in ensuring that employment land is investment ready and that Urban Growth Centres have the necessary infrastructure identified for intensification. The pilot project would allow for one Area Servicing Plan to be completed in collaboration with each of the local municipalities that would achieve the goals indicated above. It is recommended that Area Servicing Plans within this pilot program be undertaken for: Midtown Oakville, Bronte Meadows Employment area (Burlington), Halton Hills 401 Corridor employment lands and Milton Education Village employment area. The pilot project is currently estimated at \$1.0 million, which will be funded from the Regional Capital Investment Revolving Fund on an interim basis, resulting in no tax impact. This study is needed to accommodate growth, and therefore the related cost will be included in the next DC by-law update process. The Regional funding from the Revolving Fund including carrying costs, will then be recovered from future DC collections.
- **Water/Wastewater Revenue Assurance Analyst - \$79,000** Halton Region contracts out water/wastewater billing services to third party Local Distribution Companies (LDC). A Region-wide database was established in 2011 using LDC's water and wastewater customer data. A W/WW Revenue Assurance Analyst was hired on a contract basis to perform a comprehensive analytical review of the water customer accounts (144,000 residential and 7,900

commercial) to detect billing errors and identify unbilled properties. Since this contract position has been in place, the W/WW Revenue Assurance Analyst has identified lost revenues of \$1.4 million of which \$380,000 has been recovered in accordance with Regional collection policies. The ongoing analysis and review provided by this position is essential to maximizing revenues, maintaining good customer service and providing reliable, accurate data for sound management decision making. Through proactive identification of inaccurate or incomplete information, this position, working collaboratively with the LDCs, will implement timely adjustments to processes which result in improved customer service through accurate and timely billing to ensure revenue is maximized. Accordingly, the 2015 Budget proposes to convert the current contract position into a full time Revenue Assurance Analyst to continue and enhance the monitoring of the LDCs billing information.

- **Mobile & Infrastructure Technology Analyst - \$103,000** The 2007 Budget and Business Plan approved a Technology FTE to support the Region's Mobile Technology Operations including 40 in-vehicle mobile workstations (CS-63-06) and 10 units in Water Services at that time. Since 2007, the implementation of the Work Order Management System in Public Works (PPW-11-07) and subsequent growth in Paramedic Services and PW fleets has resulted in an increase of in-vehicle and field air card fleet to 286 units. In addition, the current FTE provides technical support for 792 mobile phones. Support call volume related to the fleet of over 1,000 mobile devices has increased by 50% in the past five years. Over the last 10 years, Data and Office Operations have grown from 50 to 250 computer servers plus related data back-up systems. The Data and Office Applications Operations include IT infrastructure data centre support for over 100 sites and 350 software applications. Currently two FTE are allocated to primary support of the Data and Office Application operations. In order to maintain data centre service levels and support a growing number of new mobile users, an additional Mobile & Infrastructure Technology Analyst is required. The 2015 Budget proposes an additional Mobile and Infrastructure Technology Analyst is required to provide technical support to field staff to continue to enhance customer service.

## 10-Year Tax Operating Budget Forecast

The 10-year forecast for Tax Supported services has been prepared to reflect updated assumptions for revenues and program costs. The 2015 forecast is largely consistent with that prepared as part of the 2014 Budget.

The forecast assumes that the Province continues to honour its commitments related to the up-loading of Social Services costs and that cost-sharing for subsidized programs will keep pace with inflation. Multi-year financing plans have been developed for major programs and initiatives and are reflected in this forecast.

The 10-year Operating Forecast has been prepared to maintain the tax impact at or below inflation for Regional services. The forecast reflects current services and current service levels, any change in service or service level will impact the forecast. In addition, if general inflation rates increase, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can impact the forecast. The forecast was prepared based on the following key assumptions:

- General inflation of 2.0% to 2.5%,
- Interest on reserves of 3.65%
- Debt financing rate of 5.0%
- Assessment growth of 1.5% per year
- Provincial subsidies will increase with inflation

The following table sets out the 10-Year Operating forecast for Tax Supported Services. As shown, the tax forecast has been prepared consistent with the Council priorities to keep tax increases at or below the rate of inflation for Regional services.

**Ten Year Operating Budget Forecast  
For Tax Supported Services**

|   | 2015             | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       |
|---|------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| (\$000s)                                | Requested Budget | Forecast   |
| Public Health                           | \$ 14,935        | \$ 15,371  | \$ 15,792  | \$ 16,241  | \$ 16,686  | \$ 17,114  | \$ 17,609  | \$ 18,108  | \$ 18,623  | \$ 19,091  |
| Paramedic Services                      | 16,219           | 16,698     | 17,594     | 18,268     | 19,099     | 19,847     | 20,862     | 21,699     | 22,380     | 23,784     |
| Quality & Community Innovation          | 5,870            | 6,028      | 6,185      | 6,356      | 6,529      | 6,704      | 6,892      | 7,085      | 7,286      | 7,493      |
| Children's Services                     | 12,862           | 12,996     | 13,131     | 13,295     | 13,458     | 13,625     | 13,817     | 14,018     | 14,232     | 14,459     |
| Employment, Housing & Social Services   | 42,175           | 43,046     | 43,560     | 44,626     | 45,688     | 46,814     | 47,973     | 49,244     | 50,533     | 51,846     |
| Services for Seniors                    | 17,876           | 18,422     | 19,060     | 19,724     | 20,402     | 21,104     | 21,832     | 22,596     | 23,365     | 24,161     |
| Planning                                | 9,325            | 9,794      | 10,139     | 10,530     | 10,936     | 11,314     | 11,735     | 12,181     | 12,608     | 13,065     |
| Economic Development                    | 2,191            | 2,266      | 2,340      | 2,419      | 2,500      | 2,582      | 2,668      | 2,758      | 2,850      | 2,946      |
| Waste Management Services               | 39,536           | 41,002     | 42,452     | 44,131     | 45,924     | 47,748     | 49,645     | 51,669     | 53,736     | 55,857     |
| Transportation                          | 46,093           | 48,029     | 50,254     | 52,791     | 55,410     | 58,174     | 61,082     | 64,132     | 67,337     | 70,708     |
| Non-Program & Financial Transactions    | 16,146           | 16,894     | 18,078     | 19,278     | 20,633     | 21,721     | 22,651     | 23,942     | 25,846     | 26,864     |
| Boards & Agencies                       | 9,119            | 9,871      | 10,496     | 10,918     | 11,414     | 11,915     | 12,516     | 12,848     | 13,202     | 13,499     |
| <b>Region:</b>                          |                  |            |            |            |            |            |            |            |            |            |
| Net Expenditures                        | \$ 232,347       | \$ 240,415 | \$ 249,082 | \$ 258,578 | \$ 268,680 | \$ 278,661 | \$ 289,282 | \$ 300,280 | \$ 311,998 | \$ 323,774 |
| Tax Impact (after assessment)           | 1.5%             | 1.9%       | 2.1%       | 2.3%       | 2.4%       | 2.2%       | 2.3%       | 2.3%       | 2.4%       | 2.2%       |
| <b>Halton Regional Police Services:</b> |                  |            |            |            |            |            |            |            |            |            |
| Net Expenditures                        | \$ 134,808       | \$ 141,311 | \$ 147,770 | \$ 154,148 | \$ 161,501 |            |            |            |            |            |
| Tax Impact (after assessment)           | 1.9%             | 3.3%       | 3.0%       | 2.8%       | 3.2%       |            |            |            |            |            |
| <b>Region Including Police:</b>         |                  |            |            |            |            |            |            |            |            |            |
| Net Expenditures                        | \$ 367,155       | \$ 381,726 | \$ 396,852 | \$ 412,726 | \$ 430,181 |            |            |            |            |            |
| Tax Impact (after assessment)           | 1.6%             | 2.4%       | 2.4%       | 2.5%       | 2.7%       |            |            |            |            |            |
| <b>Assessment Growth Assumption</b>     | 1.7%             | 1.5%       | 1.5%       | 1.5%       | 1.5%       | 1.5%       | 1.5%       | 1.5%       | 1.5%       | 1.5%       |

**Tax Budget Forecast as projected in the 2014 Budget**

|   |      |      |      |      |      |      |      |      |      |  |
|---|------|------|------|------|------|------|------|------|------|--|
| <b>Regional Tax Impact (after assessment)</b> | 1.8% | 1.9% | 2.1% | 2.3% | 2.4% | 2.2% | 2.3% | 2.3% | 2.4% |  |
|---|------|------|------|------|------|------|------|------|------|--|

The increases in the Police budget forecast range from 4.3% to 4.8% before assessment growth.



## Tax Capital Budget & Forecast Overview

The table below provides a summary of the 2015 ten-year Tax capital program, including the Police capital program. The ten-year total is \$1.6 billion, with \$212.1 million allocated for 2015. Of the 2015 provision of \$212.1 million, \$129.8 million relates to the Regional program and \$82.3 million to the Police program.

| 2015 Capital Budget & Forecast                     |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|--|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Summary of Tax Capital Budget & Financing (\$000s) |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|  | Gross Cost          | 2015              | 2016              | 2017              | 2018              | 2019              | 2020              | 2021              | 2022              | 2023              | 2024              |
| <b>Program Expenditures</b>                        |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Transportation                                     | \$ 1,172,117        | \$ 101,673        | \$ 153,266        | \$ 137,517        | \$ 89,269         | \$ 91,978         | \$ 105,824        | \$ 109,103        | \$ 121,119        | \$ 117,066        | \$ 145,302        |
| Planning   | 116,785             | 8,103             | 12,448            | 12,953            | 10,453            | 12,483            | 12,603            | 11,803            | 10,853            | 11,903            | 13,183            |
| Waste Management                                   | 49,429              | 9,982             | 2,112             | 8,969             | 2,764             | 1,316             | 15,873            | 2,607             | 2,004             | 1,088             | 2,714             |
| Asset Management                                   | 38,768              | 3,093             | 4,857             | 3,567             | 3,360             | 3,780             | 4,947             | 3,625             | 3,935             | 3,802             | 3,802             |
| Information Technology                             | 38,952              | 2,899             | 2,992             | 3,228             | 3,333             | 3,470             | 3,655             | 4,836             | 4,552             | 5,152             | 4,836             |
| Paramedic Services                                 | 22,873              | 1,648             | 2,695             | 1,595             | 2,645             | 1,476             | 2,095             | 2,169             | 1,379             | 1,866             | 5,305             |
| Services for Seniors                               | 6,300               | 500               | 600               | 650               | 650               | 650               | 650               | 650               | 650               | 650               | 650               |
| Financial Planning & Budgets                       | 5,500               | 1,700             | 600               | 300               | 300               | 300               | 300               | 800               | 600               | 300               | 300               |
| Public Health                                      | 3,325               | 164               | 340               | 249               | 846               | 211               | 275               | 453               | 218               | 231               | 337               |
| Children's Services                                | 500                 | 50                | 50                | 50                | 50                | 50                | 50                | 50                | 50                | 50                | 50                |
| Police   | 140,123             | 82,285            | 23,347            | 3,795             | 5,038             | 3,728             | 5,466             | 5,181             | 3,710             | 3,819             | 3,754             |
| <b>Total</b>                                       | <b>\$ 1,594,671</b> | <b>\$ 212,097</b> | <b>\$ 203,308</b> | <b>\$ 172,873</b> | <b>\$ 118,708</b> | <b>\$ 119,442</b> | <b>\$ 151,739</b> | <b>\$ 141,276</b> | <b>\$ 149,070</b> | <b>\$ 145,926</b> | <b>\$ 180,233</b> |
| <b>Financing</b>                                   |                     |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| External Rcvry                                     | \$ 11,270           | \$ 9,151          | \$ 1,901          | \$ 51             | \$ 1              | \$ 56             | \$ 1              | \$ 56             | \$ 1              | \$ 56             | \$ 1              |
| Tax Reserves                                       | 879,725             | 93,516            | 107,892           | 93,751            | 69,641            | 76,356            | 96,207            | 80,044            | 82,462            | 79,164            | 100,692           |
| Rate Reserves                                      | 4,941               | 710               | 395               | 625               | 580               | 246               | 179               | 847               | 708               | 470               | 181               |
| Dev't Charges - Resid.                             | 621,028             | 45,715            | 81,785            | 77,986            | 48,209            | 42,136            | 54,953            | 59,690            | 65,518            | 65,957            | 79,079            |
| Dev't Charges - Non Res.                           | 4,583               | 487               | 730               | 461               | 277               | 648               | 399               | 640               | 382               | 280               | 280               |
| Debentures   | 73,124              | 62,519            | 10,605            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Total</b>                                       | <b>\$ 1,594,671</b> | <b>\$ 212,097</b> | <b>\$ 203,308</b> | <b>\$ 172,873</b> | <b>\$ 118,708</b> | <b>\$ 119,442</b> | <b>\$ 151,739</b> | <b>\$ 141,276</b> | <b>\$ 149,070</b> | <b>\$ 145,926</b> | <b>\$ 180,233</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

## 2015 Tax Capital Budget

The 2015 Tax capital budget of \$212.1 million has increased \$73.4 million (52.9%) from the 2014 forecast, and the key drivers are:

- \$77.3 million increase in the Police program mainly due to the new Headquarter (HQ)/Central Services and Division 1 facilities expansion
- \$2.8 million decrease in the Planning (including Housing) program mainly due to a one-year deferral of the Regional Official Plan implementation project and OMB hearing cost.

The following highlights significant projects in the 2015 capital budget.

- **\$101.7 million 2015 Transportation capital program** includes:
  - \$31.9 million for Britannia Road Rd widening (Tremaine to Hwy 407)
  - \$17.6 million for new North Oakville Transportation Corridor (16 Mile Creek to Neyagawa, Trafalgar to Ninth Line and bridge over 16 Mile Creek)
  - \$9.9 million for Steeles Avenue widening (James Snow Parkway to Trafalgar and Industrial to Martin Street)
  - \$9.3 million for Upper Middle Road widening (Neyagawa to Trafalgar, Grand Blvd to Ninth Line/Ford Drive, Winston Park Dr to Winston Churchill Blvd and intersection improvements at Dorval Drive)
  - \$8.0 million for Guelph Line (reconstruction 1km north of Derry to Conservation Road and intersection improvements at Harvester)
  - \$4.7 million for Ninth Line widening (Steeles Ave to 10 Side Rd and Ford Drive improvements at North Service Rd connection)
- **\$3.1 million 2015 Asset Management capital program** includes the on-going building rehabilitation and upgrade needs for all of Regional facilities, including Halton Regional centre, Long-term care facilities and Paramedic services, based on building condition assessments.
- **\$8.1 million 2015 Planning capital program (including Housing)** is \$2.8 million lower than the 2014 forecast mainly due to a one-year deferral of the Regional Official Plan (ROP) implementation project (\$2.0 million) and OMB hearings (\$3.0 million) based on updated spending needs, offset by increased Assisted Housing Development (\$2.3 million) to align with the financing plan as set out in the CHS (SS-21-13).
- **\$2.9 million 2015 Information Technology capital program** is \$400,000 reduced from the 2014 forecast as the purchased service costs (e.g. studies) related to application developments/procurements have been moved from capital to operating budget as part of the on-going budget realignment initiative under TCA.
- **\$10.0 million 2015 Waste Management capital program** is unchanged from the 2014 forecast and includes the cost for Cell 3 East construction at the Regional landfill site.
- **\$82.3 million 2015 Police capital program** represents a \$77.2 million increase from the 2014 forecast, mainly due to the facility expansion needs for the HQ/Central Services facility (\$74.0 million), the design for Division 1 facility (\$2.0 million), increased technology upgrade needs (\$555,000) and a provision for conducted energy weapons (\$500,000).

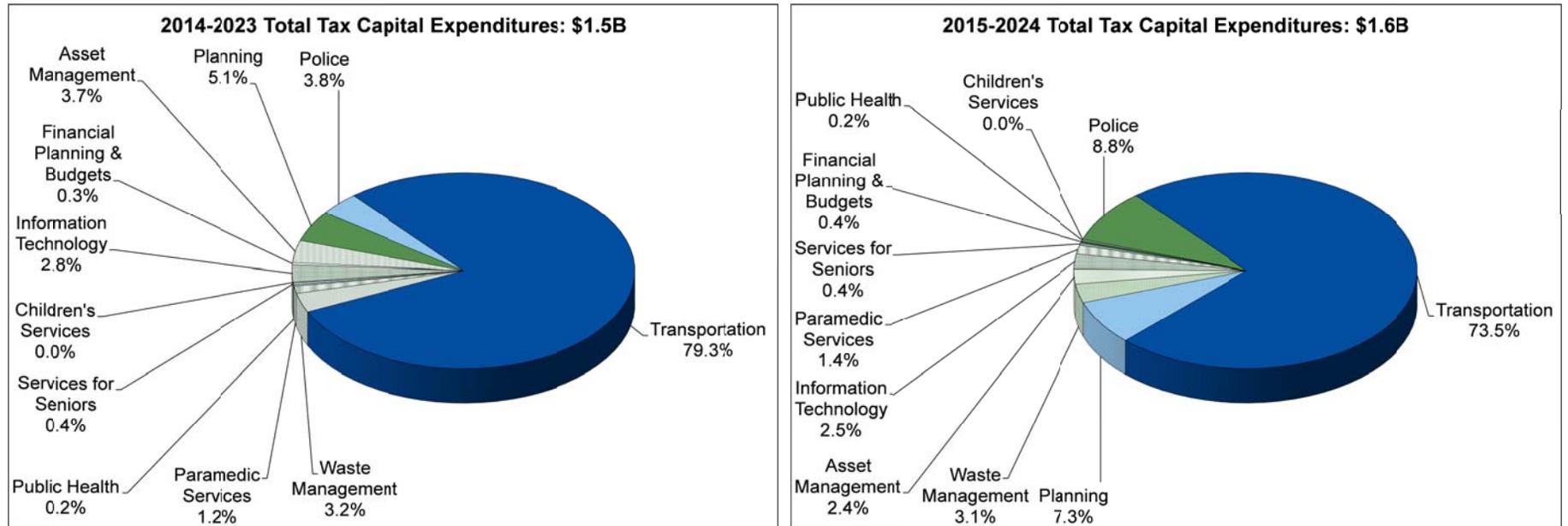
The following table summarizes the ten largest tax capital projects budgeted for 2015. These projects account for 82% (\$173.7 million) of the \$212.1 million total cost in 2015.

| <b>2015 Capital Budget &amp; Forecast<br/>10 Largest Tax Capital Expenditures in 2015 (\$Millions)</b> |  |                 |
|--|--|-----------------|
| <b>Program</b>   | <b>Project Descriptions</b>                | <b>Cost</b>     |
| Police   | New HQ/Central Services Facility           | \$ 74.0         |
| Roads  | Britannia Road - Widening                  | 31.9            |
| Roads  | New North Oakville Transportation Corridor | 17.6            |
| Roads  | Steeles Avenue - Widening                  | 9.9             |
| Roads  | Upper Middle Road - Widening               | 9.3             |
| Waste  | HWMS - Cell 3 East Construction            | 8.9             |
| Roads  | Guelph Line - Reconstruction               | 8.0             |
| Tax  | Assisted Housing Development               | 7.0             |
| Roads  | Ninth Line - Widening                      | 4.7             |
| Roads  | Winston Churchill Blvd - Widening & Bypass | 2.4             |
| <b>Total</b>   |  | <b>\$ 173.7</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

## 10-Year Capital Budget & Forecast

The following charts provide a breakdown of the 2015 Tax capital budget and forecast compared to the 2014 budget.



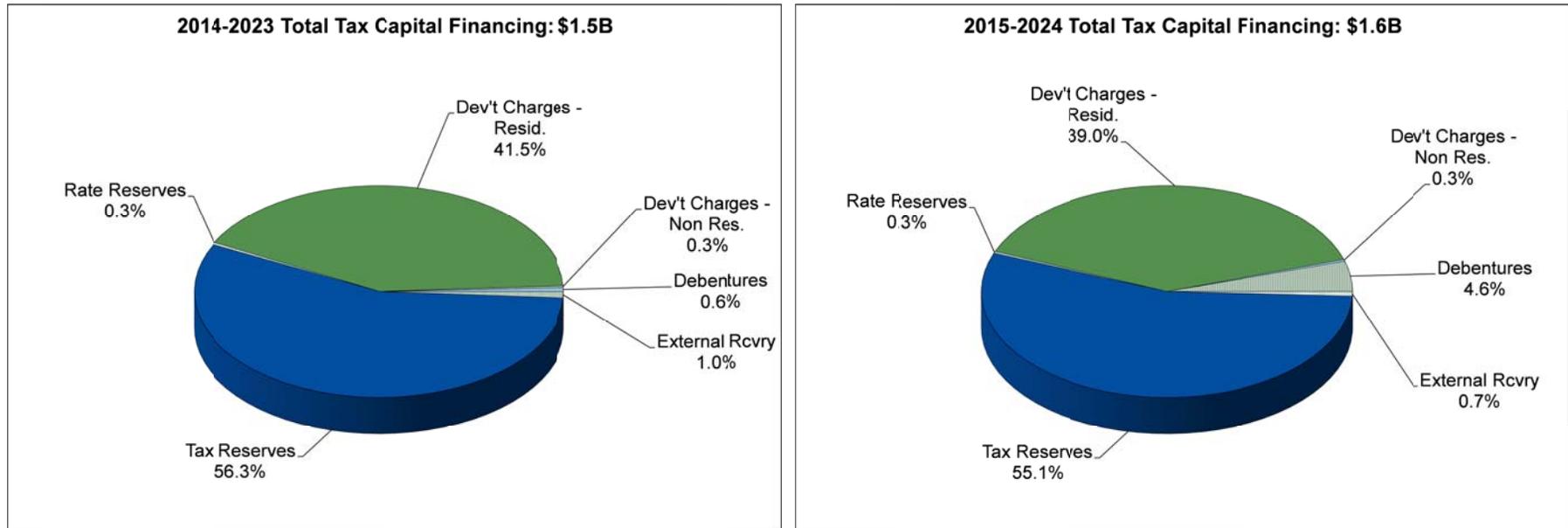
The 2015 10-year tax capital program (2015-2024) totals \$1.6 billion. This is \$75.0 million (4.9%) higher than the 2014 program, due mainly to the new facility costs required in the Police program included in the 2015 Budget. Details of the 2015 capital budget and the 10-year forecast (2015-2024) are contained in the Capital Budget section of the budget book.

As illustrated, a significant portion of the 2015 10-year program continues to be committed to the Transportation programs. The following summarizes the programs that comprise the 10-year capital forecast.

- **\$1.2 billion 10-year Transportation capital program** is \$32.2 million lower than the 2014 program as the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The 2015 10-year program provides significant road widening, new road, and grade separation programs including:
  - \$177.9 million for Trafalgar Rd
  - \$139.8 million for Dundas St
  - \$124.3 million for Regional Road 25
  - \$116.8 million for the new North Oakville Transportation Corridor (NNOTC)
  - \$96.7 million for Tremaine Rd
  - \$86.3 million for Steeles Ave
- **\$116.8 million 10-year Planning capital program (including Housing)** is \$38.9 million higher than the 2014 program mainly due to the Assisted Housing Development (\$31.2 million) increase to align with approved financing plan in the updated CHS Plan (SS-21-13).
- **\$38.8 million 10-year Asset Management capital program** includes the Region's on-going facility rehabilitation/replacement needs (\$34.4 million) based on building condition assessments.
- **\$49.4 million 10-year Waste Management capital program** is \$1.1 million lower than the 2014 program as some of the significant projects (e.g. Oakville Landfill mound reduction (\$1.0 million)) have been moved to the implementation stage. The 2015 10-year program includes Cells 3 and 4 construction (\$27.2 million), on-going gas system provision (\$1.4 million), Organic Transfer Facility (\$7.2 million), heavy equipment (\$3.4 million), and continued buffer land purchases (\$3.6 million).
- **\$39 million 10-year Information Technology capital program** is \$3.8 million reduced from the 2014 program mainly due to the purchased service costs (e.g. studies) related to application developments/procurements being moved from capital to operating budget as part of the on-going budget realignment initiative under TCA.
- **\$38.5 million 10-year other capital programs** includes provisions for Paramedic Services (\$22.9 million for stations, vehicle/defibrillation programs and Master Plan), equipment replacements at long-term care facilities (\$6.3 million), and air quality monitoring (\$3.2 million).
- **\$140.1 million 10-year Police capital program** is \$82.0 million higher than the 2014 program mostly due to the facility program. The 2015 10-year program includes facility projects (\$96.5 million), technology upgrades (\$18.5 million), vehicle/equipment related projects (\$23.1 million) and replacement provisions for the radio trunking infrastructure and user equipment (\$2.0 million).

## 10-Year Tax Capital Financing

The following charts provide the financing structure for the 2015 Tax capital budget and forecast compared to the 2014 budget.



As shown in the charts above, Development Charges (DC) (39.3%) and the Tax Capital Reserves (including contributions from the operating budget and Gas Tax funding) (55.1%) continue to be the main sources of financing for the 2015 10-year tax supported capital program.

A notable change in the funding structure relative to the 2014 budget is the increased use of debentures from \$8.6 million (0.6%) to \$73.1 million (4.6%) as a result of the Police headquarters expansion project included in the Police budget. A substantial portion of debt financing employed for Police facilities is related to growth. As such, the resulting debt charges will be supported mostly by development charge revenues. This will require an update to the Region's development charges by-law as noted earlier. In addition, there is slightly reduced utilization of development charges due mainly to the decreased size of the 10-year Transportation program compared to the 2014 10-year program.

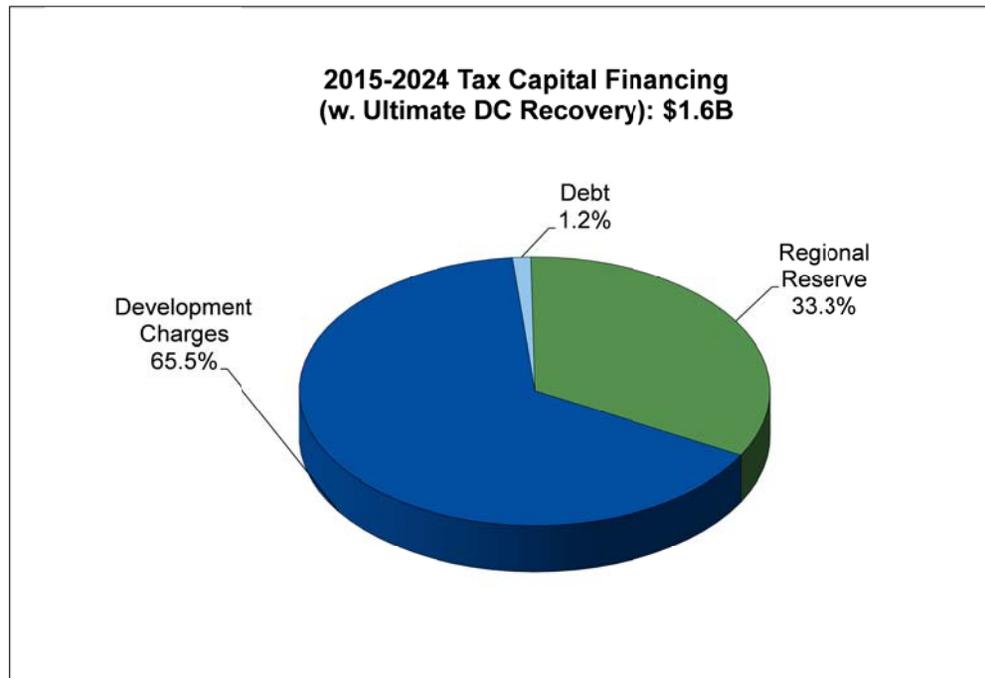
The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for on-going/recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution. The 2015 Budget Forecast continues to apply Gas Tax funding to fund the Transportation capital program with \$4.0 million used for 2015 and \$58.0 million between 2015 and 2024.

The Tax Capital Reserve is also utilized to provide interim funding for the non-residential growth share of the Transportation Capital Program, in accordance with the Development Financing Plan (CS-20-12). The Region's interim financing is ultimately recovered from development charges, including any carrying costs. This strategy supports the Region's economic objectives and ensures that the capital program is sustained with manageable operating impacts and a minimum requirement for external debt financing.

Residential development charges are used to fund all of the capital costs serving residential growth, in accordance with the Development Financing Plan (CS-20-12).

Debt is issued mainly for major upgrade/replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs such as the Police headquarters will be recovered from future DCs as noted above.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for non-residential growth infrastructure (e.g. Transportation) as well as debt issued for the Police facility program are recovered from future DCs as discussed above. Out of the total \$1.6 billion, \$550.7 million (34.5%) is related to the state-of-good-repair capital program and the balance of \$1.0 billion (65.5%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (65.5%) and the state-of-good-repair program will be funded by the reserves (33.3%) and debt (1.2%) supported by tax.



# Health Department

The Health Department receives grant-based funding for its Public Health programs and Paramedic Services from the Provincial and Federal governments. For the North Halton Mental Health Clinic (NHMHC), the provincial funding is received through the Mississauga-Halton Local Health Integration Network (MH-LHIN) and community partners.

The 2015 Health budget reflects a net increase of \$567,000 or 1.9%. This increase is mainly driven by increased funding provided for Dental Care Counts (DCC) and nicotine replacement therapy (NRT) in Chronic Disease Prevention & Oral Health to maintain current program service levels and two additional Public Health Nurses proposed as strategic investment in Health Protection Services. Paramedic Services also requires 8.8 additional paramedics and related support staff as strategic investment to address program pressures resulting from growth and demographic changes, which are largely offset by subsidy increases.



| \$000s                                   | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|--|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|  | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>Health Department</b>                 |                  |                     |                               |                  |                  |               |             |
| General Health                           | \$ 3,559         | \$ (1,869)          | \$ (159)                      | \$ 1,531         | \$ 1,612         | \$ (81)       | -5.0%       |
| Community Health Services                | 15,592           | (9,853)             | 499                           | 6,238            | 6,029            | 209           | 3.5%        |
| Chronic Disease Prevention & Oral Health | 5,554            | (3,705)             | 19                            | 1,868            | 1,738            | 130           | 7.5%        |
| Health Protection Services               | 14,647           | (9,809)             | 461                           | 5,300            | 5,056            | 243           | 4.8%        |
| Paramedic Services                       | 30,101           | (14,779)            | 898                           | 16,219           | 16,154           | 66            | 0.4%        |
| <b>Total</b>                             | <b>\$ 69,452</b> | <b>\$ (40,015)</b>  | <b>\$ 1,719</b>               | <b>\$ 31,156</b> | <b>\$ 30,589</b> | <b>\$ 567</b> | <b>1.9%</b> |
| FTE                                      |                  |                     |                               | 452.8            | 442.0            | 10.8          | 2.4%        |

## Health Department Provincial Funding

As shown in the following table, the 2015 Health Budget includes \$39.5 million of Provincial subsidy for Public Health programs and Paramedic Services, an increase of \$2.2 million (5.8%).

The \$497,000 increase in Public Health subsidy is comprised of a \$491,000 (2.7%) increase for cost-shared programs (which includes an additional \$137,000 subsidy assumed for the 2015 strategic investment (2 FTEs)) and a minimal increase in 100% Provincially funded programs.

The \$1.7 million (12.8%) increase in Paramedic Services includes \$787,000 (6%) to match the 2014 Ministry approved funding, \$397,000 (3%) to support program growth in 2015, as well as \$497,000 (3.8%) to fund the 2015 strategic investment (8.8 FTEs).

| Health Department Subsidy |                  |                     |                  |                     |                                  |                   |  |
|---------------------------|------------------|---------------------|------------------|---------------------|----------------------------------|-------------------|--|
|                           | 2015             |                     | 2014             |                     | Change in Budget                 |                   |  |
| \$000s                    | Requested Budget |                     | Requested Budget |                     | 2015 Requested to 2014 Requested |                   |  |
| Public Health:            |                  |                     |                  |                     |                                  |                   |  |
| Cost -shared              | \$               | 18,922 61.0%        | \$               | 18,432 60.1%        | \$                               | 491 2.7%          |  |
| 100%                      |                  | 5,802 67.0%         |                  | 5,796 68.3%         |                                  | 7 0.1%            |  |
| Sub-total                 | \$               | 24,725 62.0%        | \$               | 24,227 61.9%        | \$                               | 497 2.1%          |  |
| Paramedic Services        |                  | 14,769 48.0%        |                  | 13,087 44.7%        |                                  | 1,681 12.8%       |  |
| <b>Total</b>              | <b>\$</b>        | <b>39,493 56.0%</b> | <b>\$</b>        | <b>37,315 54.5%</b> | <b>\$</b>                        | <b>2,179 5.8%</b> |  |

The table below provides the shortfall in Provincial funding for the Health programs based on the expected cost-sharing. These shortfalls are calculated on a total cost basis including allocated corporate costs. In total, the 2015 Provincial funding shortfall is \$7.9 million, consisting of \$7.2 million for Public Health and \$725,000 for Paramedic Services.

| 2015 Budget<br>Change in Anticipated Funding Shortfall |                                       |            |                       |                 |   |
|--|---------------------------------------|------------|-----------------------|-----------------|---|
|  | Provincial / Federal<br>Funding Share |            | Anticipated Shortfall |                 | (Decrease)/<br>Increase in<br>Shortfall<br>(2015 to 2014) |
| \$000s   | 2014                                  | 2015       | 2014                  | 2015            |   |
| <b>Public Health:</b>                                  |                                       |            |                       |                 |   |
| <b>75% Cost-Shared Programs:</b>                       |                                       |            |                       |                 |   |
| Mandatory Programs                                     | 61%                                   | 61%        | \$ 4,209              | \$ 4,352        | \$ 143  |
| CINOT Expansion Program                                | 75%                                   | 75%        | -                     | -               | -   |
| Small Drinking Water Systems                           | 43%                                   | 43%        | 24                    | 25              | 1   |
| Vector Borne Diseases                                  | 73%                                   | 72%        | 11                    | 19              | 8   |
| Sub-total  | 61%                                   | 61%        | \$ 4,244              | \$ 4,396        | \$ 151  |
| <b>100% Funded Programs:</b>                           |                                       |            |                       |                 |   |
| Canada Prenatal Nutrition Program                      | 100%                                  | 100%       | \$ -                  | \$ -            | \$ -  |
| Chief Nursing Officer                                  | 83%                                   | 84%        | 22                    | 20              | (2)   |
| Enhanced Food Safety Initiative                        | 79%                                   | 73%        | 19                    | 26              | 7   |
| Enhanced Safe Water Initiative                         | 71%                                   | 75%        | 15                    | 13              | (2)   |
| Healthy Babies Healthy Children                        | 61%                                   | 60%        | 1,151                 | 1,198           | 47  |
| Healthy Babies Healthy Children Nursing                | 100%                                  | 75%        | -                     | 16              | 16  |
| Healthy Smiles Ontario                                 | 100%                                  | 100%       | -                     | -               | -   |
| Infectious Diseases Control                            | 87%                                   | 86%        | 60                    | 63              | 3   |
| Infection Prevention and Control Nurses                | 67%                                   | 71%        | 44                    | 38              | (6)   |
| North Halton Child and Youth Psychiatry                | 0%                                    | 0%         | 522                   | 545             | 22  |
| North Halton Mental Health Clinic                      | 72%                                   | 71%        | 698                   | 752             | 54  |
| Public Health Awareness Initiatives                    |                                       |            | -                     | -               | -   |
| Needle Exchange Program Initiative                     | 95%                                   | 94%        | 1                     | 1               | 0   |
| Public Health Nurses Initiative                        | 68%                                   | 69%        | 84                    | 84              | 0   |
| Smoke Free Ontario (SFO) Programs                      | 88%                                   | 89%        | 68                    | 63              | (5)   |
| Sub-total  | 68%                                   | 67%        | \$ 2,683              | \$ 2,819        | \$ 135  |
| <b>Total</b>   | <b>63%</b>                            | <b>62%</b> | <b>\$ 6,928</b>       | <b>\$ 7,214</b> | <b>\$ 286</b>   |
| <b>Paramedic Services</b>                              | <b>45%</b>                            | <b>48%</b> | <b>\$ 1,533</b>       | <b>\$ 725</b>   | <b>\$ (808)</b>   |
| <b>Gross</b>   | <b>55%</b>                            | <b>56%</b> | <b>\$ 8,461</b>       | <b>\$ 7,939</b> | <b>\$ (521)</b>   |

In the 2014 Ministry approved budget, Mandatory Cost-shared Public Health programs received a 2% increase in funding to address growth. Accordingly, the 2015 budget for Mandatory Cost-shared Public Health programs includes a 2% increase to address growth and an additional increase to fund a strategic investment. All other Cost-shared programs (CINOT Expansion, Small Drinking Water Systems, Vector Borne Diseases) are being held at 2014 budgeted subsidy levels, resulting in an overall increase of 2.8% for Cost-shared programs. The 75% Cost-shared Public Health programs shortfall increased modestly from \$4.3 million to \$4.4 million, an increase of \$151,000, as costs are increasing faster than subsidy. The overall Provincial funding share remains at 61%.

For the 100% funded programs, a 2% increase was applied for the Chief Nursing Officer, Infection Prevention and Control Nurses Initiative and Public Health Nurses Initiative based on funding announcements received in 2013 and 2014. No additional subsidy is provided to the other 100% funded programs, including Healthy Babies Healthy Children and North Halton Mental Health Clinic programs as no additional subsidy has been received in these programs in a few years. This results in an increased shortfall from \$2.7 million to \$2.8 million, an increase of \$135,000, which lowers the overall Provincial funding share to from 68% to 67% in 2015.

Many of the 100% funded programs continue to grow without additional subsidy, such as Healthy Babies Healthy Children Program (including the Healthy Babies Healthy Children Nursing), which is a Provincially funded prevention and early intervention program. This program continues to be challenged by increased service requirements from the Province, increased service demands related to client needs and a funding shortfall from the Ministry of Children and Youth Services (MCYS). The MCYS funding formula does not provide for increased service demands, inflationary pressures and funding for administrative support costs. As a result, the funding shortfall in this program has increased by \$63,000 in the 2015 Budget.

The 2015 Paramedic Services budget includes a \$1.7 million (12.8%) increase in provincial subsidy. This includes \$787,000 (6%) to match the 2014 Ministry approved funding, \$397,000 (3%) to support program growth in 2015, as well as \$497,000 (3.8%) to fund the 2015 strategic investment (8.8 FTEs). The funding assumed for the strategic investment is one of the measured risks taken for the 2015 Budget. It is however considered a reasonable assumption based on subsidies approved by the province in recent years. Given the significant increase in subsidy in the 2015 Budget, the Provincial funding share in 2015 increased from 45% to 48%, reducing the funding shortfall by \$808,000 to \$725,000.

In summary, the shortfall for Public Health program subsidies is increasing by \$286,000 to \$7.2 million and the Paramedic Services subsidy shortfall is decreasing by \$808,000 to \$725,000. The combined net shortfall in Health Department subsidy funding is \$7.9 million, a reduction of \$521,000 from the shortfall in the 2014 budget.

# General Health

The Division provides consultation services related to air quality, scientific, environmental, public health and epidemiology, in addition to providing leadership and support to departmental priorities and projects. This division also includes the facility-related costs of the public health clinics. Staff provide support to public health programs through surveillance, health status reporting and program evaluation.

The 2015 General Health budget reflects a net decrease of \$81,000 or 5.0%, mainly driven by an \$82,000 (16.4%) reduction in the Air Quality program. This change is primarily as a result of a \$75,000 decrease in capital financing to reflect lower equipment costs experienced in recent years. In addition, capital financing related to the Georgetown health clinic is decreased by \$26,000 to reflect unanticipated subsidy received, which contributes to the 0.2% moderate increase in Clinic operations.

| \$000s                | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change         |              |
|-----------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|----------------|--------------|
|                       | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014    |              |
| <b>General Health</b> |                 |                     |                               |                 |                 |                |              |
| Air Quality           | \$ 827          | \$ (434)            | \$ 24                         | \$ 416          | \$ 498          | \$ (82)        | -16.4%       |
| Clinic Operations     | 1,396           | (733)               | (221)                         | 442             | 441             | 1              | 0.2%         |
| Epidemiology          | 1,335           | (701)               | 38                            | 672             | 673             | (1)            | -0.1%        |
| <b>Total</b>          | <b>\$ 3,559</b> | <b>\$ (1,869)</b>   | <b>\$ (159)</b>               | <b>\$ 1,531</b> | <b>\$ 1,612</b> | <b>\$ (81)</b> | <b>-5.0%</b> |
| FTE                   |                 |                     |                               | 13.0            | 13.0            | -              | 0.0%         |



## Public Health Capital Budget & Forecast

| (\$Millions)          | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | Total          |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Air Quality Program   | \$ 0.16        | \$ 0.34        | \$ 0.25        | \$ 0.81        | \$ 0.21        | \$ 0.28        | \$ 0.45        | \$ 0.22        | \$ 0.23        | \$ 0.30        | \$ 3.25        |
| Public Health Vehicle | -              | -              | -              | 0.04           | -              | -              | -              | -              | -              | 0.04           | 0.08           |
| <b>Total</b>          | <b>\$ 0.16</b> | <b>\$ 0.34</b> | <b>\$ 0.25</b> | <b>\$ 0.85</b> | <b>\$ 0.21</b> | <b>\$ 0.28</b> | <b>\$ 0.45</b> | <b>\$ 0.22</b> | <b>\$ 0.23</b> | <b>\$ 0.34</b> | <b>\$ 3.32</b> |

Does not include financing cost. Schedule may not add due to rounding.

The 2015 ten-year Public Health capital program totals \$3.3 million for the Air Quality Program and the Public Health Vehicle, with \$160,000 allocated for 2015.

The ten-year Air Quality program totals \$3.3 million, with \$160,000 identified in 2015. The 2015 funding will be utilized for contracted services for equipment and consulting. The Air Quality program will be initially financed by transfers from the Tax Capital Reserve, which will be replenished by an on-going annual operating contribution, including \$300,000 in 2015.

In addition, the 2015 operating budget includes a \$114,000 transfer to reserve for financing previously provided for the Georgetown Multi-Use Facility project.

The combined reserve transfers as noted above total \$414,000, which represents a \$101,000 reduction from the 2014 budget. This reduction is based on the revised financing plan, which incorporates a \$75,000 decrease in the transfer to reserve for the Air Quality program for lower equipment costs experienced in recent years and a \$26,000 reduction for the Georgetown health clinic for additional subsidies received.

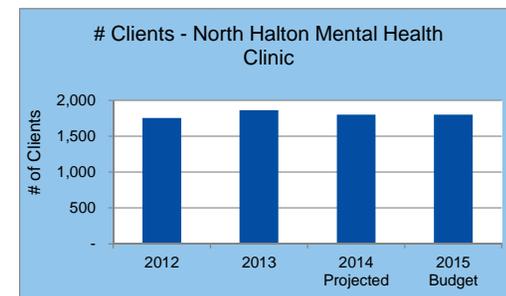
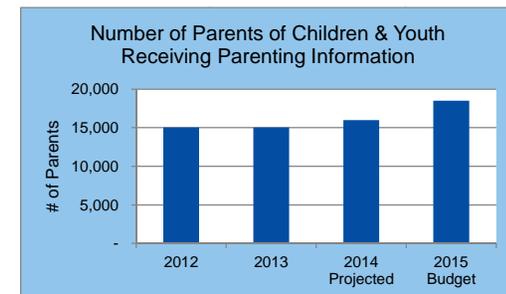
# Community Health Services

The Division is responsible for implementation of the Ontario Public Health Standards for Family Health Program (i.e., Healthy Babies Healthy Children, Healthy Child Development etc.) and Substance Misuse and Injury Prevention Program. Community Health Services also offers a range of programs and services that include health promotion, support for older adults, prenatal health, school health and support to parents. Services are also provided through the North Halton Mental Health Clinic and North Halton Child and Youth Psychiatry Program.

The 2015 Community Health Services budget reflects a net increase of \$209,000 or 3.5%. Healthy Child Development program is increasing by \$77,000 (4.5%) as a result of expenditures increasing (e.g. Healthy Babies Healthy Children) without concurrent increases in subsidies as noted previously. Similarly, the North Halton Mental Health Clinic programs are increasing by \$85,000 (5.1%) to provide additional funding for psychiatrists and to support increased rental costs, while subsidies remain at the 2014 level.



| \$000s                            | 2015 Budget      |                     |                               |                 | 2014 Budget     | Change        |             |
|-----------------------------------|------------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|                                   | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| Community Health Services         |                  |                     |                               |                 |                 |               |             |
| Healthy Child Development         | \$ 4,557         | \$ (2,906)          | \$ 142                        | \$ 1,793        | \$ 1,716        | \$ 77         | 4.5%        |
| Older Adults                      | 555              | (354)               | 17                            | 218             | 213             | 5             | 2.1%        |
| Prenatal Health                   | 1,744            | (1,114)             | 55                            | 685             | 674             | 11            | 1.7%        |
| School Health & HaltonParents     | 4,534            | (2,896)             | 143                           | 1,781           | 1,751           | 30            | 1.7%        |
| North Halton Mental Health Clinic | 4,203            | (2,583)             | 141                           | 1,761           | 1,675           | 85            | 5.1%        |
| <b>Total</b>                      | <b>\$ 15,592</b> | <b>\$ (9,853)</b>   | <b>\$ 498</b>                 | <b>\$ 6,238</b> | <b>\$ 6,029</b> | <b>\$ 209</b> | <b>3.5%</b> |
| FTE                               |                  |                     |                               | 114.3           | 114.3           | -             | 0.0%        |



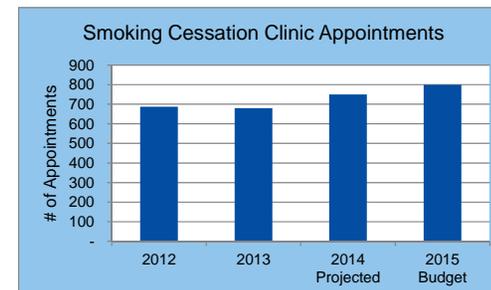
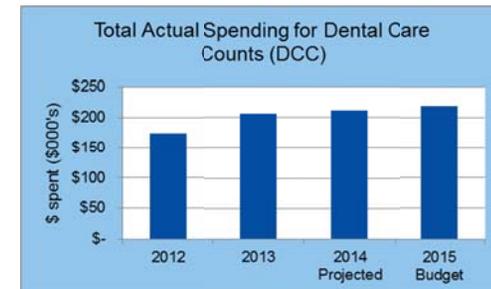
# Chronic Disease Prevention & Oral Health

The Division provides a range of programs and services that include expert health promotion consultation and campaigns for schools and community agencies, as well as counselling, case management, and referral for high-risk individuals and families, financial assistance programs for dental treatment, oral health and smoking cessation clinics, and oral health surveillance.

The 2015 Chronic Disease Prevention and Oral Health budget reflects a net increase of \$130,000 or 7.5%. The Chronic Disease Prevention is increasing \$79,000 (8.4%) primarily due to an increase of \$30,000 for nicotine replacement therapy (NRT) as a result of an increase in clinic hours coupled with an increase in duration of NRT usage by clients. Dental Treatment Financial Assistance is increasing by \$30,000 (7.9%) as a result of an increase of \$30,000 in the Dental Care Counts (DCC) fund in order to provide increased financial support for dental treatment for the elderly and for adults with special needs. The Oral Health budget is also increasing by \$20,000 (4.8%) due to increased demand for corporate support. These increases will allow the existing levels of service to continue to be provided.



| \$000s                                   | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change        |             |
|--|-----------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|  | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| Chronic Disease Prevention & Oral Health |                 |                     |                               |                 |                 |               |             |
| Chronic Disease Prevention               | \$ 2,390        | \$ (1,450)          | \$ 75                         | \$ 1,015        | \$ 936          | \$ 79         | 8.4%        |
| Dental Treatment Financial Assistance    | 1,591           | (1,227)             | 48                            | 412             | 382             | 30            | 7.9%        |
| Oral Health                              | 1,571           | (1,028)             | (104)                         | 440             | 419             | 20            | 4.8%        |
| <b>Total</b>                             | <b>\$ 5,554</b> | <b>\$ (3,705)</b>   | <b>\$ 19</b>                  | <b>\$ 1,868</b> | <b>\$ 1,738</b> | <b>\$ 130</b> | <b>7.5%</b> |
| FTE                                      |                 |                     |                               | 31.6            | 31.6            | -             | 0.0%        |



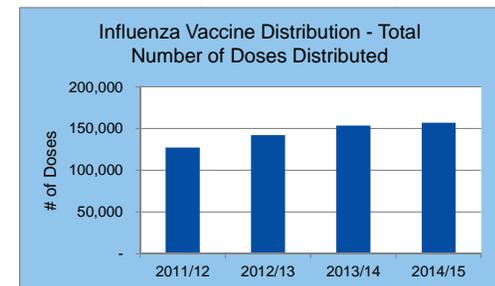
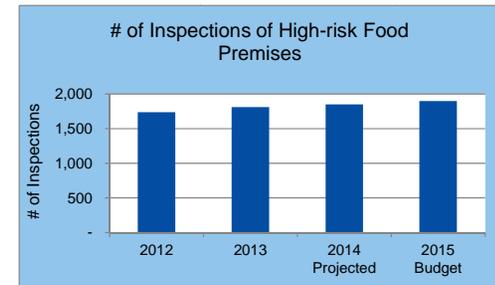
# Health Protection Services

The Division provides a range of infectious disease services including outbreak investigations, immunization, infection control and prevention, vector borne disease response (e.g. West Nile Virus), travel health, sexual health clinics, sexually transmitted infections investigations, anonymous HIV testing and needle exchange. The Division also provides environmental health programs and services including health hazard investigations, safe food and water, rabies control, tobacco control and small drinking water systems.

The 2015 Health Protection Services budget reflects a net increase of \$243,000 or 4.8%, mainly driven by the Vaccine Preventable Diseases & Communicable Diseases program increasing by \$149,000 (10.3%). This increase reflects the addition of 2.0 Public Health Nurses proposed as a strategic investment with a net impact of \$87,000, to provide support to Communicable Disease Control Services, including the management of outbreak activity in long-term care homes. The Vaccine Preventable Diseases budget also includes increases related to the continued implementation of Panorama, an integrated public health information system, which Halton began to implement in 2014.



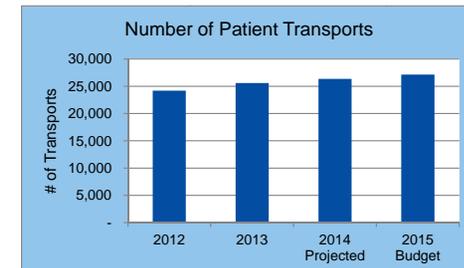
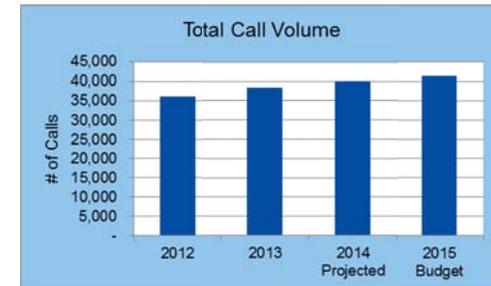
| \$000s   | 2015 Budget      |                     |                               |                 | 2014 Budget     | Change        |             |
|--|------------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|  | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| Health Protection Services                           |                  |                     |                               |                 |                 |               |             |
| Enteric & Vector Borne Diseases                      | \$ 1,957         | \$ (1,266)          | \$ 64                         | \$ 755          | \$ 733          | \$ 22         | 2.9%        |
| Food Safety  | 2,515            | (1,569)             | 78                            | 1,024           | 988             | 35            | 3.6%        |
| Healthy Environments                                 | 2,072            | (1,404)             | 65                            | 734             | 730             | 4             | 0.5%        |
| Sexual Health  | 2,917            | (1,820)             | 91                            | 1,188           | 1,154           | 34            | 2.9%        |
| Vaccine Preventable Diseases & Communicable Diseases | 5,185            | (3,749)             | 163                           | 1,599           | 1,450           | 149           | 10.3%       |
| <b>Total</b>   | <b>\$ 14,647</b> | <b>\$ (9,809)</b>   | <b>\$ 461</b>                 | <b>\$ 5,300</b> | <b>\$ 5,056</b> | <b>\$ 243</b> | <b>4.8%</b> |
| FTE  |                  |                     |                               | 104.5           | 102.5           | 2.0           | 2.0%        |



# Paramedic Services

The Paramedic Services Division provides pre-hospital patient care to citizens through the deployment of 22 emergency vehicles and over 200 Advanced and Primary Care Paramedics, including delivering paramedic response times in accordance with the Halton Region response time plan. The Division provides a comprehensive quality assurance program and public education and awareness raising, including citizens training for CPR, Public Access Defibrillation and injury prevention.

The 2015 Paramedic Services budget reflects a net increase of \$66,000 or 0.4%. This budget includes a \$100,000 provision for the cost increase in medical supplies and a \$100,000 increase in capital financing to support the purchase of new and replacement vehicles. The 2015 Paramedic Services budget includes a \$1.7 million (12.8%) increase in Provincial subsidy. This includes \$787,000 (6%) to match the 2014 Ministry approved funding, \$397,000 (3%) to support program growth in 2015, as well as \$497,000 (3.8%) to fund the 2015 strategic investments (8.8 FTE).



| \$000s             | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change       |             |
|--------------------|------------------|---------------------|-------------------------------|------------------|------------------|--------------|-------------|
|                    | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014  |             |
| Paramedic Services | \$ 30,101        | \$ (14,779)         | \$ 898                        | \$ 16,219        | \$ 16,154        | \$ 66        | 0.4%        |
| <b>Total</b>       | <b>\$ 30,101</b> | <b>\$ (14,779)</b>  | <b>\$ 898</b>                 | <b>\$ 16,219</b> | <b>\$ 16,154</b> | <b>\$ 66</b> | <b>0.4%</b> |
| FTE                |                  |                     |                               | 189.4            | 180.6            | 8.8          | 4.9%        |



## Paramedic Services Capital Budget & Forecast

| (\$Millions)   | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | Total           |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| PS Stations    | \$ 0.30        | \$ 1.00        | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ 1.30         |
| PS Master Plan | -              | -              | -              | -              | -              | -              | -              | -              | 0.15           | -              | 0.15            |
| PS Vehicles    | 1.27           | 1.62           | 1.52           | 1.07           | 1.44           | 2.01           | 2.04           | 1.34           | 1.67           | 3.04           | 17.02           |
| Defibrillators | 0.07           | 0.08           | 0.08           | 1.58           | 0.04           | 0.08           | 0.13           | 0.04           | 0.04           | 2.26           | 4.40            |
| <b>Total</b>   | <b>\$ 1.65</b> | <b>\$ 2.70</b> | <b>\$ 1.59</b> | <b>\$ 2.64</b> | <b>\$ 1.48</b> | <b>\$ 2.10</b> | <b>\$ 2.17</b> | <b>\$ 1.38</b> | <b>\$ 1.87</b> | <b>\$ 5.31</b> | <b>\$ 22.87</b> |

Does not include financing cost. Schedule may not add due to rounding.

The 2015 ten-year Paramedic Services capital program totals \$22.9 million, with \$1.7 million allocated for 2015.

### Paramedic Services Stations

The 2015 capital program includes \$1.3 million for the expansion of the Paramedic Services Stations (including South Milton station) over the next two years as required based on the 2005 EMS Master Plan. The South Milton Paramedic Services station project is being coordinated with the Town, with the construction scheduled for 2016.

### Paramedic Services Master Plan

Paramedic Services continues to implement a capital plan as set out in the ten-year Master Plan (MO-06-05), while currently undertaking the 2014 Master Plan update. The objectives of the 2005 Master Plan have been completed and/or are planned for in the current capital forecast. The results of the 2014 Master Plan update will be considered by Council in early 2015, and will be incorporated in the future budget process. \$150,000 has been identified in 2023 for the future master plan study.

### Paramedic Services Vehicles & Equipment

The 2015 capital program includes \$17.0 million to purchase replacement and new Paramedic vehicles over the next 10 years. In 2015, \$1.3 million has been provided for the replacement of six existing ambulance vehicles, one Emergency Response Units (ERU's), one new ambulance and one new ERU vehicle. There is also \$74,200 identified in 2015 to acquire two additional defibrillator units. Currently, there are 33 defibrillators units used by Paramedic Services, and a \$1.58 million provision is included in 2018 for the replacement of these existing defibrillator units.

Paramedic Services capital program is initially funded from the reserves, which will be replenished from annual operating transfers. The 2015 Budget includes capital financing (i.e. transfer to reserves) of \$2.5 million, which represents a \$30,000 decrease from the 2014 budget mainly due to a retirement of debt previously issued for Paramedic Stations in Burlington and Oakville.

# Social & Community Services Department

The Social & Community Services Department receives funding for its programs from the Ministries of Community and Social Services, Children and Youth Services, Health and Long-Term Care, Municipal Affairs and Housing, Training, Colleges and Universities and Education, as well as the Federal Government.

The Social & Community Services Department 2015 budget reflects an increase of \$2.4 million or 3.1%. This is primarily due to the increase in Quality & Community Innovation resulting from strategic investments proposed for the Crisis Prevention/COMMANDE program and for The Halton Region Community Investment Fund. The Employment, Housing and Social Services budget is also increasing due to funding increases required for social housing providers as well as increased capital funding provided for the New Housing Units capital program based on the Comprehensive Housing Strategy (SS-21-13). In addition, one FTE is proposed through strategic investment to support Community Homelessness Prevention Initiative (CHPI) program, to be fully funded by Provincial funding through the CHPI program.



| \$000s                                 | 2015 Budget       |                     |                               |                  | 2014 Budget      | Change          |             |
|--|-------------------|---------------------|-------------------------------|------------------|------------------|-----------------|-------------|
|  | Gross Cost        | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014     |             |
| <b>Social &amp; Community Services</b> |                   |                     |                               |                  |                  |                 |             |
| Children's Services                    | \$ 45,206         | \$ (32,667)         | \$ 323                        | \$ 12,862        | \$ 12,728        | \$ 134          | 1.1%        |
| Quality & Community Innovation         | 5,920             | -                   | (50)                          | 5,870            | 5,393            | 477             | 8.8%        |
| Employment, Housing & Social Services  | 71,682            | (29,213)            | (294)                         | 42,175           | 40,886           | 1,288           | 3.2%        |
| Services for Seniors                   | 61,413            | (45,536)            | 1,999                         | 17,876           | 17,386           | 490             | 2.8%        |
| <b>Total</b>                           | <b>\$ 184,221</b> | <b>\$ (107,417)</b> | <b>\$ 1,978</b>               | <b>\$ 78,783</b> | <b>\$ 76,394</b> | <b>\$ 2,389</b> | <b>3.1%</b> |
| FTE                                    |                   |                     |                               | 725.7            | 724.7            | 1.0             | 0.1%        |



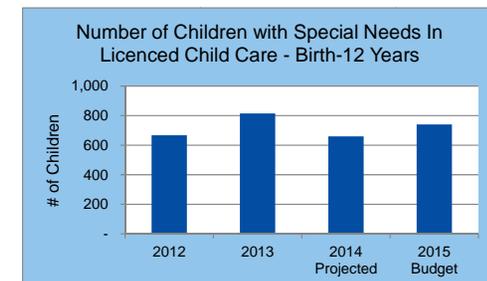
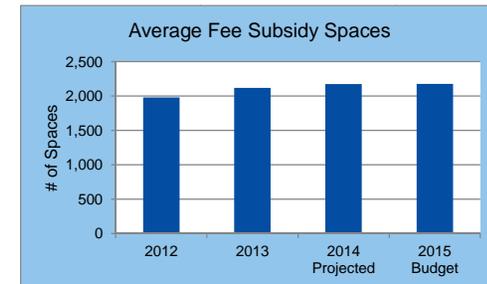
# Children's Services

The Children's Services Division as the Consolidated Municipal Service Manager (CMSM) works collaboratively with the community to promote the development of healthy child and family outcomes. The Division directly provides fee assistance for child care, services for children with special needs, three regionally operated child care centres, educational opportunities, planning and research/evaluation support for child-related programs. Halton Region is an Our Kids Network (OKN) protocol partner. The Network partners work together to ensure "All Children Thrive".

The 2015 Children's Services budget reflects a net increase of \$134,000 or 1.1%. In 2014, the Region received an additional subsidy of \$2.2 million as set out in Report SS-02-14, which provides additional funding for fee subsidized spaces of \$1.1 million, \$500,000 for Special Needs, \$640,000 for Community Supports and \$89,000 for an additional Child Care Representative to support the increased subsidized spaces. The additional funding for these services will have no impact on taxes as it is 100% funded by the Province.



| \$000s                      | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|-----------------------------|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|                             | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>Children's Services</b>  |                  |                     |                               |                  |                  |               |             |
| Community Support           | \$ 11,779        | \$ (10,034)         | \$ (51)                       | \$ 1,694         | \$ 1,670         | \$ 24         | 1.5%        |
| Fee Subsidy                 | 21,205           | (13,514)            | 227                           | 7,918            | 7,898            | 20            | 0.2%        |
| Regional Child Care Centres | 2,823            | (2,265)             | 16                            | 574              | 565              | 9             | 1.6%        |
| Special Needs               | 9,399            | (6,855)             | 132                           | 2,676            | 2,595            | 81            | 3.1%        |
| <b>Total</b>                | <b>\$ 45,206</b> | <b>\$ (32,667)</b>  | <b>\$ 323</b>                 | <b>\$ 12,862</b> | <b>\$ 12,728</b> | <b>\$ 134</b> | <b>1.1%</b> |
| <b>FTE</b>                  |                  |                     |                               | <b>100.6</b>     | <b>100.6</b>     | <b>-</b>      | <b>0.0%</b> |



## Children's Services Capital Budget & Forecast

| (\$Millions)                | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | Total   |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Capital Improvement Support | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.50 |

Does not include financing cost. Schedule may not add due to rounding.

The 2015 ten-year Children's Services capital program totals \$500,000, with \$50,000 allocated for 2015. This program provides funds for regular maintenance of the Region-owned child care centres. This program will initially be financed from the Tax Capital Reserve, which will be replenished by an on-going annual operating contribution. The 2015 budget continues to include the \$50,000 reserve transfer.

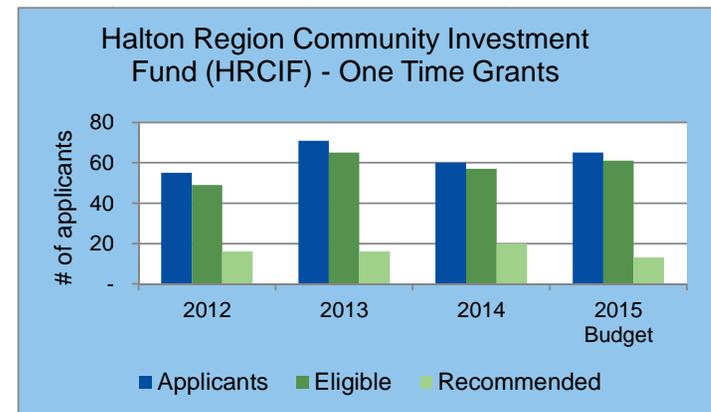
# Quality & Community Innovation

The Quality and Community Innovation Division provides services and support across the Social and Community Services Department including: eligibility review of social assistance and subsidies, revenue recovery, community engagement, emergency management, records management and the Halton Region Community Investment Fund, policy and research, quality and risk management and coordination of the Elderly Services Advisory Committee (ESAC).

The 2015 Quality and Community Innovation budget reflects a net increase of \$477,000 or 8.8%, mainly driven by a \$378,000 (14.3%) increase in Community Development Grants program. Included in this program budget is a strategic investment of \$200,000 proposed for the Crisis Prevention/COMMANDE initiative to support residents with needs relating to mental health, addictions, unemployment, child welfare, etc. An additional \$125,000 is also proposed for the Halton Region Community Investment Fund as strategic investment in order to respond to growing requests for Regional support from community health and social service agencies and to encourage development of the non-profit sector in the delivery of needed services.



| \$000s                                    | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change        |             |
|---|-----------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|   | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| <b>Quality &amp; Community Innovation</b> |                 |                     |                               |                 |                 |               |             |
| Community Development Grants              | \$ 2,952        | \$ -                | \$ 65                         | \$ 3,017        | \$ 2,639        | \$ 378        | 14.3%       |
| Program Integrity                         | 2,860           | -                   | (118)                         | 2,742           | 2,644           | 98            | 3.7%        |
| Elder Services Advisory Committee (ESAC)  | 108             | -                   | 3                             | 111             | 111             | 0             | 0.2%        |
| <b>Total</b>                              | <b>\$ 5,920</b> | <b>\$ -</b>         | <b>\$ (50)</b>                | <b>\$ 5,870</b> | <b>\$ 5,393</b> | <b>\$ 477</b> | <b>8.8%</b> |
| FTE                                       |                 |                     |                               | 30.8            | 30.8            | -             | 0.0%        |



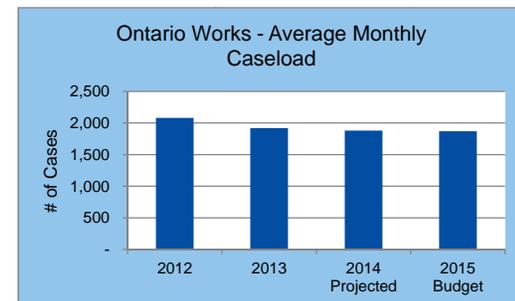
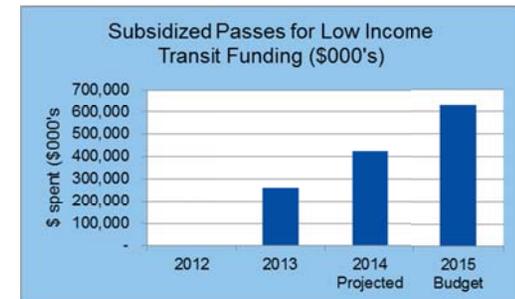
# Employment, Housing & Social Services

The Employment, Housing & Social Services (EHSS) Division offers services through three distinct yet integrated business units: Employment Services unit provides employment placement, skills development, mental health/addiction support and newcomer planning. Housing Services unit facilitates the delivery and administration of assisted housing programs, fulfilling the legislated role of Consolidated Municipal Service Manager, senior government funded housing agreements and Halton's own programs as per CHS (SS-21-13). Social Services unit provides a range of supports for Ontario Works (OW) clients as well as Ontario Disability Support Program clients and low income residents.

The EHSS 2015 budget reflects a net increase of \$1.3 million or 3.2%, mainly driven by a \$1.3 million (4.0%) increase in Assisted Housing program. The Assisted Housing program includes an additional \$306,000 for RGI subsidy and an additional \$652,000 required for social housing providers to support higher operating costs as prescribed by the Provincial funding formula. This budget also includes a new \$400,000 provision to facilitate Halton In-situ housing allowances and a \$250,000 increase in capital funding in support of CHS (SS-21-13). Employment Services has a \$99,000 (24.3%) budget reduction due primarily to the completion of the Newcomer Portal program. The Ontario Works program budget is increasing by \$97,000 (1.9%) as a result of a \$480,000 saving from the provincial uploading of OW costs being mostly offset by a \$420,000 reduction in OW administration funding. EHSS budget is discussed in more detail below.



| \$000s  | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change          |             |
|---|------------------|---------------------|-------------------------------|------------------|------------------|-----------------|-------------|
|   | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014     |             |
| Employment, Housing & Social Services   |                  |                     |                               |                  |                  |                 |             |
| Assisted Housing Homelessness & Community Homelessness Prevention Initiative (CHPI) | \$ 38,142        | \$ (4,348)          | \$ (390)                      | \$ 33,404        | \$ 32,123        | \$ 1,282        | 4.0%        |
| Employment Services   | 6,501            | (4,634)             | (173)                         | 1,694            | 1,685            | 9               | 0.5%        |
| Ontario Works   | 2,358            | (2,050)             | -                             | 308              | 407              | (99)            | -24.3%      |
| Low Income  | 23,125           | (18,181)            | 269                           | 5,212            | 5,115            | 97              | 1.9%        |
|   | 1,557            | -                   | -                             | 1,557            | 1,557            | -               | 0.0%        |
| <b>Total</b>  | <b>\$ 71,682</b> | <b>\$ (29,213)</b>  | <b>\$ (294)</b>               | <b>\$ 42,175</b> | <b>\$ 40,886</b> | <b>\$ 1,288</b> | <b>3.2%</b> |
| FTE   |                  |                     |                               | 68.9             | 67.9             | 1.0             | 1.5%        |



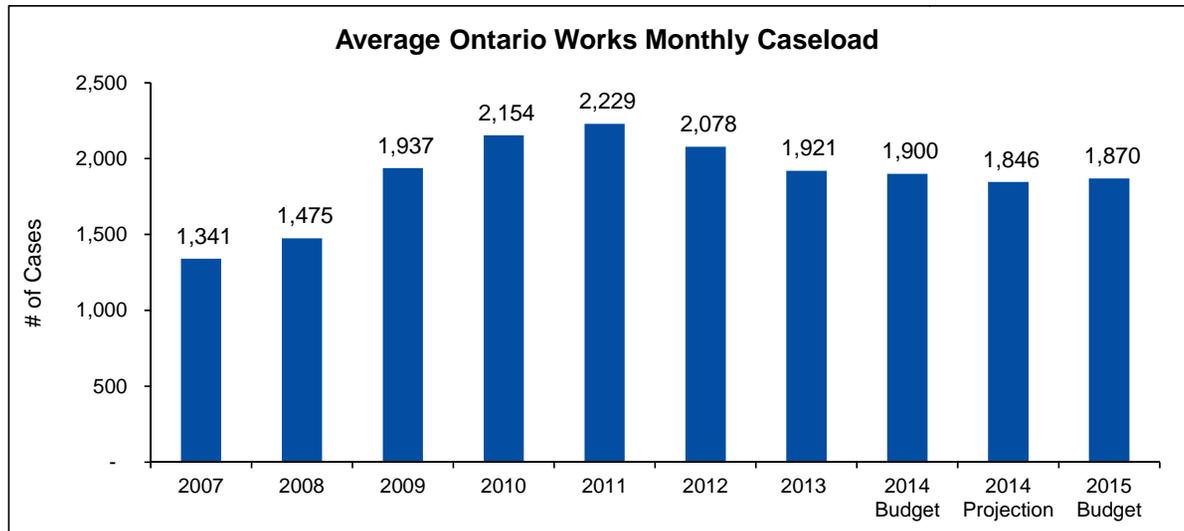
## Ontario Works (OW)

There are a number of significant drivers in the 2015 Budget and Business Plan relating to the Ontario Works (OW) program in the Employment, Housing and Social Services Division. The Province continues to upload the cost of OW benefits and some employment assistance costs from the property tax base in 2015 resulting in savings of \$480,000 as shown in the following table.

| <b>Projected Ontario Works Benefits, Emergency Hostel Services,<br/>Employment Assistance and ODSP Discretionary Benefits<br/>Savings as a Result of Provincial Upload</b> |                   |                   |                   |                     |                     |                     |                     |                     |                     |
|--|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | 2010              | 2011              | 2012              | 2013                | 2014                | 2015                | 2016                | 2017                | 2018                |
|  | Actual Savings    | Actual Savings    | Actual Savings    | Actual Savings      | Projected Savings   | Budget Savings      | Budget Savings      | Budget Savings      | Budget Savings      |
| Percentage of Provincial Upload  | 3%                | 6%                | 14%               | 29%                 | 43%                 | 57%                 | 71%                 | 86%                 | 100%                |
| Annual Percentage Provincial Upload  | 3%                | 3%                | 8%                | 15%                 | 14%                 | 14%                 | 14%                 | 15%                 | 14%                 |
| Ontario Works Benefits   | \$ 106,500        | \$ 215,800        | \$ 463,500        | \$ 871,100          | \$ 1,308,400        | \$ 1,725,500        | \$ 2,149,300        | \$ 2,603,400        | \$ 3,027,200        |
| ODSP Discretionary Benefits  | 1,200             | 2,900             | 34,500            | 16,300              | 15,500              | 31,900              | 39,800              | 48,200              | 56,000              |
| Employment Assistance  | 13,200            | 27,200            | 64,900            | 137,300             | 160,500             | 207,000             | 257,800             | 312,300             | 363,100             |
| <b>Total Projected Savings</b>   | <b>\$ 120,900</b> | <b>\$ 245,900</b> | <b>\$ 562,900</b> | <b>\$ 1,024,700</b> | <b>\$ 1,484,400</b> | <b>\$ 1,964,400</b> | <b>\$ 2,446,900</b> | <b>\$ 2,963,900</b> | <b>\$ 3,446,300</b> |
| <b>Annual Projected Savings</b>  | <b>\$ 120,900</b> | <b>\$ 125,000</b> | <b>\$ 317,000</b> | <b>\$ 461,800</b>   | <b>\$ 459,700</b>   | <b>\$ 480,000</b>   | <b>\$ 482,500</b>   | <b>\$ 517,000</b>   | <b>\$ 482,400</b>   |

These savings are largely offset by an anticipated reduction in Cost of Administration subsidy of \$420,000, resulting in a modest net impact of 1.9% for the OW program budget. Funding for the OW Cost of Administration is decreasing in reflection of the declining caseloads in Halton since 2011. The Regional contribution to the OW Administration program in the 2015 Budget is \$3.9 million or 56% of the OW cost of the Administration Budget.

As shown in the following chart, the caseload for OW continues to decline from 1,900 in 2014 Budget to 1,870 in the 2015 Budget although it has not returned to pre-recession levels.



The caseload reduction in the 2015 budget translates to a \$26,000 saving in OW benefit costs compared to the 2014 budget. This will be offset by a benefit rate increase of \$17,000 (1%), resulting in net savings of \$9,000. In 2015, Halton pays 8.6% of OW caseload benefit costs, which will be phased out by 2018.

While Halton's OW caseloads are decreasing, the demand for the Ontario Disability Support Program continues to increase as shown in the following table.

| <b>Halton Region<br/>ODSP Caseload - Average Monthly Number of Cases</b> |               |               |               |               |
|--|---------------|---------------|---------------|---------------|
| Month  | 2011          | 2012          | 2013          | 2014          |
| Jan - Mar  | 4,433         | 4,636         | 4,864         | 5,052         |
| Apr - Jun  | 4,510         | 4,700         | 4,912         | 5,065         |
| Jul - Sep  | 4,563         | 4,737         | 4,979         | 5,131         |
| Oct - Dec  | 4,605         | 4,819         | 5,023         | 5,168         |
| <b>Total</b>   | <b>18,111</b> | <b>18,892</b> | <b>19,778</b> | <b>20,416</b> |
| Average Monthly Caseload   | 4,528         | 4,723         | 4,945         | 5,104         |
| <b>% Change</b>  | <b>5.4%</b>   | <b>4.3%</b>   | <b>4.7%</b>   | <b>3.2%</b>   |

## **Social Housing State-of-Good-Repair**

In addition, in support of operating and RGI funding, the Region needs to ensure that the social housing stock remains in a state-of-good-repair. In 2011, consultants were retained to undertake Building Condition Assessment (BCA) on 56 social housing properties in Halton, representing 4,078 units, including HCHC owned housing assets as well as the assets of service providers. This review was completed in 2013. In 2014, staff reviewed the results of the BCA and began to develop a social housing capital needs financing plan, in order to ensure that Halton is financially sustainable in meeting the capital requirements of the Social Housing providers over the next 25 years.

The BCA data set out recommended capital expenditure plans by year, work category and condition using standard building classifications for each property. In order to analyse and prioritize the data from the BCA, priority rankings were utilized to determine which types of work were essential and which could be postponed. Priorities 1 and 2 represent assets that are in critical need of replacement, Priority 3 represents assets that require attention and Priorities 4 and 5 represent assets recommending improvement.

The analysis undertaken to date indicates that the overall housing stock is in good condition but a few housing providers may need additional funding over the next five years. In general, sufficient funding has been provided for assets in priorities 1 to 3, with some attention required to certain properties. When priorities 4 and 5 are included, all of the Non Profits and HCHC will require additional funding support, in order to ensure state-of-good-repair of the assets. Accordingly, no immediate additional investment is required in the short term however, additional investment will be required in the future. The next step is to prepare a long-term program implementation and financing plan required to be implemented in 2016 to maintain the social housing stock in a state-of-good-repair. The development of this plan requires an additional staff resource in 2015. A strategic investment is proposed in the 2015 budget for an Asset Management Coordinator (\$92,000) to provide technical expertise to manage lifecycle preventative maintenance and replacement programs for the Region and social housing providers.

## **Community Homelessness Prevention Initiative (CHPI)**

Effective January 1, 2013, the Province consolidated the five homelessness programs into one called Community Homelessness Prevention Initiative (CHPI) and transferred policy and administrative oversight to municipalities. In 2015, base funding of \$4.3 million is provided to Halton Region, \$79,000 of which will be invested in a staff position to provide monitoring and reporting on Halton's program targets and outcomes and ensure full optimization of the available Provincial funding. Up to 10% of the total CHPI funding may be used for administration and oversight. A strategic investment for a Data Coordinator is requested in the budget funded 100% from CHPI subsidy with no net Regional impact.

## **Domiciliary Hostel Funding**

The per diem rate for domiciliary hostels will increase by 8% in 2015 in response to operational pressures faced by domiciliary hostel operators in Halton. Funding for the per diem increase (\$222,000) will be reallocated from the domiciliary hostel Quality of Life program, resulting in no net impact.

| <b>Domiciliary Hostels<br/>2014 v 2015 Comparison</b> |               |               |               |
|---|---------------|---------------|---------------|
| <b>\$000s</b>   | <b>2014</b>   | <b>2015</b>   | <b>Change</b> |
| Per Diem  | \$ 1,080      | \$ 1,302      | \$ 222        |
| Personal Needs Allowance (PNA)                        | 244           | 248           | 4             |
| Quality of Life Program                               | 279           | 80            | (199)         |
| Other   | 16            | 16            | -             |
| Total Gross Expenditures                              | \$ 1,620      | \$ 1,646      | \$ 27         |
| MMAH Subsidy  | (1,505)       | (1,531)       | (27)          |
| <b>Net Program Expenditures</b>                       | <b>\$ 115</b> | <b>\$ 115</b> | <b>\$ (0)</b> |

### **Subsidized Passes for Low Income Transit (SPLIT)**

Beginning with the 2014 budget, changes in the cost-sharing ratio between the Region and SPLIT participants were implemented to ensure consistency among the participating fare groups. Until 2013 subsidies were available at 50% of the monthly adult fare, however, there are a number of fare types which vary by age (Adult, Student, Senior) within each local municipality. Because of the different fee structures a subsidy of 50% of the adult fare was creating inequity among some fare types. This inequity is being corrected through a phase in over 2014, 2015 and 2016. The new rates will provide subsidy at 50% of the fare type, resulting in slight increases in cost for some fare groups. The phase in of new rates will lessen the impact to the client by spreading the increase over time. These changes, which are supported by the various transit services, have been communicated to the users. Utilization of the program has at times been lower than expected, as a result there have been publicity campaigns to increase awareness of the program which will continue in 2015. It should be noted that the participation of students has met the expected result.

The following table sets out the proposed subsidy levels that will be phased in.

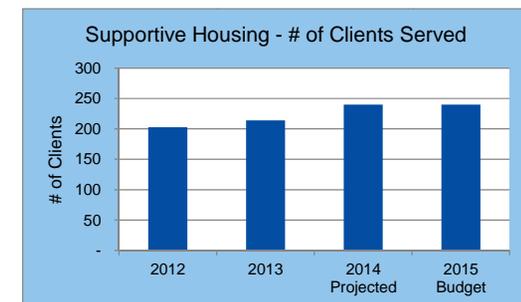
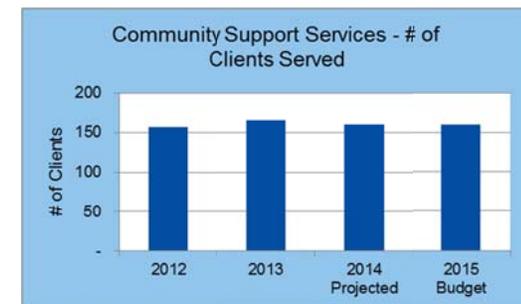
| <b>Subsidized Passes for Low Income Transit (SPLIT)<br/>Phase- In of 50% Subsidy Over 2 Years</b> |                  |                              |                                      |  |              |
|---|------------------|------------------------------|--------------------------------------|--|--------------|
| <b>Municipality</b>   | <b>Pass Type</b> | <b>Actual<br/>Pass Cost*</b> | <b>Current<br/>Cost to<br/>Rider</b> | <b>Monthly Cost to<br/>Rider -<br/>Phase in of 50%</b> |              |
|   |                  |                              | <b>2014</b>                          | <b>2015*</b>   | <b>2016*</b> |
| Burlington  | Adult            | \$95                         | \$47.50                              | \$ 47.50   | \$47.50      |
|   | Student          | \$69                         | \$26.00                              | \$ 30.25   | \$34.50      |
|   | Senior           | \$58                         | \$17.00                              | \$ 23.00   | \$29.00      |
| Milton  | Adult            | \$70                         | \$32.00                              | \$ 32.00   | \$35.00      |
|   | Student          | \$50                         | \$16.00                              | \$ 20.50   | \$25.00      |
|   | Senior           | \$50                         | \$16.00                              | \$ 20.50   | \$25.00      |
| Oakville  | Adult            | \$105                        | \$49.50                              | \$ 49.50   | \$52.50      |
|   | Student          | \$70                         | \$21.00                              | \$ 28.00   | \$35.00      |
|   | Senior           | \$50                         | \$9.00                               | \$ 17.00   | \$25.00      |

\*Assumes no increase in fares, chart is for illustrative purposes only.

# Services for Seniors

Services for Seniors provide both long term care and community support programs for Halton's frail elderly and/or disabled residents. Three accredited long term care homes operate 555 long term care beds and 17 convalescent care beds, under the Long-Term Care Homes Act (Bill 140). Community support programs include four Supportive Housing programs which provide home-based care and supports and three Adult Day Programs which provide social and recreational programming. Both community programs enable seniors to live in their own homes and defer admission to long term care.

The Services for Seniors 2015 Budget reflects an increase of \$490,000 or 2.8%. This increase is mainly driven by a 2.6% increase in the long-term care homes to reflect increased costs in food supplies and personnel costs based on recent collective agreements, offset by subsidy increases of \$420,000 or 1.6%. The net impacts of the Supportive Housing (14.2%) and Adult Day Programs (9.0%) are increasing due to increases for food supplies and visits while subsidies remain frozen. The Region prepares meals for the Milton and Halton Hills communities through the Meals on Wheels program at a net cost of \$61,000 which is 4.1% lower than 2014.



| \$000s                      | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|-----------------------------|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|                             | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>Services for Seniors</b> |                  |                     |                               |                  |                  |               |             |
| Long Term Care Homes        | \$ 56,511        | \$ (40,970)         | \$ 1,819                      | \$ 17,360        | \$ 16,917        | \$ 443        | 2.6%        |
| Supportive Housing          | 3,591            | (3,485)             | 180                           | 286              | 251              | 36            | 14.2%       |
| Adult Day Programs          | 1,115            | (947)               | -                             | 169              | 155              | 14            | 9.0%        |
| Meals on Wheels             | 196              | (134)               | -                             | 61               | 64               | (3)           | -4.1%       |
| <b>Total</b>                | <b>\$ 61,413</b> | <b>\$ (45,536)</b>  | <b>\$ 1,999</b>               | <b>\$ 17,876</b> | <b>\$ 17,386</b> | <b>\$ 490</b> | <b>2.8%</b> |
| FTE                         |                  |                     |                               | 525.4            | 525.4            | -             | 0.0%        |



The following table sets out the operating impacts of the long-term care homes.

| <b>Tax Budget Details</b>                              |                    |              |                    |              |
|--|--------------------|--------------|--------------------|--------------|
| <b>2015 Budget</b>                                     |                    |              |                    |              |
| <b>Services for Seniors, Long Term Care Facilities</b> |                    |              |                    |              |
|  | <b>2015</b>        |              | <b>2014</b>        |              |
| <b>Long Term Care Home</b>                             | <b>\$000s</b>      | <b>FTE</b>   | <b>\$000s</b>      | <b>FTE</b>   |
| Allendale  | \$ 20,610          | 179.8        | \$ 20,240          | 179.8        |
| Creek Way Village                                      | 14,188             | 119.9        | 13,971             | 119.9        |
| Post Inn Village                                       | 21,090             | 179.4        | 20,652             | 179.4        |
| PIV Convalescent Care                                  | 624                | 4.9          | 610                | 4.9          |
| <b>Total Gross Cost</b>                                | <b>\$ 56,511</b>   | <b>484.0</b> | <b>\$ 55,473</b>   | <b>484.0</b> |
| Allendale  | (13,923)           |              | (13,682)           |              |
| Creek Way Village                                      | (10,528)           |              | (10,309)           |              |
| Post Inn Village                                       | (15,994)           |              | (15,812)           |              |
| PIV Convalescent Care                                  | (525)              |              | (513)              |              |
| <b>Total Subsidies &amp; Revenue</b>                   | <b>\$ (40,970)</b> |              | <b>\$ (40,316)</b> |              |
| <b>Total Corporate Charges &amp; Financing</b>         | <b>\$ 1,819</b>    |              | <b>\$ 1,761</b>    |              |
| Allendale  | 7,346              |              | 7,197              |              |
| Creek Way Village                                      | 4,119              |              | 4,107              |              |
| Post Inn Village                                       | 5,796              |              | 5,515              |              |
| PIV Convalescent Care                                  | 99                 |              | 98                 |              |
| <b>Total Net Tax Impact</b>                            | <b>\$ 17,360</b>   |              | <b>\$ 16,917</b>   |              |

Since the inception of Post Inn Village in the Oak Park community of Oakville, 17 convalescent care beds have been available to Halton residents. Initially this Provincial program was budget neutral, but the net tax impact has increased over the years of operation. This situation was somewhat remedied with the receipt of additional Provincial funding a few years ago. However the 2015 budget includes this program at a net Regional contribution of \$99,000. Future participation in this program will be reviewed.

In 2015, the Division will be working towards the implementation of a new staff scheduling system for the long-term care facilities to optimize resource allocation and to reduce costs in the future years. The need for this new system was identified through a recent operational review and will be initially piloted at Post Inn Village in 2015.

## Services for Seniors Capital Budget & Forecast

| (\$Millions)                | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    | 2024    | Total   |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| LTC Facility Equip. Rplcmnt | \$ 0.50 | \$ 0.60 | \$ 0.65 | \$ 0.65 | \$ 0.65 | \$ 0.65 | \$ 0.65 | \$ 0.65 | \$ 0.65 | \$ 0.65 | \$ 6.30 |

Does not include financing cost. Schedule may not add due to rounding.

The 2015 ten-year Services for Seniors capital program totals \$6.3 million, with \$50,000 allocated in 2015 for on-going equipment replacements required for the Regional Long-Term Care (LTC) homes. The required financing for capital expenditures will initially be financed from reserves, and subsequently replenished by an on-going annual contribution from the operating budget.

In 2015, the Region expects to receive a total of \$1.4 million in Provincial subsidies that will be applied as a contribution towards the capital costs incurred by the Region to construct the Post Inn Village and Creek Way Village long-term care homes. This is consistent with the funding strategy for long-term care homes. Of the \$58.0 million of total capital cost incurred between 2000 and 2005, approximately \$19.8 million (34.1%) was financed from the Tax Capital reserve, with the remaining cost financed with debt of \$34.1 million (58.8%), development charges of \$600,000 (1.1%), and an operating contribution of \$3.5 million (6.0%). The Provincial capital subsidy of \$1.4 million per year will be received over the next 11 years. Therefore the financial plan in the 2015 Budget and Forecast incorporates an annual contribution of \$1.4 million to the Tax Capital reserve to repay the Region for the initial financing of the facilities.

Based on the above, the total capital financing provided in the 2015 budget totals \$2.2 million. This represents a \$10,000 increase from the 2014 budget, in support of the equipment replacement program at the long-term care facilities.

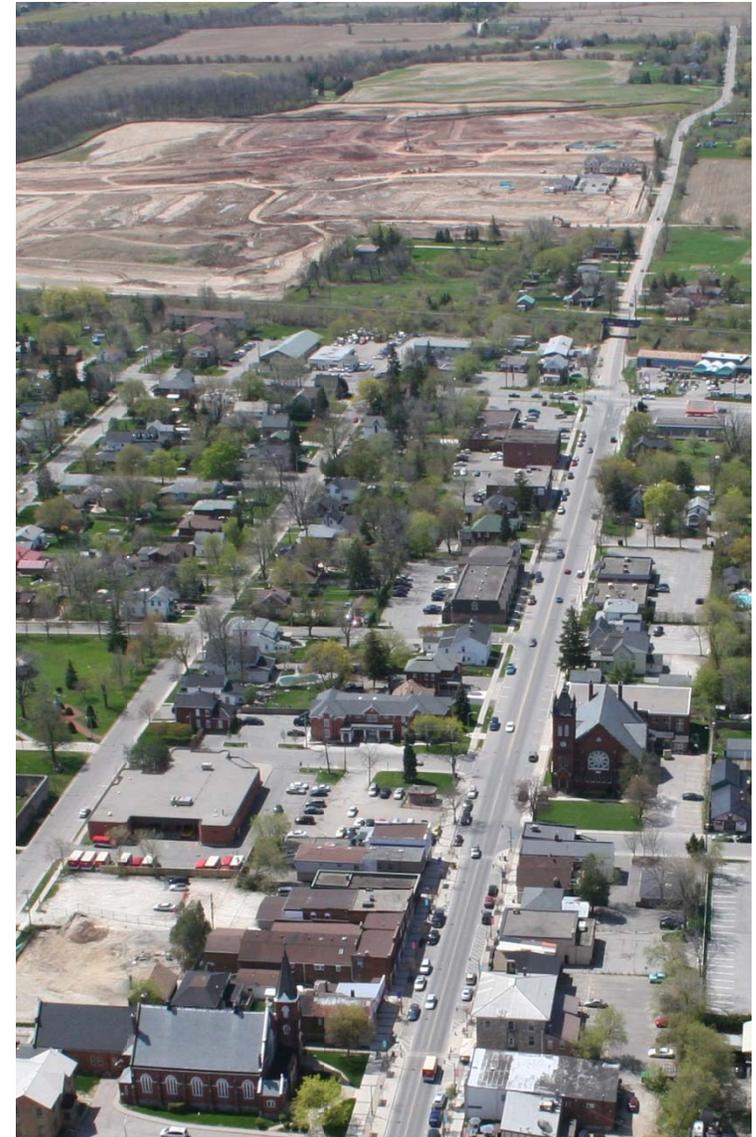
# Legislative & Planning Services

The Legislative & Planning Services Department's 2015 Budget is \$11.6 million. This is an increase of \$495,000 or 4.4% over the 2014 Budget, mainly driven by additional resources proposed as strategic investments for Emergency Management and Asset Management programs.

Asset Management, Legal Services, and Regional Clerk & Council Services are part of Corporate Administration where the net expenditures have been allocated to program budgets to show the full cost of program delivery.

| \$000s                                     | 2015 Budget   |                     |                               |                | 2014 Budget   | Change         |             |
|--|---------------|---------------------|-------------------------------|----------------|---------------|----------------|-------------|
|  | Gross Cost    | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact |               | Net Tax Impact | 2015 - 2014 |
| <b>Legislative &amp; Planning Services</b> |               |                     |                               |                |               |                |             |
| Planning Services                          | \$ 11,289     | \$ (1,307)          | \$ (561)                      | \$ 9,421       | \$ 9,086      | \$ 335         | 3.7%        |
| Economic Development                       | 2,580         | (230)               | (137)                         | 2,213          | 2,053         | 160            | 7.8%        |
| <b>Total</b>                               | <b>13,869</b> | <b>(1,537)</b>      | <b>(698)</b>                  | <b>11,634</b>  | <b>11,139</b> | <b>495</b>     | <b>4.4%</b> |
| FTE  |               |                     |                               | 63.0           | 63.0          | -              | 0.0%        |

| \$000s                            | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change         |             |
|-----------------------------------|------------------|---------------------|-------------------------------|------------------|------------------|----------------|-------------|
|                                   | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   |                  | Net Tax Impact | 2015 - 2014 |
| <b>Corporate Administration</b>   |                  |                     |                               |                  |                  |                |             |
| Legal Services                    | \$ 6,406         | \$ (236)            | \$ (349)                      | \$ 5,821         | \$ 5,261         | \$ 560         | 10.7%       |
| Regional Clerk & Council Services | 1,763            | (3)                 | -                             | 1,760            | 1,727            | 33             | 1.9%        |
| Asset Management                  | 24,391           | (5,035)             | -                             | 19,356           | 19,011           | 345            | 1.8%        |
| <b>Program Costs</b>              | <b>\$ 32,560</b> | <b>\$ (5,274)</b>   | <b>\$ (349)</b>               | <b>\$ 26,937</b> | <b>\$ 26,115</b> | <b>\$ 822</b>  | <b>3.1%</b> |
| Program Recoveries                | (26,937)         | -                   | -                             | (26,937)         | (26,115)         | (822)          | 3.1%        |
| <b>Total</b>                      | <b>\$ 5,623</b>  | <b>\$ (5,274)</b>   | <b>\$ (349)</b>               | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>    | <b>-</b>    |
| FTE                               |                  |                     |                               | 133.5            | 130.5            | 3.0            | 2.3%        |



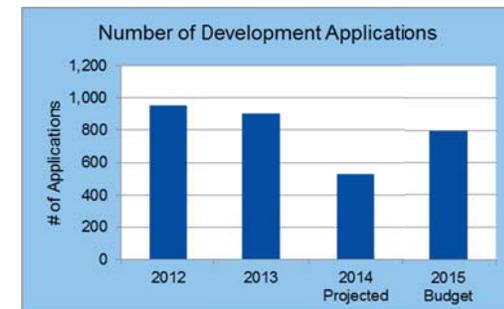
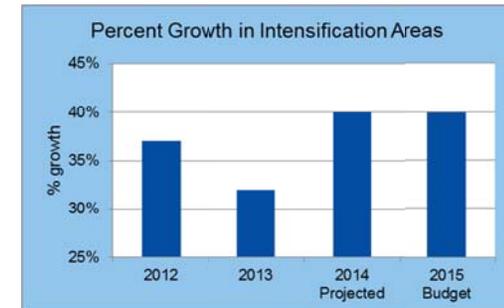
# Planning Services

The Planning Services Division is responsible for land use planning, growth management and environmental protection through development and implementation of the Regional Official Plan. The division is responsible for the managed growth through the Development Allocation Program, the Region's community and corporate sustainability initiatives, the delivery of assisted and affordable housing and the heritage resources in the Region.

The Planning Services 2015 budget reflects a net increase of \$335,000 or 3.7%. Included in Community Planning is a strategic investment at an estimated cost of \$1 million to assist in the development of Area Servicing Plans. The goal of the pilot is to assist the Region and local municipalities in ensuring that employment land is investment-ready and that Urban Growth Centres have the necessary infrastructure identified for intensification. This cost will be offset by a transfer from the Investment Revolving Fund as it will be recovered from DCs. The Community Planning budget is increasing partly due to increased transfers to reserves and slightly reduced revenues for the Forestry Program.



| \$000s                     | 2015 Budget      |                     |                               |                 | 2014 Budget     | Change        |             |
|----------------------------|------------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|                            | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| <b>Planning Services</b>   |                  |                     |                               |                 |                 |               |             |
| Policy Research & Planning | \$ 3,325         | \$ (129)            | \$ -                          | \$ 3,196        | \$ 3,114        | \$ 82         | 2.6%        |
| Community Planning         | 5,665            | (981)               | (562)                         | 4,122           | 3,885           | 237           | 6.1%        |
| Office of Sustainability   | 1,246            | -                   | (24)                          | 1,221           | 1,211           | 11            | 0.9%        |
| Heritage Services          | 1,054            | (197)               | 25                            | 882             | 876             | 5             | 0.6%        |
| <b>Total</b>               | <b>\$ 11,289</b> | <b>\$ (1,307)</b>   | <b>\$ (561)</b>               | <b>\$ 9,421</b> | <b>\$ 9,086</b> | <b>\$ 335</b> | <b>3.7%</b> |
| <b>FTE</b>                 |                  |                     |                               | <b>50.0</b>     | <b>50.0</b>     | <b>-</b>      | <b>0.0%</b> |



## Planning Services Capital Budget & Forecast

| (\$Millions)                       | 2015           | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            | 2024            | Total            |
|------------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| ROP Update & Implementation        | \$ 0.50        | \$ 1.25         | \$ 1.35         | \$ 0.35         | \$ 2.35         | \$ 1.00         | \$ 1.30         | \$ 0.30         | \$ 0.35         | \$ 0.35         | \$ 9.10          |
| OMB Hearings                       | 0.50           | 3.00            | 3.00            | 1.00            | 1.00            | 2.50            | 1.00            | 1.00            | 2.00            | 1.50            | 16.50            |
| Forest Management Program          | 0.10           | 0.10            | 0.10            | 0.10            | 0.10            | 0.10            | 0.10            | 0.10            | 0.10            | 0.10            | 1.03             |
| Black Crk Subwatershed No. 10 Std. | -              | 0.10            | -               | -               | -               | -               | -               | -               | -               | -               | 0.10             |
| Assisted Housing Development       | 7.00           | 8.00            | 8.50            | 9.00            | 9.00            | 9.00            | 9.40            | 9.45            | 9.45            | 11.20           | 90.00            |
| Vehicle Replacement                | -              | -               | -               | -               | 0.03            | -               | -               | -               | -               | 0.03            | 0.06             |
| <b>Total</b>                       | <b>\$ 8.10</b> | <b>\$ 12.45</b> | <b>\$ 12.95</b> | <b>\$ 10.45</b> | <b>\$ 12.48</b> | <b>\$ 12.60</b> | <b>\$ 11.80</b> | <b>\$ 10.85</b> | <b>\$ 11.90</b> | <b>\$ 13.18</b> | <b>\$ 116.79</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

The 2015 ten-year Planning Services capital program totals \$116.8 million, with \$8.1 million allocated for 2015.

The Regional Official Plan (ROP) Update and Implementation requires \$9.1 million over the next ten years with \$500,000 allocated in 2015. The five-year plan updates will be undertaken in 2015 and 2019, which will also address policy updates of the Greenbelt Plan, Places to Grow, and the Provincial Policy Statement. The Regional Official Plan Implementation will address implementation issues arising from the five-year plan updates. This program will be financed from development charges (46.4%) and the Tax Capital Reserve, which will be replenished from annual operating transfers.

The total ten-year budget allocated for OMB (Ontario Municipal Board) hearings is \$16.5 million. This amount reflects a number of pending or likely OMB and Joint Board Hearings. The significant hearings in 2015 are: defending ROPA 38, Boyne and Derry Green Secondary Plans in the Town of Milton, and the Tremaine Secondary Plan in the City of Burlington.

The Forest Management program totals \$1.0 million over the next ten years, with \$103,000 budgeted for 2015. This program addresses improvements to the Regional Forests as set out in the Regional Forest Master Plan (PPW96-06). The required funding is provided from the Forest Agreement reserve, which is supported by an aggregate lease (Cox Tract Haul Route) and royalty revenues collected in the operating budget.

The Assisted Housing Development program requires \$90.0 million over the next ten years, in accordance with the updated CHS (SS-21-13), with \$7.0 million allocated in 2015.

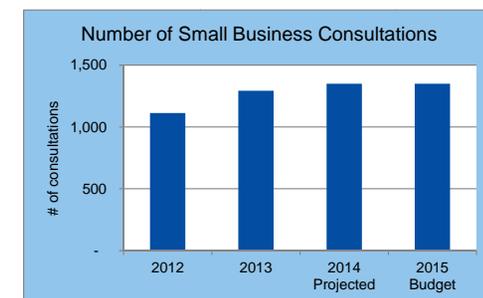
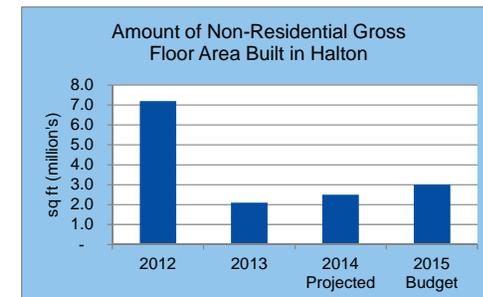
In addition, the annual \$500,000 operating contributions to the Green Fund reserve will continue, and the use of the reserve will continue to be addressed as needed through a report to Council.

Based on the above, the total capital financing included in the 2015 budget totals \$1.1 million. This represents a \$10,000 increase from the 2014 budget, primarily to support the Regional Official Plan (ROP) Update and Implementation.

# Economic Development

The Economic Development Division's functions and objectives are guided by the Region's 2012-2021 Economic Development Strategy approved by Regional Council in December 2011. The Division's services and initiatives align with the five pillars for economic growth in Halton as set out in the Strategy, namely: Employment lands, existing and emerging sectors, entrepreneurship and innovation, investment attraction and quality of place.

The Economic Development 2015 budget reflects a net increase of \$160,000 or 7.8%. This increase is mainly driven by a 10.4% increase for Economic Development and Tourism including an additional \$25,000 for the small business program to participate in the Milton Education Village Innovation Centre (MEVIC) initiative. This budget also includes increased promotion and advertising costs for Economic Development as well as a slight reduction in the expected revenues for the Agri-tourism program.



| \$000s                         | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change        |             |
|--------------------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|                                | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| <b>Economic Development</b>    |                 |                     |                               |                 |                 |               |             |
| Economic Development & Tourism | \$ 1,812        | \$ (100)            | \$ 65                         | \$ 1,777        | \$ 1,609        | \$ 168        | 10.4%       |
| Physician Recruitment          | 213             | (12)                | (201)                         | -               | -               | -             | -           |
| Small Business                 | 555             | (119)               | -                             | 437             | 444             | (8)           | -1.8%       |
| <b>Total</b>                   | <b>\$ 2,580</b> | <b>\$ (230)</b>     | <b>\$ (137)</b>               | <b>\$ 2,213</b> | <b>\$ 2,053</b> | <b>\$ 160</b> | <b>7.8%</b> |
| FTE                            |                 |                     |                               | 13.0            | 13.0            | -             | 0.0%        |

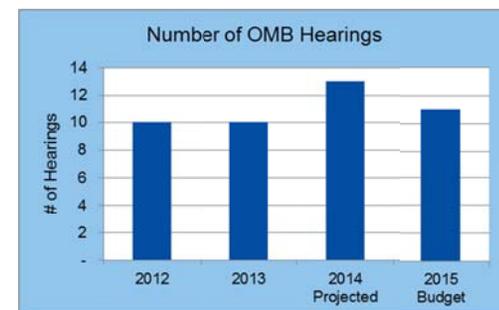
# Legal Services

The Legal Services Division is responsible for the provision of a full range of Legal, Realty, Risk Management and Insurance, and Emergency Management services to all departments of the corporation, Regional Council and Halton Community Housing Corporation.

The Legal Services 2015 budget has a net increase of \$560,000 or 10.7%. This increase is largely driven by an increase of 1.9% or \$54,000 in the Risk Management program due to an increase in insurance premiums of \$170,000 based on market conditions. The 2015 Budget includes \$378,000 for a strategic investment opportunity relating to Emergency Management to increase the Region's capacity to respond to emergencies and urgent incidents including severe weather events that impact the community. This includes two FTE to support Emergency Planning and increased 311 telephone capacity to maintain customer service levels during peak call volumes. Also included in the strategic investment is \$5.5 million for the provision of emergency generators to be strategically located throughout the Region, financed in the capital program through the tax capital reserve with no net impact.



| \$000s                | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change        |              |
|-----------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|---------------|--------------|
|                       | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |              |
| <b>Legal Services</b> |                 |                     |                               |                 |                 |               |              |
| Legal Services        | \$ 2,061        | \$ (233)            | \$ (39)                       | \$ 1,789        | \$ 1,703        | \$ 86         | 5.1%         |
| Realty Services       | 804             | (3)                 | (310)                         | 491             | 477             | 15            | 3.1%         |
| Risk Management       | 2,827           | -                   | -                             | 2,827           | 2,773           | 54            | 1.9%         |
| Emergency Planning    | 714             | -                   | -                             | 714             | 308             | 406           | 132.0%       |
| <b>Program Costs</b>  | <b>\$ 6,406</b> | <b>\$ (236)</b>     | <b>\$ (349)</b>               | <b>\$ 5,821</b> | <b>\$ 5,261</b> | <b>\$ 560</b> | <b>10.7%</b> |
| Program Recoveries    | (5,821)         | -                   | -                             | (5,821)         | (5,261)         | (560)         | 10.7%        |
| <b>Total</b>          | <b>\$ 585</b>   | <b>\$ (236)</b>     | <b>\$ (349)</b>               | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>   | <b>-</b>     |
| <b>FTE</b>            |                 |                     |                               | <b>28.0</b>     | <b>26.0</b>     | <b>2.0</b>    | <b>7.7%</b>  |



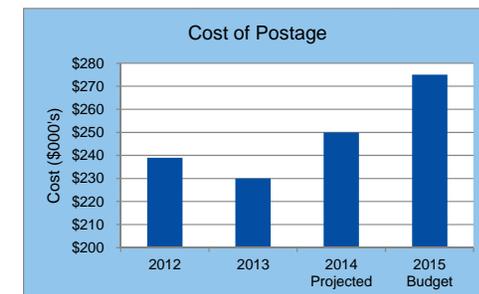
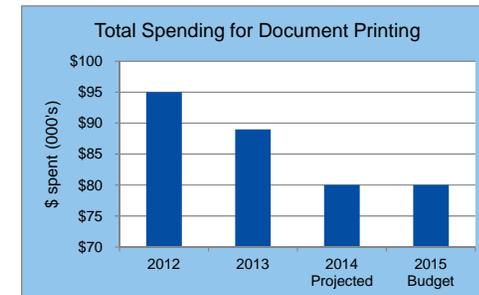
# Regional Clerk & Council Services

The Office of the Regional Clerk and Council Services provides corporate administrative support and program management functions to the entire corporation and delivers the legislated functions of the Regional Clerk.

The 2015 budget for Regional Clerk and Council Services is increasing by a net \$33,000 or 1.9%. The 2015 budget for Freedom of Information is reducing slightly to better reflect actual expenditure trends. Printing and Mail Services are increasing by 5.4% or \$30,000 to reflect increases in the cost of postage offset by declining printing costs due to increased use of digital media.



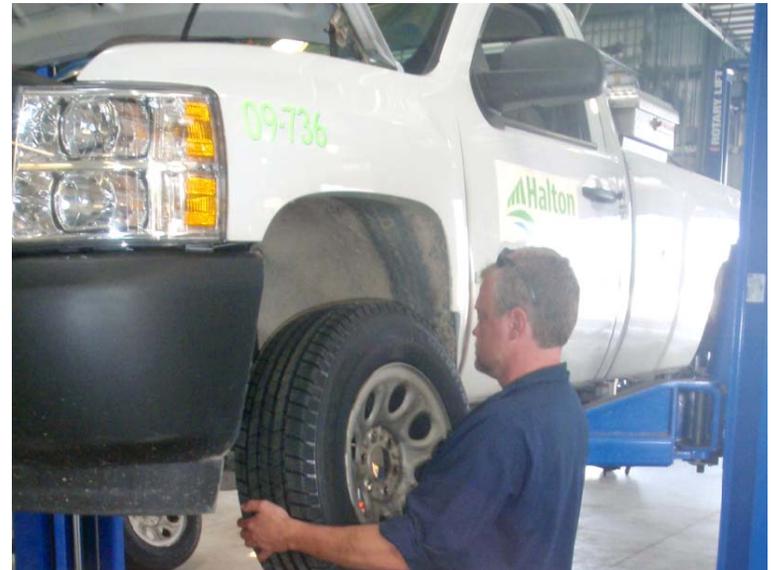
| \$000s                    | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change       |             |
|---------------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|--------------|-------------|
|                           | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014  |             |
| Regional Clerks           | \$ 697          | \$ (3)              | \$ -                          | \$ 694          | \$ 679          | \$ 16        | 2.3%        |
| Freedom of Information    | 228             | (1)                 | -                             | 227             | 240             | (12)         | -5.2%       |
| Printing & Mail Services  | 589             | -                   | -                             | 589             | 559             | 30           | 5.4%        |
| Diversity & Accessibility | 249             | -                   | -                             | 249             | 249             | (0)          | -0.1%       |
| <b>Program Costs</b>      | <b>\$ 1,763</b> | <b>\$ (3)</b>       | <b>\$ -</b>                   | <b>\$ 1,760</b> | <b>\$ 1,727</b> | <b>\$ 33</b> | <b>1.9%</b> |
| Program Recoveries        | (1,760)         | -                   | -                             | (1,760)         | (1,727)         | (33)         | 1.9%        |
| <b>Total</b>              | <b>\$ 3</b>     | <b>\$ (3)</b>       | <b>\$ -</b>                   | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>  | <b>-</b>    |
| FTE                       |                 |                     |                               | 13.0            | 13.0            | -            | 0.0%        |



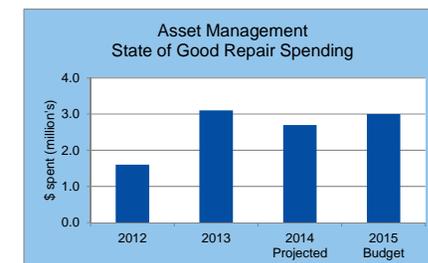
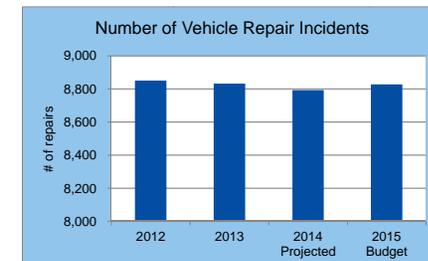
# Asset Management

The Asset Management Division operates and maintains Regional facilities, Regional fleet assets, Halton Community Housing Corporation housing stock, and related equipment and systems to maximize efficiencies as well as conforming to standards defined by Municipal and Provincial codes and regulations and accepted industry standards.

The Asset Management 2015 budget reflects a net increase of \$345,000 or 1.8%. This increase is driven by an increase of \$143,000 or 4.2% to support the State-of-good-repair capital program for Regional facilities. In addition, Facilities Services is increasing by \$157,000 or 1.4% mainly due to a strategic investment for one FTE to address increased asset management needs for Regional facilities and social housing providers as identified through the Comprehensive Housing Strategy. The costs of the Asset Management division are fully charged out to service delivery departments in accordance with the Region's corporate support cost allocation framework.



| \$000s                  | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|-------------------------|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|                         | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>Asset Management</b> |                  |                     |                               |                  |                  |               |             |
| Facilities Services     | 11,975           | (493)               | -                             | 11,482           | 11,325           | 157           | 1.4%        |
| Fleet Services          | 4,422            | (130)               | -                             | 4,292            | 4,247            | 45            | 1.1%        |
| HCHC Operations         | 4,411            | (4,411)             | -                             | -                | -                | -             |             |
| State of Good Repair    | 3,582            | -                   | -                             | 3,582            | 3,439            | 143           | 4.2%        |
| <b>Program Costs</b>    | <b>\$ 24,391</b> | <b>\$ (5,035)</b>   | <b>\$ -</b>                   | <b>\$ 19,356</b> | <b>\$ 19,011</b> | <b>\$ 345</b> | <b>1.8%</b> |
| Program Recoveries      | (19,356)         | -                   | -                             | (19,356)         | (19,011)         | (345)         | 1.8%        |
| <b>Total</b>            | <b>\$ 5,035</b>  | <b>\$ (5,035)</b>   | <b>\$ -</b>                   | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>   | <b>-</b>    |
| FTE                     |                  |                     |                               | <b>90.5</b>      | <b>89.5</b>      | <b>1.0</b>    | <b>1.1%</b> |



## Asset Management Capital Budget & Forecast

| (\$Millions)               | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | Total           |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Facility Rehab & Replacm't | \$ 2.89        | \$ 3.07        | \$ 3.43        | \$ 3.26        | \$ 3.61        | \$ 3.61        | \$ 3.48        | \$ 3.84        | \$ 3.60        | \$ 3.67        | \$ 34.44        |
| Reg. Accommodation Plan    | -              | 1.65           | -              | -              | -              | 1.20           | -              | -              | -              | -              | 2.85            |
| Energy Program             | 0.10           | 0.10           | 0.10           | 0.10           | 0.10           | 0.10           | 0.10           | 0.10           | 0.10           | 0.10           | 1.00            |
| Vehicles & Equipment       | 0.11           | 0.04           | 0.04           | -              | 0.07           | 0.04           | 0.05           | -              | 0.11           | 0.04           | 0.48            |
| <b>Total</b>               | <b>\$ 3.09</b> | <b>\$ 4.86</b> | <b>\$ 3.57</b> | <b>\$ 3.36</b> | <b>\$ 3.78</b> | <b>\$ 4.95</b> | <b>\$ 3.63</b> | <b>\$ 3.94</b> | <b>\$ 3.80</b> | <b>\$ 3.80</b> | <b>\$ 38.77</b> |

Does not include financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

The 2015 ten-year Asset Management capital program totals \$38.8 million, with \$3.1 million allocated for 2015. The following is a highlight of the ten-year program:

- \$34.4 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next ten years, based on building condition assessments. This budget supports buildings including the Halton Regional Centre, Long-term care facilities and Paramedic Services.
- \$2.9 million has been identified within the ten-year program for the Regional Accommodation Plan relating the child care building renovation in the Regional site and staff relocation costs.
- \$1.0 million is required for the ten-year Energy Management Program to address energy reduction opportunities identified based on energy audits performed on corporate facilities.

The Asset Management capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished mainly from operating transfers recovered from the program areas that benefit from the Asset Management program. As a result, the total capital financing of \$3.6 million is included in the 2015 budget, which represents a \$143,000 increase from the 2014 budget, in order to support growing maintenance and rehabilitation needs of the Regional facilities.

# Public Works Department - Tax

The Public Works Tax Supported Programs include Transportation and Waste Management Services. The Transportation Division is responsible for all aspects of the transportation system including the planning, design, construction, operation, maintenance and overall management. Waste Management Services is responsible for an integrated and sustainable waste management system of collection, processing and disposing municipal solid waste.

The 2015 Budget is increasing by \$2.0 million or 2.4%. This increase relates to \$1.3 million for the Transportation program and an \$800,000 increase for Waste Management to maintain service levels.



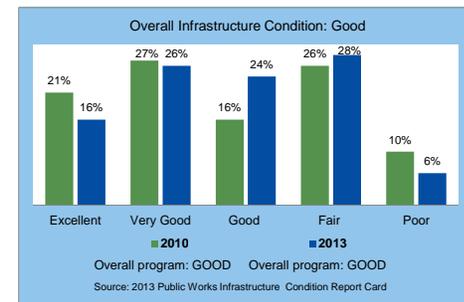
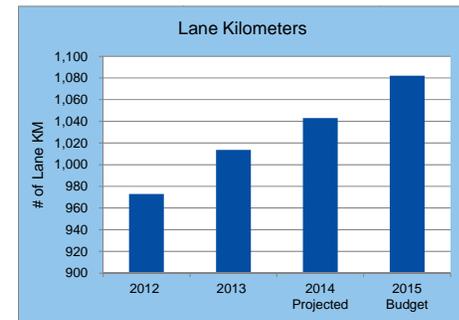
| \$000s                               | 2015 Budget       |                     |                               |                  | 2014 Budget           | Change             |             |
|--------------------------------------|-------------------|---------------------|-------------------------------|------------------|-----------------------|--------------------|-------------|
|                                      | Gross Cost        | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   |                       |                    |             |
| <b>Public Works Department - Tax</b> |                   |                     |                               |                  | <b>Net Tax Impact</b> | <b>2015 - 2014</b> |             |
| Transportation                       | \$ 57,406         | \$ (295)            | \$ (11,018)                   | \$ 46,093        | \$ 44,825             | \$ 1,268           | 2.8%        |
| Waste Management                     | 55,755            | (7,225)             | (8,993)                       | 39,536           | 38,776                | 760                | 2.0%        |
| <b>Total</b>                         | <b>\$ 113,161</b> | <b>\$ (7,521)</b>   | <b>\$ (20,011)</b>            | <b>\$ 85,629</b> | <b>\$ 83,601</b>      | <b>\$ 2,028</b>    | <b>2.4%</b> |
| FTE                                  |                   |                     |                               | 73.6             | 73.6                  | -                  | 0.0%        |

# Transportation

The Transportation Division is responsible for all aspects of the transportation system including the planning, design, construction, operation, maintenance and overall management of road and related infrastructure of approximately \$1.5 billion. The Regional transportation system includes 1,043 land kilometers of major arterial roads, 229 signals, 225 bridges and major culverts, 5,112 lights to be maintained.

The Transportation 2015 Budget reflects a net increase of \$1.3 million or 2.8%. This increase is mainly due to an \$813,000 (9.0%) increase in road maintenance (both Regional and local municipal contracts) to reflect inflationary cost increase and growing road network. Also included in this budget is an additional \$150,000 provision to support enhanced storm water management facility and noise wall repair programs, as well as a \$916,000 increase in the road resurfacing program. The increase in road resurfacing program will be fully funded by the additional Gas Tax funding received under the renewed agreement (FN-21-14). The traffic signals budget is also increasing by \$237,000 (8.0%), mainly driven by \$173,000 included for completing infrastructure locates in accordance with the *Ontario Underground Infrastructure Notification System Act, 2012*. The winter maintenance budget is increasing by \$217,000 (4.5%), primarily due to inflationary increases in contract costs. Further, the Transportation budget continues to include operating contribution of \$27.6 million to maintain the Transportation assets in a state-of-good-repair.

| \$000s                      | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change          |             |
|-----------------------------|------------------|---------------------|-------------------------------|------------------|------------------|-----------------|-------------|
|                             | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014     |             |
| <b>Transportation</b>       |                  |                     |                               |                  |                  |                 |             |
| Road Maintenance            | \$ 19,040        | \$ (261)            | \$ (8,947)                    | \$ 9,833         | \$ 9,020         | \$ 813          | 9.0%        |
| Traffic Signals Maintenance | 3,237            | (35)                | -                             | 3,202            | 2,965            | 237             | 8.0%        |
| Winter Maintenance          | 5,079            | -                   | -                             | 5,079            | 4,862            | 217             | 4.5%        |
| State of Good Repair        | 30,049           | -                   | (2,071)                       | 27,978           | 27,978           | -               | 0.0%        |
| <b>Total</b>                | <b>\$ 57,405</b> | <b>\$ (296)</b>     | <b>\$ (11,018)</b>            | <b>\$ 46,092</b> | <b>\$ 44,825</b> | <b>\$ 1,267</b> | <b>2.8%</b> |
| FTE                         |                  |                     |                               | 34.0             | 34.0             | -               | 0.0%        |



## Transportation Capital Budget & Forecast

### 2015 Ten-year Capital Program

The 2015 ten-year Transportation capital program totals \$1.2 billion, with \$101.7 million allocated for 2015. The \$1.2 billion program cost is \$32.2 million lower than the 2014 program the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The ten-year forecast provides significant road widening, new road, and grade separation programs including:

- \$178.0 million for Trafalgar Rd
- \$139.8 million for Dundas St
- \$124.3 million for Regional Road 25
- \$116.8 million for the new North Oakville Transportation Corridor (NNOTC)
- \$96.7 million for Tremaine Rd
- \$86.3 million for Steeles Ave
- \$54.9 million for Ninth Line
- \$50.7 million for Britannia Rd
- \$46.9 million for Appleby Line
- \$43.1 million for Upper Middle Rd

### 2015 Capital Budget

The following table summarizes the ten largest projects budgeted for 2015. These projects account for 87.4% (\$88.9 million) of the \$101.7 million total cost in 2015.

| <b>2015 Major Transportation Capital Projects<br/>10 Largest Capital Expenditures in 2015 (\$Millions)</b> |                |
|--|----------------|
| <b>Project Descriptions</b>  | <b>Cost</b>    |
| Britannia Road - Widening  | \$ 31.9        |
| New North Oakville Transportation Corridor   | 17.6           |
| Steeles Avenue - Widening  | 9.9            |
| Upper Middle Road - Widening   | 9.3            |
| Guelph Line - Reconstruction   | 8.0            |
| Ninth Line - Widening  | 4.7            |
| Winston Churchill Blvd - Widening & Bypass   | 2.4            |
| Trafalgar Road - Widening  | 2.0            |
| Regional Rd 25 - Widening  | 1.7            |
| Campbellville Road - Reconstruction  | 1.1            |
| <b>Total</b>   | <b>\$ 88.7</b> |

Schedule may not add due to rounding.

It is important to note that Transportation capital projects require a multi-year planning and construction period, and could take several years for projects to be in place for service after being identified in the budget. The details of the projects included in 2015 and the forecast period are provided in the Transportation area of the Tax Capital Budget Section.

## Transportation Capital Financing

The following table summarizes the financing of the ten-year Transportation capital budget.

| 2015 Transportation Capital Program (2015-2024) (\$million) |                   |                 |                 |                 |
|---|-------------------|-----------------|-----------------|-----------------|
| Period  | Total             | Res. Share      | Non-res Share   | Region Share    |
|   |                   | DC              | Capital Resrv   | Capital Resrv   |
| 2015 Budget   | \$ 101.7          | \$ 43.9         | \$ 26.9         | \$ 30.9         |
| 2016-2024 Forc.   | 1,070.4           | 551.6           | 337.1           | 181.8           |
| <b>Total</b>  | <b>\$ 1,172.1</b> | <b>\$ 595.4</b> | <b>\$ 363.9</b> | <b>\$ 212.7</b> |

Schedule may not add due to rounding.

With a total cost of \$1.2 billion, \$212.7 million (18.1%) is related to Region's state-of-good-repair program to continue to enhance the Regional investment in support of expanding asset base and \$959.4 million (81.9%) is the growth portion, which will ultimately be financed by development charges. The ten-year Transportation program has been financed consistently with the Development Financing Plan (CS-20-12) as follows:

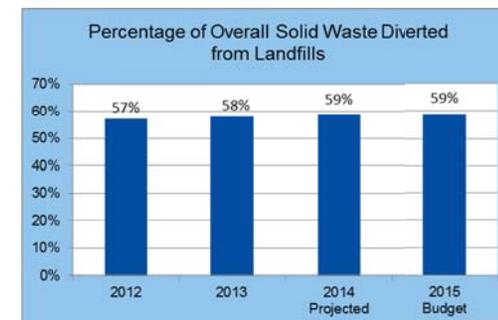
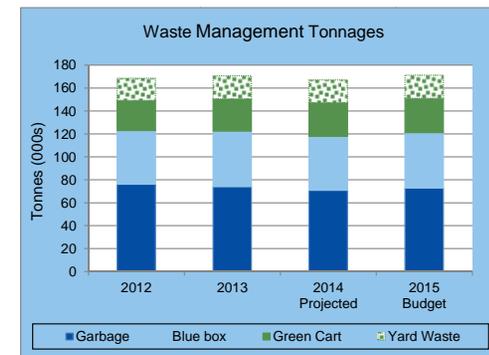
- **\$595.4 million residential development share** will be financed entirely from residential DCs
- **\$363.9 million non-residential development share** will initially be funded from the Regional Tax Capital reserve. This represents Regional interim financing due to the timing differences between the expenditures and the revenue collections, and reflects the Region's commitment to economic development. This interim financing will be fully recovered from development charges, including any carrying costs
- **\$212.7 million state-of-good-repair (non-growth) share** represents the benefit attributed to the existing community from the road improvements, as well as the cost to provide enhanced levels of service. This cost will be financed from the Regional Tax Capital reserve (\$154.7 million) and Gas Tax reserve (\$58.0 million).

The 2015 budget includes a \$27.6 million transfer to the Regional Tax Capital Reserve to support the Regional share of the funding requirements.

# Waste Management

Waste Management is responsible for an integrated and sustainable waste management system of collection, processing and disposing municipal solid waste for approximately 200,200 residential dwelling units, eight designated BIA areas, and 2,200 commercial locations as well as the operation and maintenance of the Halton Waste Management site (HWMS) and 11 closed landfills.

The 2015 Waste Management Budget reflects a net increase of \$760,000 or 2.0% over the 2014 Budget. There is a reduction of \$351,000 or 5.6% in the recycling program mainly due to increases in the blue box Waste Diversion Ontario revenue and declining Blue Box tonnages as a result of packaging trends to lighter weight materials. An increase of \$580,000 or 5.7% in the composting program is due to growing composting (Green Cart) tonnages and inflationary increases to contractor prices. The \$511,000 or 3.3% increase in the waste collection and disposal program is attributable to inflationary increases in the contract, decreased garbage tag revenue due to lower demand and the changes to Hazardous Household Waste Provincial subsidy. In addition, there is a \$20,000 increase in operating contributions for the State-of-good-repair Capital program to support financing of the equipment and vehicle requirements.



| \$000s                      | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|-----------------------------|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|                             | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>Waste Management</b>     |                  |                     |                               |                  |                  |               |             |
| Recycling                   | \$ 11,544        | \$ (4,396)          | \$ (1,210)                    | \$ 5,938         | \$ 6,289         | \$ (351)      | -5.6%       |
| Composting                  | 13,199           | (72)                | (2,398)                       | 10,729           | 10,149           | 580           | 5.7%        |
| Waste Collection & Disposal | 24,225           | (2,757)             | (5,385)                       | 16,083           | 15,572           | 511           | 3.3%        |
| State of Good Repair        | 6,786            | -                   | -                             | 6,786            | 6,766            | 20            | 0.3%        |
| <b>Total</b>                | <b>\$ 55,755</b> | <b>\$ (7,225)</b>   | <b>\$ (8,993)</b>             | <b>\$ 39,536</b> | <b>\$ 38,776</b> | <b>\$ 760</b> | <b>2.0%</b> |
| FTE                         |                  |                     |                               | 39.6             | 39.6             | -             | 0.0%        |



## Waste Management Capital Budget & Forecast

| (\$Millions)                        | 2015           | 2016           | 2017           | 2018           | 2019           | 2020            | 2021           | 2022           | 2023           | 2024           | Total           |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|-----------------|
| Cell Construction & Gas System      | \$ 8.92        | \$ 0.44        | \$ 0.03        | \$ 2.04        | \$ 0.36        | \$ 15.80        | \$ 0.58        | \$ 0.55        | \$ 0.05        | \$ 2.23        | \$ 30.97        |
| Buffer Lands & Other                | 0.50           | 0.15           | 0.50           | 0.26           | 0.50           | -               | 0.80           | -              | 0.60           | 0.28           | 3.59            |
| Transfer Facility (Organics Prgrm)  | -              | 0.10           | 7.10           | -              | -              | -               | -              | -              | -              | -              | 7.20            |
| Closed Landfill Studies, SCADA, etc | -              | -              | 0.23           | 0.40           | -              | -               | -              | 0.13           | 0.30           | 0.10           | 1.15            |
| Studies, Technology & Other         | 0.38           | 0.33           | 0.02           | 0.05           | 0.10           | -               | 0.40           | 0.02           | 0.10           | -              | 1.39            |
| Equipment & Vehicles                | 0.19           | 1.10           | 1.10           | 0.02           | 0.36           | 0.08            | 0.83           | 1.31           | 0.04           | 0.10           | 5.14            |
| <b>Total</b>                        | <b>\$ 9.98</b> | <b>\$ 2.11</b> | <b>\$ 8.97</b> | <b>\$ 2.76</b> | <b>\$ 1.32</b> | <b>\$ 15.87</b> | <b>\$ 2.61</b> | <b>\$ 2.00</b> | <b>\$ 1.09</b> | <b>\$ 2.71</b> | <b>\$ 49.43</b> |

Does not include financing cost. Schedule may not add due to rounding.

The 2015 ten-year Waste Management capital program totals \$49.4 million, with \$10 million allocated for 2015.

Over the ten-year period, the landfill cell constructions and gas system installations account for 62.7% (\$31 million) of the total program costs. The remaining projects include a Transfer Facility (\$7.2 million) to support growth and timely collection of Green Cart/Blue Box material buffer land purchases (\$3.6 million), vehicles and equipment (e.g. bulldozers and compactors) (\$5.1 million) and structural maintenance at the Halton Waste Management Site and closed landfills (\$2.5 million).

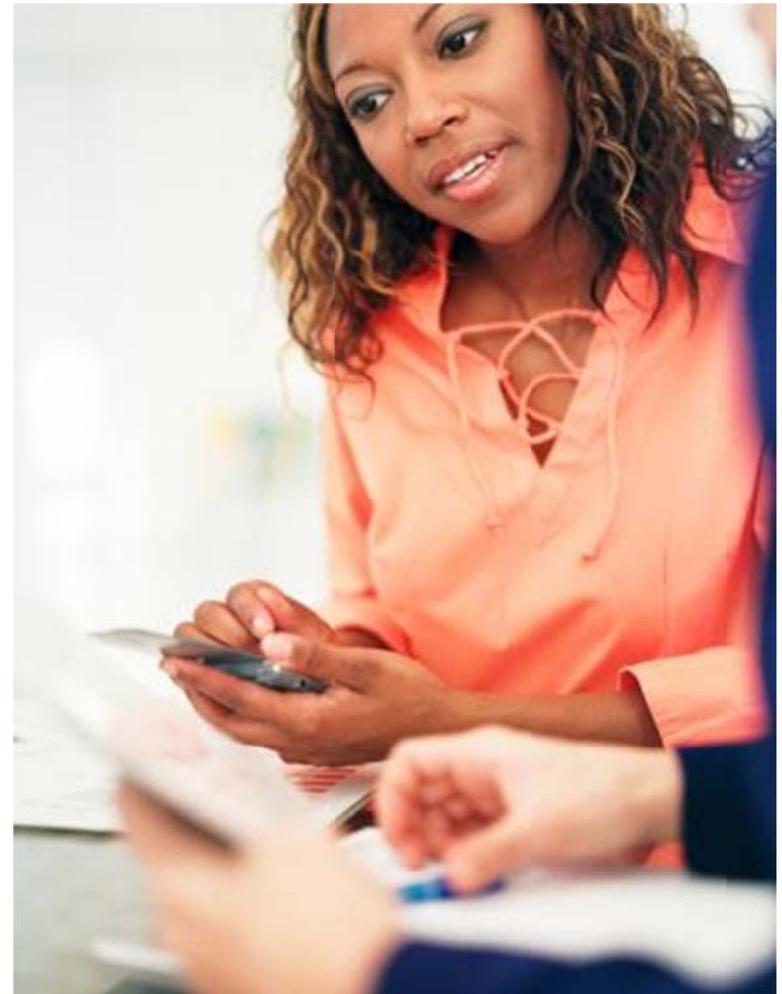
As set out in Contract Extension – Processing of Source Separated Organic Waste (PW-23-13) the Region was able to secure processing capacity through a contract extension with AIM Waste Management Inc. and the City of Hamilton for materials collected through the GreenCart program. The contract extension is for a four-year period which would expire in 2018 with an option to extend to 2020. In order to ensure the sustainability of the program beyond 2018, the 2015 budget forecast includes a \$7.2 million earmark to undertake a feasibility study (\$100,000) in 2016 to assess any infrastructure requirements to support this program (\$7.1 million for Transfer facility in 2017).

Funding for the Waste Management program is initially provided from capital reserves (i.e. Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. Furthermore, the 2015 operating budget continues to provide a \$1.3 million reserve funding provision to secure future Landfill capacity based on the financing plan approved by Council in 2006-2010 Waste Management Strategy – Draft (PPW91-05/CS-81-05). As a result, a total of \$6.8 million is included in the 2015 budget for capital financing. This represents a \$20,000 increase from the 2014 budget, in order to replenish the reserves for funding previously provided for the capital program, including cell constructions and equipment/vehicle requirements.

# Finance Department

The Finance Department consists of three divisions: Financial Planning & Budgets, Financial & Purchasing Services and Information Technology (IT). The Finance Department is considered part of Corporate Administration where the net expenditures have been fully allocated to program budgets to show the full cost of program delivery.

The Finance Department's 2015 budget is \$20.5 million an increase of \$942,000 or 4.8% over the 2014 budget. The increase is primarily related to costs required to maintain software and IT infrastructure. Also included are requests for two Strategic Investment opportunities, one to improve water and wastewater billing accuracy and one to support the growth in mobile technology. Finance Department costs are allocated to service delivery departments in accordance with the Region's cost allocation framework.



| \$000s                          | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|---------------------------------|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|                                 | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>Finance Department</b>       |                  |                     |                               |                  |                  |               |             |
| Financial Planning & Budgets    | \$ 4,935         | \$ (540)            | \$ (976)                      | \$ 3,418         | \$ 3,352         | \$ 67         | 2.0%        |
| Financial & Purchasing Services | 3,866            | (105)               | (249)                         | 3,512            | 3,365            | 147           | 4.4%        |
| Information Technology          | 13,834           | (228)               | -                             | 13,605           | 12,878           | 728           | 5.7%        |
| <b>Program Costs</b>            | <b>\$ 22,634</b> | <b>\$ (874)</b>     | <b>\$ (1,225)</b>             | <b>\$ 20,535</b> | <b>\$ 19,594</b> | <b>\$ 942</b> | <b>4.8%</b> |
| Program Recoveries              | (20,535)         | -                   | -                             | (20,535)         | (19,594)         | (942)         | 4.8%        |
| <b>Total</b>                    | <b>\$ 2,099</b>  | <b>\$ (874)</b>     | <b>\$ (1,225)</b>             | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>   | <b>-</b>    |
| FTE                             |                  |                     |                               | 129.4            | 127.4            | 2.0           | 1.6%        |

| Credit Rating - AAA |      |      |      |
|---------------------|------|------|------|
| 2011                | 2012 | 2013 | 2014 |
| ✓                   | ✓    | ✓    | ✓    |

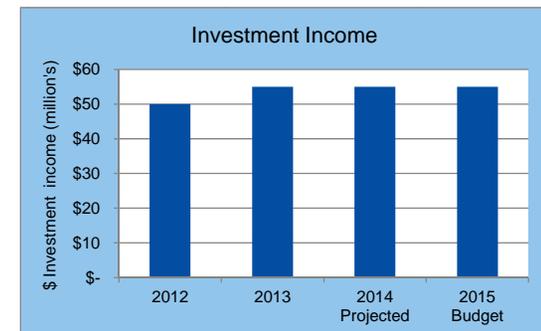
# Financial Planning & Budgets

The Financial Planning & Budgets Division is responsible for the preparation, coordination and monitoring of the tax-supported and rate-supported operating and capital budgets. In addition to the preparation and monitoring of the capital budget, the Capital Budget & Development group undertakes updates to the development charge by-laws and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact existing residents. The operating and capital budget groups develop financial policies and undertake financial planning to ensure Halton's Business Plan is financially sustainable.

The Investment and Cash Management team provides short and long-term investment services for Halton's approximately \$1.5 billion investment portfolio, as well as for the Halton Community Housing Corporation and the Town of Halton Hills. This group also places debentures to meet the financing requirements of the Region and the Local Municipalities and prepares analysis to help maintain Halton's AAA credit rating.



| \$000s                       | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change       |             |
|------------------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|--------------|-------------|
|                              | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014  |             |
| Capital Budget & Development | \$ 1,977        | \$ (507)            | \$ (976)                      | \$ 494          | \$ 476          | \$ 18        | 3.8%        |
| Portfolio Management         | 528             | (33)                | -                             | 495             | 490             | 5            | 0.9%        |
| Operating Tax Budget         | 1,764           | -                   | -                             | 1,764           | 1,732           | 31           | 1.8%        |
| Operating Rate Budget        | 666             | -                   | -                             | 666             | 654             | 13           | 1.9%        |
| <b>Program Costs</b>         | <b>\$ 4,935</b> | <b>\$ (540)</b>     | <b>\$ (976)</b>               | <b>\$ 3,418</b> | <b>\$ 3,352</b> | <b>\$ 67</b> | <b>2.0%</b> |
| Program Recoveries           | (3,418)         | -                   | -                             | (3,418)         | (3,352)         | (67)         | 2.0%        |
| <b>Total</b>                 | <b>\$ 1,516</b> | <b>\$ (540)</b>     | <b>\$ (976)</b>               | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>  |             |
| FTE                          |                 |                     |                               | 40.0            | 40.0            | -            | 0.0%        |



| GFOA Award for Budgets |      |      |      |
|------------------------|------|------|------|
| 2011                   | 2012 | 2013 | 2014 |
| ✓                      | ✓    | ✓    | ✓    |



## Financial Planning & Budgets Capital Budget & Forecast

| (\$Millions)         | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | Total          |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Growth Studies       | \$ 0.80        | \$ 0.60        | \$ 0.30        | \$ 0.30        | \$ 0.30        | \$ 0.30        | \$ 0.80        | \$ 0.60        | \$ 0.30        | \$ 0.30        | \$ 4.60        |
| Dev't Charges Appeal | 0.90           | -              | -              | -              | -              | -              | -              | -              | -              | -              | 0.90           |
| <b>Total</b>         | <b>\$ 1.70</b> | <b>\$ 0.60</b> | <b>\$ 0.30</b> | <b>\$ 0.30</b> | <b>\$ 0.30</b> | <b>\$ 0.30</b> | <b>\$ 0.80</b> | <b>\$ 0.60</b> | <b>\$ 0.30</b> | <b>\$ 0.30</b> | <b>\$ 5.50</b> |

Does not include financing cost. Schedule may not add due to rounding.

The 2015 ten-year Financial Planning and Budgets capital program totals \$5.5 million, with \$1.7 million allocated for 2015.

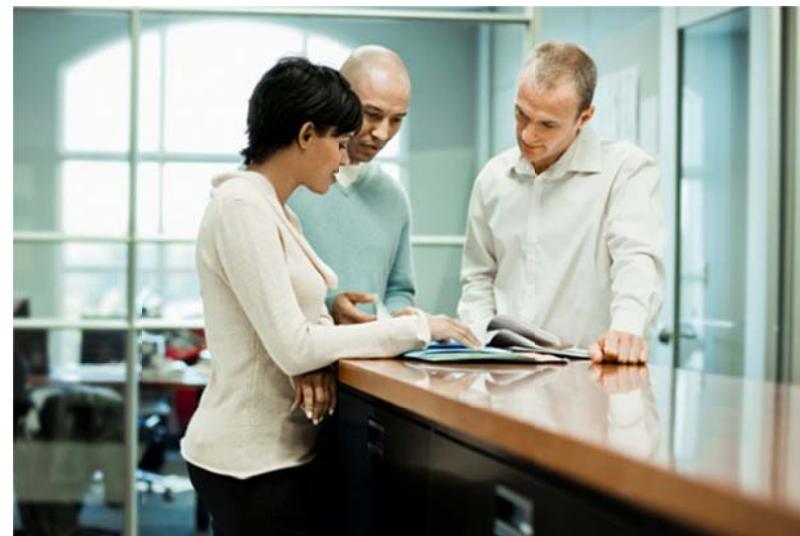
A total of \$4.6 million has been identified to undertake various growth-related studies, including Development Charges Background studies, fiscal impact analysis, development allocation programs, financial plan updates and employment land servicing strategies over the next ten years.

As set out in Appeals to Halton's Development Charges and Recovery By-laws (LPS47-12), the Region is currently undergoing a Development Charges appeal process related to By-laws 48-12 and 49-12. \$900,000 has been identified in the 2015 budget to continue to fund and monitor the costs associated with this appeal process. The required funding will be financed from Regional Capital Reserves.

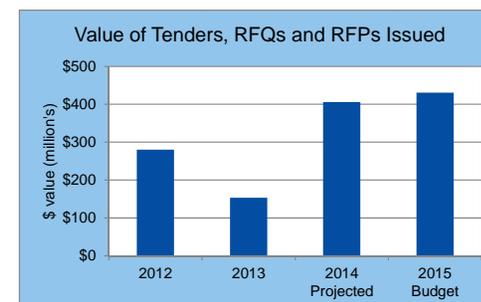
# Financial & Purchasing Services

The Financial & Purchasing Services Division is comprised of two key areas. Accounting & Financial Reporting Services, which maintains the Region's financial records to meet the reporting requirements of the Canadian Institute of Chartered Accounts included in the Public Sector Accounting Standards. This area also prepares Ministry and industry reports such as the Municipal Performance Measurement Program (MPMP) and Ontario Municipal CAO's Benchmarking Initiative (OMBI), and manages the service contracts with the four Local Distribution Companies (LDCs) which provide Water and Wastewater billing services on behalf of the Region. Purchasing Services is responsible for ensuring the Corporation follows procurement practices that are in compliance with the Council approved Purchasing By-law. Purchasing Services develops policies, procedures and guidelines that promote a competitive procurement process which is open, fair and transparent.

The Financial & Purchasing Services 2015 budget is increasing by a net \$147,000 or 4.4%. This is driven by an increase of \$112,000 or 6.0% for financial services mainly due to a strategic investment proposed for an additional FTE (Water and Wastewater Revenue Assurance Analyst) that will enhance customer service by improving the accuracy and completeness of the water and wastewater revenues and contract management.



| \$000s                                     | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change         |             |
|--|-----------------|---------------------|-------------------------------|-----------------|-----------------|----------------|-------------|
|  | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  |                 | Net Tax Impact | 2015 - 2014 |
| <b>Financial &amp; Purchasing Services</b> |                 |                     |                               |                 |                 |                |             |
| Financial Services                         | \$ 2,038        | \$ (53)             | \$ -                          | \$ 1,986        | \$ 1,874        | \$ 112         | 6.0%        |
| Purchasing                                 | 1,827           | (52)                | (249)                         | 1,526           | 1,491           | 35             | 2.4%        |
| <b>Program Costs</b>                       | <b>\$ 3,866</b> | <b>\$ (105)</b>     | <b>\$ (249)</b>               | <b>\$ 3,512</b> | <b>\$ 3,365</b> | <b>\$ 147</b>  | <b>4.4%</b> |
| Program Recoveries                         | (3,512)         | -                   | -                             | (3,512)         | (3,365)         | (147)          | 4.4%        |
| <b>Total</b>                               | <b>\$ 354</b>   | <b>\$ (105)</b>     | <b>\$ (249)</b>               | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>    | <b>-</b>    |
| <b>FTE</b>                                 |                 |                     |                               | <b>38.0</b>     | <b>37.0</b>     | <b>1.0</b>     | <b>2.7%</b> |



| GFOA Award for Financial Reporting |      |      |      |
|------------------------------------|------|------|------|
| 2010                               | 2011 | 2012 | 2013 |
| ✓                                  | ✓    | ✓    | ✓    |



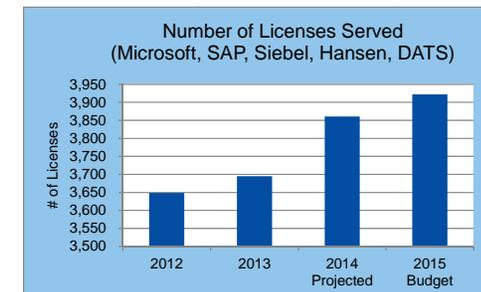
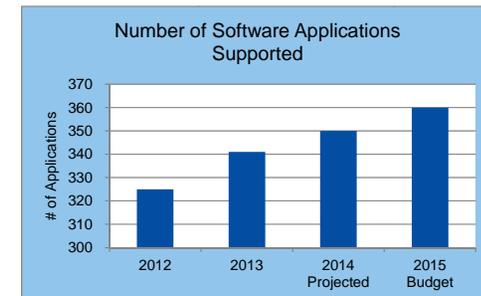
# Information Technology

The Information Technology (IT) Division is responsible for developing standards and processes for Information Technology to ensure integration, data management, and quality standards are achieved and measurable. The division is responsible for managing the IT project portfolios of each department including project requests, analysis, and prioritization. IT also provides information management services such as data modeling/analysis which helps inform Halton's business processes and supports Halton's technology infrastructure including over 300 software applications through the IT Service Desk.

The 2015 budget reflects a net increase of \$728,000 or 5.7% over the 2014 budget. This increase is mainly due to \$524,000 or 4.4% increase in Infrastructure & Client Support relating to software licensing and maintenance costs. The budget also includes a strategic investment of \$103,000 for 1.0 FTE to enhance the primary technical support for the mobile computer fleet and to provide better support to front line workers who service the public. In addition, this budget provides a \$147,000 increase to support the growing corporate and program-specific IT capital program.



| \$000s                          | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|---------------------------------|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|                                 | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   |                  | 2015 - 2014   |             |
| <b>Information Technology</b>   |                  |                     |                               |                  |                  |               |             |
| Infrastructure & Client Support | \$ 12,422        | \$ -                | \$ -                          | \$ 12,422        | \$ 11,898        | \$ 524        | 4.4%        |
| Project Management              | 1,412            | (228)               | -                             | 1,183            | 980              | 204           | 20.8%       |
| <b>Program Costs</b>            | <b>\$ 13,834</b> | <b>\$ (228)</b>     | <b>\$ -</b>                   | <b>\$ 13,605</b> | <b>\$ 12,878</b> | <b>\$ 728</b> | <b>5.7%</b> |
| Program Recoveries              | (13,605)         | -                   | -                             | (13,605)         | (12,878)         | (728)         | 5.7%        |
| <b>Total</b>                    | <b>\$ 228</b>    | <b>\$ (228)</b>     | <b>\$ -</b>                   | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>   | <b>-</b>    |
| <b>FTE</b>                      |                  |                     |                               | <b>49.4</b>      | <b>48.4</b>      | <b>1.0</b>    | <b>2.1%</b> |



## Information Technology Capital Budget & Forecast

| (\$Millions)                    | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           | 2024           | Total           |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Software Growth Licns.          | \$ 0.25        | \$ 0.26        | \$ 0.30        | \$ 0.30        | \$ 0.38        | \$ 0.38        | \$ 0.39        | \$ 0.40        | \$ 0.52        | \$ 0.54        | \$ 3.73         |
| New Software/Modules            | 0.99           | 0.72           | 0.82           | 0.74           | 0.48           | 1.11           | 1.03           | 1.20           | 1.29           | 1.42           | 9.80            |
| New/Replac. Hardware            | 0.63           | 0.90           | 0.86           | 0.87           | 1.23           | 1.23           | 1.32           | 1.01           | 1.49           | 1.21           | 10.74           |
| New/Replac. Infrastrctr.        | 0.48           | 0.46           | 0.56           | 0.82           | 0.93           | 0.73           | 0.93           | 1.22           | 1.07           | 1.34           | 8.54            |
| Program Specific Projs. & Srvcs | 0.56           | 0.66           | 0.69           | 0.60           | 0.45           | 0.20           | 1.17           | 0.72           | 0.79           | 0.33           | 6.15            |
| <b>Total</b>                    | <b>\$ 2.90</b> | <b>\$ 2.99</b> | <b>\$ 3.23</b> | <b>\$ 3.33</b> | <b>\$ 3.47</b> | <b>\$ 3.65</b> | <b>\$ 4.84</b> | <b>\$ 4.55</b> | <b>\$ 5.15</b> | <b>\$ 4.84</b> | <b>\$ 38.95</b> |

Includes financing cost. Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

The 2015 ten-year Information Technology capital program totals \$39.0 million, with \$2.9 million allocated for 2015. Specific initiatives for 2015 include:

- \$250,000 for new license expenditures resulting from growth in use of existing software services
- \$990,000 for new software services and modules and software system replacement
- \$630,000 for replacement desktop and mobile computer hardware
- \$480,000 for new and replacement server hardware, data and voice network equipment
- \$560,000 for program-specific IT projects and services, including a time and attendance system for Services for Seniors, the Right of Way Coordination system for Public Works and replacement of Paramedic systems including the electronic Patient Care Records system.

The capital program is initially funded from the Technology Replacement reserve, which is replenished by operating transfers that Information Technology recovers from benefiting program areas. A total of \$2.6 million in capital financing is budgeted in 2015. This represents a \$147,000 increase from the 2014 budget. This increase will be utilized to support the growing corporate and program-specific information technology.

# CAO's Office

The CAO's Office includes the following divisions: Policy Integration & Communications, Business Planning & Corporate Initiatives, Human Resource Services and Internal Audit.

The CAO's Office 2015 net budget is \$12.0 million, increasing by \$389,000 or 3.3% over the 2014 budget. The CAO's Office has undergone and continues to undergo significant changes in 2014 and 2015 to align services to meet organizational requirements. This has resulted in extensive realignment of resources to provide a focus in the following areas: Leadership Development, Continuous Improvement, Internal Audit, Customer Service and Digital Communications.



| \$000s                                    | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change        |             |
|---|------------------|---------------------|-------------------------------|------------------|------------------|---------------|-------------|
|   | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 - 2014   |             |
| <b>CAO's Office</b>                       |                  |                     |                               |                  |                  |               |             |
| Policy Integration & Communications       | \$ 6,061         | \$ (18)             | \$ (235)                      | \$ 5,808         | \$ 5,346         | \$ 461        | 8.6%        |
| Business Planning & Corporate Initiatives | 1,465            | -                   | -                             | 1,465            | 1,785            | (320)         | -17.9%      |
| Human Resource Services                   | 5,085            | -                   | (904)                         | 4,181            | 4,067            | 114           | 2.8%        |
| Internal Audit                            | 590              | -                   | -                             | 590              | 456              | 134           | 29.3%       |
| <b>Program Costs</b>                      | <b>\$ 13,201</b> | <b>\$ (18)</b>      | <b>\$ (1,140)</b>             | <b>\$ 12,043</b> | <b>\$ 11,655</b> | <b>\$ 389</b> | <b>3.3%</b> |
| Program Recoveries                        | (12,043)         | -                   | -                             | (12,043)         | (11,655)         | (389)         | 3.3%        |
| <b>Total</b>                              | <b>\$ 1,158</b>  | <b>\$ (18)</b>      | <b>\$ (1,140)</b>             | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>   | <b>-</b>    |
| FTE                                       |                  |                     |                               | 93.1             | 93.1             | -             | 0.0%        |

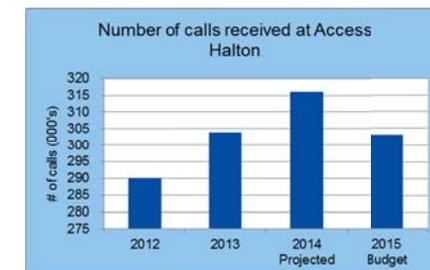
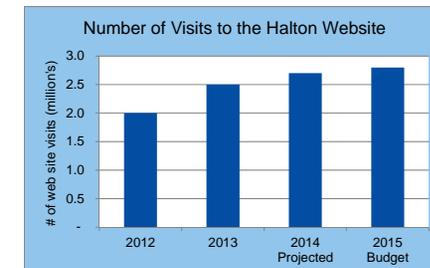
# Policy Integration & Communications

Policy Integration & Communications is focused on implementing a Communications Framework for the Region, supporting public engagement and the Region's Action Plan while assisting in intergovernmental relations and issues management, policy tracking and response and customer service through Access Halton. Communications develops and implements effective communication programs and strategies both internally and externally to raise awareness of Halton's programs and services, Social and Digital Media uses web technologies and applications to meet the business needs of the Region and Policy Integration assists Council in identifying and acting on strategic advocacy opportunities.

The Policy Integration & Communications 2015 budget reflects a net increase of \$461,000 or 8.6% over the 2014 budget. This increase is mainly due to staff resource redeployments from the Business Planning & Corporate Initiatives division to enhance the Region's digital communications and to increase capacity in the 311 call centre. Also included is an increase of \$43,000 to provide on-call staffing to respond to emergencies and urgent incidents including extreme weather events.



| \$000s  | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change        |             |
|---|-----------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|   | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| <b>Policy Integration &amp; Communication</b> |                 |                     |                               |                 |                 |               |             |
| Access Halton                                 | \$ 1,958        | \$ (18)             | \$ -                          | \$ 1,940        | \$ 1,695        | \$ 245        | 14.5%       |
| Communications                                | 2,803           | -                   | (235)                         | 2,568           | 2,791           | (224)         | -8.0%       |
| Social & Digital Media                        | 872             | -                   | -                             | 872             | 432             | 440           | 102.0%      |
| Policy Integration                            | 427             | -                   | -                             | 427             | 428             | (1)           | -0.1%       |
| <b>Program Costs</b>                          | <b>\$ 6,061</b> | <b>\$ (18)</b>      | <b>\$ (235)</b>               | <b>\$ 5,808</b> | <b>\$ 5,346</b> | <b>\$ 461</b> | <b>8.6%</b> |
| Program Recoveries                            | (5,808)         | -                   | -                             | (5,808)         | (5,346)         | (461)         | 8.6%        |
| <b>Total</b>                                  | <b>\$ 254</b>   | <b>\$ (18)</b>      | <b>\$ (235)</b>               | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>   | <b>-</b>    |
| <b>FTE</b>                                    |                 |                     |                               | <b>43.5</b>     | <b>43.5</b>     | <b>-</b>      | <b>0.0%</b> |



# Business Planning & Corporate Initiatives

The Business Planning & Corporate Initiatives Division maintains an organization wide Project Portfolio Management (PPM) framework and processes, and supports the use of the Region's standardized project management methodology and processes across the organization. The Division coordinates with Management Committee and Departmental Management Teams (DMTs) on project initiatives including identification, documentation, prioritization and capacity planning, management, reporting and risk mitigation.

The Business Planning & Corporate Initiatives 2015 budget is decreasing by \$320,000 or 17.9% which is primarily due to staff resource redeployments to Policy Integration & Communications and Internal Audit.



| \$000s                                    | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change          |               |
|---|-----------------|---------------------|-------------------------------|-----------------|-----------------|-----------------|---------------|
|   | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014     |               |
| Business Planning & Corporate Initiatives | \$ 1,465        | \$ -                | \$ -                          | \$ 1,465        | \$ 1,785        | \$ (320)        | -17.9%        |
| <b>Program Costs</b>                      | <b>\$ 1,465</b> | <b>\$ -</b>         | <b>\$ -</b>                   | <b>\$ 1,465</b> | <b>\$ 1,785</b> | <b>\$ (320)</b> | <b>-17.9%</b> |
| Program Recoveries                        | (1,465)         | -                   | -                             | (1,465)         | (1,785)         | 320             | -17.9%        |
| <b>Total</b>                              | <b>\$ -</b>     | <b>\$ -</b>         | <b>\$ -</b>                   | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>     | <b>-</b>      |
| FTE                                       |                 |                     |                               | 7.0             | 7.0             | -               | 0.0%          |



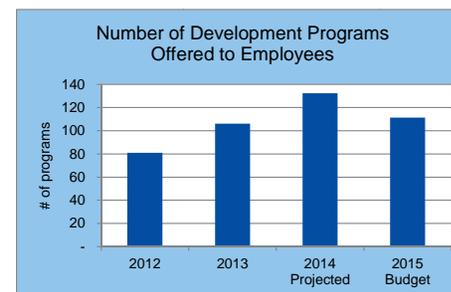
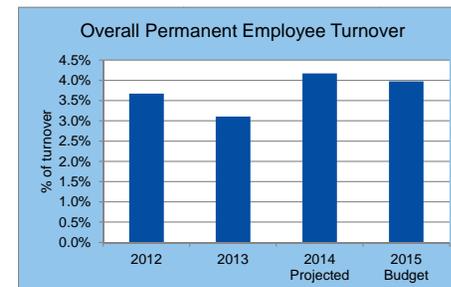
# Human Resource Services

The Human Resources Services Division provides support to the Region and its programs in the attraction, engagement, and retention of the Region's human capital. The Division comprises of three sections: Compensation and Employee Services, Training & Development and Health & Safety. Specific support services provided by the Division include pay and benefits, recruitment, job evaluation, performance management, health and safety, disability and WSIB management, HR planning and policy development, training and labour relations.

The Human Resources 2015 budget is increasing by a net \$114,000 or 2.8% which is primarily related to the corporate training program and a focus on the effective delivery of increased training for all staff. As the Region grows and demands increase, it is essential that staff have the tools necessary to deliver required services as effectively as possible.



| \$000s                           | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change        |             |
|----------------------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|---------------|-------------|
|                                  | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014   |             |
| <b>Human Resource Services</b>   |                 |                     |                               |                 |                 |               |             |
| Compensation & Employee Services | \$ 3,581        | \$ -                | \$ (307)                      | \$ 3,274        | \$ 3,231        | \$ 43         | 1.3%        |
| Training & Development           | 710             | -                   | -                             | 710             | 643             | 67            | 10.5%       |
| Health & Safety                  | 794             | -                   | (597)                         | 197             | 193             | 4             | 2.0%        |
| <b>Program Costs</b>             | <b>\$ 5,085</b> | <b>\$ -</b>         | <b>\$ (904)</b>               | <b>\$ 4,181</b> | <b>\$ 4,067</b> | <b>\$ 114</b> | <b>2.8%</b> |
| Program Recoveries               | (4,181)         | -                   | -                             | (4,181)         | (4,067)         | (114)         | 2.8%        |
| <b>Total</b>                     | <b>\$ 904</b>   | <b>\$ -</b>         | <b>\$ (904)</b>               | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>   | <b>-</b>    |
| FTE                              |                 |                     |                               | 35.8            | 35.8            | -             | 0.0%        |



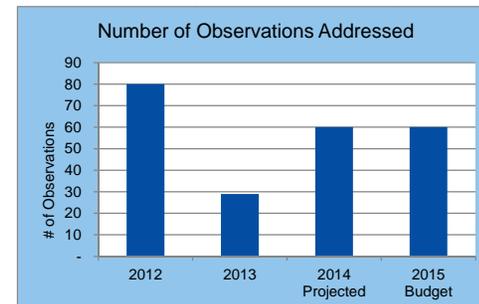
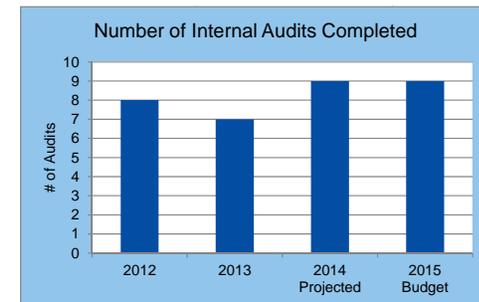
# Internal Audit

The Internal Audit Division assists Council and Senior Management in discharging their responsibilities for achieving the organization's objectives by providing independent and objective assurance about processes and activities related to risk management, internal control, and governance.

The Internal Audit 2015 budget is increasing by a net \$134,000 or 29.3% which is mainly due to staff resource redeployment from Business Planning & Corporate Initiatives. Internal audit provides an important component of the Region's internal controls. As the Region and its programs continue to grow, it is essential that this program has the necessary resources.



| \$000s                | 2015 Budget |                     |                               |                | 2014 Budget    | Change      |             |
|-----------------------|-------------|---------------------|-------------------------------|----------------|----------------|-------------|-------------|
|                       | Gross Cost  | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact | Net Tax Impact | 2015 - 2014 |             |
| <b>Internal Audit</b> | \$ 590      | \$ -                | \$ -                          | \$ 590         | \$ 456         | \$ 134      | 29.3%       |
| <b>Program Costs</b>  | \$ 590      | \$ -                | \$ -                          | \$ 590         | \$ 456         | \$ 134      | 29.3%       |
| Program Recoveries    | (590)       | -                   | -                             | (590)          | (456)          | (134)       | 29.3%       |
| <b>Total</b>          | \$ -        | \$ -                | \$ -                          | \$ -           | \$ -           | \$ -        | -           |
| <b>FTE</b>            |             |                     |                               | <b>4.0</b>     | <b>4.0</b>     | -           | <b>0.0%</b> |



# Office of the Chair and Regional Council

The Regional Chair is the head of Regional Council and the Chief Executive Officer of the Corporation. In the Region of Halton, the Regional Chair holds a directly elected position and completes the same term as the elected Regional Council. Regional Council is comprised of 21 officials who have been elected to represent the residents of Halton for a four-year term and to consider their well-being and interests.

The 2015 budget for the Office of the Chair and Regional Council is decreasing by a net \$27,000 or 1.5% over the 2014 budget to match actual expenditure trends in purchased services.



| \$000s               | 2015 Budget     |                     |                               |                 | 2014 Budget     | Change         |              |
|----------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|----------------|--------------|
|                      | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact  | Net Tax Impact  | 2015 - 2014    |              |
| Office of the Chair  | \$ 560          | \$ -                | \$ -                          | \$ 560          | \$ 552          | \$ 8           | 1.5%         |
| Regional Council     | 1,291           | -                   | (45)                          | 1,246           | 1,281           | (35)           | -2.7%        |
| <b>Program Costs</b> | <b>\$ 1,851</b> | <b>\$ -</b>         | <b>\$ (45)</b>                | <b>\$ 1,806</b> | <b>\$ 1,833</b> | <b>\$ (27)</b> | <b>-1.5%</b> |
| Program Recoveries   | (1,806)         | -                   | -                             | (1,806)         | (1,833)         | 27             | -1.5%        |
| <b>Total</b>         | <b>\$ 45</b>    | <b>\$ -</b>         | <b>\$ (45)</b>                | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>    | <b>-</b>     |
| FTE                  |                 |                     |                               | 4.0             | 4.0             | -              | 0.0%         |

# Boards & Agencies

## Conservation Authorities

The following table summarizes the 2015 budget requests from the Conservation Authorities funded by Halton Region.

| 2015 Conservation Authorities Municipal Contribution |                 |                  |                                 |              |
|--|-----------------|------------------|---------------------------------|--------------|
| Halton Region Funding                                |                 |                  |                                 |              |
| \$000s   | 2014            | 2015             | Change in Budget                |              |
|  | Approved Budget | Requested Budget | 2015 Requested to 2014 Approved |              |
| Conservation Halton                                  | \$ 7,308        | \$ 7,632         | \$ 323                          | 4.43%        |
| Credit Valley Conservation                           | 467             | 500              | 33                              | 7.03%        |
| Grand River Conservation                             | 241             | 251              | 10                              | 4.04%        |
| <b>Total Recommended</b>                             | <b>\$ 8,017</b> | <b>\$ 8,383</b>  | <b>\$ 366</b>                   | <b>4.57%</b> |

The 2015 Conservation Halton Total Municipal Levy request is \$8.3 million which is a 4.35% increase over the approved 2014 Levy. Of this total, the request from Halton Region is \$7.6 million which is an increase of 4.43% as a result of increased apportionment due to Halton growing more than other municipalities within the watershed. The main driver of the Conservation Halton operating budget increase is the increase in personnel services which accounts for 75% of their total tax-supported operating budget. Further details on Conservation Halton's budget can be found in 2015 Budget Overview – Conservation Halton (FN-02-15).

The 2015 Credit Valley Conservation (CVC) Total Municipal Levy request is \$10.1 million, an increase of 4.2% however the request from Halton Region is \$500,000 which is a 7.03% increase over the approved 2014 Levy. Halton's levy increased by this amount as a result of increased apportionment to Halton in comparison to the other municipalities within the CVC watershed. The main driver for the increase in CVC's budget is related to compensation which accounts for 73% of their operating budget as well as a reduction in Provincial funding and user fees. Further details on CVC's budget can be found in 2015 Budget Overview – Credit Valley Conservation (FN-04-15).

The 2015 Grand River Conservation Authority (GRCA) Total Municipal Levy request is \$10.5 million, an increase of \$256,000 or 2.5% over 2014. The request from Halton Region is \$251,000 which is a 4.04% increase over the 2014 approved levy. Halton's levy has increased by 4.04% as a result of increased apportionment due to Halton growing more than other municipalities within the watershed. Compensation and inflation are the key drivers of the increase in GRCA's Levy. Further details on GRCA's budget can be found in 2015 Budget Overview – Grand River Conservation Authority (FN-03-15).

## Royal Botanical Gardens

Royal Botanical Gardens (RBG) receives an operating grant from the Halton Region and the City of Hamilton based on the following formula:

- 50% unweighted assessment, and
- 50% number of households

This formula was established in 2003 and updated annually to reflect current assessment and household information, adopting this funding formula gives the RBG increased certainty with respect to the municipal funding commitment. Given that Halton's assessment base and number of households is increasing faster than the City of Hamilton, there continues to be a shift in cost onto Halton.

For 2015, the City of Hamilton is projecting to freeze their contribution to RBG at \$599,000. In order to maintain the cost-sharing formula, Halton's contribution is budgeted to increase by 1.5% or \$11,000 to a 2015 budget of \$736,000.

| 2015 Royal Botanical Gardens Funding Contribution |                 |                  |                                 |      |
|---|-----------------|------------------|---------------------------------|------|
| Halton Region Funding                             |                 |                  |                                 |      |
| \$000s  | 2014            | 2015             | Change in Budget                |      |
|   | Approved Budget | Requested Budget | 2015 Requested to 2014 Approved |      |
| Royal Botanical Gardens                           | \$ 725          | \$ 736           | \$ 11                           | 1.5% |

## Halton Regional Police Service (HRPS)

The Halton Regional Police Service 2015 budget request is \$134.8 million, which includes an increase of \$4.7 million or 3.6% over the 2014 approved budget. The table below provides a summary of the budget request.

| \$000s                                | 2014              |                   | 2015                  |                   | Change in Budget           |              |                                 |              |
|---------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------------|--------------|---------------------------------|--------------|
|                                       | Approved Budget   | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| <b>Halton Regional Police Service</b> |                   |                   |                       |                   |                            |              |                                 |              |
| Personnel Services                    | \$ 117,888        | \$ 122,419        | \$ 870                | \$ 123,289        | \$ 4,531                   | 3.8%         | \$ 5,401                        | 4.6%         |
| Materials & Supplies                  | 6,483             | 6,169             | 121                   | 6,290             | (314)                      | -4.8%        | (193)                           | -3.0%        |
| Purchased Services                    | 6,787             | 7,154             | 7                     | 7,161             | 367                        | 5.4%         | 374                             | 5.5%         |
| Financial and Rent Expenses           | 291               | 284               | -                     | 284               | (7)                        | -2.5%        | (7)                             | -2.5%        |
| Grants & Assistance                   | -                 | -                 | -                     | -                 | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>             | <b>131,450</b>    | <b>136,027</b>    | <b>998</b>            | <b>137,025</b>    | <b>4,577</b>               | <b>3.5%</b>  | <b>5,575</b>                    | <b>4.2%</b>  |
| Allocated Charges / Recoveries        | 1,649             | 1,702             | -                     | 1,702             | 53                         | 3.2%         | 53                              | 3.2%         |
| Corporate Support                     | -                 | -                 | -                     | -                 | -                          | 0.0%         | -                               | 0.0%         |
| Transfers to Reserves-Operating       | -                 | -                 | -                     | -                 | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating    | (100)             | (30)              | -                     | (30)              | 70                         | -70.0%       | 70                              | -70.0%       |
| <b>Gross Operating Expenditures</b>   | <b>132,999</b>    | <b>137,699</b>    | <b>998</b>            | <b>138,697</b>    | <b>4,700</b>               | <b>3.5%</b>  | <b>5,698</b>                    | <b>4.3%</b>  |
| Transfer to Reserves - Capital        | 3,414             | 3,864             | -                     | 3,864             | 450                        | 13.2%        | 450                             | 13.2%        |
| Transfer from Reserves - Capital      | (1,265)           | (3,597)           | -                     | (3,597)           | (2,332)                    | 184.3%       | (2,332)                         | 184.3%       |
| Debt Charges                          | 3,557             | 5,888             | -                     | 5,888             | 2,332                      | 65.5%        | 2,332                           | 65.5%        |
| <b>Capital Expenditures</b>           | <b>5,706</b>      | <b>6,156</b>      | <b>-</b>              | <b>6,156</b>      | <b>450</b>                 | <b>7.9%</b>  | <b>450</b>                      | <b>7.9%</b>  |
| <b>Total Gross Expenditures</b>       | <b>138,705</b>    | <b>143,855</b>    | <b>998</b>            | <b>144,853</b>    | <b>5,150</b>               | <b>3.7%</b>  | <b>6,148</b>                    | <b>4.4%</b>  |
| Subsidy Revenue                       | (4,538)           | (5,126)           | -                     | (5,126)           | (587)                      | 12.9%        | (587)                           | 12.9%        |
| Other Revenue                         | (4,042)           | (4,785)           | (135)                 | (4,920)           | (742)                      | 18.4%        | (877)                           | 21.7%        |
| <b>Total Revenue</b>                  | <b>(8,581)</b>    | <b>(9,910)</b>    | <b>(135)</b>          | <b>(10,045)</b>   | <b>(1,330)</b>             | <b>15.5%</b> | <b>(1,465)</b>                  | <b>17.1%</b> |
| <b>Net Program Expenditures</b>       | <b>\$ 130,124</b> | <b>\$ 133,945</b> | <b>\$ 863</b>         | <b>\$ 134,808</b> | <b>\$ 3,820</b>            | <b>2.9%</b>  | <b>\$ 4,683</b>                 | <b>3.6%</b>  |

2015 Budget Overview – Halton Regional Police Service provides further details regarding this budget request (FN-05-15).

# Non-Program Items and Fiscal Transactions

The following table summarizes the Non-Program and Fiscal Transactions which have increased by \$1.4 million in the 2015 tax-supported budget.

| \$000s                    | 2015 Budget      |                     |                               |                  | 2014 Budget      | Change          |             |
|---------------------------|------------------|---------------------|-------------------------------|------------------|------------------|-----------------|-------------|
|                           | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Tax Impact   | Net Tax Impact   | 2015 to 2014    |             |
| Net Interest Earnings     | \$ 43,632        | \$ (51,383)         | \$ -                          | \$ (7,751)       | \$ (7,751)       | \$ 0            | 0.0%        |
| Supplementary Tax Revenue | -                | (7,600)             | -                             | (7,600)          | (8,100)          | 500             | -6.2%       |
| Provincial Offences Act   | -                | (1,400)             | -                             | (1,400)          | (1,400)          | -               | 0.0%        |
| Payments-in-Lieu of Taxes | -                | (2,450)             | -                             | (2,450)          | (2,450)          | -               | 0.0%        |
| Right-of-Way Taxes        | -                | (1,350)             | -                             | (1,350)          | (1,350)          | -               | 0.0%        |
| Tax Write-Off Provision   | 4,365            | -                   | -                             | 4,365            | 4,365            | -               | 0.0%        |
| Tax Policy Expenditures   | 298              | -                   | -                             | 298              | 298              | -               | 0.0%        |
| Assessment Services       | 8,529            | -                   | -                             | 8,529            | 8,486            | 42              | 0.5%        |
| General Expenditures      | 34,008           | (5,137)             | (5,366)                       | 23,505           | 22,654           | 852             | 3.8%        |
| <b>Total</b>              | <b>\$ 90,832</b> | <b>\$ (69,320)</b>  | <b>\$ (5,366)</b>             | <b>\$ 16,146</b> | <b>\$ 14,752</b> | <b>\$ 1,394</b> | <b>9.4%</b> |

The following sections highlight the key components of the 2015 Non-Program budget.

## Net Interest Earnings

The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region's portfolio and the fluctuating balances in reserves, reserve funds and the capital fund. The 2015 Budget is based on projected investment earnings of \$55.0 million. Investment earnings are expected to maintain the same level as 2014 based on projected Regional Cash Flows and Portfolio Balances. This results in net interest earnings of \$7.8 million for the tax supported services, unchanged from the 2014 Budget. While the Region benefits from capital gains from the investment portfolio, these revenues are one-time in nature and do not form part of the annual operating budget.

## Supplementary Taxes

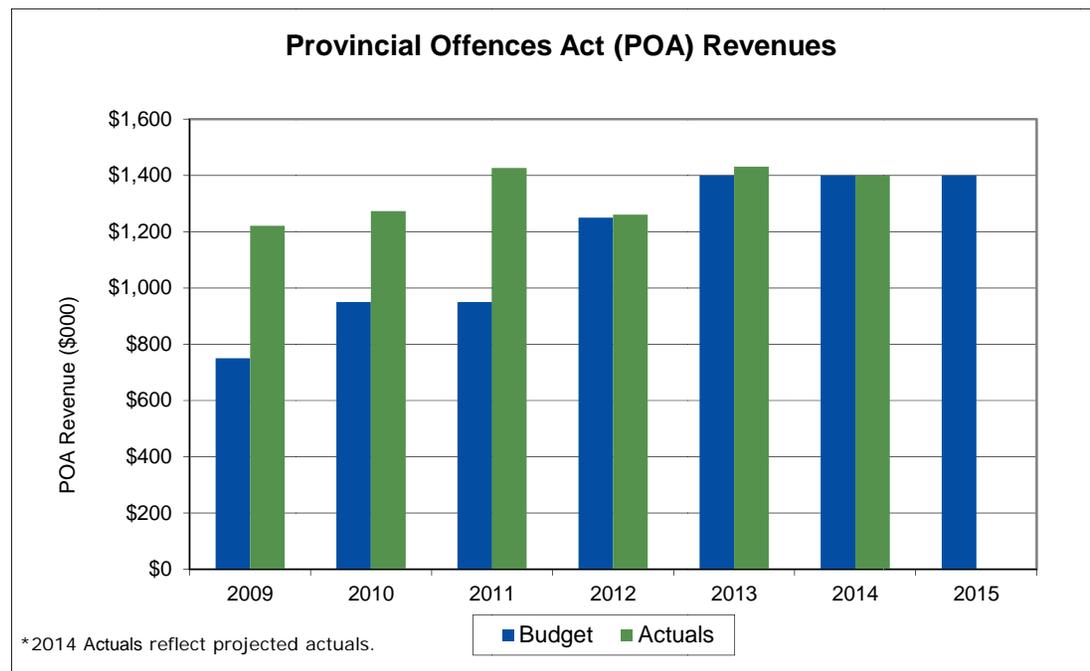
Periodically throughout the year, MPAC provides the Region with supplementary/omitted assessment rolls for new assessment added to the tax roll. Supplementary tax revenue is generated from the additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the quantity of

properties assessed by MPAC, general economic conditions and the level of development within each local municipality. For this reason many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue.

As discussed earlier, the 2015 budget for supplementary tax revenue has been reduced from \$8.1 million to \$7.6 million, a reduction of \$500,000 to reflect the 7 year average. Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.

## Provincial Offences Act (POA) Revenue

The 2015 Budget includes \$1,400,000 in POA revenue which is the same amount as in the 2014 budget. The following chart outlines recent trends in actual POA revenues.



## Tax Policy

The budget for Tax Policy includes revenues from Payments-in-lieu of Taxes and Right-of-Way Taxes as well as expenditures relating to Tax Write-offs and several tax rebate programs. The tax rebate programs offered by the Region include Provincially mandated programs for a tax deferral for senior / disabled

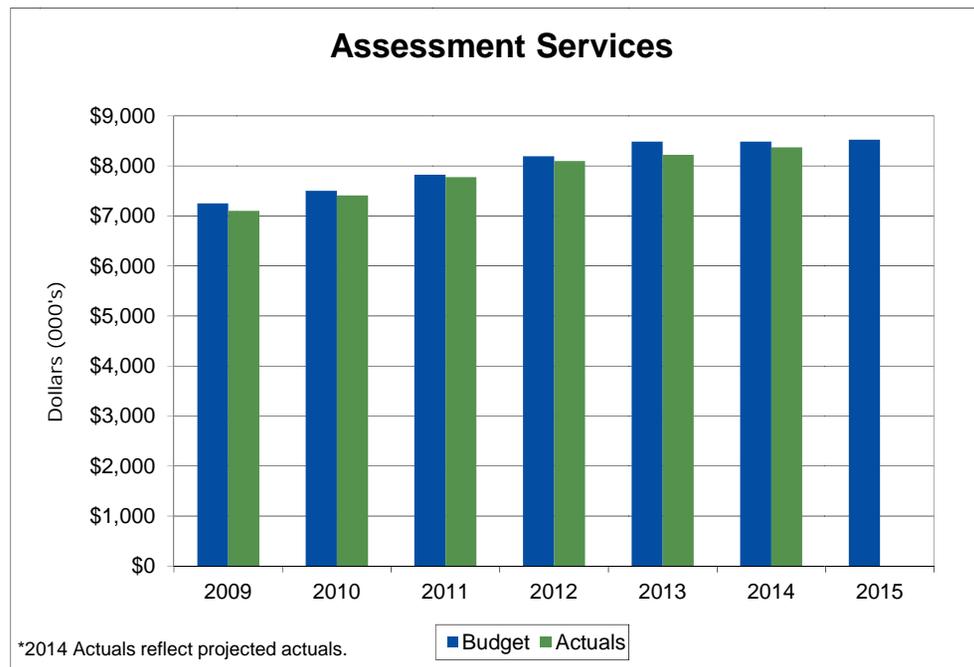
homeowners, rebates for charities and vacant commercial / industrial properties and a discretionary rebate for the Region's portion of the tax rebate for seniors provided by the Local Municipalities.

The 2015 budget for Tax Policy revenues remains unchanged from the 2014 budget at \$3.8 million. The Region receives Provincially established payments in lieu of taxes for various Federal and Provincial properties that are exempt from taxation including hospitals, universities, colleges and correctional facilities. Municipalities also receive taxes on railway and utility rights-of-way based on a per acre rate set by the Province. The 2015 budget for Tax Policy expenditures is \$4.7 million.

## Assessment Services

MPAC provides assessment services to the Region and Local Municipalities, the Region is responsible for paying for assessment services received. The cost of the service is based on an apportionment of the MPAC budget to all municipalities across Ontario. Therefore factors affecting this cost include any budget increase at MPAC and increased apportionment relating to the Region's growth.

The 2015 Budget for MPAC is \$8,528,700, a slight increase of \$42,200 or 0.5% over the 2014 budget.



## General Expenditures

The most significant component of the general expenditures is funding for the Capital Investment Revolving Fund. The 2015 Budget includes \$14.3 million in funding which is unchanged from the 2014 Budget. Also included in general expenditures is the annual \$500,000 grant provided to McMaster University and the one-time grant for the Randle Reef project as detailed in Report No. CS-49-12 re: "Randle Reef Update".

The net increase is primarily due to a funding provision of \$100,000 to bring the Workplace Safety Insurance Board reserve closer to a target level, an increase of \$50,000 in transfer to reserve to reflect the long-term accommodation capital program financing plan and new strategic investments of \$573,000 within Corporate Support divisions that will be allocated to the operational programs in 2016. These strategic investments include Emergency Planning, Asset Management Coordinator and Mobile and Infrastructure Technology Analyst.

## Federal Gas Tax

The total Federal Gas Tax allocated to Halton is \$14.6 million. Of the \$14.6 million, \$4.0 million is allocated in the 2015 tax-supported budget to fund transportation state-of-good-repair capital program and \$1.1 million to fund the roads resurfacing program. The remaining \$9.5 million is allocated to the rate-supported budget to fund water and wastewater state-of-good-repair capital program.

# Budget and Business Plan 2015

## Water & Wastewater Overview





# Water & Wastewater Budget Overview

## 2015 Operating Budget Summary

Water and wastewater services are not funded from property taxes. These services are fully funded from water and wastewater rates that are collected based on the volume of water consumed and a monthly service charge. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills.

As shown below, the 2015 Water and Wastewater Rate Supported Budget has a 4.9% increase. Of the 4.9% increase, 1.1% is required to fund the additional operating costs of the water and wastewater system and 3.8% is required to fund the increase in capital financing to support the state-of-good-repair capital program. For a typical residential home using 274 m<sup>3</sup> of water per year, this will result in an additional \$42 in 2015 for both water and wastewater charges.

| <b>Impact of the Proposed 2015 Rate Supported Budget<br/>On a Typical Household (274m<sup>3</sup> / Year)</b> |               |               |                         |             |
|---|---------------|---------------|-------------------------|-------------|
|   | <b>2014</b>   | <b>2015</b>   | <b>Change in Budget</b> |             |
|   | <b>Budget</b> | <b>Budget</b> | <b>2014-2015*</b>       |             |
| Water   | \$398         | \$411         | \$13                    | 3.3%        |
| Wastewater  | 452           | 481           | 29                      | 6.4%        |
| <b>Total</b>  | <b>\$850</b>  | <b>\$892</b>  | <b>\$42</b>             | <b>4.9%</b> |

\*Based on 0.0% consumption growth and 1.6% customer growth

The typical household impact is based upon an annual consumption of 274 m<sup>3</sup>. As shown later in this document, average consumption per residential customer continues to decline in 2013 and the declining trend is projected to continue in 2014. If this trend continues into 2015, consideration will be given in developing the 2016 budget to using a lower volume for the typical household annual consumption.

As shown in the following table the 2015 Rate Supported Budget includes \$191.3 million of gross expenditures, consisting of \$107.9 million (56%) of operating expenditures and \$83.4 million (44%) of capital financing.

The net program impact is the gross expenditures less revenues and is the amount that must be collected from the water and wastewater rates. The net program impact is \$173.4 million, an increase of \$9.1 million or 5.5%. This is partially funded by an overall growth increase of \$1.1 million or 0.6% as recommended in 2015 Budget Directions (FN-26-14) which is the result of 1.6% growth in customers and zero growth in consumption. The net rate increase is therefore 4.9% or \$8.1 million.

| \$000s                            | 2014             | 2015             | Change in Budget             |             |
|-----------------------------------|------------------|------------------|------------------------------|-------------|
|                                   | Approved Budget* | Requested Budget | 2015 Requested / 2014 Budget |             |
| Gross Operating Expenditures      | \$105,651        | \$107,878        | \$2,227                      | 2.1%        |
| Capital Financing                 | 76,450           | 83,448           | 6,998                        | 9.2%        |
| Total Gross Expenditures          | 182,101          | 191,326          | 9,225                        | 5.1%        |
| Total Other Revenues              | (17,840)         | (17,952)         | (113)                        | 0.6%        |
| <b>Net Program Impact</b>         | <b>\$164,262</b> | <b>\$173,374</b> | <b>\$9,112</b>               | <b>5.5%</b> |
| Customer and Consumption Growth** |                  |                  | \$ 1,055                     | 0.6%        |
| Rate Increase                     |                  |                  | \$ 8,057                     | 4.9%        |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues per LPS77-13 and realignment of operating costs with maintenance activities.

\*\*Includes 0.0% consumption growth and 1.6% customer growth.

## 2015 Water & Wastewater Operating Budget Highlights

The 2015 Budget and Business Plan for water and wastewater services continues to focus on the maintenance and replacement of the Region's existing infrastructure. To achieve the Budget Directions recommendation and ensure sufficient resources to maintain service levels, the 2015 budget focuses on savings in the base budget from efficiencies, reductions, and the redeployment of staff resources to priority areas. The following savings of \$880,000 were identified in the 2015 budget, which have been redeployed to other priority areas as discussed later:

- Decrease of \$364,000 in contracted services for meter servicing, biosolids tank cleanouts and connection repairs
- Decrease of \$232,000 in materials and supplies largely a result of meter servicing trends
- Decrease of \$100,000 in special projects to reflect trends
- Decrease of \$83,000 from the elimination of one time purchases
- Decrease of \$73,000 in chemicals due to a reduction in quantities based on trends
- Decrease of \$28,000 for equipment leases

## 2015 Budget Key Drivers

These savings together with water and wastewater customer growth of 1.6% are used to partially fund the key drivers in the 2015 Budget. The investments required to address these key drivers have been included in the 2015 Budget within the 4.9% water/wastewater rate increase. The following key drivers of the 2015 Budget reflect Council priorities:

- Connecting People with Services
- Investment to Maintain Existing Infrastructure
- Maintaining Financial Sustainability
- Adapting to Climate Changes
- Economic Growth

## Connecting People with Services

The Region is continuously enhancing the customer service response in Halton, which includes ensuring the appropriate infrastructure is in place to support such enhancements. The following strategic investment is proposed for 2015 to support enhanced customer service response in Halton:

- **Customer Response and Programming Supervisor - \$125,000** There are currently a number of programs in the water and wastewater linear systems that involve a high degree of customer interaction. These program areas include: Basement Flooding response, Water Efficiency and Water Festival, Meters, Locates, Bulk Water Stations, pipe construction and repair restoration, Outdoor Water Use and general water and wastewater program inquiries and information. This supervisor position will be responsible for ensuring that Public Works continues to not only meet but to exceed expectations of customer service for residents and businesses in Halton Region by focusing on being responsive to customer needs in these areas.

## Investments to Maintain Existing Infrastructure

The Region has significant water and wastewater infrastructure assets. The Region's 2013 Financial Statements reported Halton's water and wastewater tangible capital assets (TCA) at a net book value of \$3.2 billion.

### Asset Management Plan

The Asset Management Plan, which was initially presented as part of the 2014 Budget process (PW-55-13/FN-27-13/LPS91-13), demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure the support of the Region's infrastructure is financially sustainable. Halton Region has been implementing various Asset Management practices for a number of years. In 2006 a vision for a comprehensive Asset Management program was developed. The vision implementation began with the development of the Regional Tangible Capital Asset register completed in 2009 to comply with new financial reporting requirements (CS-31-06, CS-45-07, CS-52-07, CS-17-10). The 2013 plan (PW-55-13/FN-27-13/LPS91-13 Halton Region's Corporate Asset Management Plan, 2013) represented the next step in achieving the ultimate goal of having a long term, sustainable Corporate Asset Management Plan that integrates asset management with asset financial management. Since this is an evolving process, the plan comprehensively documents the Region's current asset management practices and provides the foundation for future enhancements. The plan is updated annually and is reported to Council (PW-01-15/FN-01-15/LPS01-15 – Halton Region's Corporate Asset Management Plan, 2014 Update). This plan aligns with the Provincial Ministry of Infrastructure *Guide for Municipal Asset Management Plans* and fulfills the requirement to have a plan in order to qualify for future Provincial funding opportunities.

Halton Region's Asset Management practices have resulted in assets meeting desired levels of service and being maintained in a state-of-good-repair as illustrated in the Public Works 2013 Infrastructure Condition Report Card and the Corporate and Social Housing Assets Infrastructure Report Card 2013, which are both included in the 2014 Asset Management Plan Update (PW-01-15/FN-01-15/LPS01-15). The Public Works assessment concluded that the Region's water, wastewater, transportation and solid waste assets are overall in good condition. The majority of Corporate Facilities and Social Housing assets also received a "good" rating. Although the majority of assets are rated to be in good condition, there are individual assets that fall within the fair and poor categories. Utilizing a strategic prioritization process, these assets will be addressed through the annual Capital Budget.

### Public Works Infrastructure

Public Works will be developing and implementing its Asset Management Roadmap Implementation Plan over the next four years (2015-2018), which will set out improved processes and policies for Public Works asset condition assessment, risk management, performance measures and targets, and lifecycle management among others. This stage of work will also include a review of the Region's current TCA policies to ensure that they support both financial management and asset management policies and practices while complying with public sector accounting standards. The ultimate goal is to have a long term financially sustainable Corporate Asset Management Plan that integrates asset management with asset financial management.

To ensure the next stage of the Corporate Asset Management Plan is successfully implemented and that the Public Works asset management activities are effectively managed, the following Strategic Investment is proposed for the 2015 Budget:

- Manager, Asset Planning - \$139,000** It is estimated that 90% of the Region's assets are the responsibility of the Public Works department, with an approximate historical value of \$4 billion. The inventory of assets to be managed and reported on has been steadily increasing at a rate of approximately \$200 million per year over the last three years. As well, the requirement to report on these assets has also become more complex due to PSAB 3150 Tangible Capital Assets reporting. Also there is a requirement for municipalities to demonstrate that they are appropriately managing their assets in order to qualify for funding from other levels for government. Due to the size and growth of the Region's infrastructure asset inventory, it has been identified that a dedicated team with leadership is needed to effectively manage Public Works assets going forward. This position will centralize the function and manage a team of five staff. After recoveries from Transportation, Waste and Capital projects, the net impact of this position is \$91,000.

## Investment In State-Of-Good-Repair

A key objective of the 2015 Budget is to continue to invest appropriately in the state-of-good-repair of the Region's assets and to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand. The Region's 10-year state-of-good-repair capital budget is \$1.3 billion. The state-of-good-repair capital budget primarily finances major repair and replacement of the Region's capital assets, including \$741.1 million of water and wastewater programs.

In addition to the Corporate Asset Management Plan (PW-01-15/FN-01-15/LPS01-15), one other indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the Financial Statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the Financial Statements. The target for this ratio should generally be greater than 1 as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2015, this ratio for Water and Wastewater is projected as follows:

| 2015 Reserve Contributions for<br>State-Of-Good-Repair vs. Annual Amortization (\$000s) |                                 |                               |                          |               |
|---|---------------------------------|-------------------------------|--------------------------|---------------|
|   | Operating<br>Transfers *<br>(A) | Annual<br>Amortization<br>(B) | 2015<br>Ratio<br>(A)/(B) | 2014<br>Ratio |
| Water & Wastewater  | \$ 65,354                       | \$ 50,610                     | 1.3                      | 1.2           |

\* Includes transfers relating to Gas Tax and investment earnings.

The 2015 operating contributions of \$65.4 million for Water and Wastewater state-of-good-repair program result in a ratio of 1.3, which is slightly higher than the 2014 ratio. This ratio is just over 1 based on the significant growth in assets that Halton has been experiencing as a growing community and additional operating contribution provided as noted below. It should be noted, however, that operating contributions are not the only part of the financing in the operating budget for the Water and Wastewater state-of-good-repair capital program. In the 2015 Budget, an additional \$29.6 million has also been incorporated to support the state-of-good repair through debt charges. While the Region's goal is to fund state-of-good-repair capital program from operating contributions on a "pay-as-you-go" basis, debt financing is utilized for significant upgrade and rehabilitation initiatives where appropriate, in order to smooth the impact of significant capital financing and to better match the timing of revenue recoveries from rate/tax payers with the benefit of infrastructure.

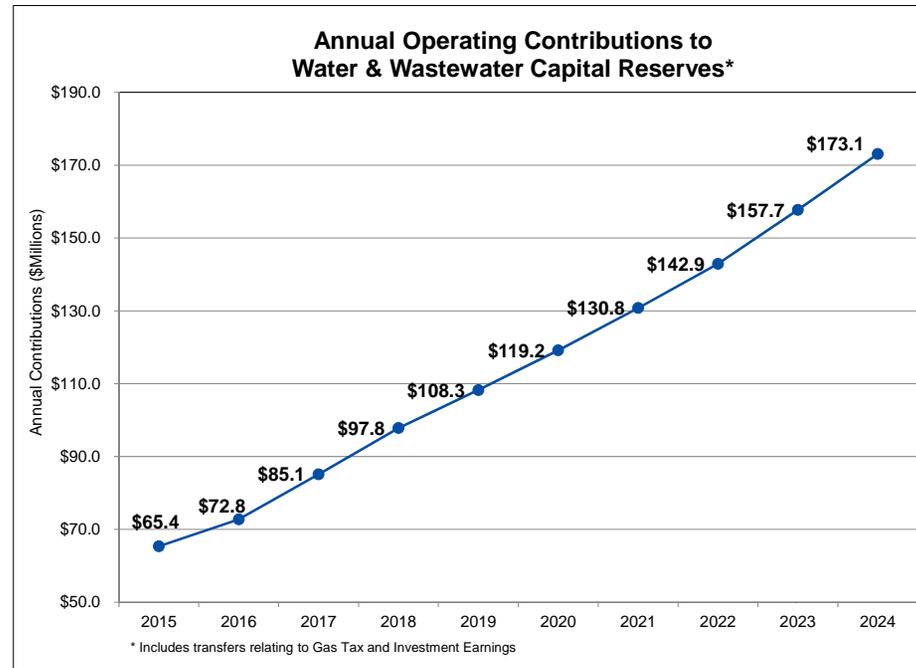
As discussed in the Asset Management Plan (PW-01-15/FN-01-15/LPS01-15), the asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process. The long-term sustainable asset management and financing plan will be prepared as part of the Asset Management Roadmap Implementation Plan work currently being undertaken over the next four years (2015-2018).

The following highlights the investment made to maintain the state-of-good-repair capital program in the 2015 Capital and Operating Budgets.

**Water and Wastewater State-of-Good-Repair Capital - \$5.7 million**

The \$65.4 million operating contributions in the 2015 Budget includes a \$5.7 million increase in the base budget transfers to support the water and wastewater state-of-good-repair capital program compared to the 2014 transfers. The operating contributions are projected to continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the reliance on debt financing is reduced. The state-of-good-repair program is a significant driver of the rate supported program throughout the 10-year forecast requiring a 3.3% to 3.8% rate increase each year.

The following chart shows the forecasted Rate operating contributions (including Gas Tax funding and investment earnings) to the capital budget. These increases are required to ensure the proper maintenance of the Region's existing aging assets as well as the new assets constructed as part of the Region's development-related capital budget.



Included in the 2015 water and wastewater state-of-good-repair capital program is a \$5.0 million provision to assist in the implementation of any potential recommendations of the Region-wide Basement Flooding Mitigation Study (PW-46-14). The Basement Flooding Mitigation Study approved that the Region undertakes a study to identify contributions and potential remedies with regard to historical basement flooding. The \$5.0 million capital provision has been made to address potential capital infrastructure requirements recommended in this study and will be funded by a transfer from the wastewater capital reserve. Upon Council review and approval of the final report of this study, the level of capital investment needs and the sustainable funding options (including base budget increase or surcharges) will be assessed for the 2016 budget process.

**Water and Wastewater Maintenance Program - \$1.3 million**

In addition to the financing for the state-of-good repair capital program, the 2015 Rate Supported operating budget has \$53.9 million for the on-going repair and maintenance of the water and wastewater infrastructure. This represents an increase of \$1.3 million over the 2014 budget. The additional funding is required to maintain repair and maintenance activities as the water and wastewater system continues to grow. In order to continue to maintain the water and wastewater system the following strategic investments of \$569,000 are proposed for 2015:

- **Supervisor Infrastructure and System Improvement - \$141,000** An Infrastructure and Systems Improvement Supervisor is required to ensure that Halton's water and wastewater systems are operating efficiently and providing appropriate service delivery. This position will also allow Halton to proactively identify and develop opportunities for system performance improvements. Both Halton's water and wastewater systems have grown

significantly in size and complexity over time and accordingly the need to manage and maintain system performance is crucial. The Supervisor will ensure that relevant water and wastewater system performance data is collected, reviewed and critically assessed and that research needs are identified and undertaken.

- **Collection Operators - \$163,000** Two wastewater collection operators are required to ensure Halton can continue to deliver operations and maintenance programs to provide appropriate levels of service and maintain the system in a state-of-good-repair. Since 2010, the Region has installed 100 kilometres of new wastewater main, 50 kilometres of additional lateral pipe and 2,500 additional manholes, as well as commissioned four new wastewater pumping stations. Further, four additional wastewater pumping stations will be operational by the fall of 2015. Many of the North wastewater pumping stations are deep wet well design (over 18 meters deep) which requires four person crews for confined space entry, resulting in increased pressures on staff availability. The significant growth in infrastructure and complexity require additional staff resources to ensure that Halton continues to operate the wastewater collection system at appropriate levels of service and maintains the system in a state-of-good-repair.
- **Distribution Operators - \$163,000** Two water distribution operators to ensure Halton can continue to deliver operations and maintenance programs while ensuring a safe environment. Since 2010, the Region has installed 150 kilometres of new water main, over 1,200 control/zone valves and installed and commissioned three new booster stations. Additional operations staff are required to ensure continued delivery of initial corrective and preventative maintenance activities and state-of-good-repair of the water system.
- **Maintenance Planner - \$102,000** A Maintenance Planner position is required to plan preventative and corrective maintenance program delivery and oversee external contracted services. The maintenance planner is required to implement and oversee a preventive/corrective maintenance plan that aligns with the American Water Works Association (AWWA) standards and industry best practices; ensures that the current backlog of corrective work is completed; and provide oversight of contracted work.

## Maintaining Financial Sustainability

A number of adjustments were made to the 2015 Budget to maintain financial sustainability over the next 10 years. These adjustments include the following:

### Growth-related Infrastructure Financing

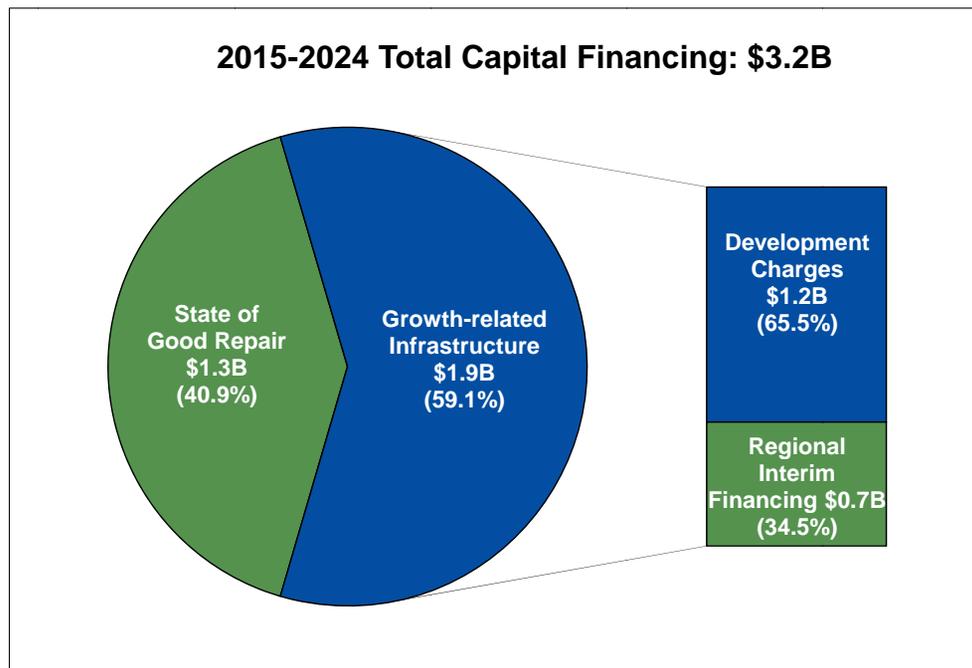
A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not impacted by the cost of growth-related capital requirements or the risks related to financing these costs. To achieve this objective while accommodating provincial growth target, Council approved the Development Financing Plan (CS-20-12) in 2012. The Development Financing Plan allowed the implementation of the 2012 Allocation Program, which has initiated residential growth of 14,000 units (SDE) in Halton between 2012 and 2016, without financial impact to existing taxpayers.

The principles and financial measures established under the Development Financing Plan significantly limit the Region's exposure with respect to financing growth-related infrastructure. The key principles of this plan are:

- the development financing plan will not impact the current or subsequent years forecasted tax and rate increases
- the development financing plan will not require the Region to exceed its own debt capacity levels

- the repayment assumptions for Regional interim financing will assume a conservative “slow growth” scenario to ensure that economic conditions do not create unexpected impacts to the Region
- all growth-related costs that can be recovered under the DC by-law from growth will be recovered
- Halton’s strong financial position and financial planning principles will not be compromised

The Region’s 10-year capital program (\$3.2 billion) incorporates \$1.9 billion of growth-related infrastructure required to support future development, including the Water/Wastewater and Transportation projects supporting the 2012 Allocation Program in 2015 and 2016. Consistent with the previous budgets, the 2015 10-year Growth-related capital plan has been prepared based on the principles and financial measures established under the Development Financing Plan. Under this plan, the growth-related programs are financed based on development charges (DCs), combined with the Regional interim financing through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt for the non-residential share of the costs as shown below.



## Adapting to Climate Changes

Weather patterns have changed over the past few decades with more localized storm events of greater intensity occurring with greater frequency. Recent storm events such as the Ice Storm in December 2013 and the Burlington Flooding in August 2014 have highlighted the need to continuously review and identify improvements in Halton Emergency Management planning and response.

### **Ex-gratia grants & Basement Flooding Prevention Program - \$56,000**

The Region's ex-gratia grant program provides financial assistance in the amount of \$1,000 (per household) to homeowners who require assistance with respect to a public sanitary sewer backup. The ex-gratia grant is intended to help homeowners offset the cost of a deductible on their personal home insurance for a public sanitary sewer back-up or may be used to assist with related cleanup costs. This policy was reviewed in 2013 through Ex-gratia Grant Policy for Public Sanitary Sewer Back-ups (LPS70-13) where Council approved the increase of the ex-gratia grant from \$500 to \$1000 per household. The 2015 budget provides for an increase in the amount budgeted for grants from \$50,000 to \$100,000, an increase of \$50,000, to reflect recent trends. The Basement Flooding Prevention Subsidy Program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer. Halton provides a one-time Basement Prevention Subsidy up to a maximum of \$2,725 in situations where the resident has a history of basement flooding caused by a backup of the sanitary sewer or in situations where a resident would like to correct improper storm water connections. The 2015 Budget provides an additional \$6,000, increasing the subsidy to \$60,000, to reflect actual historical spending.

In addition, as noted earlier, a \$5.0 million provision has been included in the 2015 water and wastewater state-of-good-repair capital program to assist in the implementation of any potential recommendations of the Region-wide Basement Flooding Mitigation Study (PW-46-14).

## 2015 Water & Wastewater Operating Budget by Major Program

The following table provides a more detailed view of the 2015 Water & Wastewater Operating Budget:

| Regional Water & Wastewater Services                 |                   |                   |                   |                   |                   |                       |                   |                            |                                 |                 |             |  |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|----------------------------|---------------------------------|-----------------|-------------|--|
| \$000s   | 2012              | 2013              | 2014              | 2014              | 2015              | 2015                  | 2015              | Change in Budget           |                                 |                 |             |  |
|  | Actual            | Actual            | Approved Budget*  | Projected Actual  | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |                 |             |  |
| <b>Operating Expenditures</b>                        |                   |                   |                   |                   |                   |                       |                   |                            |                                 |                 |             |  |
| Operations   | \$ 34,699         | \$ 35,093         | \$ 38,470         | \$ 38,841         | \$ 39,102         | \$ 5                  | \$ 39,107         | \$ 632                     | 1.6%                            | \$ 637          | 1.7%        |  |
| Planning & Support                                   | 3,772             | 3,940             | 5,002             | 5,249             | 5,135             | -                     | 5,135             | 132                        | 2.6%                            | 132             | 2.6%        |  |
| Design & Construction                                | 4,637             | 5,485             | 5,729             | 5,649             | 5,896             | -                     | 5,896             | 167                        | 2.9%                            | 167             | 2.9%        |  |
| Maintenance  | 51,322            | 49,377            | 52,584            | 53,097            | 53,143            | 781                   | 53,924            | 559                        | 1.1%                            | 1,341           | 2.5%        |  |
| Business & Technical                                 | 4,174             | 4,914             | 5,298             | 4,656             | 5,346             | 45                    | 5,391             | 48                         | 0.9%                            | 93              | 1.8%        |  |
| Administration & Fiscal                              | 17,566            | 13,194            | 11,581            | 13,551            | 11,740            | 79                    | 11,819            | 159                        | 1.4%                            | 238             | 2.1%        |  |
| Recoveries from Capital Projects                     | (9,853)           | (11,278)          | (13,013)          | (12,603)          | (13,346)          | (47)                  | (13,394)          | (333)                      | 2.6%                            | (381)           | 2.9%        |  |
| <b>Net Operating Expenditures</b>                    | <b>106,316</b>    | <b>100,725</b>    | <b>105,651</b>    | <b>108,439</b>    | <b>107,015</b>    | <b>863</b>            | <b>107,878</b>    | <b>1,364</b>               | <b>1.3%</b>                     | <b>2,227</b>    | <b>2.1%</b> |  |
| <b>Capital Financing Expenditures</b>                | <b>62,004</b>     | <b>69,198</b>     | <b>76,450</b>     | <b>75,977</b>     | <b>83,448</b>     | <b>-</b>              | <b>83,448</b>     | <b>6,998</b>               | <b>9.2%</b>                     | <b>6,998</b>    | <b>9.2%</b> |  |
| <b>Total Gross Expenditures</b>                      | <b>168,320</b>    | <b>169,923</b>    | <b>182,101</b>    | <b>184,416</b>    | <b>190,463</b>    | <b>863</b>            | <b>191,326</b>    | <b>8,362</b>               | <b>4.6%</b>                     | <b>9,225</b>    | <b>5.1%</b> |  |
| <b>Total Other Revenues</b>                          | <b>(17,173)</b>   | <b>(17,858)</b>   | <b>(17,840)</b>   | <b>(17,529)</b>   | <b>(17,952)</b>   | <b>-</b>              | <b>(17,952)</b>   | <b>(113)</b>               | <b>0.6%</b>                     | <b>(113)</b>    | <b>0.6%</b> |  |
| <b>Net Program Impact</b>                            | <b>\$ 151,147</b> | <b>\$ 152,066</b> | <b>\$ 164,262</b> | <b>\$ 168,645</b> | <b>\$ 172,511</b> | <b>\$ 863</b>         | <b>\$ 173,374</b> | <b>\$ 8,249</b>            | <b>5.0%</b>                     | <b>\$ 9,112</b> | <b>5.5%</b> |  |
| <b>Rate % Increase</b>                               | <b>3.5%</b>       | <b>4.8%</b>       | <b>4.3%</b>       | <b>4.3%</b>       | <b>0.0%</b>       | <b>0.5%</b>           | <b>0.0%</b>       |                            |                                 |                 |             |  |
| <b>Growth Impact:</b>                                |                   |                   |                   |                   |                   |                       |                   |                            |                                 |                 |             |  |
| Consumption Growth                                   | 0.0%              | 0.0%              | 0.5%              | 0.5%              | 0.0%              | 0.0%                  | 0.0%              |                            |                                 |                 |             |  |
| Customer Growth                                      | 0.0%              | 1.4%              | 1.7%              | 1.7%              | 1.6%              | 0.0%                  | 1.6%              |                            |                                 |                 |             |  |
| <b>Annual Water Consumption m<sup>3</sup> (000s)</b> | <b>55,640</b>     | <b>51,893</b>     | <b>54,813</b>     | <b>52,722</b>     | <b>54,813</b>     | <b>-</b>              | <b>54,813</b>     |                            |                                 |                 |             |  |
| <b>Residential Bill (274 m<sup>3</sup> p.a.)</b>     | <b>\$ 778</b>     | <b>\$ 815</b>     | <b>\$ 850</b>     | <b>\$ 850</b>     | <b>\$ 888</b>     | <b>\$ 4</b>           | <b>\$ 892</b>     | <b>\$ 38</b>               | <b>4.4%</b>                     | <b>\$ 42</b>    | <b>4.9%</b> |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

## Operations and Maintenance Programs

As shown in the following table the operations and maintenance costs for the Treatment and the Distribution & Collection programs are increasing by \$2.0 million or 2.2%. Of this amount, operations costs are increasing by \$637,000 or 1.7% and maintenance costs are increasing by \$1.3 million or 2.5%. Maintenance budgets for 2015 provide an increased focus on the Distribution and Collection Systems with a \$1.1 million or 3.2% increase.

| Regional Water & Wastewater System Operations & Maintenance Costs |                  |                  |                  |                  |                  |                       |                  |                          |                               |                 |             |
|---|------------------|------------------|------------------|------------------|------------------|-----------------------|------------------|--------------------------|-------------------------------|-----------------|-------------|
| \$000s  | 2012             | 2013             | 2014             | 2014             | 2015             | 2015                  | 2015             | Change in Budget         |                               |                 |             |
| Program   | Actual           | Actual           | Approved Budget* | Projected Actual | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Budget | 2015 Requested to 2014 Budget |                 |             |
| Treatment   | \$ 33,553        | \$ 34,260        | \$ 37,147        | \$ 36,517        | \$ 37,881        | \$ 5                  | \$ 37,886        | \$ 733                   | 2.0%                          | \$ 738          | 2.0%        |
| Distribution & Collection   | 1,146            | 833              | 1,322            | 2,324            | 1,221            | 1                     | 1,221            | (102)                    | -7.7%                         | (101)           | -7.6%       |
| <b>Operations</b>   | <b>34,699</b>    | <b>35,093</b>    | <b>38,470</b>    | <b>38,841</b>    | <b>39,102</b>    | <b>5</b>              | <b>39,107</b>    | <b>632</b>               | <b>1.6%</b>                   | <b>637</b>      | <b>1.7%</b> |
| Treatment   | 19,451           | 16,418           | 18,789           | 17,754           | 19,062           | -                     | 19,062           | 272                      | 1.4%                          | 272             | 1.4%        |
| Distribution & Collection   | 31,871           | 32,959           | 33,795           | 35,342           | 34,082           | 781                   | 34,863           | 287                      | 0.8%                          | 1,068           | 3.2%        |
| <b>Maintenance</b>  | <b>51,322</b>    | <b>49,377</b>    | <b>52,584</b>    | <b>53,097</b>    | <b>53,143</b>    | <b>781</b>            | <b>53,924</b>    | <b>559</b>               | <b>1.1%</b>                   | <b>1,341</b>    | <b>2.5%</b> |
| <b>Operations &amp; Maintenance</b>                               | <b>\$ 86,021</b> | <b>\$ 84,470</b> | <b>\$ 91,054</b> | <b>\$ 91,937</b> | <b>\$ 92,245</b> | <b>\$ 786</b>         | <b>\$ 93,031</b> | <b>\$ 1,191</b>          | <b>1.3%</b>                   | <b>\$ 1,978</b> | <b>2.2%</b> |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

As shown below, the initial staff review of the program identified a total additional funding requirement of \$2.3 million for the maintenance program. In order to accommodate the 4.9% rate increase recommended in the 2015 Budget Direction, a comprehensive review of this program was undertaken to optimize financial and staff resources within the program. This resulted in \$977,000 in cost reductions and redeployments within the maintenance program, which allowed the net impact of \$1.3 million or 2.5%.

| Water and Wastewater Maintenance Costs by Program |                  |                  |                  |                  |                       |                  |                          |             |                               |             |
|---|------------------|------------------|------------------|------------------|-----------------------|------------------|--------------------------|-------------|-------------------------------|-------------|
| Maintenance Program                               | 2012             | 2013             | 2014             | 2015             |                       |                  | Change in Budget         |             |                               |             |
|   | Actual           | Actual           | Approved Budget* | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Budget |             | 2015 Requested to 2014 Budget |             |
| Locates   | \$ 1,432         | \$ 1,712         | \$ 1,633         | \$ 2,138         | \$ 434                | \$ 2,572         | \$ 505                   | 30.9%       | \$ 939                        | 57.5%       |
| Pumping Station Maintenance                       | 12,580           | 15,311           | 15,221           | 15,810           | 170                   | 15,981           | 589                      | 3.9%        | 760                           | 5.0%        |
| Treatment Plant Maintenance                       | 15,263           | 16,389           | 18,789           | 19,062           | -                     | 19,062           | 272                      | 1.4%        | 272                           | 1.4%        |
| Main Repairs                                      | 2,285            | 2,091            | 2,207            | 2,418            | 8                     | 2,426            | 211                      | 9.6%        | 219                           | 9.9%        |
| Water Sampling and Quality                        | 714              | 848              | 1,217            | 1,342            | 2                     | 1,344            | 124                      | 10.2%       | 127                           | 10.4%       |
| <b>Subtotal</b>                                   | <b>\$ 32,274</b> | <b>\$ 36,352</b> | <b>\$ 39,068</b> | <b>\$ 40,770</b> | <b>\$ 614</b>         | <b>\$ 41,385</b> | <b>\$ 1,702</b>          | <b>4.4%</b> | <b>\$ 2,317</b>               | <b>5.9%</b> |
| Reductions/Redeployments                          | 12,626           | 12,304           | 13,516           | 12,373           | 167                   | 12,539           | (1,143)                  | -8.5%       | (977)                         | -7.2%       |
| <b>Net Maintenance Impact</b>                     | <b>\$ 44,900</b> | <b>\$ 48,656</b> | <b>\$ 52,584</b> | <b>\$ 53,143</b> | <b>\$ 781</b>         | <b>\$ 53,924</b> | <b>\$ 559</b>            | <b>1.1%</b> | <b>\$ 1,340</b>               | <b>2.5%</b> |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

- Locates \$939,000 increase** - Commencing June 19, 2014 Halton Region was legislated as a member of Ontario One Call. Ontario One Call endeavours to reduce damage to underground facilities and promote safe excavation practises through the operation of a One Call Centre for all stakeholders in Ontario. As reported to Council (PW-01-14), the number of requests to locate Regional infrastructure was expected to increase significantly as a result of becoming a member of Ontario One Call. Preliminary data since June 19, 2014 shows that there have been significant increases in the number of locates of water and wastewater infrastructure, resulting in growing pressure for additional staff resources.
- Pumping Station Maintenance \$760,000 increase** - The Region of Halton maintains in excess of 110 pumping and booster stations including the new Neyagawa Pumping Station which will be commissioned in 2015. The 2015 Budget includes an increase of \$760,000 to operate and maintain these stations.
- Treatment Plant Maintenance \$272,000 increase** - The Region operates six drinking water treatment plants and seven wastewater treatment plants. The 2015 budget includes an overall increase for treatment plant maintenance of \$272,000 to repair and maintain these facilities. To accommodate growth in Halton Region, significant expansion and upgrades will be undertaken at the Mid-Halton Wastewater Treatment plant in 2015 through 2017. In addition, the expansion and upgrade works at the Burlington Skyway Wastewater Treatment Plant and Regional Laboratory will be completed in 2015.

- **Main Repairs \$219,000 increase** – The Region maintains more than 4,000 kilometers of water and wastewater pipes. As the water distribution and wastewater collection infrastructure systems expand and continue to age, the number of main repairs and restorations have increased, resulting in a \$219,000 increase in the 2015 budget.
- **Water Sampling and Quality \$127,000 increase** - In order to continue to be compliant with legislation regarding water quality, an increase of \$127,000 for the water distribution system sampling and water quality programs is required.

Public Works continues to make progress with operational reviews and improvements in Plant Maintenance and Distribution. Processes were piloted in 2014 to optimize planning and program delivery in plant maintenance. In 2015, changes will be implemented based on the success of these pilots, along with further work to develop tools to analyze and review maintenance program performance. Public Works will continue work in 2015 to optimize delivery of the water distribution and wastewater collection system operation and maintenance programs.

On August 4, 2014 a significant storm event leading to major flooding in the City of Burlington. In total, over 3,000 homes were visited by Halton Public Works staff resulting in over \$2 million in ex-gratia grants being provided to assist residents. The Region will undertake a study to identify contributions and potential remedies with regard to historical basement flooding (PW-46-14). Any recommendations resulting from this study will be addressed in the 2016 budget process.

## Capital Expenditures: State-of-Good-Repair

Capital financing expenditures are increasing \$7.0 million in the 2015 Budget and Business Plan. This includes a \$1.6 million increase in debt charges as a result of debt previously issued and planned for 2015, as well as a \$5.7 million increase in the operating budget contributions to the capital reserve. The increase in reserve transfers will continue to enhance the Regional investment into the state-of-good-repair program in support of the growing asset base. The operating transfers to fund the state-of-good-repair budget will continue to increase throughout the rate supported budget forecast based on the current capital financing plan. As noted earlier, public Works will be developing and implementing its Asset Management Roadmap Implementation Plan over the next four years (2015-2018). A sustainable long-term financing plan including operating contribution requirements will be established and implemented as part of this plan.

## Water Consumption and Customer Growth

The water and wastewater utility revenues are based on approximately 67% consumption charges and 33% service charges. These revenues are driven by the rate supported budget fee structure. Halton Region's consumption revenues are collected through a block rate structure in where the rates vary depending upon the volume of water consumed. The fixed monthly service charges are collected based on water meter size rate schedule. Both the volume of water consumed and the number of customers are key components to the determination of projected utility revenues.

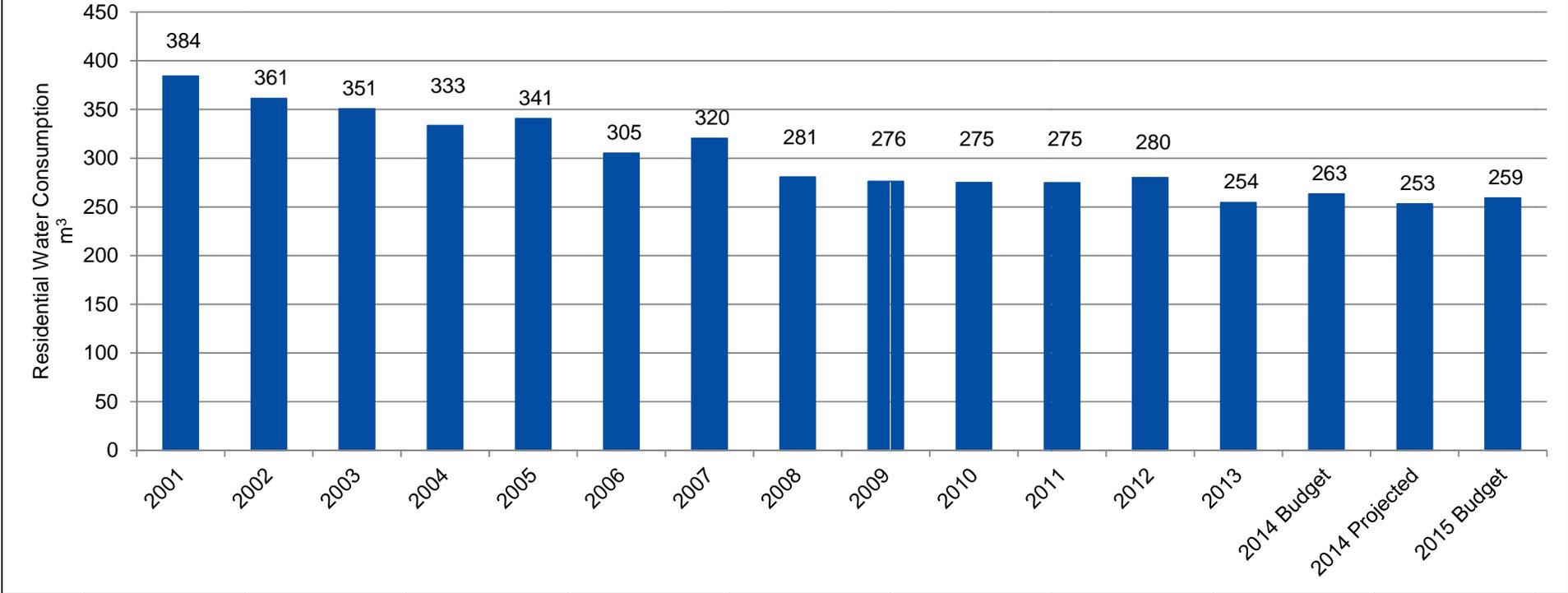
### Water Consumption

Rate revenues include user based consumption and service charges. In 2014 total water consumption was budgeted at 54,812,700 m<sup>3</sup> including 0.5% water consumption growth over 2013 budgeted consumption, resulting in an annual average consumption per customer of 263 m<sup>3</sup>.

As reported to Council in Report FN-28-14 (Operating Budget Variance Report for the period ending August 31, 2014 and Capital Budget Variance and Closure Report for the period ending June 30, 2014), early summer cool temperatures have resulted in seasonal water billings being lower than expected for 2014 with an average annual consumption projection of 253 m<sup>3</sup> per customer.

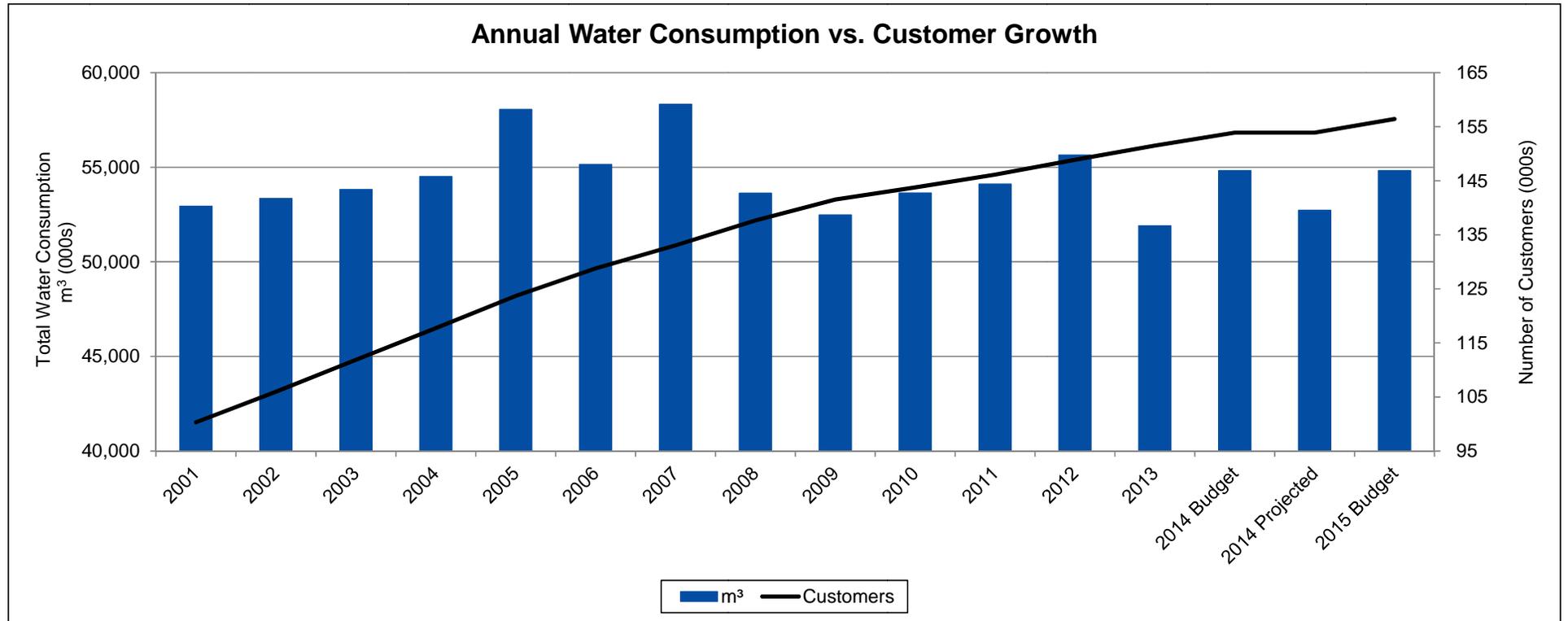
The 2015 water consumption budget remains at 54,812,700 m<sup>3</sup> and is based on average seasonal weather conditions. These assumptions project an average annual residential customer consumption of 259 m<sup>3</sup>, which reflects unchanged total water consumption combined with a 1.6% increase in number of customers. Given that the average consumption per customer has been declining below 259 m<sup>3</sup>, water consumption growth is zero for 2015 and growth in customer accounts is 1.6%. This reflects the declining trend of consumption per customer as shown in the following chart.

### Halton Average Consumption per Residential Customer (Total Consumption)



## Customer Growth

Although water consumption has slowed since 2007, the number of water and wastewater customers continues to grow. Service charge revenue growth depends upon meter size and the timing of residential and non-residential development. The 2015 budget includes customer growth of 1.6% based on the growth projections from Halton's Best Planning Estimates. The chart below illustrates the comparison between customer growth and water consumption.



## 2015 Water & Wastewater Operating Budget Comparison by Cost Category

The following table provides a summary of expenditures and revenues by category.

| Total Rate Operating Budget Comparison By Expenditure Category |                   |                   |                              |             |
|--|-------------------|-------------------|------------------------------|-------------|
| \$000s   | 2014              | 2015              | Change In                    |             |
|  | Approved Budget*  | Requested Budget  | 2015 Requested / 2014 Budget |             |
| Personnel Services   | \$ 41,785         | \$ 43,576         | \$ 1,791                     | 4.3%        |
| Materials & Supplies   | 24,180            | 24,423            | 242                          | 1.0%        |
| Purchased Services   | 37,361            | 37,917            | 556                          | 1.5%        |
| Financial & Rent Expenses                                      | 270               | 242               | (28)                         | -10.4%      |
| Grants & Assistance  | 113               | 217               | 104                          | 92.0%       |
| <b>Total Direct Costs</b>                                      | <b>103,709</b>    | <b>106,374</b>    | <b>2,665</b>                 | <b>2.6%</b> |
| Allocated Charges/Recoveries                                   | (8,850)           | (9,352)           | (502)                        | 5.7%        |
| Corporate Support  | 10,480            | 10,798            | 318                          | 3.0%        |
| Transfer to Reserves - Operating                               | 340               | 58                | (282)                        | -82.9%      |
| Transfer from Reserves - Operating                             | (28)              | -                 | 28                           | -100.0%     |
| <b>Gross Operating Expenditures</b>                            | <b>105,651</b>    | <b>107,878</b>    | <b>2,227</b>                 | <b>2.1%</b> |
| Capital Financing Expenditures                                 | 76,450            | 83,448            | 6,998                        | 9.2%        |
| <b>Total Gross Expenditures</b>                                | <b>182,101</b>    | <b>191,326</b>    | <b>9,225</b>                 | <b>5.1%</b> |
| Subsidies  | (9,482)           | (9,482)           | 0                            | 0.0%        |
| Other Revenue  | (8,358)           | (8,470)           | (113)                        | 1.3%        |
| <b>Total Revenue</b>   | <b>(17,840)</b>   | <b>(17,952)</b>   | <b>(113)</b>                 | <b>0.6%</b> |
| <b>Water &amp; Wastewater Rate Revenue</b>                     | <b>\$ 164,262</b> | <b>\$ 173,374</b> | <b>\$ 9,112</b>              | <b>5.5%</b> |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

|                           |             |
|---------------------------|-------------|
| <b>Consumption Growth</b> | <b>0.0%</b> |
| <b>Customer Growth</b>    | <b>1.6%</b> |
| <b>Rate Increase</b>      | <b>4.9%</b> |

## Expenditures

### Personnel Services - \$1.8 million increase

Personnel costs account for 22.8% of total gross expenditures for rate-supported budget. As shown in the following table, compensation costs are proposed to increase by a total of 4.29% or \$1.8 million in 2015 as a result of:

- 2.33% or \$974,770 for base budget compensation increases, comprised of the following components:
  - 1.12% or \$466,600 increase to salary/wage budget, based on a 1.5% increase to the non-union salary grid and increases set out in union agreements for 2015. Actual salary/wage increases for non-union staff are based on a pay for performance merit system.
  - 0.69% or \$287,310 increase to benefit costs, including a premium increase of 9.5% for extended health care and 4.0% for dental costs.
  - 0.53% or \$220,860 increase resulting from in-year changes (including \$238,340 to support the implementation of the 2012 Allocation Program (LPS 95-2013 / PW 56-2013 / FN 29-2013)) and other compensation pressures.
- 1.95% or \$816,110 increase is for additional 8 FTE recommended as strategic investments in the 2015 budget.

| 2015 Compensation Summary         |                      |                      |                        |                       |                      |              |
|-----------------------------------|----------------------|----------------------|------------------------|-----------------------|----------------------|--------------|
|                                   | 2013                 | 2014                 | 2015                   |                       |                      |              |
|                                   | Compensation Budget  | Compensation Budget  | Compensation Inc/(Dec) | Strategic Investments | Compensation Budget  | Change       |
| Public Works Administration       | \$ 636,690           | \$ 647,710           | \$ 11,920              | \$ -                  | \$ 659,630           | 1.84%        |
| Water Services                    | 17,267,280           | 17,701,410           | 425,710                | 320,850               | 18,447,970           | 4.22%        |
| Wastewater Services               | 15,582,320           | 15,858,490           | 404,650                | 359,710               | 16,622,850           | 4.82%        |
| Business and Technical Services   | 7,178,280            | 7,577,420            | 132,490                | 135,550               | 7,845,460            | 3.54%        |
| <b>Total Water And Wastewater</b> | <b>\$ 40,664,570</b> | <b>\$ 41,785,030</b> | <b>\$ 974,770</b>      | <b>\$ 816,110</b>     | <b>\$ 43,575,910</b> | <b>4.29%</b> |
| <b>Compensation Increase</b>      |                      |                      | <b>2.33%</b>           | <b>1.95%</b>          | <b>4.29%</b>         |              |

#### In-Year Reports

|   |                   |
|---|-------------------|
| Water Services (LPS95-13/PW-56-13/FN-29-13) - 2012 Allocation Program, Project Manager      | \$119,170         |
| Wastewater Services (LPS95-13/PW-56-13/FN-29-13) - 2012 Allocation Program, Project Manager | \$119,170         |
| <b>Total</b>  | <b>\$ 238,340</b> |

## Staff Complement

The 2015 rate supported staff complement is 418.0 FTEs. As shown in the following table, staff complement will increase by a total of 2.45% or 10.0 FTEs as a result of 2.0 additional FTEs approved during 2014 to implement the 2012 Allocation Program (LPS95-13/PW-56-13/FN-29-13) and 8.0 additional FTEs requested as strategic investments in the 2015 budget.

| 2015 Complement Summary           |                           |                           |                   |                       |                           |
|-----------------------------------|---------------------------|---------------------------|-------------------|-----------------------|---------------------------|
|                                   | 2013                      | 2014                      |                   | 2015                  |                           |
|                                   | Budgeted Staff Complement | Budgeted Staff Complement | Total Adjustments | Strategic Investments | Budgeted Staff Complement |
| Public Works Administration       | 5.0                       | 5.0                       | -                 | -                     | 5.0                       |
| Water Services                    | 173.0                     | 174.0                     | 1.0               | 3.5                   | 178.5                     |
| Wastewater Services               | 156.0                     | 156.0                     | 1.0               | 3.5                   | 160.5                     |
| Business and Technical Services   | 71.0                      | 73.0                      | -                 | 1.0                   | 74.0                      |
| <b>Total Water And Wastewater</b> | <b>405.0</b>              | <b>408.0</b>              | <b>2.0</b>        | <b>8.0</b>            | <b>418.0</b>              |
| <b>Staff Increase</b>             |                           |                           | <b>0.49%</b>      | <b>1.96%</b>          | <b>2.45%</b>              |

### In-Year Reports

|   |            |
|---|------------|
| Water Services (LPS95-13/PW-56-13/FN-29-13) - 2012 Allocation Program, Project Manager      | 1.0        |
| Wastewater Services (LPS95-13/PW-56-13/FN-29-13) - 2012 Allocation Program, Project Manager | 1.0        |
| <b>Total FTE</b>  | <b>2.0</b> |

### **Materials & Supplies - \$242,000 increase**

- \$641,000 increase in hydro based on a forecasted rate increase and growth
- (\$232,000) decrease in meters and associated materials as a result of meter cost trends
- (\$83,000) decrease due to the elimination of one time purchases of technology, equipment and furniture in the 2014 Budget
- (\$73,000) decrease in the expenditures for chemicals due to reduced quantities based on historic trends

### **Purchased Services - \$556,000 increase**

- \$615,000 increase in plant and operations maintenance due to growth
- \$178,000 increase in Local Distribution Company charges (LDC) to accommodate a contracted rate increase of 2.5% and customer growth for water billing services
- \$147,000 increase in property taxes due to additional properties and a rate increase
- \$106,000 increase in biosolids haulage due to an increase in new contract prices
- (\$364,000) decrease for meter servicing, biosolids tank cleanouts and connection repairs
- (\$100,000) decrease in special project work
- (\$29,000) reclassification of ex-gratia grants to Grants and Assistance cost category

### **Financial & Rent Expenses - (\$28,000) decrease**

- (\$28,000) decrease in equipment leases

### **Grants & Assistance - \$104,000 increase**

- \$50,000 increase in ex-gratia grants based on average historical claims
- \$29,000 reclassification of ex-gratia grants from Purchased Services cost element category

### **Allocated Costs & Recoveries - \$502,000 increase**

- \$502,000 increase in recoveries from capital projects for two Project Managers supporting the implementation of the 2012 Allocation Program and ongoing infrastructure repair and replacement

### **Corporate Support - \$318,000 increase**

- Inflationary increases in corporate support costs, and increases related to higher usage of Human Resource Services, Legal Services, Asset Management and Technology Services

**Transfers to Reserves – Operating (\$282,000) decrease**

- (\$200,000) decrease in the transfer to the rate stabilization reserve as the reserve was at the target balance in 2014
- (\$52,000) decrease in Local Improvement and Service Connection revenues transferred to reserves due to expiry of agreements
- (\$30,000) decrease in the transfer to the Emergency Spills Reserve due to discontinued recovery from the Local Municipalities (PW-04-14)

**Transfers from Reserves – Operating (\$28,000) decrease**

- (\$28,000) decrease in the transfer from the Emergency Spills Reserve due to discontinued recovery from the Local Municipalities (PW-04-14)

**Capital Financing Expenditures - \$7.0 million increase**

- \$1.6 million increase in debt charges due to debt previously issued and planned for 2015
- \$5.7 million increase in transfers to capital reserves to continue to support the Region’s investment in the state-of-good-repair capital program and to support the expanding asset base
- \$28,000 planned increase to support the purchase of new and replacement vehicles
- (\$364,000) increased contribution from development charges to offset increase in debt charges related to growth

**Revenues**

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. The 2015 water and wastewater operating budget includes \$18.0 million in other revenues, an increase of \$113,000 or 0.6% over 2014. The following are the components:

| 2015 Rate Supported Budget  |                  |                  |                              |             |  |
|-----------------------------|------------------|------------------|------------------------------|-------------|--|
| \$000s                      | 2014             | 2015             | Change in Budget             |             |  |
|                             | Approved Budget* | Requested Budget | 2015 Requested / 2014 Budget |             |  |
| <b>Other Revenues</b>       |                  |                  |                              |             |  |
| Gas Tax Revenue             | \$ 9,482         | \$ 9,482         | \$ (0)                       | 0.0%        |  |
| Interest Earnings           | 3,617            | 3,617            | -                            | 0.0%        |  |
| Fees for Service            | 3,096            | 3,342            | 246                          | 7.9%        |  |
| Sewer Discharge Agreements  | 967              | 882              | (85)                         | -8.8%       |  |
| Bulk Water Charges          | 628              | 629              | 1                            | 0.2%        |  |
| Service Extension           | 49               | -                | (49)                         | -100.0%     |  |
| <b>Total Other Revenues</b> | <b>\$ 17,840</b> | <b>\$ 17,952</b> | <b>\$ 113</b>                | <b>0.6%</b> |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues per LPS77-13 and realignment of operating costs with maintenance activities.

Fees for service have increased \$246,000 due to increases in demand for permit inspections and water distribution activities. Sewer discharge agreement revenue is decreasing due to improvements in the quality of Industrial/Commercial/Instiituional (ICI) wastewater. Service extension revenue is decreasing as a result of the expiry of local improvement connection and servicing agreements.

The 2015 Budget includes total projected investment earnings of \$55.0 million as indicated in the Tax Budget Overview section. \$3.6 million of the total \$55.0 million is included in the rate supported budget, which has remained unchanged from the 2014 Budget.

## 2015 Rate Strategic Investments

A total of eight additional staff at a net cost of \$784,000 is included in the 2015 Water & Wastewater Budget and Business Plan as shown in the following table. Combined with a cost recovery provided for the Water/Wastewater Revenue Assurance Analyst resource included in the Tax Supported Budget, this results in a total impact of \$863,000. Details of the business cases for these positions can be found in the Rate-supported Budget Detail section.

| Recommended 2015 Rate Supported Strategic Investments |  |   |            |                   |                   |
|---|--|---|------------|-------------------|-------------------|
| Dept  | Division                                   | Title   | FTE        | Gross             | Net               |
| PW  | Business & Technical Services              | Manager, Asset Planning                           | 1.0        | \$ 139,115        | \$ 91,014         |
| PW  | W & WW                                     | Supervisor Customer Response and Programming      | 1.0        | \$ 124,635        | \$ 124,635        |
| PW  | Wastewater                                 | Supervisor Infrastructure and Systems Improvement | 1.0        | \$ 140,822        | \$ 140,822        |
| PW  | Wastewater                                 | Collection Operator                               | 2.0        | \$ 162,824        | \$ 162,824        |
| PW  | Water                                      | Distribution Operator                             | 2.0        | \$ 162,824        | \$ 162,824        |
| PW  | Water                                      | Maintenance Planner                               | 1.0        | \$ 102,045        | \$ 102,045        |
| <b>PW Total</b>                                       |  |   | <b>8.0</b> | <b>832,265</b>    | <b>784,164</b>    |
| FN  | Financial Planning and Purchasing Services | W/WW Revenue Assurance Analyst                    |            |                   | 78,730            |
| <b>Total Rate Impact</b>                              |  |   | <b>8.0</b> | <b>\$ 832,265</b> | <b>\$ 862,894</b> |

- Asset Planning Manager - \$139,000** It is estimated that 90% of the Region's assets are the responsibility of the Public Works department, with an approximate historical value of \$4 billion. The inventory of assets to be managed and reported on has been steadily increasing at a rate of approximately \$200 million per year over the last three years. As well, the requirement to report on these assets has also become more complex due to PSAB 3150 Tangible Capital Assets reporting. Also there is a requirement for municipalities to demonstrate that they are appropriately managing their assets in order to qualify for funding from other levels for government. Due to the size and growth of the Region's infrastructure asset inventory, it has been identified that a dedicated team with leadership is needed to effectively manage Public Works assets going forward. This position will centralize the function and manage a team of five staff. A portion of the cost will be recovered from the transportation and waste Management operating budgets and water and wastewater capital projects, resulting in a net impact of \$91,000.
- Customer Response and Programming Supervisor - \$125,000** There are currently a number of programs in the water and wastewater linear systems that involve a high degree of customer interaction. These program areas include: Basement Flooding response, Water Efficiency and Water Festival, Meters, Locates, Bulk Water Stations, pipe construction and repair restoration, Outdoor Water Use and general water and wastewater program inquiries and information. This supervisor position will be responsible for ensuring that Public Works continues to not only meet but to exceed expectations of customer service for residents and businesses in Halton Region by focusing on being responsive to customer needs in these areas.

- **Supervisor Infrastructure and System Improvement - \$141,000** An Infrastructure and Systems Improvement Supervisor is required to ensure that Halton's water and wastewater systems are operating efficiently and providing appropriate service delivery. This position will also allow Halton to proactively identify and develop opportunities for system performance improvements. Both Halton's water and wastewater systems have grown significantly in size and complexity over time and accordingly the need to manage and maintain system performance is crucial. The Supervisor will ensure that relevant water and wastewater system performance data is collected, reviewed and critically assessed and that research needs are identified and undertaken.
- **Collection Operators - \$163,000** Two wastewater collection operators are required to ensure Halton can continue to deliver operations and maintenance programs to provide appropriate levels of service and maintain the system in a state-of-good-repair. Since 2010, the Region has installed 100 kilometres of new wastewater main, 50 kilometres of additional lateral pipe and 2,500 additional manholes, as well as commissioned four new wastewater pumping stations. Further, four additional wastewater pumping stations will be operational by the fall of 2015. Many of the North wastewater pumping stations are deep wet well design (over 18 meters deep) which require four person crews for confined space entry, resulting in increased pressures on staff availability. The significant growth in infrastructure and complexity requires additional staff resources to ensure that Halton continues to operate the wastewater collection system at appropriate levels of service and maintains the system in a state-of-good-repair.
- **Distribution Operators - \$163,000** Two water distribution operators to ensure Halton can continue to deliver operations and maintenance programs while ensuring a safe environment. Since 2010, the Region has installed 150 kilometres of new water main, over 1,200 control/zone valves and installed and commissioned three new booster stations. Additional operations staff are required to ensure continued delivery of initial corrective and preventative maintenance activities and the state-of-good-repair of the water system.
- **Maintenance Planner - \$102,000** A Maintenance Planner position is required to plan preventative and corrective maintenance program delivery and oversee external contracted services. The maintenance planner is required to implement and oversee a preventive/corrective maintenance plan that aligns with the American Water Works Association (AWWA) standards and industry best practices; ensures that the current backlog of corrective work is completed; and provide oversight of contracted work.

## 10-Year Water & Wastewater Operating Budget Forecast

Multi-year financing plans have been developed for major programs and initiatives and are reflected in this forecast. The following budget assumptions have been incorporated into the 10-year forecast:

- hydro increases of 5.0%
- chemical increases of 2.0%
- biosolids haulage cost increases of 2.0%
- property taxes at 2.0%
- customer growth ranging from 1.4% to 1.6%
- consumption growth ranging from 0.0% to 0.5%
- capital expenditures based on financing plan for the capital budget
- debt financing rate of 5.0%

Potential pressures on the 10-year Forecast include:

- Price impacts over and above the estimated inflationary assumptions
- Impact of capital financing that may be required based on future updated water and wastewater master plans
- Further significant reductions in consumption per customer
- Change in residential and industrial customers growth
- Increase in cost to maintain the system based on growing infrastructure
- Overall economic conditions
- Impact of complying with the *Ontario Underground Information Notification System Act, 2012*
- Legislation and regulation, such as bill 175, the *Water and Sewage System Sustainability Act*, *Clean Water Act* and continuous improvement of the Drinking Water Quality management System and pending implementation of wastewater regulations

The following table provides a summary of the rate budget forecast. The approach used to prepare the rate forecast is consistent with the forecast in the 2014 Budget and Business Plan. Of the projected rate increases of 4.8% to 5.2%, over half (3.3% to 3.8%) is required for the capital expenditures to support the state-of-good-repair capital program.

| Ten Year Operating Budget Forecast For Rate Supported Services |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| \$000s   | 2014              | 2015              | 2016              | 2017              | 2018              | 2019              | 2020              | 2021              | 2022              | 2023              | 2024              |
|  | Approved Budget*  | Requested Budget  | Forecast          |
| <b>Operating Expenditures</b>                                  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Operations   | \$ 38,470         | \$ 39,107         | \$ 40,309         | \$ 41,548         | \$ 42,859         | \$ 44,268         | \$ 45,821         | \$ 47,443         | \$ 49,126         | \$ 50,869         | \$ 52,631         |
| Planning & Support   | 5,002             | 5,135             | 5,293             | 5,455             | 5,627             | 5,812             | 6,016             | 6,229             | 6,450             | 6,679             | 6,910             |
| Design & Construction  | 5,729             | 5,896             | 6,077             | 6,264             | 6,462             | 6,674             | 6,908             | 7,153             | 7,406             | 7,669             | 7,935             |
| Maintenance  | 52,584            | 53,924            | 55,582            | 57,290            | 59,098            | 61,041            | 63,182            | 65,418            | 67,739            | 70,143            | 72,573            |
| Business & Technical   | 5,298             | 5,391             | 5,557             | 5,727             | 5,908             | 6,102             | 6,316             | 6,540             | 6,772             | 7,012             | 7,255             |
| Administration & Fiscal  | 11,581            | 11,819            | 12,183            | 12,557            | 12,953            | 13,379            | 13,848            | 14,338            | 14,847            | 15,374            | 15,907            |
| Recoveries from Capital Projects                               | (13,013)          | (13,394)          | (13,806)          | (14,230)          | (14,679)          | (15,161)          | (15,693)          | (16,249)          | (16,825)          | (17,422)          | (18,026)          |
| <b>Operating Expenditures</b>                                  | <b>105,651</b>    | <b>107,878</b>    | <b>111,195</b>    | <b>114,611</b>    | <b>118,229</b>    | <b>122,116</b>    | <b>126,397</b>    | <b>130,872</b>    | <b>135,515</b>    | <b>140,324</b>    | <b>145,185</b>    |
|  |                   | 2.1%              | 3.1%              | 3.1%              | 3.2%              | 3.3%              | 3.5%              | 3.5%              | 3.5%              | 3.5%              | 3.5%              |
| <b>Capital Expenditures</b>                                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Debt Charges   | 38,121            | 39,762            | 41,504            | 37,126            | 33,542            | 32,558            | 32,457            | 31,825            | 31,853            | 26,565            | 25,616            |
| Transfers to Reserve   | 37,595            | 43,288            | 48,192            | 59,757            | 71,364            | 80,436            | 89,717            | 99,391            | 109,238           | 121,300           | 133,390           |
| Transfers to Vehicle Reserve                                   | 1,126             | 1,154             | 1,304             | 1,386             | 1,421             | 1,456             | 1,493             | 1,530             | 1,568             | 1,608             | 1,648             |
| Transfers to Gas Tax Reserve                                   | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             | 9,482             |
| Transfers from Reserve   | (9,874)           | (10,238)          | (10,238)          | (10,238)          | (10,238)          | (10,238)          | (10,238)          | (10,238)          | (10,238)          | (6,548)           | (6,548)           |
| <b>Capital Financing Expenditures</b>                          | <b>76,450</b>     | <b>83,448</b>     | <b>90,243</b>     | <b>97,514</b>     | <b>105,571</b>    | <b>113,694</b>    | <b>122,911</b>    | <b>131,991</b>    | <b>141,903</b>    | <b>152,407</b>    | <b>163,588</b>    |
|  |                   | 9.2%              | 8.1%              | 8.1%              | 8.3%              | 7.7%              | 8.1%              | 7.4%              | 7.5%              | 7.4%              | 7.3%              |
| <b>Total Gross Expenditures</b>                                | <b>182,101</b>    | <b>191,326</b>    | <b>201,438</b>    | <b>212,125</b>    | <b>223,800</b>    | <b>235,810</b>    | <b>249,308</b>    | <b>262,863</b>    | <b>277,418</b>    | <b>292,731</b>    | <b>308,773</b>    |
| <b>Total Revenues</b>  | <b>(17,840)</b>   | <b>(17,952)</b>   | <b>(17,883)</b>   | <b>(18,043)</b>   | <b>(18,163)</b>   | <b>(18,220)</b>   | <b>(18,334)</b>   | <b>(18,428)</b>   | <b>(18,524)</b>   | <b>(18,805)</b>   | <b>(18,892)</b>   |
| <b>Net Program Impact</b>                                      | <b>\$ 164,262</b> | <b>\$ 173,374</b> | <b>\$ 183,555</b> | <b>\$ 194,082</b> | <b>\$ 205,637</b> | <b>\$ 217,589</b> | <b>\$ 230,974</b> | <b>\$ 244,435</b> | <b>\$ 258,895</b> | <b>\$ 273,926</b> | <b>\$ 289,881</b> |
| <b>Growth Impact:</b>  |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| Consumption Growth   | 0.5%              | 0.0%              | 0.3%              | 0.3%              | 0.3%              | 0.5%              | 0.5%              | 0.5%              | 0.5%              | 0.5%              | 0.5%              |
| Customer Growth  | 1.7%              | 1.6%              | 1.6%              | 1.6%              | 1.6%              | 1.5%              | 1.5%              | 1.4%              | 1.4%              | 1.4%              | 1.4%              |
| <b>Annual Water Consumption m<sup>3</sup> (000s)</b>           | <b>54,813</b>     | <b>54,813</b>     | <b>54,950</b>     | <b>55,087</b>     | <b>55,225</b>     | <b>55,501</b>     | <b>55,778</b>     | <b>56,057</b>     | <b>56,338</b>     | <b>56,619</b>     | <b>56,902</b>     |
| <b>Residential Bill (274 m<sup>3</sup> p.a.)</b>               | <b>\$ 850</b>     | <b>\$ 892</b>     | <b>\$ 937</b>     | <b>\$ 983</b>     | <b>\$ 1,033</b>   | <b>\$ 1,083</b>   | <b>\$ 1,139</b>   | <b>\$ 1,194</b>   | <b>\$ 1,253</b>   | <b>\$ 1,314</b>   | <b>\$ 1,377</b>   |
| <b>\$ Increase</b>   | <b>\$ 35</b>      | <b>\$ 42</b>      | <b>\$ 45</b>      | <b>\$ 46</b>      | <b>\$ 50</b>      | <b>\$ 50</b>      | <b>\$ 56</b>      | <b>\$ 55</b>      | <b>\$ 59</b>      | <b>\$ 61</b>      | <b>\$ 64</b>      |
| <b>Annual % Rate Increase</b>                                  | <b>4.3%</b>       | <b>4.9%</b>       | <b>5.0%</b>       | <b>4.9%</b>       | <b>5.1%</b>       | <b>4.8%</b>       | <b>5.2%</b>       | <b>4.9%</b>       | <b>5.0%</b>       | <b>4.9%</b>       | <b>4.9%</b>       |
| <b>Rate Budget Forecast as Projected in the 2014 Budget</b>    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |
| <b>Annual % Rate Increase</b>                                  |                   | <b>4.9%</b>       | <b>5.0%</b>       | <b>4.9%</b>       | <b>5.1%</b>       | <b>4.8%</b>       | <b>5.2%</b>       | <b>4.9%</b>       | <b>5.0%</b>       | <b>4.9%</b>       |                   |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

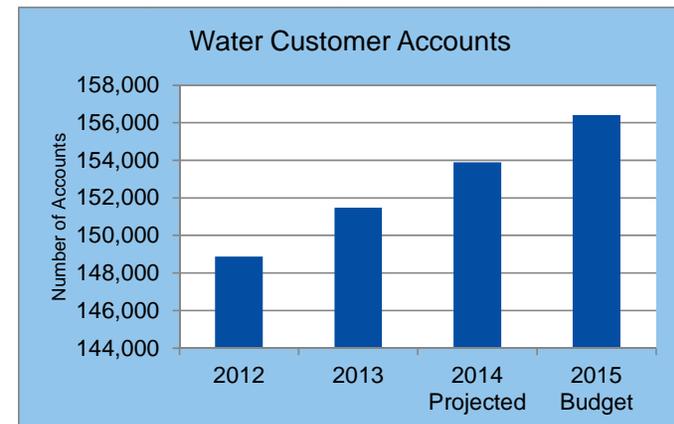
# Rate Supported Services

The Region's Water and Wastewater Rate Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater (sewage). The Public Works Department delivers the water and wastewater program through systems that include six water purification plants and seven wastewater treatment plants.

The 2015 rate supported budget is increasing by \$9.1 million or 5.5%, which equates to a \$42 annual increase per typical household (consuming 274 m<sup>3</sup> /year). Increases are mainly driven by increases in the maintenance program and investment in state-of-good-repair capital program. In addition, 8 FTEs are proposed as strategic investments.



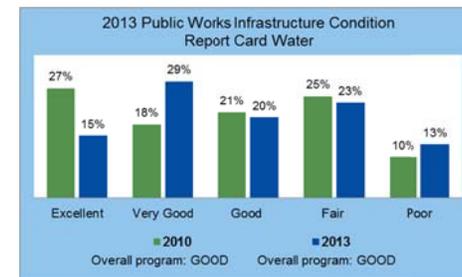
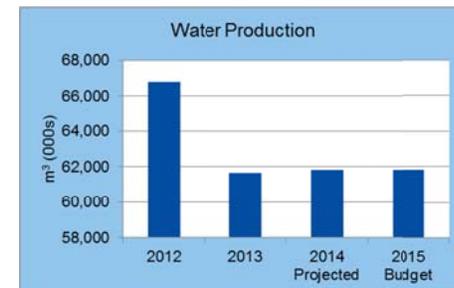
| \$000s                        | 2015 Budget       |                     |                     |                   | 2014 Budget       | 2015 - 2014 Change |             |
|-------------------------------|-------------------|---------------------|---------------------|-------------------|-------------------|--------------------|-------------|
|                               | Gross Cost        | Subsidies & Revenue | Corporate Charges & | Net Rate Impact   | Net Rate Impact   |                    |             |
| Water                         | \$ 99,943         | \$ (9,330)          | \$ (8,175)          | \$ 82,439         | \$ 79,288         | \$ 3,151           | 4.0%        |
| Wastewater                    | 107,694           | (8,021)             | (8,739)             | 90,935            | 84,973            | 5,961              | 7.0%        |
| Business & Technical Services | 5,235             | (602)               | (4,633)             | -                 | -                 | -                  | 0.0%        |
| <b>Total</b>                  | <b>\$ 212,872</b> | <b>\$ (17,952)</b>  | <b>\$ (21,546)</b>  | <b>\$ 173,374</b> | <b>\$ 164,262</b> | <b>\$ 9,112</b>    | <b>5.5%</b> |
| FTE                           |                   |                     |                     | 418.0             | 410.0             | 8.0                | 2.0%        |



# Water Services

The Water Services Division is responsible for all aspects related to the delivery of the water program including the planning, design, construction, operation, maintenance and overall management of over \$3.1 billion in water infrastructure. The Water purification system consists of three lake based water plants (Burlington, Burloak and Oakville) that supply 25 reservoirs and booster stations; nine groundwater based treatment systems which supply a total of six reservoirs and pumping stations and seven bulk water stations. The water distribution system consists of approximately 2,200 kilometres of watermains and feeder mains and over 33,235 fire hydrants and valves.

The 2015 water budget reflects a net increase of \$3.2 million or 4.0%. Operations are reducing by \$104,000 or 0.7% mainly due to savings identified in material and supplies (e.g. chemicals and meters), offset partly by increased hydro costs. The Maintenance program is increasing by \$191,000 or 0.7% due largely to 3.5 additional FTE included as strategic investments including two Water Distribution Operations, a Maintenance Planner and a Supervisor of Customer Response and Programming to be shared with Water Services. In addition, capital financing is increasing \$3.1 million or 9.0% to support the state-of-good-repair capital program.



| Programs             | 2015 Budget      |                     |                               |                  | 2014 Budget      |                 | 2015 - 2014 Change |  |
|----------------------|------------------|---------------------|-------------------------------|------------------|------------------|-----------------|--------------------|--|
|                      | Gross Cost       | Subsidies & Revenue | Corporate Charges & Financing | Net Rate Impact  | Net Rate Impact  |                 |                    |  |
| Operations           | \$ 17,925        | \$ (2,807)          | \$ 563                        | \$ 15,681        | \$ 15,785        | \$ (104)        | -0.7%              |  |
| Maintenance          | 30,237           | (1,358)             | (542)                         | 28,338           | 28,147           | 191             | 0.7%               |  |
| Planning & Support   | 2,893            | (424)               | (1,102)                       | 1,367            | 1,364            | 3               | 0.2%               |  |
| State of Good Repair | 48,888           | (4,741)             | (7,093)                       | 37,053           | 33,992           | 3,061           | 9.0%               |  |
| <b>Total</b>         | <b>\$ 99,943</b> | <b>\$ (9,330)</b>   | <b>\$ (8,175)</b>             | <b>\$ 82,439</b> | <b>\$ 79,288</b> | <b>\$ 3,151</b> | <b>4.0%</b>        |  |
| <b>FTE</b>           |                  |                     |                               | <b>178.5</b>     | <b>175.0</b>     | <b>3.5</b>      | <b>2.0%</b>        |  |



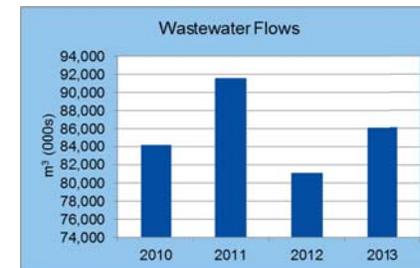
# Wastewater Services

The Wastewater Services Division is responsible for all activities related to the collection and treatment of municipal wastewater within the Halton Region boundaries. The program includes planning, design, construction, operation, maintenance and overall management of over \$3.3 billion in wastewater infrastructure. Wastewater collection occurs in seven separate catchment areas and includes more than 1,850 kilometers of wastewater mains, over 28,200 maintenance holes and approximately eighty wastewater pumping stations. These collection systems deliver municipal wastewater to seven wastewater treatment plants; Burlington Skyway, Oakville Southwest, Mid Halton, Oakville Southeast, Milton, Georgetown and Acton.

The 2015 wastewater budget reflects a net increase of \$6.0 million or 7.0%. Operations are increasing by \$961,000 or 3.9% mainly due to increases in hydro, chemicals, and biosolid haulage costs. The Maintenance program is increasing by \$977,000 or 3.9% due in part to increases in mechanical, electrical, and lateral preventive maintenance and repairs. Planning and Support is increasing by \$87,000 or 4.8% mainly in consulting costs to support the Asset Management Roadmap Plan implementation. These increases are also driven by 3.5 additional staff resources included as strategic investments including two Wastewater Collection Operations, a Supervisor of Infrastructure and Systems Improvement, and a Supervisor of Customer Response and Programming to be shared with Water Services. In addition, capital financing is increasing \$3.9 million or 11.9% to support the state-of-good-repair capital program.



| \$000s               | 2015 Budget       |                     |                               |                  | 2014 Budget      |                 | 2015-2014 Change |  |
|----------------------|-------------------|---------------------|-------------------------------|------------------|------------------|-----------------|------------------|--|
|                      | Gross Cost        | Subsidies & Revenue | Corporate Charges & Financing | Net Rate Impact  | Net Rate Impact  |                 |                  |  |
| Operations           | \$ 26,875         | \$ (1,927)          | \$ 835                        | \$ 25,783        | \$ 24,823        | \$ 961          | 3.9%             |  |
| Maintenance          | 27,008            | (1,138)             | 469                           | 26,339           | 25,362           | 977             | 3.9%             |  |
| Planning & Support   | 3,117             | (214)               | (1,003)                       | 1,899            | 1,812            | 87              | 4.8%             |  |
| State of Good Repair | 50,694            | (4,741)             | (9,040)                       | 36,913           | 32,976           | 3,936           | 11.9%            |  |
| <b>Total</b>         | <b>\$ 107,694</b> | <b>\$ (8,021)</b>   | <b>\$ (8,739)</b>             | <b>\$ 90,935</b> | <b>\$ 84,973</b> | <b>\$ 5,961</b> | <b>7.0%</b>      |  |
| FTE                  |                   |                     |                               | 160.5            | 157.0            | 3.5             | 2.2%             |  |



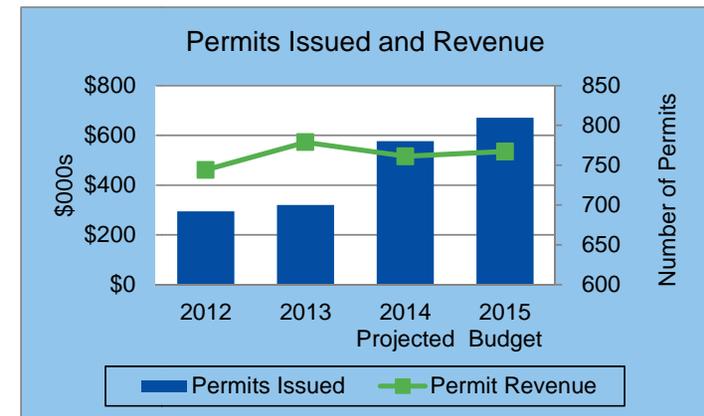
# Business & Technical Services

The Business & Technical (B&T) Services Division provides key support to Public Works, enabling effective timely delivery of programs. Programs performed by the Business Services group include: GIS (Geographic Information Systems), data management, public works business process standardization and asset management reporting. The Technical Services group provides infrastructure inspections and surveying. Regional Laboratories provide quality assurance oversight to water/wastewater programs. Permits and Development Inspections group manages public works permits.

The 2015 budget impact of B&T Services is decreasing by \$47,000 or 0.8%. This includes a decrease of \$289,000 (11.8%) in Business Services for professional consulting as a result of the completion of several projects. Laboratory services are increasing by \$103,000 (4.4%) mainly due to increases in supplies and contracted services for additional testing. A \$138,000 (12.9%) increase in Permits and Development Inspections is due increased demand for service. This budget also includes an additional staff resource (Manager of Asset Planning) to provide leadership to manage a team of five individuals to effectively manage Public Works' growing assets. The costs of this division are recovered from capital and the other divisions within Public Works to reflect the full cost of providing those programs.



| \$000s                            | 2015 Budget     |                     |                               |                 | 2014 Budget     |             | 2015 - 2014 Change |  |
|-----------------------------------|-----------------|---------------------|-------------------------------|-----------------|-----------------|-------------|--------------------|--|
|                                   | Gross Cost      | Subsidies & Revenue | Corporate Charges & Financing | Net Rate Impact | Net Rate Impact |             |                    |  |
| <b>Programs</b>                   |                 |                     |                               |                 |                 |             |                    |  |
| Technical Business Services       | \$ 2,155        | \$ (7)              | \$ 4                          | \$ 2,153        | \$ 2,442        | \$ (289)    | -11.8%             |  |
| Field Services                    | 4,328           | -                   | (4,328)                       | -               | -               | -           | 0.0%               |  |
| Laboratory                        | 2,386           | -                   | 47                            | 2,433           | 2,330           | 103         | 4.4%               |  |
| Permits & Development Inspections | 2,008           | (595)               | (202)                         | 1,211           | 1,072           | 138         | 12.9%              |  |
| <b>Program Cost</b>               | <b>10,877</b>   | <b>(602)</b>        | <b>(4,479)</b>                | <b>5,797</b>    | <b>5,844</b>    | <b>(47)</b> | <b>-0.8%</b>       |  |
| Program Recoveries                | (5,643)         | -                   | (154)                         | (5,797)         | (5,844)         | 47          | -0.8%              |  |
| <b>Total</b>                      | <b>\$ 5,235</b> | <b>\$ (602)</b>     | <b>\$ (4,633)</b>             | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b> | <b>0.0%</b>        |  |
| FTE                               |                 |                     |                               | 74.0            | 73.0            | 1.0         | 1.4%               |  |



## Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the state-of-good-repair (non-development) program and the development program. The State-Of-Good-Repair program sets out the rehabilitation/upgrade/replacement needs for existing capital infrastructure. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton. State-Of-Good-Repair requirements will also be addressed as part of the Development-related program, in particular, to service the Built-boundary area.

The following table provides a summary of the 2015 10-year Water and Wastewater capital program. The 10-year total is \$1.6 billion, with \$193.9 million allocated for 2015.

| 2015 Capital Budget & Forecast                      |                     |                   |                   |                   |                   |                   |                   |                  |                   |                   |                   |
|---|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|
| Summary of Rate Capital Budget & Financing (\$000s) |                     |                   |                   |                   |                   |                   |                   |                  |                   |                   |                   |
|   | Gross Cost          | 2015              | 2016              | 2017              | 2018              | 2019              | 2020              | 2021             | 2022              | 2023              | 2024              |
| <b>State-Of-Good-Repair</b>                         |                     |                   |                   |                   |                   |                   |                   |                  |                   |                   |                   |
| Water   | \$ 334,499          | \$ 27,052         | \$ 28,305         | \$ 29,603         | \$ 31,496         | \$ 33,487         | \$ 35,593         | \$ 35,852        | \$ 37,351         | \$ 37,420         | \$ 38,340         |
| Wastewater  | 338,631             | 31,450            | 28,280            | 29,895            | 31,586            | 33,611            | 35,910            | 36,136           | 37,165            | 36,953            | 37,645            |
| Sub-total   | 673,130             | 58,502            | 56,585            | 59,498            | 63,082            | 67,098            | 71,503            | 71,988           | 74,516            | 74,373            | 75,985            |
| <b>Development</b>                                  |                     |                   |                   |                   |                   |                   |                   |                  |                   |                   |                   |
| Water   | 559,093             | 109,439           | 61,558            | 142,339           | 45,735            | 49,523            | 12,143            | 12,594           | 56,132            | 39,034            | 30,596            |
| Wastewater  | 330,543             | 26,003            | 6,481             | 7,647             | 35,997            | 76,172            | 96,168            | 4,498            | 8,135             | 18,721            | 50,721            |
| Sub-total   | 889,636             | 135,442           | 68,039            | 149,986           | 81,732            | 125,695           | 108,311           | 17,092           | 64,267            | 57,755            | 81,317            |
| <b>Total</b>  | <b>\$ 1,562,766</b> | <b>\$ 193,944</b> | <b>\$ 124,624</b> | <b>\$ 209,484</b> | <b>\$ 144,814</b> | <b>\$ 192,793</b> | <b>\$ 179,814</b> | <b>\$ 89,080</b> | <b>\$ 138,783</b> | <b>\$ 132,128</b> | <b>\$ 157,302</b> |
| <b>Financing</b>                                    |                     |                   |                   |                   |                   |                   |                   |                  |                   |                   |                   |
| Dev't Charges - Res.                                | \$ 595,559          | \$ 84,865         | \$ 36,772         | \$ 109,198        | \$ 54,141         | \$ 74,819         | \$ 73,071         | \$ 12,277        | \$ 47,178         | \$ 42,022         | \$ 61,216         |
| Rate Capital Reserves                               | 673,610             | 58,502            | 57,065            | 59,498            | 63,082            | 67,098            | 71,503            | 71,988           | 74,516            | 74,373            | 75,985            |
| Infrstr. Invstmnt Rvl. Fnd.                         | 220,152             | 31,611            | 11,529            | 37,437            | 21,885            | 30,644            | 31,051            | 4,815            | 16,045            | 15,034            | 20,101            |
| Debentures  | 73,445              | 18,966            | 19,258            | 3,351             | 5,706             | 20,232            | 4,189             | -                | 1,044             | 699               | -                 |
| <b>Total</b>  | <b>\$ 1,562,766</b> | <b>\$ 193,944</b> | <b>\$ 124,624</b> | <b>\$ 209,484</b> | <b>\$ 144,814</b> | <b>\$ 192,793</b> | <b>\$ 179,814</b> | <b>\$ 89,080</b> | <b>\$ 138,783</b> | <b>\$ 132,128</b> | <b>\$ 157,302</b> |

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

## 2015 Water & Wastewater Capital Budget

The 2015 Water and Wastewater capital budget totals \$193.9 million, consisting of \$58.5 million for the state-of-good-repair (non-development) program and \$135.4 million for the Development program.

The **\$58.5 million state-of-good-repair program** has increased from the 2014 forecast by \$4.5 million. The 2015 budget incorporates significant investments for water/wastewater main replacements (\$44.5 million), plant/facility upgrades (\$11.3 million) and other items such as vehicles (\$2.7 million) including:

- \$5.0 million provision to assist in the implementation of any potential recommendations of the Region-Wide Flooding Mitigation Study (PW-46-14)
- \$4.1 million for secondary clarifier and return activated sludge system upgrades at the Burlington Skyway WWTP
- \$2.6 million for relocating the sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area Phase 2
- \$2.4 million for a 300mm WM on New Street (Drury Lane to Martha Street and Guelph Line)
- \$1.8 million for a 400mm WWM on John Street (John Street PS Wet Well to Credit River)
- \$1.6 million for lift pump replacements and installation of variable flow drives (VFD's) at the Burlington WPP
- \$1.6 million for a 300mm WM on North Service Road (Cumberland Ave to Walkers Line)
- \$1.5 million for a 300mm WM on Speers Road (Fourth Line to Morden Road)
- \$1.5 million for digester cleaning and facility upgrades at Regional WWTP's
- \$1.4 million for a 300mm WM on Brant Street (Upper Middle Rd to Hazelton/Greenbank Trail)
- \$1.1 million for a 200mm WWM on Hixon Street (Bronte Street to Ontario Street)
- \$1.1 million for a 300mm WM on Brant Street (Upper Middle Road to Faversham Ave)

The **\$135.4 million Development program** in 2015 represents a \$23.2 million decrease from the 2014 forecast. This decrease is due to phasing of projects to better align with expected timing of funding and construction to support the 2012 Allocation program. The 2015 budget includes implementation of the following major projects:

- \$47.7 million for a 1200mm WM on Trafalgar Rd from Britannia Rd to new Zone 4 Reservoir
- \$25.0 million for a 30 ML Reservoir, near Trafalgar Road and No. 5 Sideroad
- \$19.6 million for a 750 mm WM Second feed to Washburn Reservoir (Zone B1)
- \$14.2 million for a New 86 ML/d WWPS on Britannia Rd between 3rd Line and 16 Mile Creek (1000 L/s) - Construction
- \$6.1 million for a 3 x 450 mm WWFM from new WWPS to 300 m east of R.R. 25 (Incl. portion of WWFM under 16 Mile Creek) - Construction

## 10-year Water & Wastewater Capital Budget & Forecast

The 2015 10-year Water and Wastewater program totals \$1.6 billion, consisting of \$673.1 million (43%) for the state-of-good-repair program and \$889.6 million (57%) for the Development program.

The **\$673.1 million 10-year State-Of-Good-Repair program** is \$107.4 million higher from the 2014 program. The additional funding needs have been identified as a result of preliminary review of asset management requirements undertaken during 2014. This review included:

- identifying water and wastewater infrastructure assets that are in Good to Poor conditions based on Public Works Infrastructure Status Phase 1 Report Card (PW-62-12),
- determining the replacement timing of these assets based on their useful life assumptions,
- estimating the cost of the replacement works, based on the recent tender experiences and/or indexing of the asset acquisition costs to the current value, and
- integrating the replacement works identified above into the existing 10-year state-of-good-repair capital program

As a result, the 10-year state-of-good-repair capital program has been updated with the program cost increasing from \$58.5 million in 2015 to \$76.0 million by 2024. The asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process. As discussed earlier, the long-term sustainable asset management and financing plan will be prepared as part of the Asset Management Roadmap Implementation Plan work currently being undertaken by the Region over the next four years (2015-2018). The 2015 program includes:

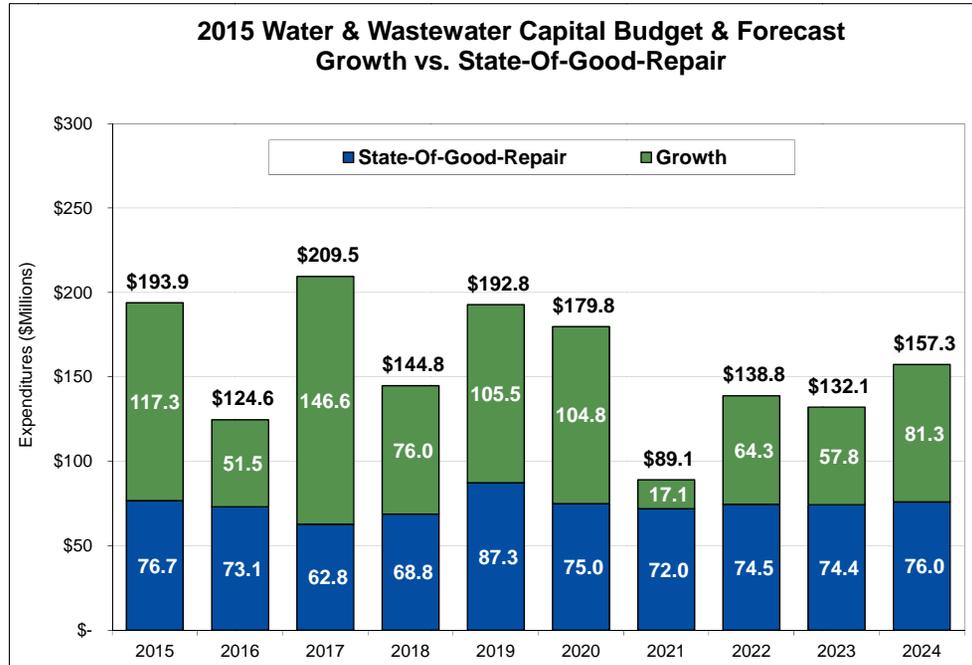
- \$344.4 million for distribution system rehabilitation and replacements
- \$306.6 million for plants/facilities infrastructure upgrades and replacements, including Milton WWTP, Burlington Skyway WWTP, Burlington WPP and the implementation of Pumping Station Master Plan in Burlington East area

The **\$889.6 million 10-year Development program** is a \$61.0 million decrease from the 2014 program as the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The 10-year program includes:

- \$452.1 million to service Region-wide Capacity related infrastructure
- \$309.6 million to service Greenfield area related infrastructure
- \$82.4 million to service Built Boundary areas related infrastructure
- \$45.5 million for Employment Land servicing related infrastructure

Implementation of the \$889.6 million Development program will also address State-Of-Good-Repair needs for existing infrastructure in the amount of \$67.9 million. Combined with the \$673.1 million discussed above, this will result in the total State-Of-Good-Repair program cost of \$741.1 million over the next 10 years (2015-2024).

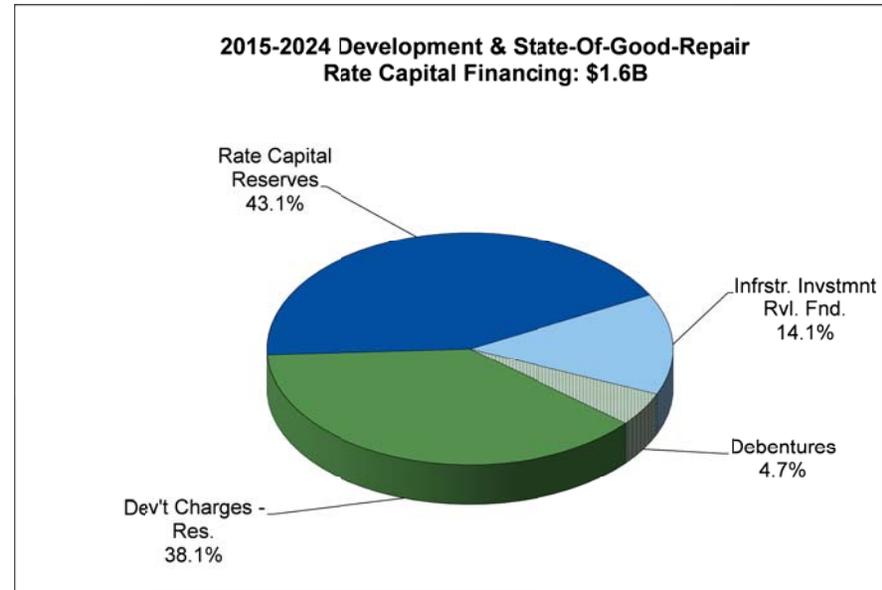
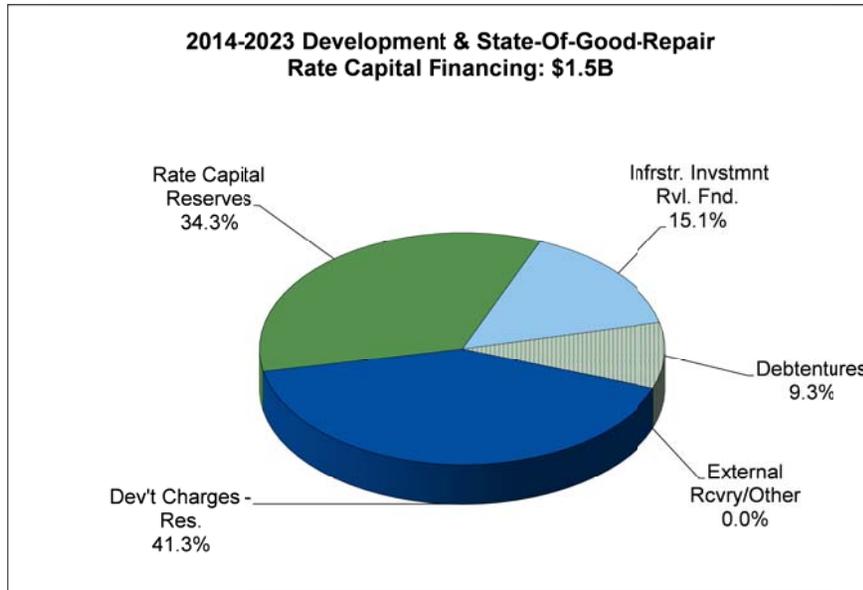
The following graph illustrates the State-Of-Good-Repair (\$741.1 million) and the Development Water/Wastewater program (\$821.7 million for growth-related only) over the next 10 years.



## 10-year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2015 10-year financing plan for the Water and Wastewater capital program, compared to the 2014 plan.

Financing of the 2015 capital budget and forecast is based on Council approved financing plans, including Development Financing Plan (CS-20-12) and the 2015 Budget Directions Report (FN-26-14).



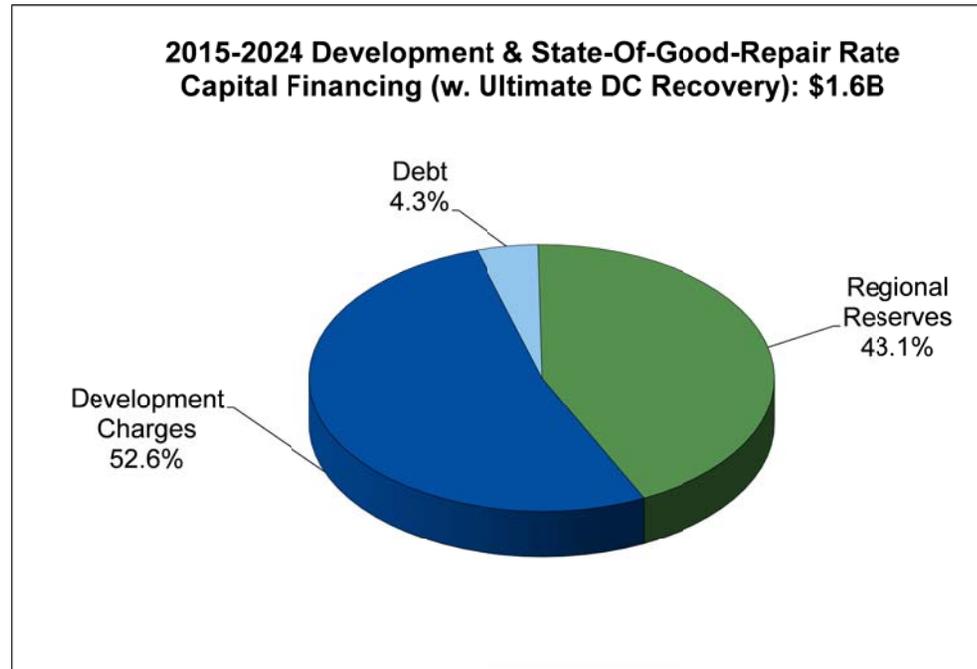
The Rate Capital reserves (43.1%) (including Operating transfers and Gas Tax funds) provide the financing for the State-Of-Good-Repair program, while residential Development Charges (DC) (38.1%) and the Revolving Fund (14.1%) are a main source of funding for the Development-related program. Debt (4.7%) is used for the state-of-good-repair and the employment land development program.

A notable change in the funding structure relative to the 2014 budget is the increased reliance on Rate Capital reserves from 34.3% to 43.1%. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) and debt are used to fund state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and the adequate ratios between the operating contributions and amortization expenses, the 2015 water and wastewater budget increased the total operating contributions to \$65.4 million in support of the water/wastewater state-of-good-repair capital program. This provided an opportunity to increase the use of the rate capital reserves, in order to finance the growing state-of-good-repair capital plan on a pay-as-you-go basis, while reducing debt financing. Also included in the reserve funding in 2015 is the \$5.0 million provision made in relation to the Region-wide Basement Flooding Mitigation Study (Report No. PW-46-14).

The funding share of the DCs in the 2015 financing plan has decreased as the 2015 10-year Development program is relatively smaller than the 2014 program due to the timing of infrastructure in the 2012 Allocation Program.

The Revolving Fund and debt are used to provide the Region's interim financing for the non-residential development related costs, which will be recovered from future DCs revenues including carrying costs, in accordance with the Development Financing Plan (CS-20-12).

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for growth infrastructure (i.e. non-residential share) is recovered from future DCs. As noted above, out of the total \$1.6 billion, \$741.1 million (47.4%) is related to the state-of-good-repair capital program and the balance of \$821.7 million (52.6%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (52.6%) and the state-of-good-repair program will be funded by the reserves (43.1%) and debt (4.3%) supported by water and wastewater rates.



## State-Of-Good-Repair Water & Wastewater Capital Financing

The 10-year State-Of-Good-Repair Water and Wastewater capital program identifies \$673.1 million (excluding the non-growth component included in the Development Program), with \$58.5 million required in 2015. In the 2015 Budget Forecast, all of the funding required for the state-of-good-repair program (non-development) will be financed by capital reserves (\$673.1 million) on a pay-as-you-go basis.

The Region's financial strategy includes funding state-of-good-repair (lifecycle and replacement) costs from capital reserves. These reserves are financed through contributions from the operating budget, year-end surplus, and investment earnings. In addition, Gas Tax funding of \$94.8 million has been applied as a revenue source over the 10-year period in support of the state-of-good-repair capital program, including \$9.5 million applied in 2015.

## Development Water & Wastewater Capital Financing

The 2015 10-year Development Water and Wastewater program totals \$889.6 million and reflects the updated infrastructure requirements based on the 2011 Master Plan. The program consists of the following:

- **\$761.7 million for servicing Greenfield and Region-Wide.** This program will facilitate the future allocation programs of over 22,000 SDE between 2013 and 2021 based on BPE, 2011. The program will consist of \$452.1 million of capacity-related projects that will benefit Region-wide and \$309.6 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects will be dependent upon the Development Allocation Program proceeding.
- **\$45.5 million for servicing Employment Land.** The Region has provided \$106.0 million of construction funding to service key strategic employment lands in 2011 (e.g. Milton Business Park phase 2, Oakville Winston Park West and Halton Hills 401 Corridor) through CS-33-11. An additional \$45.5 million has been identified in the 2015 budget forecast to facilitate servicing of future employment lands. The implementation timing and scope of the projects required for the next phases of development will continue to be dependent upon an acceptable financing plan approved by Council.
- **\$82.4 million for servicing of Built Boundary areas.** This will support intensification objectives of the Sustainable Halton (ROPA38). Due to the magnitude and timing of these projects, the implementation timing and scope of this program will continue to be reviewed as part of the Budget Process.

The following is a summary of the financing plan for the \$889.6 million 10-year Development program. The Region continues to finance the 10-year growth-related Water and Wastewater capital program primarily from DC's and the Region's Infrastructure Investment Revolving Fund (Revolving Fund).

| Development Water/Wastewater Capital<br>2015-2024 (\$Millions) |                 |                 |               |                 |                        |
|--|-----------------|-----------------|---------------|-----------------|------------------------|
| Program  | Total           | Res.            | Non-Res.      |                 | Non-Growth             |
|  |                 | DC              | Debt          | Revlv. Fund     | Regional<br>Rsrv/ Debt |
| Water  | \$ 559.1        | \$ 364.7        | \$ 3.9        | \$ 122.9        | \$ 67.6                |
| Wastewater   | 330.5           | 230.9           | 2.1           | 97.2            | 0.3                    |
| <b>Total</b>   | <b>\$ 889.6</b> | <b>\$ 595.6</b> | <b>\$ 6.0</b> | <b>\$ 220.2</b> | <b>\$ 67.9</b>         |

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

This reflects the Region's financing approach to the growth-related Water and Wastewater capital program as outlined in the Development Financing Plan Framework (CS-20-12). The key principles of the Development Financing Plan are consistent with the principles used in previous Regional development financing plans approved by Council and include:

- the development financing plan will not impact the current or subsequent years forecasted tax and rate increases
- the development financing plan will not require the Region to exceed its own debt capacity levels
- the repayment assumptions for Regional interim financing will assume a conservative "slow growth" scenario to ensure that economic conditions do not create unexpected impacts to the Region
- all growth-related costs that can be recovered under the DC by-law from growth will be recovered
- Halton's strong financial position and financial planning principles will not be compromised

Consistent with the principles above, the residential funding share of the 2012 Allocation Program cost will be provided by the participating residential developers and the Regional interim funding for non-residential development will be provided mainly from the internal reserve borrowing capacity (e.g. Capital Investment Revolving Fund) while limiting significant debt issuance.

Based on the principles highlighted in the current Development Financing Plan Framework, below is a breakdown of water and water infrastructure financing for the 2015 Budget and Forecast:

**Residential Development Financing (\$595.6 million):**

- **The Residential-led Greenfield development** in the allocation areas (e.g. Milton and Oakville) - require a Development Financing Agreement from residential developers to front-end finance, including a contribution required to address shortfalls in total development charge revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g. Burlington, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DC's collected at subdivision agreement.

**Non-Residential Development - \$226.2 million:**

- **Non-residential cost in Residential-led and Built-boundary areas (\$214.4 million)** – the Region provides interim financing for non-residential costs that will ultimately be recovered from development charges (including carrying costs). The Region currently uses internal borrowing primarily from the Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$11.8 million)** – the Region will provide front-end financing through the Revolving Fund and debt for servicing the non-residential share of employment lands. Serviced employment lands are one of the most effective investments the Region can make to promote economic growth in Halton. The resulting debt charges will be financed from the use of the Revolving Fund that will ultimately be repaid from DC's as development in these areas occurs.

**Non-Growth - \$67.9 million:**

- **Non-growth (benefit to existing taxpayers) share (\$67.9 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$67.5 million will be financed by debt and the balance funded from the capital reserves. The resulting debt charges are financed from Water and Wastewater rates. Of the \$67.9 million required, \$29.5 million (43.4%) is scheduled for the following projects in the first four years of the forecast period:
  - Washburn 2nd Feed (\$16.1 million)
  - 900mm 2nd Feedermain to Davis Road Booster Pumping Station (\$5.5 million)
  - 400mm WM between Tyandaga Reservoir and Beaufort Reservoir (\$4.7 million)
  - Acton Artificial Recharge Capital Works (\$3.2 million)

# Budget and Business Plan 2015

## Community Profile





# Strategic Goals

## *Citizens' Priorities: Halton Region's 2015-2018 Action Plan*

Each new term, Halton Regional Council develops a plan to reflect Council's priorities and focus on services important to Halton residents. The priorities for the new term of Council will be established through the *2015-2018 Strategic Action Plan*, building on the success of the previous Action Plan process.

The process and timing of the development of the *2015-2018 Strategic Action Plan Update* builds on the successes and lessons learned from the development of the 2011-2014 Action Plan. This process intends to:

- actively engage Halton's residents and stakeholders in providing input on key directions
- allow for the early identification of the newly elected Regional Council's key priorities and the strategic directions it wishes to pursue over its four-year term
- ensure a strong alignment between Council's key priorities and the Region's budget and business plan
- engage the Region's extended leadership team and
- ensure that progress in achieving Council's priorities is monitored and reported.



# Strategic Goals

## Halton Region Official Plan

An Official Plan is like a road map for municipal governments. It guides regional and municipal land use planning decisions for growth and development. Official Plans must reflect provincial plans and policies.

Halton's Regional Official Plan outlines the Region's approved policy for development and growth, as well as specific goals and objectives that Regional Council and Halton residents believe are important. It contains a wide range of policies including:

- establishment of urban area boundaries to accommodate growth and to protect farmland
- protection of environmentally sensitive areas and promotion of land stewardship
- promotion of economic development
- delivery of urban services such as water supply and wastewater treatment, transportation, energy and utilities
- building of healthy, complete and sustainable communities

The Regional Official Plan also lays out a strategy for implementing and achieving these goals and objectives, including ongoing monitoring of the effectiveness of plan policies.

A Regional Official Plan Amendment, or ROPA, is a policy change process that incorporates any proposed changes into the Official Plan. In December 2009, Regional Council adopted ROPA 38, which became the new Regional Official Plan [2009]. ROPA 38 was the final step in the Sustainable Halton process, which outlines how and where Halton will grow to 2031. Learn more at [Halton.ca/ropa](http://Halton.ca/ropa).



## Sustainability at Halton Region

In May 2010, the five-year Corporate Sustainability Action Plan (CSAP) was endorsed by Halton's Management Committee. The plan aims to integrate sustainability practices into Halton Region's internal operations and contains 52 actions and 76 targets, along with implementation timelines.

CSAP implementation in 2013 was successful with the Region achieving 74 per cent of the annual targets. The Region continues to be recognized for sustainability efforts including attainment of the E3 Fleet Rating and implementation of the Smart Commute Halton program.

The Region's sustainable planning section continues to work to bring together a shared vision of community and corporate sustainability, the development of the sustainability lens and to guide the implementation and monitoring of ROPA 38.



# Recent Awards

Halton Region is a proven leader in financial planning. In addition to consistently attaining the highest possible credit rating, the Region has been recognized for exemplary budget preparation, receiving the following awards:

## Distinguished Budget Presentation Award

2014 Budget and Business Plan  
*The Government Finance Officers' Association of the United States and Canada (GOFA)*



## Canadian Award for Financial Reporting

2012 Annual Financial Report  
*The Government Finance Officers' Association of the United States and Canada (GOFA)*



Government Finance Officers Association

## Canadian Award for Financial Reporting

Presented to  
**Regional Municipality of Halton  
Ontario**

Halton Region has also received recognition for its innovative initiatives such as:

**Canada's Top 100 Employers (2015)**  
Top Employer in the Greater Toronto Area  
*Mediacorp Canada Inc.*

**Halton Employer of the Year Award (2013)**  
Smart Commute  
*Metrolinx*

**Service Quality Award of Excellence (2013)**  
Access Halton  
*Service Quality Measurement Group (SQM)*

**Project of the Year Award 2014  
(Civil Engineering Infrastructure)**  
Halton Zone 3 Interconnecting Watermain  
*Ontario Society of Professional Engineers*

**Project of the Year Award 2014  
(Civil Large Project Category)**  
North Oakville East Wastewater Pumping Station  
*Ontario Society of Professional Engineers*

**Bronze E3 Fleet Rating (2013)**  
Halton Region's Fleet  
*E3 Fleet Program*

**Gold Quill, Award of Excellence (2014)**  
Owls for Climate Change  
*International Association of Business Communicators*

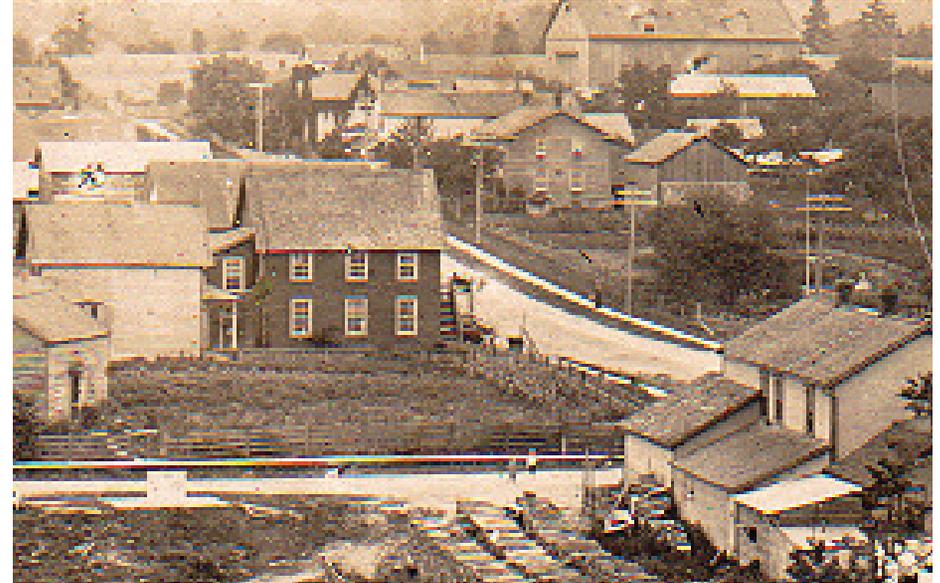
**Accreditation with Exemplary Standing (2013)**  
Services for Seniors Division  
*Accreditation Canada*



# Halton Region Incorporated in 1974

Halton County was named in 1816 after William Halton, secretary to Francis Gore who served intermittently as Lieutenant Governor of Upper Canada from 1806 to 1816.

In 1853, Halton became a separate county with its own governing council headed by a warden and included Nelson, Trafalgar, Esquesing and Nassageya Townships. By the 1900s, the County began to transition from lumber and wheat production to industry, with the P.L. Robertson Company, maker of the Robertson screw, as one of Milton's top employers. Dairy and fruit farms started up in response to demand from nearby urban centres. The Oakville Ford Plant, constructed in 1952, created 5,000 jobs and served as a major industrial employer for Halton. By 1961, less than 15 per cent of Halton residents were still farming. Government reforms in the late sixties led to a reorganization at the local level. In 1974, Halton County was reorganized into the Regional Municipality of Halton with four restructured municipalities (Burlington, Halton Hills, Milton and Oakville.)



Historic Campbellville

# Culture

## Destination Halton

*Less than an hour from  
Toronto and Niagara Falls*

Halton is defined by a varied and dramatic topography. Intersected by the Niagara Escarpment, a UNESCO World's Biosphere Reserve, and bounded on the south by 25 kilometres of frontage on Lake Ontario, Halton is known for its vistas and access to nature, arts, culture, heritage, leisure activities including golf, cycling, sport fishing, charter cruises, fantastic shopping and more – all year round.

Halton is home to the City of Burlington and the Towns of Halton Hills, Milton and Oakville combining the charms of small towns with the amenities, shopping and culinary delights of major urban centres.

## Stay *Accommodation*

Halton offers something for everyone: lakefront suites with spectacular views, quaint bed and breakfasts to modern hotels with quick and easy access to highways and camping.

**Halton.ca/accommodation**

for a list of accommodations  
and campsites in Halton



## Experience *Arts & Culture*

Halton is rich in diverse heritage and culture, from live performances, big band concerts and unique art exhibits to museums, historical properties, garden estates and the Royal Botanical Gardens, Canada's largest botanical garden.

**Halton.ca/arts**

for a list of upcoming events and  
cultural attractions



# Culture

## Indulge

*Shop & Dine*

From quaint downtowns to malls, Halton has a variety of shopping and dining experiences, including Canada's first Premium Outlets™ retail centre.

**Halton.ca/shop**

for a list of shopping and dining experiences

## Play

*See & Do*

Halton is a four season destination with both waterfront and escarpment activities including provincial parks, conservation areas and the Bruce Trail (Canada's oldest and longest footpath).

**Halton.ca/see**

for a list of outdoor venues

## Agri-Culture

*Farm Fresh Food & Fun*

Halton's roots are agricultural. The region is home to many farms, farmers' markets, farm festivals, horse farms and agricultural fairs.

**Halton.ca/simplylocal**

for a list of over 55 farms and what they offer



# Education

- Halton is located in the centre of an education triangle that includes over 16 colleges and universities within an hour's drive.
- Located in Burlington, Canada's highly ranked McMaster University's DeGroote School of Business offers MBA and executive education programs. Charles Sturt University, an Australian post-secondary institution, has a satellite campus in Burlington.
- The Sheridan Institute of Technology and Advanced Learning in Oakville offers a wide range of full-time day courses, including its renowned animation, fashion technique and design programs.
- Among Ontario's elementary and secondary schools, Halton schools are consistently highly ranked.
- Oakville's Appelby College is ranked among the top 25 private schools in Canada by TPS Canada.
- Halton's education offerings include French and French Immersion schools.



## Post-Secondary Education (Over age 25)<sup>1</sup>



# Hospitals

Halton Region is home to four hospitals, one in each of Halton's four communities:

## Halton Healthcare Services

- **Georgetown Hospital**  
Georgetown Hospital is completing a \$14.2 million construction/renovation project that will triple the size of its emergency department.
- **Milton District Hospital**  
Construction is expected to begin in 2015 on the Milton District Hospital expansion project that will focus on increasing the most in-demand services and facilities at Milton District Hospital.
- **Oakville-Trafalgar Memorial Hospital**  
The new Oakville hospital will replace the current hospital on Reynolds Drive and will offer a full range of acute health care services and state-of-the-art features and technologies. The new Oakville Hospital is scheduled to open in late 2015.

## Joseph Brant Hospital (Burlington)

The Hospital Redevelopment and Expansion Project at Joseph Brant Hospital is well underway and due to be completed in 2018.



Halton Healthcare



The new Oakville Hospital project is one of the largest healthcare redevelopment projects in Ontario's history.

# A Vibrant, Growing Community

Halton Region's population in 2013 was 518,311<sup>1</sup>. To meet the requirements of the Provincial *Places to Grow Act*, Halton is expected to grow to more than 753,000 people<sup>2</sup> by 2031, up from 502,000 in 2011. By 2041, Halton will double its size and become the fastest growing regional municipality in the GTA.

In 2013, there were 189,124 households<sup>3</sup> in Halton Region. Families living in Halton are among the most affluent in Ontario, earning an estimated average of \$130,000 in 2012 compared to \$92,000 in the rest of the province<sup>4</sup>.

Nearly 30 per cent of people new to Halton are foreign born compared to 12 per cent in the rest of the province<sup>5</sup>.

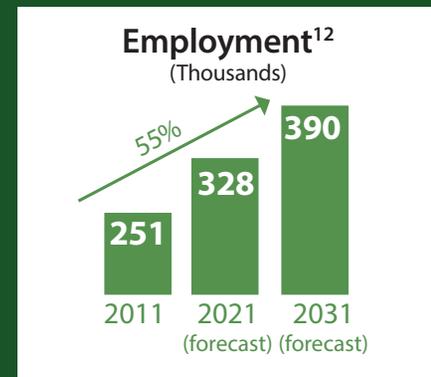
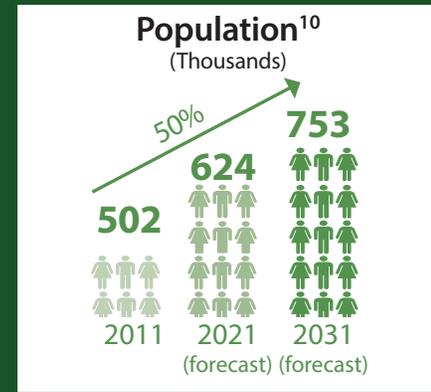
There are 38,955<sup>6</sup> businesses located in Halton employing a labour force of 310,906<sup>7</sup>. Halton Region's unemployment rate was 4.7 per cent in 2013, which was below the unemployment levels in the wider Greater Toronto Area and Ontario (8.1 per cent and 7.5 per cent, respectively)<sup>8</sup>. Employment is forecast to grow to 390,000 by 2031, up from 251,000 in 2011.

Commercial office investment activity in Halton reached a record high of \$532 million<sup>9</sup> in 2012. Overall, the commercial sector has seen average annual growth of 13 percent over the past 10 years.

- <sup>1</sup> June 2011 Best Planning Estimates
- <sup>2</sup> Projection population in 2031 will be 780,000, including census undercount
- <sup>3</sup> June 2011 Best Planning Estimates
- <sup>4</sup> Financial Post Markets - Canadian Demographics 2012
- <sup>5</sup> Statistics Canada 2006 Census
- <sup>6</sup> Statistics Canada 2012 (min \$30K in sales)
- <sup>7</sup> Financial Post Markets - Canadian Demographics 2012
- <sup>8</sup> 2013 average, unadjusted from the Labour Force Survey
- <sup>9</sup> June 2011 Best Planning Estimates
- <sup>10</sup> June 2011 Best Planning Estimates
- <sup>11</sup> Statistic Canada Monthly Building Permits Survey
- <sup>12</sup> June 2011 Best Planning Estimates



## GROWTH



# Local Economy

## Top 10 Private Sector Employers in Halton in 2013\*

|                                 |              |
|---------------------------------|--------------|
| Ford Motor Company of Canada    | Oakville     |
| Fearmans Pork Inc.              | Burlington   |
| Evertz Microsystems Ltd.        | Burlington   |
| Karmax Heavy Stamping           | Milton       |
| L-3 Communications Wescam Inc.  | Burlington   |
| The TDL Group Corporation       | Oakville     |
| Mold-Masters Ltd.               | Halton Hills |
| Gordon Food Service             | Milton       |
| AMEC Ltd.                       | Oakville     |
| GE Water + Process Technologies | Oakville     |

\* Based on number of employees

## Principal Corporate Property Taxpayers in 2013

|                                      |  |
|--------------------------------------|--|
| Canapen (Halton) Limited (Mapleview) | Burlington                                 |
| Ford Motor Company of Canada Limited | Oakville                                   |
| Sun Life Assurance of Canada         | Burlington, Halton Hills, Oakville         |
| RK Inc. (Burlington Mall)            | Burlington                                 |
| Union Gas                            | Burlington, Halton Hills, Milton, Oakville |
| Riocan Holdings Inc.                 | Burlington, Halton Hills, Milton           |
| Oakville Place Holdings Inc          | Oakville                                   |
| 2121049 Ontario Limited              | Oakville                                   |
| Calloway Reit                        | Halton Hills, Oakville                     |
| Target Canada T-7300                 | Milton                                     |

“When I ask innovative business leaders why they chose to locate in Halton, I hear a common theme: high quality of life. Employees are the most valuable asset of a business and Halton is where employees want to live. Our business-friendly environment, top notch infrastructure and highly educated workforce are truly Halton’s greatest strength.”

  
Regional Chair

# Budget and Business Plan 2015

## Policies & Procedures





# Policies & Procedures

## Presentation of Halton Region's Financial Information

### General Guidelines

Halton Region prepares and presents financial statements in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA).

### Basis of Accounting and Financial Reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned
- expenditures as they are incurred and measured through the receipt of goods or services and a legal obligation to pay.

As required at year-end, revenues and expenses that have not yet been processed are recognized and then reversed in the following year when the transaction is processed. Effective January 1, 2009, Halton Region began reporting tangible capital assets on annual financial statements as required by PSAB3150, Tangible Capital Assets.

Halton Region's "Fund Based" budget is converted to full accrual basis accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations which is adjusted to reflect interest on debt only, the amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and solid waste landfill closure and post closure expenses.

### Basis of Budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, rent and financial expenses, debt charges, reserve transfers, subsidy revenue and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities, water and wastewater treatment plants, along with the distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs are usually incurred in more than one fiscal year reflecting its multi-year nature.

Regional Council approves the operating and capital budgets each year for the period January 1 to December 31.



Skyway Wastewater Treatment Plant - Capital Project

The *Municipal Act*, O. Reg. 284/09 requires municipalities to budget for amortization expenses, post employment benefits, solid waste landfill closure and post closure expenses. If the municipality does not budget for these items, it must advise Council of these exclusions. Halton Region does not budget for these items, however staff reports on how these expenses are to be funded before Council adopts the annual budget.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Ontario Municipal Benchmarking Initiatives (OMBI) best practices in budgeting by allocating corporate support costs to service delivery departments. Corporate support costs are allocated to programs in accordance with the OMBI framework. Program chargebacks (Direct Program Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management and governance costs (Corporate Sustaining Chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' net controllable costs.

The use of this chargeback allocation method results in the distribution of net corporate support costs to direct service delivery areas.



## Fund Structure and Budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established, as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources – Tax Supported Services and Rate Supported Services.

**Operating Fund** – Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council approved policies, ensuring a closing balance of zero dollars in the operating fund.

**Capital Fund** – Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e. design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council approved policies.

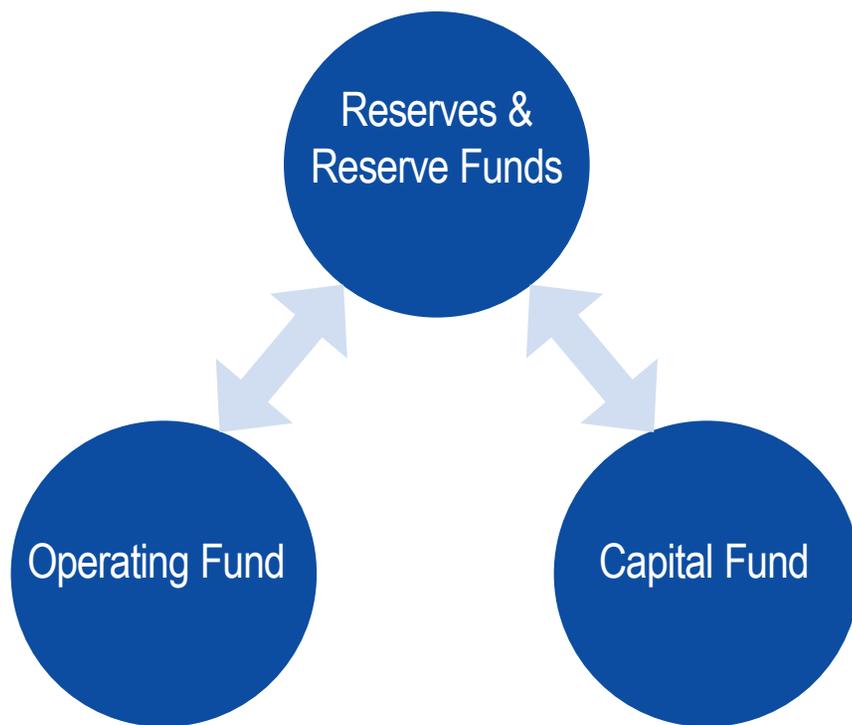
**Reserves & Reserve Funds** – The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Council Report CS-83-02, re: “Regional Reserve Policy”. General principles relating to the use of the reserves are set out in the front section of this document. Budgeted reserve transactions flow through either the operating or capital budgets.

Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DC) as provided for in the *Development Charges Act, 1997*. These funds are maintained in separate Reserve Funds that are restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

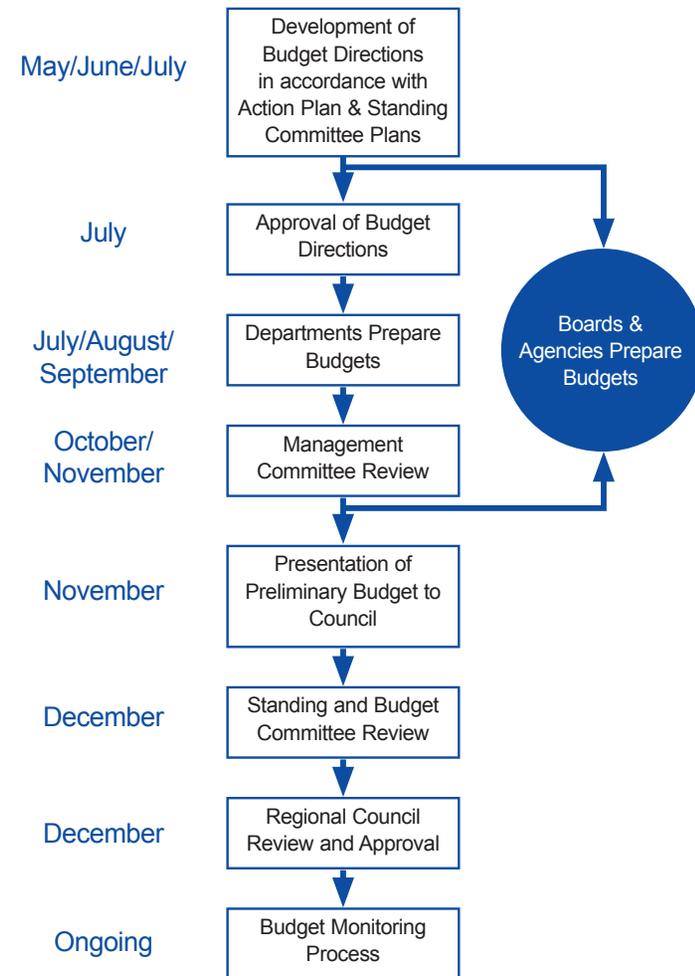
## Fund Relationships

The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



# Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring. Based on Council approved Action Plan and annual Standing Committee Plans in early spring, the Region develops the Budget Direction report. The Budget Direction Report is a policy document that establishes Council's program and fiscal priorities for the following year's budget and is considered by the Budget Review Committee and Regional Council. Staff use this as a guide in developing the following year's budget.



Note: In election years consideration and approval of the budget occur in January.

Operating departments prepare their preliminary budget requests based on the Council approved Budget Directions and Strategic Action Plans. Preliminary budgets are prepared by all Regional departments with the help of the Financial Planning & Budgets Division of the Region's Finance Department. Annually, staff prepare a Budget Information Package, which recommends cost and revenue increases for various budget components (e.g. general inflation, interest, etc.) and includes specific technical information for staff in preparing budgets and how to input them into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Staff in the Financial Planning & Budgets Division and Management Committee, comprising the Region's most senior staff, review preliminary budgets.

Budget review meetings are held in September and October with senior staff in each department. At this time, Financial Planning & Budgets Division staff also receive budget requests from the Boards & Agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies and then incorporated into the proposed budget.

The proposed budget document is compiled and presented to Council in late November. Each of the three Standing Committees and Budget Review Committee (BRC) reviews the document prior to Council approval in December. BRC is comprised of the chair of each standing committee and is chaired by the Regional Chair. In an election year, the committees begin reviewing the budget in January, with adoption targeted for late January. The Standing Committee reviews provide for public participation in the budget process.

**Proposed Budget** – As indicated previously, proposed budget is prepared based on Council approved Budget Direction, the most recent program pressures and economic data and iterative refinements and reviews by Management Committee.

Operating and Capital Budgets are prepared for services funded from property taxes (Tax Supported) and from water and wastewater utility rates (Rate Supported).



**Adoption of Budget** – Regional Council adopts the Budget by resolution as the Region’s annual Budget for the year beginning January 1 after it receives the recommendations from the BRC.

The Committee and Council meetings are open to the public and advertised in the local newspapers, through social media and on the Regional website. The following are dates for the review and consideration of the 2015 Budget and Business Plan:

- December 17, 2014 • Council Information Session
- January 13, 2015 • Budget Presentation to Health & Social Services Committee
- January 14, 2015 • Budget Presentation to Planning & Public Works Committee
- January 15, 2015 • Budget Presentation to Administration & Finance Committee
- January 26, 2015 • Budget Presentation to Budget Review Committee
- January 28, 2015 • Budget Presentation to Regional Council for Consideration

# Halton Region’s Financial Policies

## Balanced Budget

The Operating Budget is balanced with revenues equal to budgeted expenditures. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies or utility rate revenues equal to the shortfall, which will result in a balanced budget.

## Deficit Avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the Capital and Operating Budgets are reviewed. Alternatives are then identified to minimize the Region’s financial risks including drawing from reserves, reallocating budgets and expenditure constraints.

## Amendments to Approved Budget

The approved budget may be amended at the direction of Council provided the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of Provincial funding initiatives for fully subsidized operating programs. The capital budget is revised in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.



## Budget Monitoring and Reporting

The Region uses a real-time enterprise-wide financial system. Financial reports are available on demand to all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented annually to Council for year-to-date and year-end projections as at April 30, August 31 and December 31. Capital budget (life-to-date) variance and project closure reports are presented twice annually as at June 30 and December 31.

## Operating Fund Balance

Any actual surplus or deficit arising at year-end is transferred to or from a Tax or Rate Stabilization Reserve or other reserves as directed by Council. The targeted balances in the stabilization reserves are 10 per cent of total operating expenditures for tax-supported programs and 15 per cent for water and wastewater programs. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure. Given that personnel services account for approximately 33 per cent of the Region's total gross expenditures for all services, excluding the Halton Regional Police Service, any increase in staff complement is explicitly approved by Council. New positions, whether temporary or permanent, are approved through the Region's budget process.

## Master Plans & Asset Management Plans

Master Plans support the long-term program needs for Regional services including the Official Plan and the Asset Management Plans that ensure Regional Assets are maintained in a state of good repair. These plans are developed and updated regularly for specific programs including Housing, Regional Facilities, Paramedic Services, Transportation, Water & Wastewater, which then provide the basis for the annual budget and forecast requirements.

## Operating Budget Forecasts

Operating budget forecasts are prepared and reviewed annually for each program for a 10-year period, based on recommendations included in approved master plans, Asset Management Plans and requirements to maintain service levels and provide sustainable funding to maintain existing levels of service and Regional Assets in a state of good repair.

## Capital Budget Forecasts

Capital budget forecasts are presented annually to forecast expenditures on a project-by-project basis. The capital 10-year forecast includes major works required to upgrade, replace or construct capital infrastructure based on Master Plans and Asset Management Plans. The ongoing maintenance of this infrastructure is included in the operating budget. Financing of the forecast capital program (Master Plans and Asset Management Plans) is undertaken at a detailed level and established as a long-term financing plan. The long-term financing plan is then reviewed and approved through the annual budget process and presented in a summary level in the budget.

## Use of One-time Revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Council's direction.

## User Fees and Alternate Revenue Sources

The Region establishes cost recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full service cost to be recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

## Uses of Unpredictable Revenues

Certain revenues fluctuate widely year to year. At year-end, favourable revenue variances are transferred to the Stabilization Reserves or other reserves as approved by Council.

## Use of Supplementary Tax Revenue

Supplementary taxes are property tax revenue generated from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

## Debt Capacity

The Province sets a debt capacity guideline for municipalities of 25 per cent of own revenues. The Region's own guidelines (10 per cent of gross operating expenditures) translate to approximately 13 per cent of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

## Penny Rounding

As the Royal Canadian Mint is no longer distributing pennies as of February 4, 2013, and pennies are gradually being withdrawn from circulation, Halton Region adopted the Government of Canada's rounding guidelines for cash transactions in 2013.

## Reserve and Reserve Funds

### Halton Reserve Policy Summary (CS-83-02)

| Stabilization Reserves:                  |   |
|--|---|
| Purpose                                  | To address in-year, uncontrollable or unanticipated changes in economic conditions, funding or costs  |
| Target                                   | Tax stabilization 10% of gross expenditures<br>Rate stabilization 15% of gross expenditures   |
| Funding                                  | Shortfalls from the target should be funded from annual operating surpluses<br>Balances in excess of target can be used to finance one-time programs or to address deficiencies in other reserves |
| Authority to Access                      | Council authority required to access funds  |
| Interest Allocation                      | No interest to be allocated to these reserves   |
| Program Specific Reserves:               |   |
| Purpose                                  | To fund specific programs   |
| Target                                   | Financial plan required for each reserve and reviewed annually  |
| Funding                                  | Based on financial plan   |
| Authority to Access                      | Council authority required to access funds, normally established within annual budget or specific Council resolution  |
| Interest Allocation                      | No interest to be allocated to these reserves   |
| Vehicle/Building and Equipment Reserves: |   |
| Purpose                                  | To fund the maintenance and replacement of Regional assets  |
| Target                                   | Based on lifecycle costs of assets  |
| Funding                                  | Annual operating budget provisions<br>Shortfalls in funding may require funding from annual operating surpluses or transfers from other reserves  |
| Authority to Access                      | Council authority required to access funds, normally established within annual budget or specific Council resolution  |
| Interest Allocation                      | Interest allocation at year end based on actual interest earnings   |
| Capital Reserves:                        |   |
| Purpose                                  | To finance the Region's capital program   |
| Target                                   | Based on capital programs   |
| Funding                                  | Annual operating budget provisions<br>Supplementary taxes<br>Annual operating budget surpluses  |
| Authority to Access                      | Council authority required to access funds, normally established with annual budget or specific Council resolution delegated authority to staff re: project closures or tender awards             |
| Interest Allocation                      | Interest allocation at year end based on actual interest earnings   |





# Glossary

| Term   | Definition   |
|--|--|
| <b>Accrual Accounting</b>                        | Halton Region's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes expenses and revenues when there is a legal obligation to pay or be paid, not when cash is collected or paid. This is also the basis for developing the Region's budget        |
| <b>Actual</b>                                    | Actual revenue and expenditures incurred as opposed to budgeted revenues or expenditures for the fiscal year indicated   |
| <b>Allowance</b>                                 | A provision for an expected loss or reduction in the value of an asset so as to reduce the reported value of the asset to an amount which reflects its estimated realizable value  |
| <b>Amortization</b>                              | The annual cost of writing off the cost of an asset over a period of time  |
| <b>Annualization</b>                             | The cost of a full year of operation   |
| <b>Assessment</b>                                | A value that is established for real property for use as a basis for property taxes  |
| <b>Base Budget</b>                               | The budget required to maintain the service levels as established by the previous year's budget  |
| <b>Benchmarking</b>                              | Determining the quality of products, services and practices by measuring critical factors (e.g. how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors  |
| <b>Boards &amp; Agencies</b>                     | Autonomous bodies which receive funding from Halton Region, including the Halton Regional Police Service, Royal Botanical Gardens, Conservation Halton, Grand River Conservation Authority and Credit Valley Conservation  |
| <b>Budget</b>                                    | A financial plan for a specified period of time (fiscal year) that estimates all planned revenues and expenditures for various municipal services  |
| <b>Budget Document</b>                           | The official written statement prepared by staff, which presents the proposed budget to Regional Council   |
| <b>Canadian Union of Public Employees (CUPE)</b> | The Canadian Union of Public Employees is Canada's largest union, with over 628,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and child care, municipalities, social services, libraries, utilities, transportation, airlines and more |
| <b>Capital Budget and Forecast</b>               | A plan of proposed capital expenditures to be incurred in the current year and over a period of nine future years identifying each capital project and the method of financing   |

## Term

## Definition

|  |  |
|--|--|
| <b>Capital Expenditure</b>                         | An expense for the acquisition, renovation, maintenance or replacement of fixed assets resulting in an extension of the assets' useful life; or an expenditure to purchase or construct a specific capital asset or project which span more than one fiscal year, having a value of at least \$10,000. Typically, a capital expense encompasses a purchase of land and/or the construction of a building or facility |
| <b>Citizens' Priorities</b>                        | On June 22, 2011 Regional Council approved <i>The Citizens' Priorities - Halton Region's 2011-2014 Action Plan</i> . Each new term, Halton Regional Council develops a plan to reflect Council's priorities and focus on what services are important to Halton residents   |
| <b>Case Mix Index (CMI)</b>                        | The Case Mix Index is the Provincial measurement used for assessing the level of care required for residents at each long-term care facility relative to the Provincial average of 100   |
| <b>Complement</b>                                  | The total number of full-time equivalent staff positions approved by Council   |
| <b>Contingency</b>                                 | An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year  |
| <b>Corporate Sustaining Chargeback</b>             | A method that is used to allocate costs which are required for corporate management purposes, generally fixed in nature, and not directly or indirectly consumed through a service delivery process  |
| <b>Current Value Assessment (CVA)</b>              | Real estate property value that is determined under the direction of the Province of Ontario as a basis for levying property taxes   |
| <b>Debenture Debt</b>                              | The payment of interest and repayment of principal to holders of the Region's debt instruments   |
| <b>Debt Payment</b>                                | The payment of principal and interest on borrowed funds  |
| <b>Deficit</b>                                     | The excess of expenditures over revenues in a fund over an accounting period   |
| <b>Development Charges (DC)</b>                    | Charges collected from developers which are imposed under the <i>Development Charges Act</i> when land is developed  |
| <b>Development Charges By-law (DCB)</b>            | By-law approved by Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i>  |
| <b>Early Learning and Child Development (ELCD)</b> | Early Learning and Child Development (formerly known as Best Start) funding is for expenditures in licensed child care programs. Some examples include wage subsidies, fee subsidies, and services for children with special needs.  |
| <b>Environmental Assessment (EA)</b>               | A process to predict the effects of proposed initiatives on the environment  |
| <b>Expenditure</b>                                 | The disbursement of appropriated funds to purchase goods and/or services   |
| <b>Fees &amp; Charges</b>                          | Charges for expenses incurred when services are provided to an individual or groups rather than the community at large   |

## Term

## Definition

|  |   |
|--|---|
| <b>Fiscal Year</b>                                     | The 12 month accounting period for recording financial transactions. The Region of Halton's fiscal year is from January 1st to December 31st  |
| <b>Fleet</b>   | The vehicles owned and operated by the Region   |
| <b>Fringe Benefits</b>                                 | Payment to which participants may be entitled under a plan, including pension benefits  |
| <b>Full Day Kindergarten (FDK)</b>                     | Full day junior and senior kindergarten for four and five year olds in public and separate schools  |
| <b>Full-time Equivalent (FTE)</b>                      | A measure of staffing equivalent to that produced by one person working full-time for one year  |
| <b>Generally Accepted Accounting Principles (GAAP)</b> | Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting   |
| <b>Geographic Information System (GIS)</b>             | A system that integrates existing regional graphic and tabular spatial data into a common shared database   |
| <b>GO Transit</b>                                      | An inter-municipal transit system throughout the GTA  |
| <b>Government Finance Officers Association (GFOA)</b>  | A professional association of government finance officers in the United States and Canada identifying and developing financial policies and best practices through education, training, facilitation of member networking, and leadership |
| <b>Grant</b>   | A monetary contribution by one governmental unit or other organization to another. The Provincial and Federal Governments make these contributions to local governments. Halton Region provides grants to various social service agencies |
| <b>Greater Toronto Area (GTA)</b>                      | The geographic area of jurisdiction of the City of Toronto and the four surrounding regional municipalities of Durham, Halton, Peel and York  |
| <b>Halton Community Housing Corporation (HCHC)</b>     | Halton Region provides management services for the Halton Community Housing Corporation, which is a separate corporation that owns and manages 1,961 social housing units in Halton   |
| <b>Halton Region</b>                                   | The geographic area made up of the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville  |
| <b>Halton Regional Police Service (HRPS)</b>           | The Halton Regional Police Service contributes to the safety and well-being of the Region's 500,000 residents   |
| <b>Halton Regional Police Services Board (HRPSB)</b>   | The governing body for the Halton Regional Police Service   |
| <b>Halton Region Official Plan (OP)</b>                | Outlines the long-term vision for Halton's physical form and community character in accordance with the <i>Planning Act</i>   |

## Term

## Definition

|   |  |
|---|--|
| <b>Inflation</b>  | A rise in price levels caused by general economic activity and growth  |
| <b>Investment Income</b>                                      | Revenue associated with the Region's cash management activities of investing cash balances   |
| <b>Investment in Affordable Housing (IAH)</b>                 | The Investment in Affordable Housing program is new Federal / Provincial funding that builds on the principles of Ontario's Long-Term Affordable Housing Strategy  |
| <b>Integrated Planning and Financial System (IPFS)</b>        | An automated software application which sets out the infrastructure costs and staging associated with replacement of infrastructure and servicing new growth areas   |
| <b>Levy</b>   | Property taxation funding which is raised through taxes  |
| <b>Long-Term Care (LTC)</b>                                   | Related to services for senior citizens  |
| <b>Local Municipality</b>                                     | A municipality within a region (e.g. the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville within Halton Region)   |
| <b>Municipal Performance Measurement Program (MPMP)</b>       | A Provincial initiative designed to provide taxpayers with useful quantified information on service delivery and municipalities with a tool to improve those services over time. The program requires municipalities to collect data to measure their performance in nine core municipal service areas |
| <b>Municipal Property Assessment Corporation (MPAC)</b>       | Established by the <i>Municipal Property Assessment Corporation Act</i> , MPAC administers and determines a uniform, province-wide system of current value assessment for all properties   |
| <b>ML/d</b>   | Megalitres per day   |
| <b>Ontario Disability Support Payments (ODSP)</b>             | An income redistribution program previously funded by the Province (80 per cent) and the Region (20 per cent) to provide payments to disabled individuals who are unable to work; Municipal funding for this program was completely phased out by 2011   |
| <b>Ontario Municipal Board (OMB)</b>                          | An independent adjudicative tribunal established under statute by the Province. The Board hears appeals and applications on a wide range of municipal and land-related matters   |
| <b>Ontario Municipal CAO's Benchmarking Initiative (OMBI)</b> | A partnership project to encourage service excellence in municipal government. Participating municipalities are working together to identify and share performance statistics and operational best practices   |
| <b>Ontario Municipal Employees Retirement System (OMERS)</b>  | A local government pension plan coordinated by the Province of Ontario and funded from municipal employee and employer contributions   |
| <b>Ontario Nurses' Association (ONA)</b>                      | Ontario Nurses' Association is the union representing 60,000 registered nurses and allied health professionals and more than 14,000 nursing students providing care in hospitals, long-term care facilities, public health, the community, clinics and industry  |

## Term

## Definition

|   |   |
|---|---|
| <b>Ontario Public Service Employees Union (OPSEU)</b> | Ontario Public Service Employees Union is a union in Ontario for public sector workers. OPSEU has about 130,000 members across the province in hospitals, services for families and children, art galleries, ambulance services, school boards, municipal offices, mental health services, correctional services and more   |
| <b>Ontario Works (OW)</b>                             | A Provincial program jointly funded with the Region, administered by the Region to provide social assistance to residents; the Province will fund this completely by 2018   |
| <b>Operating Budget</b>                               | The budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide government services for the current year   |
| <b>Performance Measure</b>                            | Data collected to determine how effective and/or efficient a program is in achieving its objectives   |
| <b>Performance Indicators (PIs)</b>                   | Specific quantitative measures of a Department's / Program's work performed or results obtained toward meeting an objective   |
| <b>Program</b>  | A Regional business unit formed to provide a specific type of service (e.g. Public Health, Waste Management)  |
| <b>Property Tax</b>                                   | A tax levied on the assessed value of real estate   |
| <b>Province</b>                                       | The Province of Ontario   |
| <b>Provincial Offences Act (POA)</b>                  | This Act governs how charges are processed and prosecuted. It applies to all provincial statutes as well as municipal by-laws and some minor federal contraventions. Most of the POA offences are related to the <i>Highway Traffic Act</i> , the <i>Compulsory Automobile Insurance Act</i> , the <i>Liquor Licence Act</i> or the <i>Trespass to Property Act</i> |
| <b>Public Sector Accounting Board (PSAB)</b>          | A board under the Canadian Institute of Chartered Accountants (CICA) which develops standards for municipal financial reporting   |
| <b>Regional Official Plan Amendment (ROPA)</b>        | A change to the Official Plan. It could be site specific, when an applicant wants permission for a land use in a location that conflicts with the existing plan, or it could be a policy change that affects all or part of the Region  |
| <b>Reserve</b>  | An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. An example of the Region's reserve is: Tax Stabilization Reserve  |
| <b>Reserve Fund</b>                                   | Assets segregated and restricted to meet the purpose of the reserve fund, they may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated) e.g. Development Charges Reserve Funds or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project)                  |
| <b>Revenue</b>  | Funds that a government receives as income. It includes such items as tax payments, fines, grants and interest income   |

## Term

## Definition

|  |  |
|--|--|
| <b>Strategic Investments</b>             | Any proposed variation in the budgeted expenditures or revenues which are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council's consideration   |
| <b>Systems Application Process (SAP)</b> | Software used for the Region's financial and Human Resources information system  |
| <b>Supplementary Taxes</b>               | Property taxes resulting from assessment added to the tax roll after January 1st of a given tax year   |
| <b>Surplus</b>                           | Total revenues from current operations exceed total expenditures   |
| <b>Tangible Capital Assets (TCA)</b>     | Non-financial assets with physical substance that: are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations |
| <b>Tax Levy</b>                          | The total amount to be received by property taxes for operating and debt service purposes specified in the annual Tax Levy By-Law  |
| <b>Tax Rate</b>                          | The actual rate of tax applied to the Current Value Assessment to determine taxes payable  |
| <b>Waste Diversion Ontario (WDO)</b>     | An entity established to enable government, municipalities, and industry to work together to help financially sustain Ontario's municipal waste diversion programs   |
| <b>Wastewater Treatment Plant (WWTP)</b> | Halton Region owns and operates seven Wastewater Treatment Plants that treat almost 213,000 cubic metres of wastewater every day   |
| <b>Water Purification Plant (WPP)</b>    | Halton Region delivers safe, high quality and cost-effective drinking water through Halton-owned and operated state-of-the-art Water Purification Plants. Halton is committed to the important responsibility of providing safe, clean drinking water  |

# Budget and Business Plan 2015

## Operating Budget



OPERATING BUDGET



# Budget and Business Plan 2015

## Tax Details





# Tax Supported Budget Summary

|                   | 2014                  |                       | 2015                  |                       |                       | Change in Budget           |             |                                 |             |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|-------------|---------------------------------|-------------|
|                   | Approved Budget       | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Regional Services | \$ 225,100,502        | \$ 223,601,901        | \$ 230,824,540        | \$ 1,522,891          | \$ 232,347,431        | \$ 5,724,038               | 2.5%        | \$ 7,246,929                    | 3.2%        |
| Police Services   | 130,124,316           | 130,124,316           | 133,944,701           | 863,000               | 134,807,701           | 3,820,385                  | 2.9%        | 4,683,385                       | 3.6%        |
| <b>Total</b>      | <b>\$ 355,224,818</b> | <b>\$ 353,726,217</b> | <b>\$ 364,769,241</b> | <b>\$ 2,385,891</b>   | <b>\$ 367,155,132</b> | <b>\$ 9,544,423</b>        | <b>2.7%</b> | <b>\$ 11,930,314</b>            | <b>3.4%</b> |

| Summary of Tax Changes<br>(With 1.7% Weighted Assessment Growth) |             |                       |                  |                   |
|--|-------------|-----------------------|------------------|-------------------|
|  | 2015        |                       |                  | 2015              |
|  | Base Budget | Strategic Investments | Requested Budget | Budget Directions |
| Regional Services  | 0.8%        | 0.7%                  | 1.5%             | 1.8%              |
| Police Services  | 1.2%        | 0.7%                  | 1.9%             |                   |
| <b>Total</b>   | <b>1.0%</b> | <b>0.7%</b>           | <b>1.6%</b>      |                   |

# Net Program Expenditure – Tax

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

| Comparison Of 2015 Requested And 2014 Approved   |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
|--|---------------------|---------------------|-------------------|---------------------|-------------------|-----------------------|-------------------|----------------------------|--------------|---------------------------------|-------------|
| Operating Budget For Tax Supported Services      |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
| Net Dollars                                      | 2012                | 2013                | 2014              |                     | 2015              |                       |                   | Change in Budget           |              |                                 |             |
|  | Actuals             | Actuals             | Approved Budget   | Projected Actual    | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |             |
| <b>Health Department</b>                         |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
| General Health                                   | \$ 1,541,762        | \$ 1,589,286        | \$ 1,611,764      | \$ 1,529,665        | \$ 1,530,389      | \$ -                  | \$ 1,530,389      | \$ (81,375)                | -5.0%        | \$ (81,375)                     | -5.0%       |
| Community Health Services                        | 5,325,592           | 5,695,613           | 6,029,308         | 6,085,308           | 6,237,850         | -                     | 6,237,850         | 208,542                    | 3.5%         | 208,542                         | 3.5%        |
| Chronic Disease Prev'n and Oral Health           | 1,502,038           | 1,705,135           | 1,737,857         | 1,790,457           | 1,867,007         | -                     | 1,867,007         | 129,150                    | 7.4%         | 129,150                         | 7.4%        |
| Health Protection Services                       | 3,932,292           | 4,462,314           | 5,055,765         | 4,836,264           | 5,212,544         | 87,316                | 5,299,860         | 156,780                    | 3.1%         | 244,096                         | 4.8%        |
| <b>Total Public Health</b>                       | <b>12,301,684</b>   | <b>13,452,347</b>   | <b>14,434,694</b> | <b>14,241,694</b>   | <b>14,847,790</b> | <b>87,316</b>         | <b>14,935,106</b> | <b>413,097</b>             | <b>2.9%</b>  | <b>500,413</b>                  | <b>3.5%</b> |
| Paramedic Services                               | 15,276,634          | 15,420,824          | 16,153,832        | 15,753,532          | 15,681,615        | 537,795               | 16,219,410        | (472,217)                  | -2.9%        | 65,578                          | 0.4%        |
| <b>Total Health</b>                              | <b>27,578,318</b>   | <b>28,873,171</b>   | <b>30,588,526</b> | <b>29,995,226</b>   | <b>30,529,405</b> | <b>625,111</b>        | <b>31,154,516</b> | <b>(59,121)</b>            | <b>-0.2%</b> | <b>565,990</b>                  | <b>1.9%</b> |
| <b>Social &amp; Community Services</b>           |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
| Children's Services                              | 10,808,767          | 12,141,258          | 12,727,951        | 12,005,977          | 12,862,175        | -                     | 12,862,175        | 134,224                    | 1.1%         | 134,224                         | 1.1%        |
| Employment, Housing & Social Services            | 33,790,779          | 32,704,518          | 40,886,388        | 41,074,065          | 42,174,739        | -                     | 42,174,739        | 1,288,351                  | 3.2%         | 1,288,351                       | 3.2%        |
| Quality & Community Innovation                   | 10,659,393          | 12,180,539          | 5,393,035         | 5,284,535           | 5,544,726         | 325,000               | 5,869,726         | 151,691                    | 2.8%         | 476,691                         | 8.8%        |
| Services for Seniors                             | 17,976,564          | 17,163,711          | 17,386,246        | 16,980,846          | 17,876,150        | -                     | 17,876,150        | 489,905                    | 2.8%         | 489,905                         | 2.8%        |
| <b>Total Social &amp; Community Services</b>     | <b>73,235,503</b>   | <b>74,190,026</b>   | <b>76,393,620</b> | <b>75,345,423</b>   | <b>78,457,790</b> | <b>325,000</b>        | <b>78,782,790</b> | <b>2,064,171</b>           | <b>2.7%</b>  | <b>2,389,171</b>                | <b>3.1%</b> |
| <b>Legislative &amp; Planning Services</b>       |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
| Planning Services                                | 7,374,053           | 8,225,955           | 8,991,035         | 8,900,135           | 9,324,557         | -                     | 9,324,557         | 333,522                    | 3.7%         | 333,522                         | 3.7%        |
| Economic Development                             | 1,395,903           | 1,964,932           | 2,031,383         | 2,008,033           | 2,191,311         | -                     | 2,191,311         | 159,928                    | 7.9%         | 159,928                         | 7.9%        |
| <b>Total Legislative &amp; Planning Services</b> | <b>8,769,956</b>    | <b>10,190,886</b>   | <b>11,022,418</b> | <b>10,908,168</b>   | <b>11,515,868</b> | <b>-</b>              | <b>11,515,868</b> | <b>493,450</b>             | <b>4.5%</b>  | <b>493,450</b>                  | <b>4.5%</b> |
| <b>Public Works:</b>                             |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
| Transportation                                   | 41,236,240          | 42,449,079          | 44,825,190        | 45,019,890          | 46,092,804        | -                     | 46,092,804        | 1,267,614                  | 2.8%         | 1,267,614                       | 2.8%        |
| Waste Management Services                        | 37,448,897          | 38,530,569          | 38,776,437        | 38,376,437          | 39,535,960        | -                     | 39,535,960        | 759,523                    | 2.0%         | 759,523                         | 2.0%        |
| <b>Total Public Works</b>                        | <b>78,685,137</b>   | <b>80,979,648</b>   | <b>83,601,627</b> | <b>83,396,327</b>   | <b>85,628,764</b> | <b>-</b>              | <b>85,628,764</b> | <b>2,027,137</b>           | <b>2.4%</b>  | <b>2,027,137</b>                | <b>2.4%</b> |
| <b>Corporate Administration</b>                  |                     |                     |                   |                     |                   |                       |                   |                            |              |                                 |             |
| Corporate Administration                         | (630,322)           | (403,409)           | -                 | (902,000)           | -                 | -                     | -                 | -                          | 0.0%         | -                               | 0.0%        |
| <b>Total Corporate Administration</b>            | <b>\$ (630,322)</b> | <b>\$ (403,409)</b> | <b>\$ -</b>       | <b>\$ (902,000)</b> | <b>\$ -</b>       | <b>\$ -</b>           | <b>\$ -</b>       | <b>\$ -</b>                | <b>0.0%</b>  | <b>\$ -</b>                     | <b>0.0%</b> |

**Comparison Of 2015 Requested And 2014 Approved  
Operating Budget For Tax Supported Services**

| Net Dollars   | 2012                  | 2013                  | 2014                  |                       | 2015                  |                       |                       | Change in Budget           |             |                                 |             |  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|-------------|---------------------------------|-------------|--|
|   | Actuals               | Actuals               | Approved Budget       | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |  |
| <b>Non-Program Items &amp; Fiscal Transactions</b>    |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| Supplementary Tax Revenue                             | \$ (4,803,733)        | \$ (5,710,527)        | \$ (8,100,000)        | \$ (7,600,000)        | \$ (7,600,000)        | \$ -                  | \$ (7,600,000)        | \$ 500,000                 | -6.2%       | \$ 500,000                      | -6.2%       |  |
| Tax Policy Expenditures                               | 298,970               | 369,906               | 298,000               | 328,000               | 298,000               | -                     | 298,000               | -                          | 0.0%        | -                               | 0.0%        |  |
| Assessment Services                                   | 8,100,402             | 8,224,501             | 8,486,300             | 8,372,300             | 8,528,700             | -                     | 8,528,700             | 42,400                     | 0.5%        | 42,400                          | 0.5%        |  |
| General Expenditures                                  | 21,505,979            | 24,654,542            | 22,653,754            | 23,102,200            | 22,932,648            | 572,780               | 23,505,428            | 278,894                    | 1.2%        | 851,674                         | 3.8%        |  |
| 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                               | (1,260,531)           | (1,430,595)           | (1,400,000)           | (1,400,000)           | (1,400,000)           | -                     | (1,400,000)           | -                          | 0.0%        | -                               | 0.0%        |  |
| Payments-in-Lieu of Taxes                             | (2,845,657)           | (2,889,606)           | (2,450,000)           | (2,450,000)           | (2,450,000)           | -                     | (2,450,000)           | -                          | 0.0%        | -                               | 0.0%        |  |
| Right-of-Way Taxes                                    | (1,261,388)           | (1,253,134)           | (1,350,000)           | (1,350,000)           | (1,350,000)           | -                     | (1,350,000)           | -                          | 0.0%        | -                               | 0.0%        |  |
| Tax Write-Off Provision                               | 5,101,392             | 5,499,714             | 4,365,000             | 4,865,000             | 4,365,000             | -                     | 4,365,000             | -                          | 0.0%        | -                               | 0.0%        |  |
| GTA Pooling   | 5,848,000             | -                     | -                     | -                     | -                     | -                     | -                     | -                          | 0.0%        | -                               | 0.0%        |  |
| <b>Total Non-Prog Items &amp; Fiscal Transactions</b> | <b>22,932,635</b>     | <b>19,714,000</b>     | <b>14,752,254</b>     | <b>16,116,700</b>     | <b>15,573,548</b>     | <b>572,780</b>        | <b>16,146,328</b>     | <b>821,294</b>             | <b>5.6%</b> | <b>1,394,074</b>                | <b>9.4%</b> |  |
| <b>Boards and Agencies</b>                            |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| Conservation Authorities                              | 7,510,120             | 7,705,521             | 8,016,792             | 8,016,792             | 8,382,873             | -                     | 8,382,873             | 366,081                    | 4.6%        | 366,081                         | 4.6%        |  |
| RBG and Special Grants                                | 711,371               | 714,198               | 725,266               | 725,266               | 736,295               | -                     | 736,295               | 11,029                     | 1.5%        | 11,029                          | 1.5%        |  |
| <b>Total Boards and Agencies</b>                      | <b>8,221,491</b>      | <b>8,419,719</b>      | <b>8,742,058</b>      | <b>8,742,058</b>      | <b>9,119,168</b>      | <b>-</b>              | <b>9,119,168</b>      | <b>377,110</b>             | <b>4.3%</b> | <b>377,110</b>                  | <b>4.3%</b> |  |
| <b>Net Regional Impact Expenditure</b>                | <b>218,792,718</b>    | <b>221,964,042</b>    | <b>225,100,502</b>    | <b>223,601,901</b>    | <b>230,824,540</b>    | <b>1,522,891</b>      | <b>232,347,431</b>    | <b>5,724,041</b>           | <b>2.5%</b> | <b>7,246,932</b>                | <b>3.2%</b> |  |
| <b>Halton Regional Police Service</b>                 |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| Police Service  | 113,137,916           | 120,642,984           | 124,517,972           | 124,517,972           | 127,818,512           | 863,000               | 128,681,512           | 3,300,540                  | 2.7%        | 4,163,540                       | 3.3%        |  |
| Police Service - Debt Charges                         | 3,490,597             | 3,491,296             | 3,556,912             | 3,556,912             | 5,888,460             | -                     | 5,888,460             | 2,331,548                  | 65.5%       | 2,331,548                       | 65.5%       |  |
| Police Service - Reserves/Capital Transfers           | 5,597,672             | 2,820,389             | 2,049,432             | 2,049,432             | 237,729               | -                     | 237,729               | (1,811,703)                | -88.4%      | (1,811,703)                     | -88.4%      |  |
| <b>Total Halton Regional Police Service</b>           | <b>122,226,186</b>    | <b>126,954,669</b>    | <b>130,124,316</b>    | <b>130,124,316</b>    | <b>133,944,701</b>    | <b>863,000</b>        | <b>134,807,701</b>    | <b>3,820,385</b>           | <b>2.9%</b> | <b>4,683,385</b>                | <b>3.6%</b> |  |
| <b>Net Regional Levy Requirement</b>                  | <b>\$ 341,018,904</b> | <b>\$ 348,918,711</b> | <b>\$ 355,224,818</b> | <b>\$ 353,726,217</b> | <b>\$ 364,769,241</b> | <b>\$ 2,385,891</b>   | <b>\$ 367,155,132</b> | <b>\$ 9,544,426</b>        | <b>2.7%</b> | <b>\$ 11,930,317</b>            | <b>3.4%</b> |  |



The following table sets out the Corporate Administration costs included in the Program expenditures in the preceding tables.

| Comparison Of 2015 Requested And 2014 Approved<br>Operating Budget for Tax Supported Services |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|
| Net Dollars   | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              |                                 |              |
|   | Actuals              | Actuals              | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| <b>Corporate Administration Costs<br/>Included Program Costs</b>                              |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |
| <b>Finance</b>  |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |
| Administration  | \$ 319,350           | \$ 330,340           | \$ 334,700           | \$ 334,700           | \$ 340,280           | \$ -                  | \$ 340,280           | \$ 5,580                   | 1.7%         | \$ 5,580                        | 1.7%         |
| Financial Planning & Budgets  | 1,212,567            | 1,258,363            | 1,114,659            | 1,114,859            | 1,142,475            | -                     | 1,142,475            | 27,816                     | 2.5%         | 27,816                          | 2.5%         |
| Financial & Purchasing Services   | 2,974,961            | 3,027,885            | 3,087,385            | 3,087,385            | 3,168,435            | -                     | 3,168,435            | 81,050                     | 2.6%         | 81,050                          | 2.6%         |
| Information Technology  | 10,082,112           | 10,538,724           | 10,863,086           | 10,865,686           | 11,189,751           | 102,700               | 11,292,451           | 326,665                    | 3.0%         | 429,365                         | 4.0%         |
| <b>Total Finance</b>  | <b>14,588,991</b>    | <b>15,155,312</b>    | <b>15,399,830</b>    | <b>15,402,630</b>    | <b>15,840,941</b>    | <b>102,700</b>        | <b>15,943,641</b>    | <b>441,111</b>             | <b>2.9%</b>  | <b>543,811</b>                  | <b>3.5%</b>  |
| <b>Office of the CAO</b>  |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |
| Chief Administrative Officer  | 631,325              | 659,345              | 504,242              | 504,242              | 511,475              | -                     | 511,475              | 7,233                      | 1.4%         | 7,233                           | 1.4%         |
| Policy Integration & Communications   | 4,604,774            | 4,770,437            | 3,953,392            | 3,957,392            | 4,486,272            | -                     | 4,486,272            | 532,880                    | 13.5%        | 532,880                         | 13.5%        |
| Internal Audit  | 301,110              | 431,190              | 436,355              | 436,355              | 564,885              | -                     | 564,885              | 128,530                    | 29.5%        | 128,530                         | 29.5%        |
| Business Planning & Corporate Initiatives   | 857,400              | 887,310              | 1,615,746            | 1,543,946            | 1,310,366            | -                     | 1,310,366            | (305,380)                  | -18.9%       | (305,380)                       | -18.9%       |
| Human Resource Services   | 3,489,151            | 3,622,860            | 3,706,373            | 3,733,520            | 3,814,857            | -                     | 3,814,857            | 108,484                    | 2.9%         | 108,484                         | 2.9%         |
| <b>Total Office of the CAO</b>  | <b>9,883,760</b>     | <b>10,371,143</b>    | <b>10,216,108</b>    | <b>10,175,455</b>    | <b>10,687,855</b>    | <b>-</b>              | <b>10,687,855</b>    | <b>471,747</b>             | <b>4.6%</b>  | <b>471,747</b>                  | <b>4.6%</b>  |
| <b>Office of the Chair &amp; Regional Council</b>   |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |
| Office of the Chair   | 527,650              | 545,010              | 552,049              | 552,349              | 560,058              | -                     | 560,058              | 8,009                      | 1.5%         | 8,009                           | 1.5%         |
| Regional Council  | 1,167,650            | 1,253,710            | 1,280,650            | 1,280,650            | 1,245,960            | -                     | 1,245,960            | (34,690)                   | -2.7%        | (34,690)                        | -2.7%        |
| <b>Council</b>  | <b>1,695,300</b>     | <b>1,798,720</b>     | <b>1,832,699</b>     | <b>1,832,999</b>     | <b>1,806,018</b>     | <b>-</b>              | <b>1,806,018</b>     | <b>(26,681)</b>            | <b>-1.5%</b> | <b>(26,681)</b>                 | <b>-1.5%</b> |
| <b>Legislative &amp; Planning Services</b>  |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |
| LPS Administration  | 357,600              | 370,690              | 376,450              | 376,450              | 381,730              | -                     | 381,730              | 5,280                      | 1.4%         | 5,280                           | 1.4%         |
| Economic Development<br>(Physican Recruitment)  | 204,300              | 205,110              | 199,020              | 199,020              | 201,370              | -                     | 201,370              | 2,350                      | 1.2%         | 2,350                           | 1.2%         |
| Asset Management  | 7,500,997            | 8,001,753            | 8,219,224            | 8,224,224            | 8,420,340            | 91,624                | 8,511,964            | 201,116                    | 2.4%         | 292,740                         | 3.6%         |
| Legal Services  | 2,275,000            | 2,381,720            | 2,437,245            | 2,437,445            | 2,510,905            | 378,456               | 2,889,361            | 73,660                     | 3.0%         | 452,116                         | 18.6%        |
| Regional Clerk & Council Services   | 1,411,879            | 1,451,451            | 1,711,950            | 1,712,050            | 1,744,720            | -                     | 1,744,720            | 32,770                     | 1.9%         | 32,770                          | 1.9%         |
| <b>Total Legislative &amp; Planning Services</b>  | <b>11,749,777</b>    | <b>12,410,724</b>    | <b>12,943,889</b>    | <b>12,949,189</b>    | <b>13,259,065</b>    | <b>470,080</b>        | <b>13,729,145</b>    | <b>315,176</b>             | <b>2.4%</b>  | <b>785,256</b>                  | <b>6.1%</b>  |
| <b>Total Corporate Administration Costs</b>   | <b>\$ 37,917,827</b> | <b>\$ 39,735,899</b> | <b>\$ 40,392,525</b> | <b>\$ 40,360,272</b> | <b>\$ 41,593,878</b> | <b>\$ 572,780</b>     | <b>\$ 42,166,658</b> | <b>\$ 1,201,353</b>        | <b>3.0%</b>  | <b>\$ 1,774,133</b>             | <b>4.4%</b>  |

# Net Program Expenditure – by Committee

The following tables set out the net levy requirement by standing committee.

| Comparison of 2015 Requested and 2014 Approved |                       |                       |                       |                       |                       |                       |                       |                            |              |                                 |             |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|--------------|---------------------------------|-------------|
| Operating Budget                               |                       |                       |                       |                       |                       |                       |                       |                            |              |                                 |             |
| Net Dollars                                    | 2012                  | 2013                  | 2014                  |                       | 2015                  |                       |                       | Change in Budget           |              |                                 |             |
|  | Actuals               | Actuals               | Approved Budget       | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |             |
| <b>Health &amp; Social Services</b>            |                       |                       |                       |                       |                       |                       |                       |                            |              |                                 |             |
| <b>Health Department:</b>                      |                       |                       |                       |                       |                       |                       |                       |                            |              |                                 |             |
| General Health                                 | \$ 1,541,762          | \$ 1,589,286          | \$ 1,611,764          | \$ 1,529,665          | \$ 1,530,389          | \$ -                  | \$ 1,530,389          | \$ (81,375)                | -5.0%        | \$ (81,375)                     | -5.0%       |
| Community Health Services                      | 5,325,592             | 5,695,613             | 6,029,308             | 6,085,308             | 6,237,850             | -                     | 6,237,850             | 208,542                    | 3.5%         | 208,542                         | 3.5%        |
| Chronic Disease Prevention & Oral Health       | 1,502,038             | 1,705,135             | 1,737,857             | 1,790,457             | 1,867,007             | -                     | 1,867,007             | 129,150                    | 7.4%         | 129,150                         | 7.4%        |
| Health Protection Services                     | 3,932,292             | 4,462,314             | 5,055,765             | 4,836,264             | 5,212,544             | 87,316                | 5,299,860             | 156,780                    | 3.1%         | 244,096                         | 4.8%        |
| <b>Total Public Health</b>                     | <b>12,301,684</b>     | <b>13,452,347</b>     | <b>14,434,694</b>     | <b>14,241,694</b>     | <b>14,847,790</b>     | <b>87,316</b>         | <b>14,935,106</b>     | <b>413,097</b>             | <b>2.9%</b>  | <b>500,413</b>                  | <b>3.5%</b> |
| Paramedic Services                             | 15,276,634            | 15,420,824            | 16,153,832            | 15,753,532            | 15,681,615            | 537,795               | 16,219,410            | (472,217)                  | -2.9%        | 65,578                          | 0.4%        |
| <b>Total Health</b>                            | <b>27,578,318</b>     | <b>28,873,171</b>     | <b>30,588,526</b>     | <b>29,995,226</b>     | <b>30,529,405</b>     | <b>625,111</b>        | <b>31,154,516</b>     | <b>(59,121)</b>            | <b>-0.2%</b> | <b>565,990</b>                  | <b>1.9%</b> |
| <b>Social and Community Services:</b>          |                       |                       |                       |                       |                       |                       |                       |                            |              |                                 |             |
| Children's Services                            | 10,808,767            | 12,141,258            | 12,727,951            | 12,005,977            | 12,862,175            | -                     | 12,862,175            | 134,224                    | 1.1%         | 134,224                         | 1.1%        |
| Employment, Housing & Social Services          | 33,790,779            | 32,704,518            | 40,886,388            | 41,074,065            | 42,174,739            | -                     | 42,174,739            | 1,288,351                  | 3.2%         | 1,288,351                       | 3.2%        |
| Quality & Community Innovation                 | 10,659,393            | 12,180,539            | 5,393,035             | 5,284,535             | 5,544,726             | 325,000               | 5,869,726             | 151,691                    | 2.8%         | 476,691                         | 8.8%        |
| Services for Seniors                           | 17,976,564            | 17,163,711            | 17,386,246            | 16,980,846            | 17,876,150            | -                     | 17,876,150            | 489,905                    | 2.8%         | 489,905                         | 2.8%        |
| <b>Total Social and Community Services</b>     | <b>73,235,503</b>     | <b>74,190,026</b>     | <b>76,393,620</b>     | <b>75,345,423</b>     | <b>78,457,790</b>     | <b>325,000</b>        | <b>78,782,790</b>     | <b>2,064,171</b>           | <b>2.7%</b>  | <b>2,389,171</b>                | <b>3.1%</b> |
| <b>Total Health &amp; Social Services</b>      | <b>\$ 100,813,821</b> | <b>\$ 103,063,197</b> | <b>\$ 106,982,145</b> | <b>\$ 105,340,648</b> | <b>\$ 108,987,195</b> | <b>\$ 950,111</b>     | <b>\$ 109,937,306</b> | <b>\$ 2,005,050</b>        | <b>1.9%</b>  | <b>\$ 2,955,161</b>             | <b>2.8%</b> |

**Comparison of 2015 Requested and 2014 Approved  
Operating Budget**

| Net Dollars   | 2012                  | 2013                  | 2014                  |                       | 2015                  |                       |                       | Change in Budget           |             |                                 |             |  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|-------------|---------------------------------|-------------|--|
|   | Actuals               | Actuals               | Approved Budget       | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |  |
| <b>Planning &amp; Public Works - Tax</b>                  |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| <b>Legislative &amp; Planning Services:</b>               |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| Planning Services   | \$ 7,374,053          | \$ 8,225,955          | \$ 8,991,035          | \$ 8,900,135          | \$ 9,324,557          | \$ -                  | \$ 9,324,557          | \$ 333,522                 | 3.7%        | \$ 333,522                      | 3.7%        |  |
| <b>Total Planning</b>                                     | <b>7,374,053</b>      | <b>8,225,955</b>      | <b>8,991,035</b>      | <b>8,900,135</b>      | <b>9,324,557</b>      | <b>-</b>              | <b>9,324,557</b>      | <b>333,522</b>             | <b>3.7%</b> | <b>333,522</b>                  | <b>3.7%</b> |  |
| <b>Public Works</b>                                       |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| Transportation  | 41,236,240            | 42,449,079            | 44,825,190            | 45,019,890            | 46,092,804            | -                     | 46,092,804            | 1,267,614                  | 2.8%        | 1,267,614                       | 2.8%        |  |
| Waste Management Services                                 | 37,448,898            | 38,530,569            | 38,776,437            | 38,376,437            | 39,535,960            | -                     | 39,535,960            | 759,523                    | 2.0%        | 759,523                         | 2.0%        |  |
| <b>Total Public Works</b>                                 | <b>78,685,138</b>     | <b>80,979,648</b>     | <b>83,601,627</b>     | <b>83,396,327</b>     | <b>85,628,764</b>     | <b>-</b>              | <b>85,628,764</b>     | <b>2,027,137</b>           | <b>2.4%</b> | <b>2,027,137</b>                | <b>2.4%</b> |  |
| <b>Total Planning &amp; Public Works - Tax</b>            | <b>86,059,191</b>     | <b>89,205,603</b>     | <b>92,592,662</b>     | <b>92,296,462</b>     | <b>94,953,321</b>     | <b>-</b>              | <b>94,953,321</b>     | <b>2,360,659</b>           | <b>2.5%</b> | <b>2,360,659</b>                | <b>2.5%</b> |  |
| <b>Planning &amp; Public Works - Rate</b>                 |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| <b>Public Works</b>                                       |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |
| Water and Wastewater                                      | 151,147,181           | 152,065,875           | 164,261,524           | 168,644,524           | 172,510,691           | 862,894               | 173,373,585           | 8,249,167                  | 5.0%        | 9,112,061                       | 5.5%        |  |
| <b>Total Public Works</b>                                 | <b>151,147,181</b>    | <b>152,065,875</b>    | <b>164,261,524</b>    | <b>168,644,524</b>    | <b>172,510,691</b>    | <b>862,894</b>        | <b>173,373,585</b>    | <b>8,249,167</b>           | <b>5.0%</b> | <b>9,112,061</b>                | <b>5.5%</b> |  |
| <b>Total Planning &amp; Public Works - Rate</b>           | <b>151,147,181</b>    | <b>152,065,875</b>    | <b>164,261,524</b>    | <b>168,644,524</b>    | <b>172,510,691</b>    | <b>862,894</b>        | <b>173,373,585</b>    | <b>8,249,167</b>           | <b>5.0%</b> | <b>9,112,061</b>                | <b>5.5%</b> |  |
| <b>Total Planning &amp; Public Works - Tax &amp; Rate</b> | <b>\$ 237,206,372</b> | <b>\$ 241,271,478</b> | <b>\$ 256,854,186</b> | <b>\$ 260,940,986</b> | <b>\$ 267,464,012</b> | <b>\$ 862,894</b>     | <b>\$ 268,326,906</b> | <b>\$ 10,609,826</b>       | <b>4.1%</b> | <b>\$ 11,472,720</b>            | <b>4.5%</b> |  |

**Comparison of 2015 Requested and 2014 Approved  
Operating Budget**

| Net Dollars   | 2012                  | 2013                  | 2014                  |                       | 2015                  |                       |                       | Change in Budget           |               |                                 |               |  |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|---------------|---------------------------------|---------------|--|
|   | Actuals               | Actuals               | Approved Budget       | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |  |
| <b>Administration &amp; Finance</b>                   |                       |                       |                       |                       |                       |                       |                       |                            |               |                                 |               |  |
| <b>Corporate Administration</b>                       |                       |                       |                       |                       |                       |                       |                       |                            |               |                                 |               |  |
| Corporate Administration                              | \$ (630,322)          | \$ (403,409)          | \$ (0)                | \$ (902,000)          | \$ (0)                | \$ -                  | \$ (0)                | \$ 0                       | -16.7%        | \$ 0                            | -16.7%        |  |
| <b>Total Corporate Administration</b>                 | <b>(630,322)</b>      | <b>(403,409)</b>      | <b>(0)</b>            | <b>(902,000)</b>      | <b>(0)</b>            | <b>-</b>              | <b>(0)</b>            | <b>0</b>                   | <b>-16.7%</b> | <b>0</b>                        | <b>-16.7%</b> |  |
| <b>Economic Development</b>                           |                       |                       |                       |                       |                       |                       |                       |                            |               |                                 |               |  |
| Economic Development                                  | 1,395,903             | 1,964,932             | 2,031,383             | 2,008,033             | 2,191,311             | -                     | 2,191,311             | 159,928                    | 7.9%          | 159,928                         | 7.9%          |  |
| <b>Total Economic Development</b>                     | <b>1,395,903</b>      | <b>1,964,932</b>      | <b>2,031,383</b>      | <b>2,008,033</b>      | <b>2,191,311</b>      | <b>-</b>              | <b>2,191,311</b>      | <b>159,928</b>             | <b>7.9%</b>   | <b>159,928</b>                  | <b>7.9%</b>   |  |
| <b>Non-Program Items &amp; Fiscal Transactions</b>    |                       |                       |                       |                       |                       |                       |                       |                            |               |                                 |               |  |
| Supplementary Tax Revenue                             | (4,803,733)           | (5,710,527)           | (8,100,000)           | (7,600,000)           | (7,600,000)           | -                     | (7,600,000)           | 500,000                    | -6.2%         | 500,000                         | -6.2%         |  |
| Tax Policy Expenditures                               | 298,970               | 369,906               | 298,000               | 328,000               | 298,000               | -                     | 298,000               | -                          | 0.0%          | -                               | 0.0%          |  |
| Assessment Services                                   | 8,100,402             | 8,224,501             | 8,486,300             | 8,372,300             | 8,528,700             | -                     | 8,528,700             | 42,400                     | 0.5%          | 42,400                          | 0.5%          |  |
| General Expenditures                                  | 21,505,979            | 24,654,542            | 22,653,754            | 23,102,200            | 22,932,648            | 572,780               | 23,505,428            | 278,894                    | 1.2%          | 851,674                         | 3.8%          |  |
| 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                               | (1,260,531)           | (1,430,595)           | (1,400,000)           | (1,400,000)           | (1,400,000)           | -                     | (1,400,000)           | -                          | 0.0%          | -                               | 0.0%          |  |
| Payments-in-Lieu of Taxes                             | (2,845,657)           | (2,889,606)           | (2,450,000)           | (2,450,000)           | (2,450,000)           | -                     | (2,450,000)           | -                          | 0.0%          | -                               | 0.0%          |  |
| Right-of-Way Taxes                                    | (1,261,388)           | (1,253,134)           | (1,350,000)           | (1,350,000)           | (1,350,000)           | -                     | (1,350,000)           | -                          | 0.0%          | -                               | 0.0%          |  |
| Tax Write-Off Provision                               | 5,101,392             | 5,499,714             | 4,365,000             | 4,865,000             | 4,365,000             | -                     | 4,365,000             | -                          | 0.0%          | -                               | 0.0%          |  |
| GTA Pooling   | 5,848,000             | -                     | -                     | -                     | -                     | -                     | -                     | -                          | 0.0%          | -                               | 0.0%          |  |
| <b>Total Non-Prog Items &amp; Fiscal Transactions</b> | <b>22,932,635</b>     | <b>19,714,000</b>     | <b>14,752,254</b>     | <b>16,116,700</b>     | <b>15,573,548</b>     | <b>572,780</b>        | <b>16,146,328</b>     | <b>821,294</b>             | <b>5.6%</b>   | <b>1,394,074</b>                | <b>9.4%</b>   |  |
| <b>Boards and Agencies</b>                            |                       |                       |                       |                       |                       |                       |                       |                            |               |                                 |               |  |
| Conservation Authorities                              | 7,510,120             | 7,705,521             | 8,016,792             | 8,016,792             | 8,382,873             | -                     | 8,382,873             | 366,081                    | 4.6%          | 366,081                         | 4.6%          |  |
| RBG and Special Grants                                | 711,371               | 714,198               | 725,266               | 725,266               | 736,295               | -                     | 736,295               | 11,029                     | 1.5%          | 11,029                          | 1.5%          |  |
| <b>Total Boards and Agencies</b>                      | <b>8,221,491</b>      | <b>8,419,719</b>      | <b>8,742,058</b>      | <b>8,742,058</b>      | <b>9,119,168</b>      | <b>-</b>              | <b>9,119,168</b>      | <b>377,110</b>             | <b>4.3%</b>   | <b>377,110</b>                  | <b>4.3%</b>   |  |
| <b>Total Administration &amp; Finance</b>             | <b>31,919,707</b>     | <b>29,695,241</b>     | <b>25,525,695</b>     | <b>25,964,791</b>     | <b>26,884,027</b>     | <b>572,780</b>        | <b>27,456,807</b>     | <b>1,358,332</b>           | <b>5.3%</b>   | <b>1,931,112</b>                | <b>7.6%</b>   |  |
| <b>Net Regional Impact Expenditure</b>                | <b>\$ 369,939,900</b> | <b>\$ 374,029,916</b> | <b>\$ 389,362,026</b> | <b>\$ 392,246,425</b> | <b>\$ 403,335,234</b> | <b>\$ 2,385,785</b>   | <b>\$ 405,721,019</b> | <b>\$ 13,973,208</b>       | <b>3.6%</b>   | <b>\$ 16,358,993</b>            | <b>4.2%</b>   |  |
| <b>Halton Regional Police Service</b>                 |                       |                       |                       |                       |                       |                       |                       |                            |               |                                 |               |  |
| <b>Total Halton Regional Police Service</b>           | <b>122,226,186</b>    | <b>126,954,669</b>    | <b>130,124,316</b>    | <b>130,124,316</b>    | <b>133,944,701</b>    | <b>863,000</b>        | <b>134,807,701</b>    | <b>3,820,385</b>           | <b>2.9%</b>   | <b>4,683,385</b>                | <b>3.6%</b>   |  |
| <b>Net Regional Levy &amp; Rate Requirement</b>       | <b>\$ 492,166,085</b> | <b>\$ 500,984,585</b> | <b>\$ 519,486,342</b> | <b>\$ 522,370,741</b> | <b>\$ 537,279,935</b> | <b>\$ 3,248,785</b>   | <b>\$ 540,528,720</b> | <b>\$ 17,793,593</b>       | <b>3.4%</b>   | <b>\$ 21,042,378</b>            | <b>4.1%</b>   |  |



# Corporate Administration Costs

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

|   | Total Expenditures   |                      |                       |                                      |              | Allocated Recoveries & External Revenues |                        |                        |                                      |              | Net Expenditures / Corporate Support |                      |                       |                                      |              |
|---|----------------------|----------------------|-----------------------|--------------------------------------|--------------|--|------------------------|------------------------|--------------------------------------|--------------|--------------------------------------|----------------------|-----------------------|--------------------------------------|--------------|
|   | 2013 Actual          | 2014 Approved Budget | 2015 Requested Budget | Change 2015 Requested Budget to 2014 |              | 2013 Actual                              | 2014 Approved Budget   | 2015 Requested Budget  | Change 2015 Requested Budget to 2014 |              | 2013 Actual                          | 2014 Approved Budget | 2015 Requested Budget | Change 2015 Requested Budget to 2014 |              |
| <b>Finance</b>  |                      |                      |                       |                                      |              |  |                        |                        |                                      |              |                                      |                      |                       |                                      |              |
| Administration  | \$ 397,260           | \$ 334,700           | \$ 340,280            | \$ 5,580                             | 1.7%         | \$ -                                     | \$ -                   | \$ -                   | \$ -                                 |              | \$ 397,260                           | \$ 334,700           | \$ 340,280            | \$ 5,580                             | 1.7%         |
| Financial Planning & Budgets                            | 4,212,072            | 4,662,185            | 4,852,165             | 189,980                              | 4.1%         | (3,323,733)                              | (3,547,526)            | (3,709,690)            | (162,164)                            | 4.6%         | 888,339                              | 1,114,659            | 1,142,475             | 27,816                               | 2.5%         |
| Financial & Purchasing Services                         | 3,788,982            | 3,544,290            | 3,807,470             | 263,180                              | 7.4%         | (598,914)                                | (456,905)              | (639,035)              | (182,130)                            | 39.9%        | 3,190,069                            | 3,087,385            | 3,168,435             | 81,050                               | 2.6%         |
| Information Technology                                  | 12,509,278           | 12,910,299           | 13,625,926            | 715,627                              | 5.5%         | (1,872,380)                              | (2,047,213)            | (2,333,474)            | (286,262)                            | 14.0%        | 10,636,899                           | 10,863,086           | 11,292,451            | 429,365                              | 4.0%         |
| <b>Total Finance</b>                                    | <b>20,907,592</b>    | <b>21,451,474</b>    | <b>22,625,841</b>     | <b>1,174,367</b>                     | <b>5.5%</b>  | <b>(5,795,026)</b>                       | <b>(6,051,644)</b>     | <b>(6,682,200)</b>     | <b>(630,556)</b>                     | <b>10.4%</b> | <b>15,112,565</b>                    | <b>15,399,830</b>    | <b>15,943,641</b>     | <b>543,811</b>                       | <b>3.5%</b>  |
| <b>Office of the CAO</b>                                |                      |                      |                       |                                      |              |  |                        |                        |                                      |              |                                      |                      |                       |                                      |              |
| Chief Administrative Officer                            | 629,014              | 504,242              | 511,475               | 7,233                                | 1.4%         | -  | -                      | -                      | -                                    |              | 629,014                              | 504,242              | 511,475               | 7,233                                | 1.4%         |
| Policy Integration & Communications                     | 5,677,757            | 5,416,406            | 5,814,486             | 398,080                              | 7.3%         | (788,093)                                | (1,463,014)            | (1,328,214)            | 134,800                              | -9.2%        | 4,889,664                            | 3,953,392            | 4,486,272             | 532,880                              | 13.5%        |
| Internal Audit  | 369,271              | 436,355              | 564,885               | 128,530                              | 29.5%        | -  | -                      | -                      | -                                    |              | 369,271                              | 436,355              | 564,885               | 128,530                              | 29.5%        |
| Business Planning & Corporate Initiatives               | 818,878              | 1,708,146            | 1,402,766             | (305,380)                            | -17.9%       | -  | (92,400)               | (92,400)               | -                                    |              | 818,878                              | 1,615,746            | 1,310,366             | (305,380)                            | -18.9%       |
| Human Resource Services                                 | 3,689,485            | 3,890,993            | 4,003,317             | 112,324                              | 2.9%         | (256,932)                                | (184,620)              | (188,460)              | (3,840)                              | 2.1%         | 3,432,553                            | 3,706,373            | 3,814,857             | 108,484                              | 2.9%         |
| <b>Total Office of the CAO</b>                          | <b>11,184,406</b>    | <b>11,956,142</b>    | <b>12,296,929</b>     | <b>340,787</b>                       | <b>2.9%</b>  | <b>(1,045,025)</b>                       | <b>(1,740,034)</b>     | <b>(1,609,074)</b>     | <b>130,960</b>                       | <b>-7.5%</b> | <b>10,139,381</b>                    | <b>10,216,108</b>    | <b>10,687,855</b>     | <b>471,747</b>                       | <b>4.6%</b>  |
| <b>Office of the Chair &amp; Regional Council</b>       |                      |                      |                       |                                      |              |  |                        |                        |                                      |              |                                      |                      |                       |                                      |              |
| Office of the Chair                                     | 507,702              | 552,049              | 560,058               | 8,009                                | 1.5%         | -  | -                      | -                      | -                                    |              | 507,702                              | 552,049              | 560,058               | 8,009                                | 1.5%         |
| Regional Council  | 1,232,378            | 1,280,650            | 1,245,960             | (34,690)                             | -2.7%        | -  | -                      | -                      | -                                    |              | 1,232,378                            | 1,280,650            | 1,245,960             | (34,690)                             | -2.7%        |
| <b>Total Office of the Chair &amp; Regional Council</b> | <b>1,740,080</b>     | <b>1,832,699</b>     | <b>1,806,018</b>      | <b>(26,681)</b>                      | <b>-1.5%</b> | <b>-</b>                                 | <b>-</b>               | <b>-</b>               | <b>-</b>                             |              | <b>1,740,080</b>                     | <b>1,832,699</b>     | <b>1,806,018</b>      | <b>(26,681)</b>                      | <b>-1.5%</b> |
| <b>Legislative &amp; Planning Services</b>              |                      |                      |                       |                                      |              |  |                        |                        |                                      |              |                                      |                      |                       |                                      |              |
| LPS Administration                                      | 373,255              | 376,450              | 381,730               | 5,280                                | 1.4%         | (1,410)                                  | -                      | -                      | -                                    |              | 371,845                              | 376,450              | 381,730               | 5,280                                | 1.4%         |
| Asset Management  | 21,941,501           | 22,200,930           | 22,620,813            | 419,883                              | 1.9%         | (13,939,748)                             | (13,981,707)           | (14,108,850)           | (127,143)                            | 0.9%         | 8,001,753                            | 8,219,223            | 8,511,964             | 292,740                              | 3.6%         |
| Economic Development (Physician Recruitment)            | 210,416              | 211,020              | 213,370               | 2,350                                | 1.1%         | (9,589)                                  | (12,000)               | (12,000)               | -                                    | 0.0%         | 200,828                              | 199,020              | 201,370               | 2,350                                | 1.2%         |
| Legal Services  | 5,581,964            | 5,791,745            | 6,351,361             | 559,616                              | 9.7%         | (3,238,055)                              | (3,354,500)            | (3,462,000)            | (107,500)                            | 3.2%         | 2,343,909                            | 2,437,245            | 2,889,361             | 452,116                              | 18.6%        |
| Regional Clerk & Council Services                       | 1,421,981            | 1,715,850            | 1,748,170             | 32,320                               | 1.9%         | (4,136)                                  | (3,900)                | (3,450)                | 450                                  | -11.5%       | 1,417,845                            | 1,711,950            | 1,744,720             | 32,770                               | 1.9%         |
| <b>Total Legislative &amp; Planning Services</b>        | <b>29,529,117</b>    | <b>30,295,995</b>    | <b>31,315,444</b>     | <b>1,019,449</b>                     | <b>3.4%</b>  | <b>(17,192,937)</b>                      | <b>(17,352,107)</b>    | <b>(17,586,300)</b>    | <b>(234,193)</b>                     | <b>1.3%</b>  | <b>12,336,180</b>                    | <b>12,943,888</b>    | <b>13,729,145</b>     | <b>785,256</b>                       | <b>6.1%</b>  |
| <b>Total Corporate Administration</b>                   | <b>\$ 63,361,195</b> | <b>\$ 65,536,310</b> | <b>\$ 68,044,231</b>  | <b>\$ 2,507,922</b>                  | <b>3.8%</b>  | <b>\$ (24,032,988)</b>                   | <b>\$ (25,143,785)</b> | <b>\$ (25,877,573)</b> | <b>\$ (733,789)</b>                  | <b>2.9%</b>  | <b>\$ 39,328,207</b>                 | <b>\$ 40,392,525</b> | <b>\$ 42,166,658</b>  | <b>\$ 1,774,133</b>                  | <b>4.4%</b>  |

# 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         |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
|--|----------------------|----------------------|-----------------------|--|------------------------|------------------------|------------------------|--|----------------------|----------------------|-----------------------|--|------|------|
| \$000s   | Total Direct Costs   |                      |                       |  | Other Expenditures     |                        |                        |  | Capital Expenditures |                      |                       |  |      |      |
|  | 2013 Actuals         | 2014 Approved Budget | 2015 Requested Budget | Change in Budget<br>2015 Requested to<br>2014 Approved | 2013 Actuals           | 2014 Approved Budget   | 2015 Requested Budget  | Change in Budget<br>2015 Requested to<br>2014 Approved | 2013 Actuals         | 2014 Approved Budget | 2015 Requested Budget | Change in Budget<br>2015 Requested to<br>2014 Approved |      |      |
| <b>Tax Supported Services</b>                    |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
| <b>Health Department</b>                         |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
| Community Health Services                        | \$ 12,072,463        | \$ 12,333,393        | \$ 12,597,148         | \$ 263,755 2.1%  | \$ 3,520,118           | \$ 3,499,674           | \$ 3,493,372           | \$ (6,302) -0.2%                                       | \$ -                 | \$ -                 | \$ -                  | \$ -   | \$ - | \$ - |
| General Health                                   | 2,277,831            | 2,501,300            | 2,540,450             | 39,150 1.6%  | 377,144                | 362,186                | 445,036                | 82,850 22.9%   | 685,500              | 515,000              | 414,000               | (101,000) -19.6%                                       |      |      |
| Health Protection Services                       | 10,918,933           | 11,433,667           | 11,876,067            | 442,400 3.9%   | 3,036,929              | 3,137,719              | 3,225,530              | 87,812 2.8%  | 5,000                | 7,000                | 7,000                 | - 0.0%   |      |      |
| Chronic Disease Prevention & Oral Health         | 4,400,796            | 4,348,562            | 4,453,101             | 104,539 2.4%   | 832,781                | 1,018,816              | 1,118,778              | 99,962 9.8%  | -                    | -                    | -                     | -  |      |      |
| <b>Total Public Health</b>                       | <b>29,670,023</b>    | <b>30,616,922</b>    | <b>31,466,766</b>     | <b>849,844 2.8%</b>                                    | <b>7,766,971</b>       | <b>8,018,395</b>       | <b>8,282,716</b>       | <b>264,322 3.3%</b>                                    | <b>690,500</b>       | <b>522,000</b>       | <b>421,000</b>        | <b>(101,000) -19.3%</b>                                |      |      |
| Paramedic Services                               | 22,646,564           | 22,592,582           | 24,375,784            | 1,783,204 7.9%   | 3,839,120              | 4,146,600              | 4,139,789              | (6,811) -0.2%  | 2,421,629            | 2,512,917            | 2,482,899             | (30,019) -1.2%   |      |      |
| <b>Total Health</b>                              | <b>52,316,587</b>    | <b>53,209,502</b>    | <b>55,842,550</b>     | <b>2,633,048 4.9%</b>                                  | <b>11,606,091</b>      | <b>12,164,995</b>      | <b>12,422,505</b>      | <b>257,511 2.1%</b>                                    | <b>3,112,129</b>     | <b>3,034,917</b>     | <b>2,903,899</b>      | <b>(131,019) -4.3%</b>                                 |      |      |
| <b>Social &amp; Community Services</b>           |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
| Children's Services                              | 41,267,173           | 41,885,439           | 43,187,605            | 1,302,166 3.1%   | 1,181,266              | 1,212,900              | 2,292,057              | 1,079,157 89.0%  | 95,000               | 50,000               | 50,000                | - 0.0%   |      |      |
| Employment, Housing & Social Services            | 56,123,437           | 60,596,207           | 60,708,854            | 112,647 0.2%   | 3,957,382              | 3,744,678              | 3,128,931              | (615,747) -16.4%                                       | 5,095,728            | 7,300,000            | 7,550,000             | 250,000 3.4%   |      |      |
| Quality & Community Innovation                   | 4,541,838            | 4,670,892            | 4,984,991             | 314,099 6.7%   | 838,701                | 722,143                | 884,735                | 162,592 22.5%  | 6,800,000            | -                    | -                     | -  |      |      |
| Services for Seniors                             | 48,848,711           | 50,305,920           | 51,623,139            | 1,317,219 2.6%   | 9,490,991              | 9,583,428              | 9,567,900              | (15,527) -0.2%   | 2,151,323            | 2,211,323            | 2,221,323             | 10,000 0.5%  |      |      |
| <b>Total Social &amp; Community Services</b>     | <b>150,781,159</b>   | <b>157,458,458</b>   | <b>160,504,589</b>    | <b>3,046,130 1.9%</b>                                  | <b>15,468,340</b>      | <b>15,263,149</b>      | <b>15,873,623</b>      | <b>610,475 4.0%</b>                                    | <b>14,142,051</b>    | <b>9,561,323</b>     | <b>9,821,323</b>      | <b>260,000 2.7%</b>                                    |      |      |
| <b>Legislative &amp; Planning Services</b>       |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
| Planning Services                                | 5,408,496            | 6,301,840            | 6,407,510             | 105,670 1.7%   | 2,520,360              | 2,952,836              | 3,148,063              | 195,227 6.6%   | 1,270,413            | 1,066,100            | 1,076,100             | 10,000 0.9%  |      |      |
| Asset Management                                 | 16,602,430           | 17,952,554           | 18,235,012            | 282,458 1.6%   | (16,205,271)           | (16,490,929)           | (16,782,312)           | (291,383) 1.8%   | 4,016,118            | 3,438,824            | 3,582,263             | 143,440 4.2%   |      |      |
| Economic Development                             | 1,807,825            | 1,874,590            | 1,956,270             | 81,680 4.4%  | 324,073                | 408,318                | 465,291                | 56,973 14.0%   | -                    | -                    | -                     | -  |      |      |
| Regional Clerk & Council Services                | 1,420,936            | 1,750,850            | 1,728,270             | (22,580) -1.3%   | (1,450,406)            | (1,746,950)            | (1,724,820)            | 22,130 -1.3%   | -                    | -                    | -                     | -  |      |      |
| LPS Administration                               | 370,136              | 374,550              | 380,230               | 5,680 1.5%   | (367,571)              | (374,550)              | (380,230)              | (5,680) 1.5%   | -                    | -                    | -                     | -  |      |      |
| Legal Services                                   | 5,406,751            | 5,709,400            | 6,145,786             | 436,386 7.6%   | (5,122,155)            | (5,477,700)            | (6,014,186)            | (536,486) 9.8%   | 4,000                | 4,000                | 104,000               | 100,000 2500.0%  |      |      |
| <b>Total Legislative &amp; Planning Services</b> | <b>31,016,573</b>    | <b>33,963,784</b>    | <b>34,853,078</b>     | <b>889,294 2.6%</b>                                    | <b>(20,300,969)</b>    | <b>(20,728,975)</b>    | <b>(21,288,194)</b>    | <b>(559,219) 2.7%</b>                                  | <b>5,290,531</b>     | <b>4,508,924</b>     | <b>4,762,363</b>      | <b>253,440 5.6%</b>                                    |      |      |
| <b>Public Works</b>                              |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
| Transportation                                   | 13,085,984           | 18,952,665           | 21,018,710            | 2,066,045 10.9%  | (1,419,572)            | (1,446,247)            | (2,251,321)            | (805,074) 55.7%  | 31,117,558           | 27,620,371           | 27,620,715            | 344 0.0%   |      |      |
| Waste Management                                 | 33,883,677           | 34,040,279           | 34,788,546            | 748,267 2.2%   | 4,944,539              | 5,141,775              | 5,186,417              | 44,642 0.9%  | 6,696,300            | 6,766,300            | 6,786,300             | 20,000 0.3%  |      |      |
| <b>Total Public Works</b>                        | <b>46,969,661</b>    | <b>52,992,944</b>    | <b>55,807,256</b>     | <b>2,814,312 5.3%</b>                                  | <b>3,524,967</b>       | <b>3,695,528</b>       | <b>2,935,096</b>       | <b>(760,432) -20.6%</b>                                | <b>37,813,858</b>    | <b>34,386,671</b>    | <b>34,407,015</b>     | <b>20,344 0.1%</b>                                     |      |      |
| <b>Finance</b>                                   |                      |                      |                       |  |                        |                        |                        |  |                      |                      |                       |  |      |      |
| Administration                                   | 396,973              | 333,800              | 339,480               | 5,680 1.7%   | (330,053)              | (333,800)              | (339,480)              | (5,680) 1.7%   | -                    | -                    | -                     | -  |      |      |
| Financial Planning & Budgets                     | 4,159,848            | 4,624,775            | 4,814,115             | 189,340 4.1%   | (4,136,927)            | (4,124,675)            | (4,314,015)            | (189,340) 4.6%   | 40,000               | 40,000               | 40,000                | - 0.0%   |      |      |
| Financial & Purchasing Services                  | 3,786,708            | 3,537,610            | 3,800,790             | 263,180 7.4%   | (3,331,745)            | (3,440,685)            | (3,695,840)            | (255,155) 7.4%   | -                    | -                    | -                     | -  |      |      |
| Information Technology                           | 9,581,619            | 10,276,183           | 10,845,663            | 569,480 5.5%   | (12,058,905)           | (12,526,071)           | (13,250,886)           | (724,815) 5.8%   | 2,784,557            | 2,487,207            | 2,633,715             | 146,508 5.9%   |      |      |
| <b>Total Finance</b>                             | <b>\$ 17,925,147</b> | <b>\$ 18,772,368</b> | <b>\$ 19,800,048</b>  | <b>\$ 1,027,680 5.5%</b>                               | <b>\$ (19,857,630)</b> | <b>\$ (20,425,231)</b> | <b>\$ (21,600,221)</b> | <b>\$ (1,174,990) 5.8%</b>                             | <b>\$ 2,824,557</b>  | <b>\$ 2,527,207</b>  | <b>\$ 2,673,715</b>   | <b>\$ 146,508 5.8%</b>                                 |      |      |



| Gross Expenditures & Revenues By Program                    |                       |                            |                             |                                    |                    |                      |                            |                             |                                    |                      |                      |                            |                             |                                    |             |
|---|-----------------------|----------------------------|-----------------------------|------------------------------------|--------------------|----------------------|----------------------------|-----------------------------|------------------------------------|----------------------|----------------------|----------------------------|-----------------------------|------------------------------------|-------------|
| \$000s  | Total Direct Costs    |                            |                             |                                    | Other Expenditures |                      |                            |                             |                                    | Capital Expenditures |                      |                            |                             |                                    |             |
|   | 2013<br>Actuals       | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget                   |                    | 2013<br>Actuals      | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget                   |                      | 2013<br>Actuals      | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget                   |             |
|   |                       |                            |                             | 2015 Requested to<br>2014 Approved |                    |                      |                            |                             | 2015 Requested to<br>2014 Approved |                      |                      |                            |                             | 2015 Requested to<br>2014 Approved |             |
| <b>Office of the CAO</b>                                    |                       |                            |                             |                                    |                    |                      |                            |                             |                                    |                      |                      |                            |                             |                                    |             |
| Chief Administrative Officer                                | \$ 627,130            | \$ 503,792                 | \$ 511,025                  | \$ 7,233                           | \$ 0               | \$ (657,461)         | \$ (503,792)               | \$ (511,025)                | \$ (7,233)                         | 1.4%                 | \$ -                 | \$ -                       | \$ -                        | \$ -                               |             |
| Policy Integration & Communications                         | 5,471,650             | 5,408,006                  | 5,771,786                   | 363,780                            | 6.7%               | (5,501,692)          | (5,341,837)                | (5,753,617)                 | (411,780)                          | 7.7%                 | 200,000              | -                          | -                           | -                                  |             |
| Internal Audit  | 369,259               | 435,105                    | 563,635                     | 128,530                            | 29.5%              | (431,178)            | (435,105)                  | (563,635)                   | (128,530)                          | 29.5%                | -                    | -                          | -                           | -                                  |             |
| Business Planning & Corporate Initiatives                   | 818,254               | 1,705,646                  | 1,400,466                   | (305,180)                          | -17.9%             | (886,686)            | (1,705,646)                | (1,400,466)                 | 305,180                            | -17.9%               | -                    | -                          | -                           | -                                  |             |
| Human Resource Services                                     | 4,588,203             | 4,774,323                  | 4,837,687                   | 63,364                             | 1.3%               | (4,646,291)          | (4,774,323)                | (4,837,687)                 | (63,364)                           | 1.3%                 | -                    | -                          | -                           | -                                  |             |
| <b>Total Office of the CAO</b>                              | <b>11,874,497</b>     | <b>12,826,872</b>          | <b>13,084,599</b>           | <b>257,727</b>                     | <b>2.0%</b>        | <b>(12,123,307)</b>  | <b>(12,760,703)</b>        | <b>(13,066,430)</b>         | <b>(305,727)</b>                   | <b>2.4%</b>          | <b>200,000</b>       | <b>-</b>                   | <b>-</b>                    | <b>-</b>                           |             |
| <b>Office of the Chair &amp; Regional Council</b>           |                       |                            |                             |                                    |                    |                      |                            |                             |                                    |                      |                      |                            |                             |                                    |             |
| Office of the Chair   | 500,810               | 539,240                    | 547,610                     | 8,370                              | 1.6%               | (538,118)            | (539,240)                  | (547,610)                   | (8,370)                            | 1.6%                 | -                    | -                          | -                           | -                                  |             |
| Regional Council  | 1,232,275             | 1,280,650                  | 1,290,960                   | 10,310                             | 0.8%               | (1,253,606)          | (1,280,650)                | (1,290,960)                 | (10,310)                           | 0.8%                 | -                    | -                          | -                           | -                                  |             |
| <b>Total Office of the Chair &amp; Regional Council</b>     | <b>1,733,085</b>      | <b>1,819,890</b>           | <b>1,838,570</b>            | <b>18,680</b>                      | <b>1.0%</b>        | <b>(1,791,724)</b>   | <b>(1,819,890)</b>         | <b>(1,838,570)</b>          | <b>(18,680)</b>                    | <b>1.0%</b>          | <b>-</b>             | <b>-</b>                   | <b>-</b>                    | <b>-</b>                           |             |
| <b>Boards &amp; Agencies</b>                                |                       |                            |                             |                                    |                    |                      |                            |                             |                                    |                      |                      |                            |                             |                                    |             |
| Conservation Authorities                                    | 7,705,521             | 8,016,792                  | 8,382,873                   | 366,081                            | 4.6%               | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| RBG & Special Grants  | 714,198               | 725,266                    | 736,295                     | 11,029                             | 1.5%               | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| <b>Total Boards &amp; Agencies</b>                          | <b>8,419,719</b>      | <b>8,742,058</b>           | <b>9,119,168</b>            | <b>377,110</b>                     | <b>4.3%</b>        | <b>-</b>             | <b>-</b>                   | <b>-</b>                    | <b>-</b>                           | <b>-</b>             | <b>-</b>             | <b>-</b>                   | <b>-</b>                    | <b>-</b>                           |             |
| <b>Halton Regional Police Service</b>                       |                       |                            |                             |                                    |                    |                      |                            |                             |                                    |                      |                      |                            |                             |                                    |             |
| Halton Region Police Service                                | 127,927,909           | 131,449,945                | 137,024,892                 | 5,574,947                          | 4.2%               | 1,516,145            | 1,548,582                  | 1,672,056                   | 123,474                            | 8.0%                 | 6,378,916            | 5,706,344                  | 6,156,189                   | 449,845                            | 7.9%        |
| <b>Non-Program Items &amp; Financial Transactions</b>       |                       |                            |                             |                                    |                    |                      |                            |                             |                                    |                      |                      |                            |                             |                                    |             |
| Supplementary Tax Revenue                                   | -                     | -                          | -                           | -                                  | -                  | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| Tax Policy Expenditures                                     | 369,906               | 298,000                    | 298,000                     | -                                  | 0.0%               | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| Assessment Services   | 8,224,501             | 8,486,300                  | 8,528,700                   | 42,400                             | 0.5%               | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| General Expenditures  | 2,938,222             | 8,749,655                  | 7,917,655                   | (832,000)                          | -9.5%              | 17,414,112           | (1,725,000)                | 960,530                     | 2,685,530                          | -155.7%              | 4,451,472            | 19,621,499                 | 19,763,941                  | 142,442                            | 0.7%        |
| Net Interest Earnings                                       | (19,557)              | -                          | -                           | -                                  | -                  | 58,405,430           | 43,632,200                 | 43,632,200                  | -                                  | 0.0%                 | -                    | -                          | -                           | -                                  |             |
| Provincial Offences Act                                     | -                     | -                          | -                           | -                                  | -                  | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| Payments-in-Lieu of Taxes                                   | -                     | -                          | -                           | -                                  | -                  | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| Right-of-Way Taxes  | -                     | -                          | -                           | -                                  | -                  | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| Tax Write-Off Provision                                     | 5,499,714             | 4,365,000                  | 4,365,000                   | -                                  | 0.0%               | -                    | -                          | -                           | -                                  | -                    | -                    | -                          | -                           | -                                  |             |
| <b>Total Non-Program Items &amp; Financial Transactions</b> | <b>17,012,785</b>     | <b>21,898,955</b>          | <b>21,109,355</b>           | <b>(789,600)</b>                   | <b>-3.6%</b>       | <b>75,819,543</b>    | <b>41,907,200</b>          | <b>44,592,730</b>           | <b>2,685,530</b>                   | <b>6.4%</b>          | <b>4,451,472</b>     | <b>19,621,499</b>          | <b>19,763,941</b>           | <b>142,442</b>                     | <b>0.7%</b> |
| <b>Net Regional Tax Levy</b>                                | <b>\$ 465,977,121</b> | <b>\$ 493,134,776</b>      | <b>\$ 508,984,105</b>       | <b>\$ 15,849,329</b>               | <b>3.2%</b>        | <b>\$ 53,861,455</b> | <b>\$ 18,844,654</b>       | <b>\$ 19,702,596</b>        | <b>\$ 857,941</b>                  | <b>4.6%</b>          | <b>\$ 74,213,514</b> | <b>\$ 79,346,885</b>       | <b>\$ 80,488,445</b>        | <b>\$ 1,141,559</b>                | <b>1.4%</b> |



**Gross Expenditures & Revenues By Program**

| \$000s   | Total Gross Expenditures |                            |                             |                                    |              | Total Revenue        |                            |                             |                                    |              | Net Program Expenditures |                            |                             |                                    |             |
|--|--------------------------|----------------------------|-----------------------------|------------------------------------|--------------|----------------------|----------------------------|-----------------------------|------------------------------------|--------------|--------------------------|----------------------------|-----------------------------|------------------------------------|-------------|
|  | 2013<br>Actuals          | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget                   |              | 2013<br>Actuals      | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget                   |              | 2013<br>Actuals          | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget                   |             |
|  |                          |                            |                             | 2015 Requested to<br>2014 Approved |              |                      |                            |                             | 2015 Requested to<br>2014 Approved |              |                          |                            |                             | 2015 Requested to<br>2014 Approved |             |
| <b>Tax Supported Services</b>                    |                          |                            |                             |                                    |              |                      |                            |                             |                                    |              |                          |                            |                             |                                    |             |
| <b>Health Department</b>                         |                          |                            |                             |                                    |              |                      |                            |                             |                                    |              |                          |                            |                             |                                    |             |
| Community Health Services                        | \$ 15,592,580            | \$ 15,833,067              | \$ 16,090,520               | \$ 257,453                         | 1.6%         | \$ (9,896,967)       | \$ (9,803,759)             | \$ (9,852,670)              | \$ (48,911)                        | 0.5%         | \$ 5,695,613             | \$ 6,029,308               | \$ 6,237,850                | \$ 208,542                         | 3.5%        |
| General Health                                   | 3,340,475                | 3,378,486                  | 3,399,486                   | 21,000                             | 0.6%         | (1,751,189)          | (1,766,722)                | (1,869,097)                 | (102,375)                          | 5.8%         | 1,589,286                | 1,611,764                  | 1,530,389                   | (81,375)                           | -5.0%       |
| Health Protection Services                       | 13,960,862               | 14,578,386                 | 15,108,597                  | 530,212                            | 3.6%         | (9,498,549)          | (9,522,621)                | (9,808,737)                 | (286,116)                          | 3.0%         | 4,462,314                | 5,055,765                  | 5,299,860                   | 244,096                            | 4.8%        |
| Chronic Disease Prevention & Oral Health         | 5,233,576                | 5,367,378                  | 5,571,879                   | 204,501                            | 3.8%         | (3,528,442)          | (3,629,521)                | (3,704,872)                 | (75,351)                           | 2.1%         | 1,705,135                | 1,737,857                  | 1,867,007                   | 129,150                            | 7.4%        |
| <b>Total Public Health</b>                       | <b>38,127,494</b>        | <b>39,157,317</b>          | <b>40,170,482</b>           | <b>1,013,166</b>                   | <b>2.6%</b>  | <b>(24,675,147)</b>  | <b>(24,722,623)</b>        | <b>(25,235,376)</b>         | <b>(512,753)</b>                   | <b>2.1%</b>  | <b>13,452,347</b>        | <b>14,434,694</b>          | <b>14,935,106</b>           | <b>500,413</b>                     | <b>3.5%</b> |
| Paramedic Services                               | 28,907,313               | 29,252,097                 | 30,998,472                  | 1,746,375                          | 6.0%         | (13,486,489)         | (13,098,265)               | (14,779,062)                | (1,680,797)                        | 12.8%        | 15,420,824               | 16,153,832                 | 16,219,410                  | 65,578                             | 0.4%        |
| <b>Total Health</b>                              | <b>67,034,807</b>        | <b>68,409,414</b>          | <b>71,168,954</b>           | <b>2,759,540</b>                   | <b>4.0%</b>  | <b>(38,161,636)</b>  | <b>(37,820,888)</b>        | <b>(40,014,438)</b>         | <b>(2,193,550)</b>                 | <b>5.8%</b>  | <b>28,873,171</b>        | <b>30,588,526</b>          | <b>31,154,516</b>           | <b>565,990</b>                     | <b>1.9%</b> |
| <b>Social &amp; Community Services</b>           |                          |                            |                             |                                    |              |                      |                            |                             |                                    |              |                          |                            |                             |                                    |             |
| Children's Services                              | 42,543,438               | 43,148,339                 | 45,529,662                  | 2,381,323                          | 5.5%         | (30,402,180)         | (30,420,388)               | (32,667,487)                | (2,247,099)                        | 7.4%         | 12,141,258               | 12,727,951                 | 12,862,175                  | 134,224                            | 1.1%        |
| Employment, Housing & Social Services            | 65,176,547               | 71,640,885                 | 71,387,785                  | (253,100)                          | -0.4%        | (32,472,028)         | (30,754,497)               | (29,213,046)                | 1,541,451                          | -5.0%        | 32,704,518               | 40,886,388                 | 42,174,739                  | 1,288,351                          | 3.2%        |
| Quality & Community Innovation                   | 12,180,539               | 5,393,035                  | 5,869,726                   | 476,691                            | 8.8%         | -                    | -                          | -                           | -                                  | -            | 12,180,539               | 5,393,035                  | 5,869,726                   | 476,691                            | 8.8%        |
| Services for Seniors                             | 60,491,025               | 62,100,671                 | 63,412,362                  | 1,311,692                          | 2.1%         | (43,327,315)         | (44,714,425)               | (45,536,212)                | (821,787)                          | 1.8%         | 17,163,711               | 17,386,246                 | 17,876,150                  | 489,905                            | 2.8%        |
| <b>Total Social &amp; Community Services</b>     | <b>180,391,549</b>       | <b>182,282,930</b>         | <b>186,199,535</b>          | <b>3,916,605</b>                   | <b>2.1%</b>  | <b>(106,201,523)</b> | <b>(105,889,310)</b>       | <b>(107,416,745)</b>        | <b>(1,527,435)</b>                 | <b>1.4%</b>  | <b>74,190,026</b>        | <b>76,393,620</b>          | <b>78,782,790</b>           | <b>2,389,171</b>                   | <b>3.1%</b> |
| <b>Legislative &amp; Planning Services</b>       |                          |                            |                             |                                    |              |                      |                            |                             |                                    |              |                          |                            |                             |                                    |             |
| Planning Services                                | 9,199,269                | 10,320,776                 | 10,631,673                  | 310,897                            | 3.0%         | (973,314)            | (1,329,741)                | (1,307,116)                 | 22,625                             | -1.7%        | 8,225,955                | 8,991,035                  | 9,324,557                   | 333,522                            | 3.7%        |
| Asset Management                                 | 4,413,277                | 4,900,448                  | 5,034,963                   | 134,515                            | 2.7%         | (4,413,277)          | (4,900,448)                | (5,034,963)                 | (134,515)                          | 2.7%         | -                        | -                          | -                           | -                                  | -           |
| Economic Development                             | 2,131,898                | 2,282,908                  | 2,421,561                   | 138,653                            | 6.1%         | (166,966)            | (251,525)                  | (230,250)                   | 21,275                             | -8.5%        | 1,964,932                | 2,031,383                  | 2,191,311                   | 159,928                            | 7.9%        |
| Regional Clerk & Council Services                | (29,470)                 | 3,900                      | 3,450                       | (450)                              | -11.5%       | (4,136)              | (3,900)                    | (3,450)                     | 450                                | -11.5%       | (33,605)                 | -                          | -                           | -                                  | -           |
| LPS Administration                               | 2,565                    | -                          | -                           | -                                  | -            | (1,410)              | -                          | -                           | -                                  | -            | 1,155                    | -                          | -                           | -                                  | -           |
| Legal Services                                   | 288,596                  | 235,700                    | 235,600                     | (100)                              | 0.0%         | (326,407)            | (235,700)                  | (235,600)                   | 100                                | 0.0%         | (37,811)                 | -                          | -                           | -                                  | -           |
| <b>Total Legislative &amp; Planning Services</b> | <b>16,006,135</b>        | <b>17,743,732</b>          | <b>18,327,247</b>           | <b>583,515</b>                     | <b>3.3%</b>  | <b>(5,885,510)</b>   | <b>(6,721,314)</b>         | <b>(6,811,379)</b>          | <b>(90,065)</b>                    | <b>1.3%</b>  | <b>10,120,625</b>        | <b>11,022,418</b>          | <b>11,515,868</b>           | <b>493,450</b>                     | <b>4.5%</b> |
| <b>Public Works</b>                              |                          |                            |                             |                                    |              |                      |                            |                             |                                    |              |                          |                            |                             |                                    |             |
| Transportation                                   | 42,783,970               | 45,126,790                 | 46,388,104                  | 1,261,314                          | 2.8%         | (334,891)            | (301,600)                  | (295,300)                   | 6,300                              | -2.1%        | 42,449,079               | 44,825,190                 | 46,092,804                  | 1,267,614                          | 2.8%        |
| Waste Management                                 | 45,524,516               | 45,948,354                 | 46,761,263                  | 812,909                            | 1.8%         | (6,993,947)          | (7,171,917)                | (7,225,303)                 | (53,386)                           | 0.7%         | 38,530,569               | 38,776,437                 | 39,535,960                  | 759,523                            | 2.0%        |
| <b>Total Public Works</b>                        | <b>88,308,486</b>        | <b>91,075,144</b>          | <b>93,149,367</b>           | <b>2,074,223</b>                   | <b>2.3%</b>  | <b>(7,328,838)</b>   | <b>(7,473,517)</b>         | <b>(7,520,603)</b>          | <b>(47,086)</b>                    | <b>0.6%</b>  | <b>80,979,648</b>        | <b>83,601,627</b>          | <b>85,628,764</b>           | <b>2,027,137</b>                   | <b>2.4%</b> |
| <b>Finance</b>                                   |                          |                            |                             |                                    |              |                      |                            |                             |                                    |              |                          |                            |                             |                                    |             |
| Administration                                   | 66,920                   | -                          | -                           | -                                  | -            | -                    | -                          | -                           | -                                  | -            | 66,920                   | -                          | -                           | -                                  | -           |
| Financial Planning & Budgets                     | 62,921                   | 540,100                    | 540,100                     | -                                  | 0.0%         | (432,945)            | (540,100)                  | (540,100)                   | -                                  | 0.0%         | (370,024)                | -                          | -                           | -                                  | -           |
| Financial & Purchasing Services                  | 454,963                  | 96,925                     | 104,950                     | 8,025                              | 8.3%         | (292,780)            | (96,925)                   | (104,950)                   | (8,025)                            | 8.3%         | 162,183                  | -                          | -                           | -                                  | -           |
| Information Technology                           | 307,271                  | 237,319                    | 228,492                     | (8,827)                            | -3.7%        | (209,096)            | (237,319)                  | (228,492)                   | 8,827                              | -3.7%        | 98,175                   | -                          | -                           | -                                  | -           |
| <b>Total Finance</b>                             | <b>\$ 892,074</b>        | <b>\$ 874,344</b>          | <b>\$ 873,542</b>           | <b>\$ (802)</b>                    | <b>-0.1%</b> | <b>\$ (934,821)</b>  | <b>\$ (874,344)</b>        | <b>\$ (873,542)</b>         | <b>\$ 802</b>                      | <b>-0.1%</b> | <b>\$ (42,747)</b>       | <b>\$ -</b>                | <b>\$ -</b>                 | <b>\$ -</b>                        | <b>\$ -</b> |



Gross Expenditures & Revenues By Program

| \$000s  | Total Gross Expenditures |                            |                             |  | Total Revenue           |                            |                             |  | Net Program Expenditures |                            |                             |  |
|---|--------------------------|----------------------------|-----------------------------|--|-------------------------|----------------------------|-----------------------------|--|--------------------------|----------------------------|-----------------------------|--|
|   | 2013<br>Actuals          | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget<br>2015 Requested to<br>2014 Approved | 2013<br>Actuals         | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget<br>2015 Requested to<br>2014 Approved | 2013<br>Actuals          | 2014<br>Approved<br>Budget | 2015<br>Requested<br>Budget | Change in Budget<br>2015 Requested to<br>2014 Approved |
|   |                          |                            |                             |  |                         |                            |                             |  |                          |                            |                             |  |
| <b>Office of the CAO</b>                                    |                          |                            |                             |  |                         |                            |                             |  |                          |                            |                             |  |
| Chief Administrative Officer                                | \$ (30,331)              | \$ -                       | \$ -                        | \$ -   | \$ -                    | \$ -                       | \$ -                        | \$ -   | \$ (30,331)              | \$ -                       | \$ -                        | \$ -   |
| Policy Integration & Communications                         | 169,958                  | 66,169                     | 18,169                      | (48,000) -72.5%  | (50,732)                | (66,169)                   | (18,169)                    | 48,000 -72.5%  | 119,227                  | -                          | -                           | -  |
| Internal Audit  | (61,919)                 | -                          | -                           | -  | -                       | -                          | -                           | -  | (61,919)                 | -                          | -                           | -  |
| Business Planning & Corporate Initiatives                   | (68,432)                 | -                          | -                           | -  | -                       | -                          | -                           | -  | (68,432)                 | -                          | -                           | -  |
| Human Resource Services                                     | (58,088)                 | -                          | -                           | -  | (132,219)               | -                          | -                           | -  | (190,307)                | -                          | -                           | -  |
| <b>Total Office of the CAO</b>                              | <b>(48,811)</b>          | <b>66,169</b>              | <b>18,169</b>               | <b>(48,000) -72.5%</b>                                 | <b>(182,951)</b>        | <b>(66,169)</b>            | <b>(18,169)</b>             | <b>48,000 -72.5%</b>                                   | <b>(231,762)</b>         |                            |                             |  |
| <b>Office of the Chair &amp; Regional Council</b>           |                          |                            |                             |  |                         |                            |                             |  |                          |                            |                             |  |
| Office of the Chair   | (37,308)                 | -                          | -                           | -  | -                       | -                          | -                           | -  | (37,308)                 | -                          | -                           | -  |
| Regional Council  | (21,332)                 | -                          | -                           | -  | -                       | -                          | -                           | -  | (21,332)                 | -                          | -                           | -  |
| <b>Total Office of the Chair &amp; Regional Council</b>     | <b>(58,639)</b>          |                            |                             |  |                         |                            |                             |  | <b>(58,639)</b>          |                            |                             |  |
| <b>Boards &amp; Agencies</b>                                |                          |                            |                             |  |                         |                            |                             |  |                          |                            |                             |  |
| Conservation Authorities                                    | 7,705,521                | 8,016,792                  | 8,382,873                   | 366,081 4.6%   | -                       | -                          | -                           | -  | 7,705,521                | 8,016,792                  | 8,382,873                   | 366,081 4.6%   |
| RBG & Special Grants  | 714,198                  | 725,266                    | 736,295                     | 11,029 1.5%  | -                       | -                          | -                           | -  | 714,198                  | 725,266                    | 736,295                     | 11,029 1.5%  |
| <b>Total Boards &amp; Agencies</b>                          | <b>8,419,719</b>         | <b>8,742,058</b>           | <b>9,119,168</b>            | <b>377,110 4.3%</b>                                    |                         |                            |                             |  | <b>8,419,719</b>         | <b>8,742,058</b>           | <b>9,119,168</b>            | <b>377,110 4.3%</b>                                    |
| <b>Halton Regional Police Service</b>                       |                          |                            |                             |  |                         |                            |                             |  |                          |                            |                             |  |
| Halton Region Police Service                                | 135,822,970              | 138,704,871                | 144,853,137                 | 6,148,266 4.4%   | (8,868,301)             | (8,580,555)                | (10,045,436)                | (1,464,881) 17.1%                                      | 126,954,669              | 130,124,316                | 134,807,701                 | 4,683,385 3.6%   |
| <b>Non-Program Items &amp; Financial Transactions</b>       |                          |                            |                             |  |                         |                            |                             |  |                          |                            |                             |  |
| Supplementary Tax Revenue                                   | -                        | -                          | -                           | -  | (5,710,527)             | (8,100,000)                | (7,600,000)                 | 500,000 -6.2%  | (5,710,527)              | (8,100,000)                | (7,600,000)                 | 500,000 -6.2%  |
| Tax Policy Expenditures                                     | 369,906                  | 298,000                    | 298,000                     | - 0.0%   | -                       | -                          | -                           | -  | 369,906                  | 298,000                    | 298,000                     | - 0.0%   |
| Assessment Services   | 8,224,501                | 8,486,300                  | 8,528,700                   | 42,400 0.5%  | -                       | -                          | -                           | -  | 8,224,501                | 8,486,300                  | 8,528,700                   | 42,400 0.5%  |
| General Expenditures  | 24,803,806               | 26,646,154                 | 28,642,126                  | 1,995,972 7.5%   | (149,264)               | (3,992,400)                | (5,136,698)                 | (1,144,298) 28.7%                                      | 24,654,542               | 22,653,754                 | 23,505,428                  | 851,674 3.8%   |
| Net Interest Earnings                                       | 58,385,873               | 43,632,200                 | 43,632,200                  | - 0.0%   | (66,136,673)            | (51,383,000)               | (51,383,000)                | - 0.0%   | (7,750,800)              | (7,750,800)                | (7,750,800)                 | - 0.0%   |
| Provincial Offences Act                                     | -                        | -                          | -                           | -  | (1,430,595)             | (1,400,000)                | (1,400,000)                 | - 0.0%   | (1,430,595)              | (1,400,000)                | (1,400,000)                 | - 0.0%   |
| Payments-in-Lieu of Taxes                                   | -                        | -                          | -                           | -  | (2,889,606)             | (2,450,000)                | (2,450,000)                 | - 0.0%   | (2,889,606)              | (2,450,000)                | (2,450,000)                 | - 0.0%   |
| Right-of-Way Taxes  | -                        | -                          | -                           | -  | (1,253,134)             | (1,350,000)                | (1,350,000)                 | - 0.0%   | (1,253,134)              | (1,350,000)                | (1,350,000)                 | - 0.0%   |
| Tax Write-Off Provision                                     | 5,499,714                | 4,365,000                  | 4,365,000                   | - 0.0%   | -                       | -                          | -                           | -  | 5,499,714                | 4,365,000                  | 4,365,000                   | - 0.0%   |
| <b>Total Non-Program Items &amp; Financial Transactions</b> | <b>97,283,800</b>        | <b>83,427,654</b>          | <b>85,466,026</b>           | <b>2,038,372 2.4%</b>                                  | <b>(77,569,800)</b>     | <b>(68,675,400)</b>        | <b>(69,319,698)</b>         | <b>(644,298) 0.9%</b>                                  | <b>19,714,000</b>        | <b>14,752,254</b>          | <b>16,146,328</b>           | <b>1,394,074 9.4%</b>                                  |
| <b>Net Regional Tax Levy</b>                                | <b>\$ 594,052,090</b>    | <b>\$ 591,326,316</b>      | <b>\$ 609,175,145</b>       | <b>\$ 17,848,829 3.0%</b>                              | <b>\$ (245,133,380)</b> | <b>\$ (236,101,498)</b>    | <b>\$ (242,020,010)</b>     | <b>\$ (5,918,513) 2.5%</b>                             | <b>\$ 348,918,711</b>    | <b>\$ 355,224,818</b>      | <b>\$ 367,155,132</b>       | <b>\$ 11,930,314 3.4%</b>                              |



# Budget and Business Plan 2015

## Health Department



# Health Department

## Departmental Goals

The Health Department provides a complete range of accessible, affordable, and effective public health programs which are designed to:

- Promote physical and mental health and well-being of children, youth, families and older adults.
- Increase the length and quality of life by reducing the morbidity and mortality associated with chronic diseases, injuries and substance misuse.
- Reduce health inequities among population groups by addressing the social determinants of health.
- Prevent or reduce adverse health outcomes from exposure to infectious diseases and environmental health hazards.
- Provide a comprehensive and cost effective Paramedic Services.
- Prepare health status monitoring reports to ensure Health Department programs meet the needs of Halton residents.
- Respond to public health issues of a crisis nature.

## External Factors Influencing Activities & Outcomes

- Provincial legislative, policy and funding decisions including potential outcomes of the Provincial funding review for cost-shared public health programs, and changes to the Provincial funding model for Paramedic Services.
- Significant population growth, increasing diversity in population ethnicity and the increasing proportion of older adults.
- Requirements of the Ontario Public Health Standards and the Accountability Agreements with funding partners.
- Initiatives of the Local Health Integration Networks (LHINs).
- Emerging health issues and service delivery priorities requiring reallocation of resources.
- Demand issues of a crisis nature for which prior planning is difficult such as an infectious disease outbreak.
- Changing communication environments, e.g., social media.

## Performance Measures

| Priority Area               | Performance Measures  | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|-----------------------------|---|-------------|-------------|-------------|-------------|
| Protecting Public Health    | % Required inspections of high risk food premises completed   | 100.0%      | 100.0%      | 100.0%      | 100.0%      |
|                             | % Required inspections of high risk personal service settings completed                                   | 100.0%      | 100.0%      | 100.0%      | 100.0%      |
|                             | % Arrivals of defibrillator on the scene of sudden cardiac arrest (SCA) within 6:00 minutes               | 52.2%       | 64.4%       | 55.0%       | 55.0%       |
|                             | % Arrivals of paramedics at life threatening calls within 8:00 minutes                                    | 76.5%       | 79.5%       | 77.0%       | 75.0%       |
|                             | % CTAS 2 Arrivals of paramedics within 10:00 minutes  | 85.6%       | 79.5%       | 88.0%       | 88.0%       |
|                             | % CTAS 3 Arrivals of paramedics within 15:00 minutes  | 95.3%       | 97.9%       | 97.0%       | 97.0%       |
|                             | % CTAS 4 Arrivals of paramedics within 20:00 minutes  | 98.3%       | 99.6%       | 99.0%       | 99.0%       |
|                             | % CTAS 5 Arrivals of paramedics within 25:00 minutes  | 100.0%      | 100.0%      | 99.0%       | 99.0%       |
|                             | # Persons trained in CPR by Paramedic Services / Partners   | 1,372       | 1,496       | 1,330       | 1,470       |
|                             | # Persons provided Dental Care Counts financial assistance  | 353         | 439         | 495         | 550         |
| Promote Health Living       | # Weeks wait (Average) for Smoking Cessation Clinic Services  | 1           | 2           | 2           | 2           |
|                             | # Weeks wait (Average) for Oral Health Clinic Services  | 3           | 2           | 2           | 3           |
|                             | # Weeks wait (Average) for North Halton Mental Health Clinic Rapid Response Group Intake Services         | 2           | 2           | 3           | 3           |
|                             | # Weeks wait (Average) for North Halton Child and Youth Psychiatry Program                                | 6           | 5           | 11          | 8           |
|                             | # Weeks wait (Average) for Travel Health Services   | 2           | 2           | 2           | 2           |
|                             | # Weeks wait (Average) for Sexual Health Clinic Services  | 1           | 1           | 1           | 1           |
| Child and Youth Development | % New families screened at hospital discharge using the new Healthy Babies Healthy Children (HBHC) screen | N/A         | 99.0%       | 95.0%       | 90.0%       |

# Departmental Summary

| Health Department                   | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |              |                                 |              |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 43,420,595        | \$ 45,133,142        | \$ 45,927,840        | \$ 46,964,400        | \$ 47,017,260        | \$ 1,174,160          | \$ 48,191,420        | \$ 1,089,420               | 2.4%         | \$ 2,263,580                    | 4.9%         |
| Materials & Supplies                | 2,910,952            | 2,913,246            | 3,067,312            | 3,035,797            | 3,278,644            | 83,547                | 3,362,191            | 211,332                    | 6.9%         | 294,879                         | 9.6%         |
| Purchased Services                  | 3,560,304            | 3,734,704            | 3,424,000            | 3,746,013            | 3,441,369            | 1,000                 | 3,442,369            | 17,369                     | 0.5%         | 18,369                          | 0.5%         |
| Financial and Rent Expenses         | 470,056              | 490,134              | 582,450              | 594,201              | 637,670              | -                     | 637,670              | 55,220                     | 9.5%         | 55,220                          | 9.5%         |
| Grants & Assistance                 | 101,244              | 45,361               | 207,900              | 214,933              | 208,900              | -                     | 208,900              | 1,000                      | 0.5%         | 1,000                           | 0.5%         |
| <b>Total Direct Costs</b>           | <b>50,463,151</b>    | <b>52,316,587</b>    | <b>53,209,502</b>    | <b>54,555,344</b>    | <b>54,583,843</b>    | <b>1,258,707</b>      | <b>55,842,550</b>    | <b>1,374,341</b>           | <b>2.6%</b>  | <b>2,633,048</b>                | <b>4.9%</b>  |
| Allocated Charges / Recoveries      | 1,213,220            | 1,271,629            | 1,540,880            | 1,405,674            | 1,601,940            | -                     | 1,601,940            | 61,061                     | 4.0%         | 61,061                          | 4.0%         |
| Corporate Support                   | 9,764,733            | 10,334,462           | 10,624,115           | 10,624,115           | 10,820,565           | -                     | 10,820,565           | 196,450                    | 1.8%         | 196,450                         | 1.8%         |
| Transfers to Reserves-Operating     | 8,500                | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b> | <b>61,449,603</b>    | <b>63,922,678</b>    | <b>65,374,497</b>    | <b>66,585,134</b>    | <b>67,006,348</b>    | <b>1,258,707</b>      | <b>68,265,055</b>    | <b>1,631,852</b>           | <b>2.5%</b>  | <b>2,890,559</b>                | <b>4.4%</b>  |
| Transfer to Reserves - Capital      | 2,692,120            | 2,744,000            | 2,625,500            | 2,625,500            | 2,622,539            | -                     | 2,622,539            | (2,961)                    | -0.1%        | (2,961)                         | -0.1%        |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | 529,983              | 368,129              | 409,417              | 409,417              | 281,360              | -                     | 281,360              | (128,058)                  | -31.3%       | (128,058)                       | -31.3%       |
| <b>Capital Expenditures</b>         | <b>3,222,103</b>     | <b>3,112,129</b>     | <b>3,034,917</b>     | <b>3,034,917</b>     | <b>2,903,899</b>     | <b>-</b>              | <b>2,903,899</b>     | <b>(131,019)</b>           | <b>-4.3%</b> | <b>(131,019)</b>                | <b>-4.3%</b> |
| <b>Total Gross Expenditures</b>     | <b>64,671,706</b>    | <b>67,034,807</b>    | <b>68,409,414</b>    | <b>69,620,051</b>    | <b>69,910,247</b>    | <b>1,258,707</b>      | <b>71,168,954</b>    | <b>1,500,833</b>           | <b>2.2%</b>  | <b>2,759,540</b>                | <b>4.0%</b>  |
| Subsidy Revenue                     | (36,095,020)         | (37,528,849)         | (37,314,723)         | (38,890,014)         | (38,859,772)         | (633,596)             | (39,493,368)         | (1,545,049)                | 4.1%         | (2,178,645)                     | 5.8%         |
| Other Revenue                       | (998,368)            | (632,787)            | (506,165)            | (734,811)            | (521,070)            | -                     | (521,070)            | (14,905)                   | 2.9%         | (14,905)                        | 2.9%         |
| <b>Total Revenue</b>                | <b>(37,093,388)</b>  | <b>(38,161,636)</b>  | <b>(37,820,888)</b>  | <b>(39,624,825)</b>  | <b>(39,380,842)</b>  | <b>(633,596)</b>      | <b>(40,014,438)</b>  | <b>(1,559,954)</b>         | <b>4.1%</b>  | <b>(2,193,550)</b>              | <b>5.8%</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ 27,578,318</b> | <b>\$ 28,873,171</b> | <b>\$ 30,588,526</b> | <b>\$ 29,995,226</b> | <b>\$ 30,529,405</b> | <b>\$ 625,111</b>     | <b>\$ 31,154,516</b> | <b>\$ (59,121)</b>         | <b>-0.2%</b> | <b>\$ 565,990</b>               | <b>1.9%</b>  |

| Health Department         | 2014            |        | 2015         |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|--------|--------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget | Actual | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>442.0</b>    |        | <b>442.0</b> | <b>10.8</b>           | <b>452.8</b>     | <b>-</b>                   | <b>0.0%</b> | <b>10.8</b>                     | <b>2.4%</b> |



# General Health

## Divisional Summary

| General Health                      | 2012                | 2013                | 2014                |                     | 2015                |                       |                     | Change                     |               |                                 |               |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|---------------|---------------------------------|---------------|
|                                     | Actual              | Actual              | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |
| Personnel Services                  | \$ 1,604,732        | \$ 1,581,389        | \$ 1,614,530        | \$ 1,629,700        | \$ 1,631,430        | \$ -                  | \$ 1,631,430        | \$ 16,900                  | 1.0%          | \$ 16,900                       | 1.0%          |
| Materials & Supplies                | 105,873             | 114,530             | 146,570             | 151,306             | 146,620             | -                     | 146,620             | 50                         | 0.0%          | 50                              | 0.0%          |
| Purchased Services                  | 188,662             | 198,432             | 270,400             | 233,703             | 277,500             | -                     | 277,500             | 7,100                      | 2.6%          | 7,100                           | 2.6%          |
| Financial and Rent Expenses         | 360,962             | 380,230             | 469,800             | 476,100             | 484,900             | -                     | 484,900             | 15,100                     | 3.2%          | 15,100                          | 3.2%          |
| Grants & Assistance                 | 4,321               | 3,250               | -                   | 5,857               | -                   | -                     | -                   | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Direct Costs</b>           | <b>2,264,550</b>    | <b>2,277,831</b>    | <b>2,501,300</b>    | <b>2,496,666</b>    | <b>2,540,450</b>    | <b>-</b>              | <b>2,540,450</b>    | <b>39,150</b>              | <b>1.6%</b>   | <b>39,150</b>                   | <b>1.6%</b>   |
| Allocated Charges / Recoveries      | (136,987)           | (158,456)           | (172,304)           | (189,206)           | (171,103)           | -                     | (171,103)           | 1,201                      | -0.7%         | 1,201                           | -0.7%         |
| Corporate Support                   | 515,083             | 535,599             | 534,490             | 534,490             | 616,139             | -                     | 616,139             | 81,649                     | 15.3%         | 81,649                          | 15.3%         |
| Transfers to Reserves-Operating     | 8,500               | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          | -                               | 0.0%          |
| <b>Gross Operating Expenditures</b> | <b>2,651,146</b>    | <b>2,654,975</b>    | <b>2,863,486</b>    | <b>2,841,950</b>    | <b>2,985,486</b>    | <b>-</b>              | <b>2,985,486</b>    | <b>122,000</b>             | <b>4.3%</b>   | <b>122,000</b>                  | <b>4.3%</b>   |
| Transfer to Reserves - Capital      | 714,620             | 685,500             | 515,000             | 515,000             | 414,000             | -                     | 414,000             | (101,000)                  | -19.6%        | (101,000)                       | -19.6%        |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          | -                               | 0.0%          |
| Debt Charges                        | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          | -                               | 0.0%          |
| <b>Capital Expenditures</b>         | <b>714,620</b>      | <b>685,500</b>      | <b>515,000</b>      | <b>515,000</b>      | <b>414,000</b>      | <b>-</b>              | <b>414,000</b>      | <b>(101,000)</b>           | <b>-19.6%</b> | <b>(101,000)</b>                | <b>-19.6%</b> |
| <b>Total Gross Expenditures</b>     | <b>3,365,766</b>    | <b>3,340,475</b>    | <b>3,378,486</b>    | <b>3,356,950</b>    | <b>3,399,486</b>    | <b>-</b>              | <b>3,399,486</b>    | <b>21,000</b>              | <b>0.6%</b>   | <b>21,000</b>                   | <b>0.6%</b>   |
| Subsidy Revenue                     | (1,782,851)         | (1,745,493)         | (1,766,722)         | (1,821,428)         | (1,869,097)         | -                     | (1,869,097)         | (102,375)                  | 5.8%          | (102,375)                       | 5.8%          |
| Other Revenue                       | (41,153)            | (5,696)             | -                   | (5,857)             | -                   | -                     | -                   | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Revenue</b>                | <b>(1,824,004)</b>  | <b>(1,751,189)</b>  | <b>(1,766,722)</b>  | <b>(1,827,285)</b>  | <b>(1,869,097)</b>  | <b>-</b>              | <b>(1,869,097)</b>  | <b>(102,375)</b>           | <b>5.8%</b>   | <b>(102,375)</b>                | <b>5.8%</b>   |
| <b>Net Program Expenditures</b>     | <b>\$ 1,541,762</b> | <b>\$ 1,589,286</b> | <b>\$ 1,611,764</b> | <b>\$ 1,529,665</b> | <b>\$ 1,530,389</b> | <b>\$ -</b>           | <b>\$ 1,530,389</b> | <b>\$ (81,375)</b>         | <b>-5.0%</b>  | <b>\$ (81,375)</b>              | <b>-5.0%</b>  |

| General Health            | 2014            |        | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|--------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Actual | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>13.0</b>     |        | <b>13.0</b> | <b>-</b>              | <b>13.0</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| General Health                      | 2014                |                     | 2015                |                       |                     | Change in Budget           |               | Comments  |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|---------------|---|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |               |   |
| Personnel Services                  | \$ 1,614,530        | \$ 1,629,700        | \$ 1,631,430        | \$ -                  | \$ 1,631,430        | \$ 16,900                  | 1.0%          | Increase in property rental costs for Public Health Clinics based on current lease agreements, which is offset by a reduction at the Georgetown clinic due to a reduction in square footage required  |
| Materials & Supplies                | 146,570             | 151,306             | 146,620             | -                     | 146,620             | 50                         | 0.0%          |   |
| Purchased Services                  | 270,400             | 233,703             | 277,500             | -                     | 277,500             | 7,100                      | 2.6%          |   |
| Financial and Rent Expenses         | 469,800             | 476,100             | 484,900             | -                     | 484,900             | 15,100                     | 3.2%          |   |
| Grants & Assistance                 | -                   | 5,857               | -                   | -                     | -                   | -                          | 0.0%          |   |
| <b>Total Direct Costs</b>           | <b>2,501,300</b>    | <b>2,496,666</b>    | <b>2,540,450</b>    | <b>-</b>              | <b>2,540,450</b>    | <b>39,150</b>              | <b>1.6%</b>   |   |
| Allocated Charges/Recoveries        | (172,304)           | (189,206)           | (171,103)           | -                     | (171,103)           | 1,201                      | -0.7%         | In accordance with corporate support cost allocation framework  |
| Corporate Support                   | 534,490             | 534,490             | 616,139             | -                     | 616,139             | 81,649                     | 15.3%         |   |
| Transfer to Reserves - Operating    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          |   |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          |   |
| <b>Gross Operating Expenditures</b> | <b>2,863,486</b>    | <b>2,841,950</b>    | <b>2,985,486</b>    | <b>-</b>              | <b>2,985,486</b>    | <b>122,000</b>             | <b>4.3%</b>   |   |
| Transfer to Reserves - Capital      | 515,000             | 515,000             | 414,000             | -                     | 414,000             | (101,000)                  | -19.6%        | Reduction in the reserve repayment due to subsidies received for the Georgetown health clinic and the Air Quality Program   |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          |   |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%          |   |
| <b>Capital Expenditures</b>         | <b>515,000</b>      | <b>515,000</b>      | <b>414,000</b>      | <b>-</b>              | <b>414,000</b>      | <b>(101,000)</b>           | <b>-19.6%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>3,378,486</b>    | <b>3,356,950</b>    | <b>3,399,486</b>    | <b>-</b>              | <b>3,399,486</b>    | <b>21,000</b>              | <b>0.6%</b>   |   |
| Subsidy Revenue                     | (1,766,722)         | (1,821,428)         | (1,869,097)         | -                     | (1,869,097)         | (102,375)                  | 5.8%          | 1.5% overall subsidy increase for Public Health programs, (2% for Mandatory Programs, Chief Nursing Officer, Infection Prevention and Control Nurses and Public Health Nurses Initiative, 0% for remaining programs), allocated based on divisional share of programs and eligible expenses |
| Other Revenue                       | -                   | (5,857)             | -                   | -                     | -                   | -                          | 0.0%          |   |
| <b>Total Revenue</b>                | <b>(1,766,722)</b>  | <b>(1,827,285)</b>  | <b>(1,869,097)</b>  | <b>-</b>              | <b>(1,869,097)</b>  | <b>(102,375)</b>           | <b>5.8%</b>   |   |
| <b>Net Program Expenditures</b>     | <b>\$ 1,611,764</b> | <b>\$ 1,529,665</b> | <b>\$ 1,530,389</b> | <b>\$ -</b>           | <b>\$ 1,530,389</b> | <b>\$ (81,375)</b>         | <b>-5.0%</b>  |   |

# Community Health Services

## Divisional Summary

| Community Health Services           | 2012                | 2013                | 2014                |                     | 2015                |                       |                     | Change                     |             |                                 |             |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual              | Actual              | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 10,567,221       | \$ 10,933,161       | \$ 11,172,520       | \$ 11,315,400       | \$ 11,423,540       | \$ -                  | \$ 11,423,540       | \$ 251,020                 | 2.2%        | \$ 251,020                      | 2.2%        |
| Materials & Supplies                | 308,626             | 316,107             | 319,920             | 327,784             | 321,712             | -                     | 321,712             | 1,792                      | 0.6%        | 1,792                           | 0.6%        |
| Purchased Services                  | 870,259             | 765,759             | 755,653             | 826,479             | 764,796             | -                     | 764,796             | 9,143                      | 1.2%        | 9,143                           | 1.2%        |
| Financial and Rent Expenses         | 15,290              | 15,625              | 15,800              | 15,500              | 16,600              | -                     | 16,600              | 800                        | 5.1%        | 800                             | 5.1%        |
| Grants & Assistance                 | 64,932              | 41,811              | 69,500              | 69,500              | 70,500              | -                     | 70,500              | 1,000                      | 1.4%        | 1,000                           | 1.4%        |
| <b>Total Direct Costs</b>           | <b>11,826,328</b>   | <b>12,072,463</b>   | <b>12,333,393</b>   | <b>12,554,664</b>   | <b>12,597,148</b>   | <b>-</b>              | <b>12,597,148</b>   | <b>263,755</b>             | <b>2.1%</b> | <b>263,755</b>                  | <b>2.1%</b> |
| Allocated Charges / Recoveries      | 286,651             | 347,128             | 327,826             | 278,484             | 327,047             | -                     | 327,047             | (779)                      | -0.2%       | (779)                           | -0.2%       |
| Corporate Support                   | 3,046,443           | 3,172,990           | 3,171,848           | 3,171,848           | 3,166,325           | -                     | 3,166,325           | (5,523)                    | -0.2%       | (5,523)                         | -0.2%       |
| Transfers to Reserves-Operating     | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>15,159,422</b>   | <b>15,592,580</b>   | <b>15,833,067</b>   | <b>16,004,996</b>   | <b>16,090,520</b>   | <b>-</b>              | <b>16,090,520</b>   | <b>257,453</b>             | <b>1.6%</b> | <b>257,453</b>                  | <b>1.6%</b> |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>15,159,422</b>   | <b>15,592,580</b>   | <b>15,833,067</b>   | <b>16,004,996</b>   | <b>16,090,520</b>   | <b>-</b>              | <b>16,090,520</b>   | <b>257,453</b>             | <b>1.6%</b> | <b>257,453</b>                  | <b>1.6%</b> |
| Subsidy Revenue                     | (9,739,888)         | (9,824,603)         | (9,802,219)         | (9,910,654)         | (9,851,130)         | -                     | (9,851,130)         | (48,911)                   | 0.5%        | (48,911)                        | 0.5%        |
| Other Revenue                       | (93,942)            | (72,365)            | (1,540)             | (9,034)             | (1,540)             | -                     | (1,540)             | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>(9,833,830)</b>  | <b>(9,896,967)</b>  | <b>(9,803,759)</b>  | <b>(9,919,688)</b>  | <b>(9,852,670)</b>  | <b>-</b>              | <b>(9,852,670)</b>  | <b>(48,911)</b>            | <b>0.5%</b> | <b>(48,911)</b>                 | <b>0.5%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 5,325,592</b> | <b>\$ 5,695,613</b> | <b>\$ 6,029,308</b> | <b>\$ 6,085,308</b> | <b>\$ 6,237,850</b> | <b>\$ -</b>           | <b>\$ 6,237,850</b> | <b>\$ 208,542</b>          | <b>3.5%</b> | <b>\$ 208,542</b>               | <b>3.5%</b> |

| Community Health Services | 2014            |                  | 2015         |                       |                  | Change                     |                                 |
|---------------------------|-----------------|------------------|--------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Projected Actual | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>114.3</b>    | <b>114.3</b>     | <b>114.3</b> | <b>-</b>              | <b>114.3</b>     | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Community Health Services           | 2014                |                     | 2015                |                       |                     | Change in Budget           |             | Comments   |   |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|--|---|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             |  |   |
| Personnel Services                  | \$ 11,172,520       | \$ 11,315,400       | \$ 11,423,540       | \$ -                  | \$ 11,423,540       | \$ 251,020                 | 2.2%        | Increase in property rental at North Halton Mental Health Clinic |   |
| Materials & Supplies                | 319,920             | 327,784             | 321,712             | -                     | 321,712             | 1,792                      | 0.6%        |  |   |
| Purchased Services                  | 755,653             | 826,479             | 764,796             | -                     | 764,796             | 9,143                      | 1.2%        |  |   |
| Financial and Rent Expenses         | 15,800              | 15,500              | 16,600              | -                     | 16,600              | 800                        | 5.1%        |  |   |
| Grants & Assistance                 | 69,500              | 69,500              | 70,500              | -                     | 70,500              | 1,000                      | 1.4%        |  |   |
| <b>Total Direct Costs</b>           | <b>12,333,393</b>   | <b>12,554,663</b>   | <b>12,597,148</b>   | <b>-</b>              | <b>12,597,148</b>   | <b>263,755</b>             | <b>2.1%</b> |  |   |
| Allocated Charges/Recoveries        | 327,826             | 278,484             | 327,047             | -                     | 327,047             | (779)                      | -0.2%       |  |   |
| Corporate Support                   | 3,171,848           | 3,171,848           | 3,166,325           | -                     | 3,166,325           | (5,523)                    | -0.2%       |  |   |
| Transfer to Reserves - Operating    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |  |   |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |  |   |
| <b>Gross Operating Expenditures</b> | <b>15,833,067</b>   | <b>16,004,995</b>   | <b>16,090,520</b>   | <b>-</b>              | <b>16,090,520</b>   | <b>257,453</b>             | <b>1.6%</b> |  |   |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |  |   |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |  |   |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |  |   |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b> |  |   |
| <b>Total Gross Expenditures</b>     | <b>15,833,067</b>   | <b>16,004,995</b>   | <b>16,090,520</b>   | <b>-</b>              | <b>16,090,520</b>   | <b>257,453</b>             | <b>1.6%</b> |  |   |
| Subsidy Revenue                     | (9,802,219)         | (9,910,654)         | (9,851,130)         | -                     | (9,851,130)         | (48,911)                   | 0.5%        |  | 1.5% overall subsidy increase for Public Health programs, (2% for Mandatory Programs, Chief Nursing Officer, Infection Prevention and Control Nurses and Public Health Nurses Initiative, 0% for remaining programs), allocated based on divisional share of programs and eligible expenses |
| Other Revenue                       | (1,540)             | (9,034)             | (1,540)             | -                     | (1,540)             | -                          | 0.0%        |  |   |
| <b>Total Revenue</b>                | <b>(9,803,759)</b>  | <b>(9,919,688)</b>  | <b>(9,852,670)</b>  | <b>-</b>              | <b>(9,852,670)</b>  | <b>(48,911)</b>            | <b>0.5%</b> |  |   |
| <b>Net Program Expenditures</b>     | <b>\$ 6,029,308</b> | <b>\$ 6,085,307</b> | <b>\$ 6,237,850</b> | <b>\$ -</b>           | <b>\$ 6,237,850</b> | <b>\$ 208,542</b>          | <b>3.5%</b> |  |   |

# Chronic Disease Prevention & Oral Health

## Divisional Summary

| Chronic Disease Prevention & Oral Health | 2012                | 2013                | 2014                |                     | 2015                |                       |                     | Change                     |             |                                 |             |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---------------------------------|-------------|
|  | Actual              | Actual              | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                       | \$ 3,016,598        | \$ 3,118,467        | \$ 3,057,180        | \$ 3,160,100        | \$ 3,115,270        | \$ -                  | \$ 3,115,270        | \$ 58,090                  | 1.9%        | \$ 58,090                       | 1.9%        |
| Materials & Supplies                     | 109,384             | 140,000             | 112,109             | 139,672             | 140,179             | -                     | 140,179             | 28,070                     | 25.0%       | 28,070                          | 25.0%       |
| Purchased Services                       | 1,040,977           | 1,142,211           | 1,177,773           | 1,185,357           | 1,196,152           | -                     | 1,196,152           | 18,379                     | 1.6%        | 18,379                          | 1.6%        |
| Financial and Rent Expenses              | 678                 | 118                 | 1,500               | 2,011               | 1,500               | -                     | 1,500               | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                      | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>                | <b>4,167,637</b>    | <b>4,400,796</b>    | <b>4,348,562</b>    | <b>4,487,140</b>    | <b>4,453,101</b>    | <b>-</b>              | <b>4,453,101</b>    | <b>104,539</b>             | <b>2.4%</b> | <b>104,539</b>                  | <b>2.4%</b> |
| Allocated Charges / Recoveries           | (145,098)           | (185,549)           | (60,894)            | (75,815)            | (68,064)            | -                     | (68,064)            | (7,170)                    | 11.8%       | (7,170)                         | 11.8%       |
| Corporate Support                        | 904,794             | 1,018,329           | 1,079,710           | 1,079,710           | 1,186,842           | -                     | 1,186,842           | 107,132                    | 9.9%        | 107,132                         | 9.9%        |
| Transfers to Reserves-Operating          | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating       | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b>      | <b>4,927,332</b>    | <b>5,233,576</b>    | <b>5,367,378</b>    | <b>5,491,035</b>    | <b>5,571,879</b>    | <b>-</b>              | <b>5,571,879</b>    | <b>204,501</b>             | <b>3.8%</b> | <b>204,501</b>                  | <b>3.8%</b> |
| Transfer to Reserves - Capital           | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital         | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                             | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>              | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>          | <b>4,927,332</b>    | <b>5,233,576</b>    | <b>5,367,378</b>    | <b>5,491,035</b>    | <b>5,571,879</b>    | <b>-</b>              | <b>5,571,879</b>    | <b>204,501</b>             | <b>3.8%</b> | <b>204,501</b>                  | <b>3.8%</b> |
| Subsidy Revenue                          | (3,206,363)         | (3,437,184)         | (3,542,306)         | (3,611,946)         | (3,616,402)         | -                     | (3,616,402)         | (74,096)                   | 2.1%        | (74,096)                        | 2.1%        |
| Other Revenue                            | (218,931)           | (91,257)            | (87,215)            | (88,632)            | (88,470)            | -                     | (88,470)            | (1,255)                    | 1.4%        | (1,255)                         | 1.4%        |
| <b>Total Revenue</b>                     | <b>(3,425,294)</b>  | <b>(3,528,442)</b>  | <b>(3,629,521)</b>  | <b>(3,700,578)</b>  | <b>(3,704,872)</b>  | <b>-</b>              | <b>(3,704,872)</b>  | <b>(75,351)</b>            | <b>2.1%</b> | <b>(75,351)</b>                 | <b>2.1%</b> |
| <b>Net Program Expenditures</b>          | <b>\$ 1,502,038</b> | <b>\$ 1,705,135</b> | <b>\$ 1,737,857</b> | <b>\$ 1,790,457</b> | <b>\$ 1,867,007</b> | <b>\$ -</b>           | <b>\$ 1,867,007</b> | <b>\$ 129,150</b>          | <b>7.4%</b> | <b>\$ 129,150</b>               | <b>7.4%</b> |

| Chronic Disease Prevention & Oral Health | 2014            |  | 2015        |                       |                  | Change                     |                                 |
|--|-----------------|--|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.)                | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>                             | <b>31.6</b>     |  | <b>31.6</b> | <b>-</b>              | <b>31.6</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Chronic Disease Prevention & Oral Health | 2014                |                     | 2015                |                       |                     | Change in Budget           |             | Comments  |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---|
|  | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             |   |
| Personnel Services                       | \$ 3,057,180        | \$ 3,160,100        | \$ 3,115,270        | \$ -                  | \$ 3,115,270        | \$ 58,090                  | 1.9%        | Increase of \$30,000 for Nicotine Replacement Therapy (NRT) for growing Stop Smoking clients  |
| Materials & Supplies                     | 112,109             | 139,672             | 140,179             | -                     | 140,179             | 28,070                     | 25.0%       |   |
| Purchased Services                       | 1,177,773           | 1,185,357           | 1,196,152           | -                     | 1,196,152           | 18,379                     | 1.6%        |   |
| Financial and Rent Expenses              | 1,500               | 2,011               | 1,500               | -                     | 1,500               | -                          | 0.0%        |   |
| Grants & Assistance                      | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>                | <b>4,348,562</b>    | <b>4,487,140</b>    | <b>4,453,101</b>    | <b>-</b>              | <b>4,453,101</b>    | <b>104,539</b>             | <b>2.4%</b> |   |
| Allocated Charges/Recoveries             | (60,894)            | (75,815)            | (68,064)            | -                     | (68,064)            | (7,170)                    | 11.8%       | Adjusted financial support costs between divisions to reflect actual demand   |
| Corporate Support                        | 1,079,710           | 1,079,710           | 1,186,842           | -                     | 1,186,842           | 107,132                    | 9.9%        | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating         | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Transfer from Reserves - Operating       | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b>      | <b>5,367,378</b>    | <b>5,491,035</b>    | <b>5,571,879</b>    | <b>-</b>              | <b>5,571,879</b>    | <b>204,501</b>             | <b>3.8%</b> |   |
| Transfer to Reserves - Capital           | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Transfer from Reserves - Capital         | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Debt Charges                             | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>              | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>          | <b>5,367,378</b>    | <b>5,491,035</b>    | <b>5,571,879</b>    | <b>-</b>              | <b>5,571,879</b>    | <b>204,501</b>             | <b>3.8%</b> |   |
| Subsidy Revenue                          | (3,542,306)         | (3,611,946)         | (3,616,402)         | -                     | (3,616,402)         | (74,096)                   | 2.1%        | 1.5% overall subsidy increase for Public Health programs, (2% for Mandatory Programs, Chief Nursing Officer, Infection Prevention and Control Nurses and Public Health Nurses Initiative, 0% for remaining programs), allocated based on divisional share of programs and eligible expenses |
| Other Revenue                            | (87,215)            | (88,632)            | (88,470)            | -                     | (88,470)            | (1,255)                    | 1.4%        |   |
| <b>Total Revenue</b>                     | <b>(3,629,521)</b>  | <b>(3,700,578)</b>  | <b>(3,704,872)</b>  | <b>-</b>              | <b>(3,704,872)</b>  | <b>(75,351)</b>            | <b>2.1%</b> |   |
| <b>Net Program Expenditures</b>          | <b>\$ 1,737,857</b> | <b>\$ 1,790,457</b> | <b>\$ 1,867,007</b> | <b>\$ -</b>           | <b>\$ 1,867,007</b> | <b>\$ 129,150</b>          | <b>7.4%</b> |   |

# Health Protection Services

## Divisional Summary

| Health Protection Services          | 2012                | 2013                | 2014                |                     | 2015                |                       |                     | Change                     |             |                                 |             |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual              | Actual              | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 8,974,349        | \$ 9,544,114        | \$ 9,960,070        | \$ 9,965,100        | \$ 10,175,360       | \$ 215,950            | \$ 10,391,310       | \$ 215,290                 | 2.2%        | \$ 431,240                      | 4.3%        |
| Materials & Supplies                | 685,398             | 678,149             | 749,758             | 630,361             | 760,183             | 6,938                 | 767,121             | 10,425                     | 1.4%        | 17,363                          | 2.3%        |
| Purchased Services                  | 700,627             | 693,959             | 579,439             | 545,583             | 572,236             | 1,000                 | 573,236             | (7,203)                    | -1.2%       | (6,203)                         | -1.1%       |
| Financial and Rent Expenses         | 5,924               | 2,411               | 6,000               | 3,900               | 6,000               | -                     | 6,000               | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | 31,991              | 300                 | 138,400             | 139,576             | 138,400             | -                     | 138,400             | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>10,398,288</b>   | <b>10,918,933</b>   | <b>11,433,667</b>   | <b>11,284,519</b>   | <b>11,652,179</b>   | <b>223,888</b>        | <b>11,876,067</b>   | <b>218,512</b>             | <b>1.9%</b> | <b>442,400</b>                  | <b>3.9%</b> |
| Allocated Charges / Recoveries      | 75,191              | 78,036              | 89,888              | 74,852              | 84,201              | -                     | 84,201              | (5,687)                    | -6.3%       | (5,687)                         | -6.3%       |
| Corporate Support                   | 2,770,321           | 2,958,894           | 3,047,831           | 3,047,831           | 3,141,329           | -                     | 3,141,329           | 93,498                     | 3.1%        | 93,498                          | 3.1%        |
| Transfers to Reserves-Operating     | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>13,243,799</b>   | <b>13,955,862</b>   | <b>14,571,386</b>   | <b>14,407,202</b>   | <b>14,877,709</b>   | <b>223,888</b>        | <b>15,101,597</b>   | <b>306,324</b>             | <b>2.1%</b> | <b>530,212</b>                  | <b>3.6%</b> |
| Transfer to Reserves - Capital      | -                   | 5,000               | 7,000               | 7,000               | 7,000               | -                     | 7,000               | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>5,000</b>        | <b>7,000</b>        | <b>7,000</b>        | <b>7,000</b>        | <b>-</b>              | <b>7,000</b>        | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>13,243,799</b>   | <b>13,960,862</b>   | <b>14,578,386</b>   | <b>14,414,202</b>   | <b>14,884,709</b>   | <b>223,888</b>        | <b>15,108,597</b>   | <b>306,324</b>             | <b>2.1%</b> | <b>530,212</b>                  | <b>3.6%</b> |
| Subsidy Revenue                     | (8,907,637)         | (9,139,739)         | (9,116,021)         | (9,197,859)         | (9,251,505)         | (136,572)             | (9,388,077)         | (135,484)                  | 1.5%        | (272,056)                       | 3.0%        |
| Other Revenue                       | (403,870)           | (358,809)           | (406,600)           | (380,079)           | (420,660)           | -                     | (420,660)           | (14,060)                   | 3.5%        | (14,060)                        | 3.5%        |
| <b>Total Revenue</b>                | <b>(9,311,508)</b>  | <b>(9,498,549)</b>  | <b>(9,522,621)</b>  | <b>(9,577,938)</b>  | <b>(9,672,165)</b>  | <b>(136,572)</b>      | <b>(9,808,737)</b>  | <b>(149,544)</b>           | <b>1.6%</b> | <b>(286,116)</b>                | <b>3.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 3,932,292</b> | <b>\$ 4,462,314</b> | <b>\$ 5,055,765</b> | <b>\$ 4,836,264</b> | <b>\$ 5,212,544</b> | <b>\$ 87,316</b>      | <b>\$ 5,299,860</b> | <b>\$ 156,780</b>          | <b>3.1%</b> | <b>\$ 244,096</b>               | <b>4.8%</b> |

| Health Protection Services | 2014            |  | 2015         |                       |                  | Change                     |             |                                 |             |
|----------------------------|-----------------|--|--------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.)  | Approved Budget |  | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>               | <b>102.5</b>    |  | <b>102.5</b> | <b>2.0</b>            | <b>104.5</b>     | <b>-</b>                   | <b>0.0%</b> | <b>2.0</b>                      | <b>2.0%</b> |

# Base Budget Change Report

| Health Protection Services          | 2014                |                     | 2015                |                       |                     | Change in Budget           |             | Comments  |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 9,960,070        | \$ 9,965,100        | \$ 10,175,360       | \$ 215,950            | \$ 10,391,310       | \$ 215,290                 | 2.2%        |   |
| Materials & Supplies                | 749,758             | 630,361             | 760,183             | 6,938                 | 767,121             | 10,425                     | 1.4%        |   |
| Purchased Services                  | 579,439             | 545,583             | 572,236             | 1,000                 | 573,236             | (7,203)                    | -1.2%       |   |
| Financial and Rent Expenses         | 6,000               | 3,900               | 6,000               | -                     | 6,000               | -                          | 0.0%        |   |
| Grants & Assistance                 | 138,400             | 139,576             | 138,400             | -                     | 138,400             | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>11,433,667</b>   | <b>11,284,520</b>   | <b>11,652,179</b>   | <b>223,888</b>        | <b>11,876,067</b>   | <b>218,512</b>             | <b>1.9%</b> |   |
| Allocated Charges/Recoveries        | 89,888              | 74,852              | 84,201              | -                     | 84,201              | (5,687)                    | -6.3%       | Adjusted financial support costs between divisions to reflect actual demand   |
| Corporate Support                   | 3,047,831           | 3,047,831           | 3,141,329           | -                     | 3,141,329           | 93,498                     | 3.1%        | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | <b>14,571,386</b>   | <b>14,407,203</b>   | <b>14,877,709</b>   | <b>223,888</b>        | <b>15,101,597</b>   | <b>306,323</b>             | <b>2.1%</b> |   |
| Transfer to Reserves - Capital      | 7,000               | 7,000               | 7,000               | -                     | 7,000               | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | <b>7,000</b>        | <b>7,000</b>        | <b>7,000</b>        | <b>-</b>              | <b>7,000</b>        | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>14,578,386</b>   | <b>14,414,203</b>   | <b>14,884,709</b>   | <b>223,888</b>        | <b>15,108,597</b>   | <b>306,323</b>             | <b>2.1%</b> |   |
| Subsidy Revenue                     | (9,116,021)         | (9,197,859)         | (9,251,505)         | (136,572)             | (9,388,077)         | (135,484)                  | 1.5%        | 1.5% overall subsidy increase for Public Health programs, (2% for Mandatory Programs, Chief Nursing Officer, Infection Prevention and Control Nurses and Public Health Nurses Initiative, 0% for remaining programs), allocated based on divisional share of programs and eligible expenses |
| Other Revenue                       | (406,600)           | (380,079)           | (420,660)           | -                     | (420,660)           | (14,060)                   | 3.5%        | Increased revenues for Travel Health due to fee increase, offset by lower sale of contraceptives due to decreasing demand   |
| <b>Total Revenue</b>                | <b>(9,522,621)</b>  | <b>(9,577,938)</b>  | <b>(9,672,165)</b>  | <b>(136,572)</b>      | <b>(9,808,737)</b>  | <b>(149,544)</b>           | <b>1.6%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ 5,055,765</b> | <b>\$ 4,836,265</b> | <b>\$ 5,212,544</b> | <b>\$ 87,316</b>      | <b>\$ 5,299,860</b> | <b>\$ 156,779</b>          | <b>3.1%</b> |   |

# Strategic Investments

## Communicable Disease Control Services - Public Health Nurses

### Program Details

|            |                            |
|------------|----------------------------|
| Department | Health                     |
| Division   | Health Protection Services |

### Complement Details

|                 |                     |
|-----------------|---------------------|
| Position Title  | Public Health Nurse |
| FTE Impact      | 2.0                 |
| Personnel Group | ONA (HEALTH)        |

### Funding Impact

| Operating                           | 2015 Impact      | 2016 Impact      |
|-------------------------------------|------------------|------------------|
| Personnel Services                  | \$ 215,950       | \$ 215,950       |
| Materials & Supplies                | 6,938            | 3,108            |
| Purchased Services                  | 1,000            | 1,000            |
| Financial & Rent Expenses           | -                | -                |
| Grants & Assistance                 | -                | -                |
| <b>Total Direct Costs</b>           | <b>223,888</b>   | <b>220,058</b>   |
| Allocated Charges/Recoveries        | -                | -                |
| Corporate Support                   | -                | -                |
| Transfer to Reserves - Operating    | -                | -                |
| Transfer from Reserves - Operating  | -                | -                |
| <b>Gross Operating Expenditures</b> | <b>223,888</b>   | <b>220,058</b>   |
| Transfer to Reserves - Capital      | -                | -                |
| Transfer from Reserves - Capital    | -                | -                |
| Debt Charges                        | -                | -                |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>         |
| Subsidy Revenue                     | (136,572)        | (134,235)        |
| Non-Subsidy Revenue                 | -                | -                |
| <b>Total Revenue</b>                | <b>(136,572)</b> | <b>(134,235)</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 87,316</b> | <b>\$ 85,823</b> |

### Business Case

#### Recommendation:

Approve the addition of 2.0 permanent FTE Public Health Nurses (PHN) to provide support to Communicable Disease Control Services (CD).

#### Need:

An additional 2.0 FTE PHN positions are needed (in addition to the current complement of 13.8 FTEs) to support a variety of Communicable Disease Control Services. These include the management of outbreak activity in long term care homes (LTCHs), rest and retirement homes and child care centres. There were 60 respiratory outbreaks in Halton in 2013, 51 of these were in LTCHs. The frequency of outbreaks continues to fluctuate from year to year; this along with increased numbers of centres and facilities continues to put pressure on staffing resources. The proposed positions would provide case and contact management for increased community-wide cases and outbreaks of communicable diseases. Recent trends in Tuberculosis (TB) show the rate has been on the increase since 2009. TB case investigations often take many months to come to resolution due to the complex treatment requirements. These complex cases are expected to continue to increase due to changing demographics in the Region. In addition, the MOHLTC recently made three vaccines (chicken pox, whooping cough, meningococcal disease) mandatory for school aged children. This change will require increased nursing time to provide immunization services. These positions will also provide added capacity in responding to emergency disease and immunization needs in the community (e.g. H1N1). In addition, the proposed positions will assist in responding to calls on the CD intake lines, from physicians offices, and parents/guardians of children to address urgent CD issues/cases and to review vaccination histories to ensure proper protection. The number of incoming calls to the CD intake lines continues on an upward trend. There were 8,254 calls in 2013, 5% more than in 2012. These positions will also work to reduce vaccine hesitancy within the community with the goal of increased overall immunization rates in Halton.

#### Implications:

Without the necessary staffing resources there will be difficulty in meeting the minimum standards of case management and outbreak investigation as set out by the Province. If non urgent cases and contact management are suspended or if immunization clinic services are reduced, there will be increased risk in the community for the spread of disease.

#### Alternatives:

Review programs and redeploy nursing staff as necessary. Second staff from other divisions/teams to support outbreak and immunization services.

#### Reference:

Ontario Public Health Standards and protocols

# Paramedic Services

## Divisional Summary

| Paramedic Services                  | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |              |                                 |              |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 19,257,695        | \$ 19,956,012        | \$ 20,123,540        | \$ 20,894,100        | \$ 20,671,660        | \$ 958,210            | \$ 21,629,870        | \$ 548,120                 | 2.7%         | \$ 1,506,330                    | 7.5%         |
| Materials & Supplies                | 1,701,672            | 1,664,460            | 1,738,955            | 1,786,673            | 1,909,950            | 76,609                | 1,986,559            | 170,995                    | 9.8%         | 247,604                         | 14.2%        |
| Purchased Services                  | 759,780              | 934,343              | 640,735              | 954,892              | 630,685              | -                     | 630,685              | (10,050)                   | -1.6%        | (10,050)                        | -1.6%        |
| Financial and Rent Expenses         | 87,201               | 91,750               | 89,350               | 96,690               | 128,670              | -                     | 128,670              | 39,320                     | 44.0%        | 39,320                          | 44.0%        |
| Grants & Assistance                 | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>21,806,348</b>    | <b>22,646,564</b>    | <b>22,592,580</b>    | <b>23,732,355</b>    | <b>23,340,965</b>    | <b>1,034,819</b>      | <b>24,375,784</b>    | <b>748,385</b>             | <b>3.3%</b>  | <b>1,783,204</b>                | <b>7.9%</b>  |
| Allocated Charges / Recoveries      | 1,133,463            | 1,190,469            | 1,356,364            | 1,317,359            | 1,429,859            | -                     | 1,429,859            | 73,495                     | 5.4%         | 73,495                          | 5.4%         |
| Corporate Support                   | 2,528,092            | 2,648,650            | 2,790,236            | 2,790,236            | 2,709,930            | -                     | 2,709,930            | (80,306)                   | -2.9%        | (80,306)                        | -2.9%        |
| Transfers to Reserves-Operating     | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b> | <b>25,467,903</b>    | <b>26,485,684</b>    | <b>26,739,180</b>    | <b>27,839,950</b>    | <b>27,480,754</b>    | <b>1,034,819</b>      | <b>28,515,573</b>    | <b>741,574</b>             | <b>2.8%</b>  | <b>1,776,393</b>                | <b>6.6%</b>  |
| Transfer to Reserves - Capital      | 1,977,500            | 2,053,500            | 2,103,500            | 2,103,500            | 2,201,539            | -                     | 2,201,539            | 98,039                     | 4.7%         | 98,039                          | 4.7%         |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | 529,983              | 368,129              | 409,417              | 409,417              | 281,360              | -                     | 281,360              | (128,058)                  | -31.3%       | (128,058)                       | -31.3%       |
| <b>Capital Expenditures</b>         | <b>2,507,483</b>     | <b>2,421,629</b>     | <b>2,512,917</b>     | <b>2,512,917</b>     | <b>2,482,899</b>     | <b>-</b>              | <b>2,482,899</b>     | <b>(30,019)</b>            | <b>-1.2%</b> | <b>(30,019)</b>                 | <b>-1.2%</b> |
| <b>Total Gross Expenditures</b>     | <b>27,975,386</b>    | <b>28,907,313</b>    | <b>29,252,097</b>    | <b>30,352,867</b>    | <b>29,963,653</b>    | <b>1,034,819</b>      | <b>30,998,472</b>    | <b>711,556</b>             | <b>2.4%</b>  | <b>1,746,375</b>                | <b>6.0%</b>  |
| Subsidy Revenue                     | (12,458,281)         | (13,381,830)         | (13,087,455)         | (14,348,127)         | (14,271,638)         | (497,024)             | (14,768,662)         | (1,184,183)                | 9.0%         | (1,681,207)                     | 12.8%        |
| Other Revenue                       | (240,471)            | (104,659)            | (10,810)             | (251,209)            | (10,400)             | -                     | (10,400)             | 410                        | -3.8%        | 410                             | -3.8%        |
| <b>Total Revenue</b>                | <b>(12,698,752)</b>  | <b>(13,486,489)</b>  | <b>(13,098,265)</b>  | <b>(14,599,336)</b>  | <b>(14,282,038)</b>  | <b>(497,024)</b>      | <b>(14,779,062)</b>  | <b>(1,183,773)</b>         | <b>9.0%</b>  | <b>(1,680,797)</b>              | <b>12.8%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 15,276,634</b> | <b>\$ 15,420,824</b> | <b>\$ 16,153,832</b> | <b>\$ 15,753,532</b> | <b>\$ 15,681,615</b> | <b>\$ 537,795</b>     | <b>\$ 16,219,410</b> | <b>\$ (472,217)</b>        | <b>-2.9%</b> | <b>\$ 65,578</b>                | <b>0.4%</b>  |

| Paramedic Services        | 2014            |                  | 2015         |                       |                  | Change                     |                                 |
|---------------------------|-----------------|------------------|--------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Projected Actual | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>180.6</b>    | <b>189.4</b>     | <b>180.6</b> | <b>8.8</b>            | <b>189.4</b>     | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Paramedic Services                  | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              | Comments  |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---|
|                                     | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 20,123,540        | \$ 20,894,100        | \$ 20,671,660        | \$ 958,210            | \$ 21,629,870        | \$ 548,120                 | 2.7%         | Increased provision for medical supplies (\$100,000) increased vehicle fuel costs (\$50,000) to reflect actual spending trend<br><br>Increase in temporary leased space at Davis (Oakville) and increases in rent at Cumberland Avenue (Burlington) and Reid Side Road (Milton)<br><br>Increase in insurance premiums<br><br>Increase to support the purchase of replacement vehicles and a new vehicle/equipment<br><br>Decrease relates to debt retirement for East Burlington, Central Milton and the Northeast Oakville Ambulance Stations<br><br>6.0% (\$787,000) increase to match the 2014 Ministry approved funding, plus a 3.0% (\$397,000) increase for program cost increases in 2015<br><br>Reduced Administration Fee recovery for Call Reports due to lower staff time required to perform searches |
| Materials & Supplies                | 1,738,955            | 1,786,673            | 1,909,950            | 76,609                | 1,986,559            | 170,995                    | 9.8%         |   |
| Purchased Services                  | 640,735              | 954,892              | 630,685              | -                     | 630,685              | (10,050)                   | -1.6%        |   |
| Financial and Rent Expenses         | 89,350               | 96,690               | 128,670              | -                     | 128,670              | 39,320                     | 44.0%        |   |
| Grants & Assistance                 | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>22,592,580</b>    | <b>23,732,355</b>    | <b>23,340,965</b>    | <b>1,034,819</b>      | <b>24,375,784</b>    | <b>748,385</b>             | <b>3.3%</b>  |   |
| Allocated Charges/Recoveries        | 1,356,364            | 1,317,359            | 1,429,859            | -                     | 1,429,859            | 73,495                     | 5.4%         |   |
| Corporate Support                   | 2,790,236            | 2,790,236            | 2,709,930            | -                     | 2,709,930            | (80,306)                   | -2.9%        |   |
| Transfer to Reserves - Operating    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| <b>Gross Operating Expenditures</b> | <b>26,739,180</b>    | <b>27,839,950</b>    | <b>27,480,754</b>    | <b>1,034,819</b>      | <b>28,515,573</b>    | <b>741,574</b>             | <b>2.8%</b>  |   |
| Transfer to Reserves - Capital      | 2,103,500            | 2,103,500            | 2,201,539            | -                     | 2,201,539            | 98,039                     | 4.7%         |   |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| Debt Charges                        | 409,417              | 409,417              | 281,360              | -                     | 281,360              | (128,057)                  | -31.3%       |   |
| <b>Capital Expenditures</b>         | <b>2,512,917</b>     | <b>2,512,917</b>     | <b>2,482,899</b>     | <b>-</b>              | <b>2,482,899</b>     | <b>(30,018)</b>            | <b>-1.2%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>29,252,097</b>    | <b>30,352,867</b>    | <b>29,963,653</b>    | <b>1,034,819</b>      | <b>30,998,472</b>    | <b>711,556</b>             | <b>2.4%</b>  |   |
| Subsidy Revenue                     | (13,087,455)         | (14,348,127)         | (14,271,638)         | (497,024)             | (14,768,662)         | (1,184,183)                | 9.0%         |   |
| Other Revenue                       | (10,810)             | (251,209)            | (10,400)             | -                     | (10,400)             | 410                        | -3.8%        |   |
| <b>Total Revenue</b>                | <b>(13,098,265)</b>  | <b>(14,599,336)</b>  | <b>(14,282,038)</b>  | <b>(497,024)</b>      | <b>(14,779,062)</b>  | <b>(1,183,773)</b>         | <b>9.0%</b>  |   |
| <b>Net Program Expenditures</b>     | <b>\$ 16,153,832</b> | <b>\$ 15,753,531</b> | <b>\$ 15,681,615</b> | <b>\$ 537,795</b>     | <b>\$ 16,219,410</b> | <b>\$ (472,217)</b>        | <b>-2.9%</b> |   |

# Strategic Investments

## Paramedic Services Operations Support

### Program Details

|            |                    |
|------------|--------------------|
| Department | Health             |
| Division   | Paramedic Services |

### Complement Details

|                 |                        |
|-----------------|------------------------|
| Position Title  | Operations Coordinator |
| FTE Impact      | 1.00                   |
| Personnel Group | OCT/MMSG               |

### Funding Impact

| Operating                           | 2015 Impact      | 2016 Impact      |
|-------------------------------------|------------------|------------------|
| Personnel Services                  | \$ 71,810        | \$ 71,810        |
| Materials & Supplies                | 1,645            | -                |
| Purchased Services                  | -                | -                |
| Financial & Rent Expenses           | -                | -                |
| Grants & Assistance                 | -                | -                |
| <b>Total Direct Costs</b>           | <b>73,455</b>    | <b>71,810</b>    |
| Allocated Charges/Recoveries        | -                | -                |
| Corporate Support                   | -                | -                |
| Transfer to Reserves - Operating    | -                | -                |
| Transfer from Reserves - Operating  | -                | -                |
| <b>Gross Operating Expenditures</b> | <b>73,455</b>    | <b>71,810</b>    |
| Transfer to Reserves - Capital      | -                | -                |
| Transfer from Reserves - Capital    | -                | -                |
| Debt Charges                        | -                | -                |
| <b>Capital Expenditures</b>         | -                | -                |
| Subsidy Revenue                     | (35,280)         | (34,490)         |
| Non-Subsidy Revenue                 | -                | -                |
| <b>Total Revenue</b>                | <b>(35,280)</b>  | <b>(34,490)</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ 38,175</b> | <b>\$ 37,320</b> |

### Business Case

#### Recommendation:

Approve 1.0 permanent Operations Coordinator to address pressures in the paramedic operations program related to scheduling/payroll and administrative functions.

#### Need:

This position is required to address pressures related to growth in the division/paramedic operations. The position will provide support to the current Scheduling/Payroll Coordinator as well as administrative support to the operations superintendents. Since 2001, when the initial Scheduling/Payroll Coordinator position was approved, the number of paramedics has increased from 75 to over 200 in 2014, and the number of daily shifts that staff must be scheduled into on an annual basis has increased from 8,000 to 12,500. As the division continues to grow, scheduling processes are becoming increasingly complex. The Scheduling/Payroll Coordinator plays a key role in ensuring that ambulances are staffed at all times, while minimizing the use of overtime. This position is intended to assume responsibility for numerous administrative tasks that are currently being completed by operations superintendents thereby allowing them to focus on managing operations, such as offload delay.

#### Implications:

The primary implication is that the current Scheduling/Payroll Coordinator position is at capacity and there is a risk of errors that could impact on operational staffing and/or inefficient use of resources. In the event this position is not approved superintendents would continue to complete administrative tasks including scheduling, which limits their ability to manage operations, meet operational responsibilities, manage risk, comply with health and safety requirements, respond to customer service inquiries, meet project timelines, and reduce the field supervision of frontline staff.

#### Alternatives:

None

# Strategic Investments

## Paramedic Operations Superintendents

### Program Details

|            |                    |
|------------|--------------------|
| Department | Health             |
| Division   | Paramedic Services |

### Complement Details

|                 |                            |
|-----------------|----------------------------|
| Position Title  | Operations Superintendents |
| FTE Impact      | 2.00                       |
| Personnel Group | OCT/MMSG                   |

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ 264,380        | \$ 264,380        |
| Materials & Supplies                | 23,916            | 13,746            |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>288,296</b>    | <b>278,126</b>    |
| Allocated Charges/Recoveries        | -                 | -                 |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>288,296</b>    | <b>278,126</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>          |
| Subsidy Revenue                     | (138,469)         | (133,584)         |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | <b>(138,469)</b>  | <b>(133,584)</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ 149,827</b> | <b>\$ 144,542</b> |

### Business Case

#### Recommendation:

Approve the addition of 2.0 permanent FTE Operations Superintendents and one Emergency Response Unit/equipment to meet the recommended Paramedic to Operations Superintendent ratio of 20:1 in order to ensure required oversight of paramedics and manage frontline operations.

#### Need:

Currently, the Paramedic Services Division has eight frontline Operations Superintendents, as noted in the approved EMS Master Plan, the recommended Paramedic to Operations Superintendent ratio is 20:1. This ratio of paramedics to superintendents is required 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 current ratio of Paramedics to Superintendents is 26:1.

These additional positions are required to address growth in the division/paramedic complement and the increased workload and complexity of managing operations 24/7. Operations Superintendent FTE were last added in 2011 and 2009.

#### Implications:

Without additional resources, there will be an impact on the Paramedic Services Division's ability to fulfill current operational responsibilities, manage risk, respond to customer service inquiries and meet project timelines. There will also be reduced field supervision of frontline staff and increased workload for the existing Operations Superintendents.

#### Alternatives:

None

#### Reference:

The requirement for a 20:1 Paramedic to Supervisor ratio was referenced in the EMS Master Plan/Report No. MO-06-05.

# Strategic Investments

## Paramedics

### Program Details

|            |                    |
|------------|--------------------|
| Department | Health             |
| Division   | Paramedic Services |

### Complement Details

|                 |             |
|-----------------|-------------|
| Position Title  | Paramedics  |
| FTE Impact      | 5.80        |
| Personnel Group | OPSEU (EMS) |

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ 622,020        | \$ 622,020        |
| Materials & Supplies                | 51,048            | 24,808            |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>673,068</b>    | <b>646,828</b>    |
| Allocated Charges/Recoveries        | -                 | -                 |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>673,068</b>    | <b>646,828</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | -                 | -                 |
| Subsidy Revenue                     | (323,275)         | (310,671)         |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | <b>(323,275)</b>  | <b>(310,671)</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ 349,793</b> | <b>\$ 336,157</b> |

### Business Case

#### Recommendation:

Approve the addition of 5.8 permanent FTE Paramedics (2.9 FTE Advanced Care Paramedics and 2.9 FTE Primary Care Paramedics) and an ambulance/equipment to operate an additional ambulance 12-hours per day, 7-days a week during peak demand periods to address pressures related to increasing call volume (growth) and hospital offload delay and to maintain response times.

#### Need:

This additional staffing is required to address system pressures related to: increasing call volume due to population and employment growth and an ageing population; maintaining acceptable response times to life threatening emergency calls; hospital off load delays; paramedic workload (including missed meal breaks) and other pressures. This recommendation is based on a review of call volume, the number of times there are three or fewer ambulances available in Halton Region to service emergency calls and the Paramedic Services Division's lack of resources to address surge capacity during periods of high demand. Call volume in 2013 increased by 6.2% and staff anticipate a further increase of 4.5% in 2014. The new positions will work out of headquarters and will be deployed across the Region as required. The additional ambulance will be deployed by the Provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy.

#### Implications:

The Paramedic Services Division's ability to meet surge capacity situations and maintain response times will be limited. Paramedic workload will increase, including the potential for an impact on the Division's ability to provide paramedics with their legislated meal breaks.

#### Alternatives:

None



# Budget and Business Plan 2015

## Social & Community Services Department





# Social & Community Services Department

## Departmental Goals

Building Communities where everyone has an opportunity to thrive - Through continuous improvement, innovation and service excellence we work together to meet our communities' ongoing and changing needs.

Social & Community Services staff provide a continuum of supports throughout a person's life cycle, and work to create environments where everyone can thrive. Policies and strategies are designed from a systems and client-centred service perspective.

Social and Community Services:

- Understand and respond to the current and evolving needs of the people of Halton Region.
- Collaborate and provide leadership in community services by partnering with the broader community to deliver human services.
- Provide accessible and affordable social services for children, youth, families, adults and seniors.
- Improve the quality of life and financial independence of residents of Halton in need.
- Plan and evaluate policies and programs to ensure the delivery of high quality services to meet the needs of all residents.
- Demonstrate fiscal accountability and responsibility.

## External Factors Influencing Activities & Outcomes

- Population growth, demographic changes (aging population, greater diversity, increase in low income families, and one parent families).
- Funding levels for social infrastructure not keeping pace with demand for services.
- Insufficient core funding for community agencies providing services.
- Redesign of key sectors such as long-term care, social services, housing and child care.
- Provincial and federal debt reduction strategies.
- Impact of provincial policy directions such as Drummond Report, Commission for the Review of Social Assistance and Seniors Care Strategy.

## Performance Measures

| Priority Area                           | Performance Measures  | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|---|---|-------------|-------------|-------------|-------------|
| Assisting Halton's Low Income Residents | Monthly social assistance case load per 100,000 households  | 1,131       | 1,016       | 1,000       | 968         |
|   | Monthly Social Assistance administration and benefit cost per case  | \$1,112     | \$1,093     | \$1,007     | \$1,025     |
| Affordable and Assisted Housing         | Percent of social housing wait list placed annually   | 12.7%       | 9.4%        | 11.0%       | 9.6%        |
|   | Number of social housing units per 1,000 households   | 23.9        | 23.1        | 22.5        | 22.7        |
|   | Total annual Social Housing cost per Social Housing unit  | \$5,784     | \$5,741     | \$6,130     | \$6,386     |
| Children and Youth                      | Number of regulated child care spaces in Halton per 1,000 children under 12                                 | 207         | 239         | 207         | 239         |
|   | % of children in the Municipality (12 and under) who live below the poverty line (LICO level)               | 10.0%       | 10.0%       | 10.0%       | 10.0%       |
|   | % of child care centers in Halton enrolled in the Quality First program for child care                      | 85.0%       | 81.0%       | 85.0%       | 80.0%       |
| Seniors                                 | Regional Long-Term Care Facility bed day cost (CMI Adjusted) per Long-Term Care Facility bed day            | \$244       | \$246       | \$243       | \$245       |
|   | % of population over 75 years of age that can be served from all Long-Term Care homes beds in Halton Region | 7.7%        | 8.0%        | 8.0%        | 8.0%        |

# Departmental Summary

| Social & Community Services Department | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |             |                                 |             |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---------------------------------|-------------|
|  | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                     | \$ 58,297,259        | \$ 59,481,819        | \$ 58,977,990        | \$ 61,239,382        | \$ 60,929,940        | \$ 78,730             | \$ 61,008,670        | \$ 1,951,950               | 3.3%        | \$ 2,030,680                    | 3.4%        |
| Materials & Supplies                   | 4,477,052            | 4,300,624            | 4,516,482            | 4,410,431            | 4,570,630            | -                     | 4,570,630            | 54,148                     | 1.2%        | 54,148                          | 1.2%        |
| Purchased Services                     | 22,067,430           | 23,332,956           | 25,241,815           | 25,316,434           | 25,347,168           | 121,270               | 25,468,438           | 105,353                    | 0.4%        | 226,623                         | 0.9%        |
| Financial and Rent Expenses            | 785,995              | 764,918              | 677,426              | 686,934              | 712,086              | -                     | 712,086              | 34,660                     | 5.1%        | 34,660                          | 5.1%        |
| Grants & Assistance                    | 62,897,986           | 62,900,842           | 68,044,745           | 68,958,864           | 68,619,765           | 125,000               | 68,744,765           | 575,020                    | 0.8%        | 700,020                         | 1.0%        |
| <b>Total Direct Costs</b>              | <b>148,525,722</b>   | <b>150,781,159</b>   | <b>157,458,458</b>   | <b>160,612,045</b>   | <b>160,179,589</b>   | <b>325,000</b>        | <b>160,504,589</b>   | <b>2,721,130</b>           | <b>1.7%</b> | <b>3,046,130</b>                | <b>1.9%</b> |
| Allocated Charges / Recoveries         | 5,321,918            | 5,515,907            | 5,669,770            | 4,841,865            | 5,600,441            | -                     | 5,600,441            | (69,328)                   | -1.2%       | (69,328)                        | -1.2%       |
| Corporate Support                      | 10,349,391           | 10,583,793           | 10,690,113           | 10,691,403           | 10,883,682           | -                     | 10,883,682           | 193,569                    | 1.8%        | 193,569                         | 1.8%        |
| Transfers to Reserves-Operating        | 555,372              | 493,772              | 111,000              | 111,000              | 111,000              | -                     | 111,000              | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating     | (1,456,071)          | (1,125,132)          | (1,207,734)          | (1,207,734)          | (721,500)            | -                     | (721,500)            | 486,234                    | -40.3%      | 486,234                         | -40.3%      |
| <b>Gross Operating Expenditures</b>    | <b>163,296,332</b>   | <b>166,249,498</b>   | <b>172,721,607</b>   | <b>175,048,579</b>   | <b>176,053,212</b>   | <b>325,000</b>        | <b>176,378,212</b>   | <b>3,331,605</b>           | <b>1.9%</b> | <b>3,656,605</b>                | <b>2.1%</b> |
| Transfer to Reserves - Capital         | 10,230,615           | 14,142,051           | 9,561,323            | 10,362,488           | 9,821,323            | -                     | 9,821,323            | 260,000                    | 2.7%        | 260,000                         | 2.7%        |
| Transfer from Reserves - Capital       | (810,000)            | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                           | 1,412,277            | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>            | <b>10,832,892</b>    | <b>14,142,051</b>    | <b>9,561,323</b>     | <b>10,362,488</b>    | <b>9,821,323</b>     | <b>-</b>              | <b>9,821,323</b>     | <b>260,000</b>             | <b>2.7%</b> | <b>260,000</b>                  | <b>2.7%</b> |
| <b>Total Gross Expenditures</b>        | <b>174,129,224</b>   | <b>180,391,549</b>   | <b>182,282,930</b>   | <b>185,411,067</b>   | <b>185,874,535</b>   | <b>325,000</b>        | <b>186,199,535</b>   | <b>3,591,605</b>           | <b>2.0%</b> | <b>3,916,605</b>                | <b>2.1%</b> |
| Subsidy Revenue                        | (85,303,922)         | (90,480,829)         | (91,181,844)         | (95,000,970)         | (92,474,945)         | -                     | (92,474,945)         | (1,293,101)                | 1.4%        | (1,293,101)                     | 1.4%        |
| Other Revenue                          | (15,589,800)         | (15,720,694)         | (14,707,466)         | (15,064,674)         | (14,941,800)         | -                     | (14,941,800)         | (234,334)                  | 1.6%        | (234,334)                       | 1.6%        |
| <b>Total Revenue</b>                   | <b>(100,893,722)</b> | <b>(106,201,523)</b> | <b>(105,889,310)</b> | <b>(110,065,644)</b> | <b>(107,416,745)</b> | <b>-</b>              | <b>(107,416,745)</b> | <b>(1,527,435)</b>         | <b>1.4%</b> | <b>(1,527,435)</b>              | <b>1.4%</b> |
| <b>Net Program Expenditures</b>        | <b>\$ 73,235,503</b> | <b>\$ 74,190,026</b> | <b>\$ 76,393,620</b> | <b>\$ 75,345,423</b> | <b>\$ 78,457,790</b> | <b>\$ 325,000</b>     | <b>\$ 78,782,790</b> | <b>\$ 2,064,171</b>        | <b>2.7%</b> | <b>\$ 2,389,171</b>             | <b>3.1%</b> |

| Social & Community Services Department | 2014            |  | 2015         |                       |                  | Change                     |             |                                 |             |
|--|-----------------|--|--------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.)              | Approved Budget |  | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>                           | <b>724.7</b>    |  | <b>724.7</b> | <b>1.0</b>            | <b>725.7</b>     | <b>-</b>                   | <b>0.0%</b> | <b>1.0</b>                      | <b>0.1%</b> |



## Divisional Summary

| S&CS Administration                 | 2012              | 2013              | 2014              |                   | 2015              |                       |                   | Change                     |             |                                 |             |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual            | Actual            | Approved Budget   | Projected Actual  | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 408,032        | \$ 445,322        | \$ 446,690        | \$ 446,690        | \$ 454,880        | \$ -                  | \$ 454,880        | \$ 8,190                   | 1.8%        | \$ 8,190                        | 1.8%        |
| Materials & Supplies                | 16,314            | 15,015            | 13,150            | 13,150            | 13,150            | -                     | 13,150            | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 49,572            | 30,867            | 76,500            | 57,500            | 76,500            | -                     | 76,500            | -                          | 0.0%        | -                               | 0.0%        |
| Financial and Rent Expenses         | 153               | -                 | 500               | 500               | 500               | -                     | 500               | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | 184,169           | 313,443           | 285,000           | 250,000           | 285,000           | -                     | 285,000           | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>658,240</b>    | <b>804,647</b>    | <b>821,840</b>    | <b>767,840</b>    | <b>830,030</b>    | <b>-</b>              | <b>830,030</b>    | <b>8,190</b>               | <b>1.0%</b> | <b>8,190</b>                    | <b>1.0%</b> |
| Allocated Charges / Recoveries      | 12,032            | 12,061            | 13,232            | 12,632            | 13,455            | -                     | 13,455            | 223                        | 1.7%        | 223                             | 1.7%        |
| Corporate Support                   | 127,885           | 108,993           | 106,524           | 106,524           | 139,826           | -                     | 139,826           | 33,302                     | 31.3%       | 33,302                          | 31.3%       |
| Transfers to Reserves-Operating     | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>798,157</b>    | <b>925,701</b>    | <b>941,596</b>    | <b>886,996</b>    | <b>983,311</b>    | <b>-</b>              | <b>983,311</b>    | <b>41,715</b>              | <b>4.4%</b> | <b>41,715</b>                   | <b>4.4%</b> |
| Transfer to Reserves - Capital      | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>              | <b>-</b>          | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>798,157</b>    | <b>925,701</b>    | <b>941,596</b>    | <b>886,996</b>    | <b>983,311</b>    | <b>-</b>              | <b>983,311</b>    | <b>41,715</b>              | <b>4.4%</b> | <b>41,715</b>                   | <b>4.4%</b> |
| Subsidy Revenue                     | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | -                 | -                 | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>              | <b>-</b>          | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 798,157</b> | <b>\$ 925,701</b> | <b>\$ 941,596</b> | <b>\$ 886,996</b> | <b>\$ 983,311</b> | <b>\$ -</b>           | <b>\$ 983,311</b> | <b>\$ 41,715</b>           | <b>4.4%</b> | <b>\$ 41,715</b>                | <b>4.4%</b> |

| S&CS Administration       | 2014            | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>3.0</b>      | <b>3.0</b>  | <b>-</b>              | <b>3.0</b>       | <b>-</b>                   | <b>0.0%</b>                     |

## Base Budget Change Report

| S&CS Administration                 | 2014              |                   | 2015              |                       |                   | Change in Budget           |             | Comments   |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|----------------------------|-------------|--|
|                                     | Approved Budget   | Projected Actual  | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved |             |  |
| Personnel Services                  | \$ 446,690        | \$ 446,690        | \$ 454,880        | \$ -                  | \$ 454,880        | \$ 8,190                   | 1.8%        | In accordance with corporate support cost allocation framework |
| Materials & Supplies                | 13,150            | 13,150            | 13,150            | -                     | 13,150            | -                          | 0.0%        |  |
| Purchased Services                  | 76,500            | 57,500            | 76,500            | -                     | 76,500            | -                          | 0.0%        |  |
| Financial and Rent Expenses         | 500               | 500               | 500               | -                     | 500               | -                          | 0.0%        |  |
| Grants & Assistance                 | 285,000           | 250,000           | 285,000           | -                     | 285,000           | -                          | 0.0%        |  |
| <b>Total Direct Costs</b>           | <b>821,840</b>    | <b>767,840</b>    | <b>830,030</b>    | -                     | <b>830,030</b>    | <b>8,190</b>               | <b>1.0%</b> |  |
| Allocated Charges/Recoveries        | 13,232            | 12,632            | 13,455            | -                     | 13,455            | 223                        | 1.7%        |  |
| Corporate Support                   | 106,524           | 106,524           | 139,826           | -                     | 139,826           | 33,302                     | 31.3%       |  |
| Transfer to Reserves - Operating    | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| Transfer from Reserves - Operating  | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| <b>Gross Operating Expenditures</b> | <b>941,596</b>    | <b>886,996</b>    | <b>983,311</b>    | -                     | <b>983,311</b>    | <b>41,715</b>              | <b>4.4%</b> |  |
| Transfer to Reserves - Capital      | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| Transfer from Reserves - Capital    | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| Debt Charges                        | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| <b>Capital Expenditures</b>         | -                 | -                 | -                 | -                     | -                 | -                          | <b>0.0%</b> |  |
| <b>Total Gross Expenditures</b>     | <b>941,596</b>    | <b>886,996</b>    | <b>983,311</b>    | -                     | <b>983,311</b>    | <b>41,715</b>              | <b>4.4%</b> |  |
| Subsidy Revenue                     | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| Other Revenue                       | -                 | -                 | -                 | -                     | -                 | -                          | 0.0%        |  |
| <b>Total Revenue</b>                | -                 | -                 | -                 | -                     | -                 | -                          | <b>0.0%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ 941,596</b> | <b>\$ 886,996</b> | <b>\$ 983,311</b> | <b>\$ -</b>           | <b>\$ 983,311</b> | <b>\$ 41,715</b>           | <b>4.4%</b> |  |

# Children's Services

## Divisional Summary

| Children's Services                 | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |             |                                 |             |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 8,869,395         | \$ 9,144,810         | \$ 9,249,280         | \$ 9,436,880         | \$ 9,509,320         | \$ -                  | \$ 9,509,320         | \$ 260,040                 | 2.8%        | \$ 260,040                      | 2.8%        |
| Materials & Supplies                | 354,793              | 334,173              | 382,730              | 390,414              | 385,730              | -                     | 385,730              | 3,000                      | 0.8%        | 3,000                           | 0.8%        |
| Purchased Services                  | 16,035,456           | 17,531,593           | 17,777,551           | 18,312,321           | 17,928,257           | -                     | 17,928,257           | 150,706                    | 0.8%        | 150,706                         | 0.8%        |
| Financial and Rent Expenses         | 127,886              | 129,195              | 264,284              | 255,334              | 267,581              | -                     | 267,581              | 3,297                      | 1.2%        | 3,297                           | 1.2%        |
| Grants & Assistance                 | 13,900,155           | 14,127,402           | 14,211,594           | 15,068,565           | 15,096,717           | -                     | 15,096,717           | 885,123                    | 6.2%        | 885,123                         | 6.2%        |
| <b>Total Direct Costs</b>           | <b>39,287,686</b>    | <b>41,267,173</b>    | <b>41,885,439</b>    | <b>43,463,514</b>    | <b>43,187,605</b>    | <b>-</b>              | <b>43,187,605</b>    | <b>1,302,166</b>           | <b>3.1%</b> | <b>1,302,166</b>                | <b>3.1%</b> |
| Allocated Charges / Recoveries      | 143,882              | 152,313              | 163,481              | 155,781              | 246,330              | -                     | 246,330              | 82,849                     | 50.7%       | 82,849                          | 50.7%       |
| Corporate Support                   | 2,015,392            | 2,028,953            | 2,107,422            | 2,107,422            | 2,120,727            | -                     | 2,120,727            | 13,305                     | 0.6%        | 13,305                          | 0.6%        |
| Transfers to Reserves-Operating     | -                    | -                    | 25,000               | 25,000               | 25,000               | -                     | 25,000               | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | (1,000,000)          | (1,000,000)          | (1,083,003)          | (1,083,003)          | (100,000)            | -                     | (100,000)            | 983,003                    | -90.8%      | 983,003                         | -90.8%      |
| <b>Gross Operating Expenditures</b> | <b>40,446,960</b>    | <b>42,448,438</b>    | <b>43,098,339</b>    | <b>44,668,714</b>    | <b>45,479,662</b>    | <b>-</b>              | <b>45,479,662</b>    | <b>2,381,323</b>           | <b>5.5%</b> | <b>2,381,323</b>                | <b>5.5%</b> |
| Transfer to Reserves - Capital      | 95,000               | 95,000               | 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%        |
| <b>Capital Expenditures</b>         | <b>95,000</b>        | <b>95,000</b>        | <b>50,000</b>        | <b>50,000</b>        | <b>50,000</b>        | <b>-</b>              | <b>50,000</b>        | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>40,541,960</b>    | <b>42,543,438</b>    | <b>43,148,339</b>    | <b>44,718,714</b>    | <b>45,529,662</b>    | <b>-</b>              | <b>45,529,662</b>    | <b>2,381,323</b>           | <b>5.5%</b> | <b>2,381,323</b>                | <b>5.5%</b> |
| Subsidy Revenue                     | (28,886,960)         | (29,413,436)         | (29,740,788)         | (31,978,787)         | (31,978,787)         | -                     | (31,978,787)         | (2,237,999)                | 7.5%        | (2,237,999)                     | 7.5%        |
| Other Revenue                       | (846,232)            | (988,744)            | (679,600)            | (733,950)            | (688,700)            | -                     | (688,700)            | (9,100)                    | 1.3%        | (9,100)                         | 1.3%        |
| <b>Total Revenue</b>                | <b>(29,733,193)</b>  | <b>(30,402,180)</b>  | <b>(30,420,388)</b>  | <b>(32,712,737)</b>  | <b>(32,667,487)</b>  | <b>-</b>              | <b>(32,667,487)</b>  | <b>(2,247,099)</b>         | <b>7.4%</b> | <b>(2,247,099)</b>              | <b>7.4%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 10,808,767</b> | <b>\$ 12,141,258</b> | <b>\$ 12,727,951</b> | <b>\$ 12,005,977</b> | <b>\$ 12,862,175</b> | <b>\$ -</b>           | <b>\$ 12,862,175</b> | <b>\$ 134,224</b>          | <b>1.1%</b> | <b>\$ 134,224</b>               | <b>1.1%</b> |

| Children's Services       | 2014            |              | 2015         |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|--------------|--------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget | Actual       | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>99.6</b>     | <b>100.6</b> | <b>100.6</b> | <b>-</b>              | <b>100.6</b>     | <b>1.0</b>                 | <b>1.0%</b> | <b>1.0</b>                      | <b>1.0%</b> |

# Base Budget Change Report

|                                     | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |             | Comments   |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|--|
|                                     | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             |  |
| <b>Children's Services</b>          |                      |                      |                      |                       |                      |                            |             |  |
| Personnel Services                  | \$ 9,249,280         | \$ 9,436,880         | \$ 9,509,320         | \$ -                  | \$ 9,509,320         | \$ 260,040                 | 2.8%        | Includes one Child Care Representative funded from SS-02-14  |
| Materials & Supplies                | 382,730              | 390,414              | 385,730              | -                     | 385,730              | 3,000                      | 0.8%        |  |
| Purchased Services                  | 17,777,551           | 18,312,321           | 17,928,257           | -                     | 17,928,257           | 150,706                    | 0.8%        | Increase due to the Child Care Study (\$100,000) and a net increase in fee subsidy (\$1.2 million increase per SS-02-14, offset by \$1.1 million reduction in reserve funding)                             |
| Financial and Rent Expenses         | 264,284              | 255,334              | 267,581              | -                     | 267,581              | 3,297                      | 1.2%        |  |
| Grants & Assistance                 | 14,211,594           | 15,068,565           | 15,096,717           | -                     | 15,096,717           | 885,123                    | 6.2%        | Increase in funding for community support (\$640,000) and special needs (\$400,000) based on subsidy received per SS-02-14, offset by reduced funding for transformation and capital retrofits (\$171,000) |
| <b>Total Direct Costs</b>           | <b>41,885,439</b>    | <b>43,463,514</b>    | <b>43,187,605</b>    | <b>-</b>              | <b>43,187,605</b>    | <b>1,302,166</b>           | <b>3.1%</b> |  |
| Allocated Charges/Recoveries        | 163,481              | 155,781              | 246,330              | -                     | 246,330              | 82,849                     | 50.7%       | Increase due to removal of internal recovery for Ontario Works Child Care Representative, as the cost is now to be recovered from Provincial subsidy   |
| Corporate Support                   | 2,107,422            | 2,107,422            | 2,120,727            | -                     | 2,120,727            | 13,305                     | 0.6%        |  |
| Transfer to Reserves - Operating    | 25,000               | 25,000               | 25,000               | -                     | 25,000               | -                          | 0.0%        | Decrease due to removal of reserve funding for fee subsidy, offset by increased transfer for the Child Care Study  |
| Transfer from Reserves - Operating  | (1,083,003)          | (1,083,003)          | (100,000)            | -                     | (100,000)            | 983,003                    | -90.8%      |  |
| <b>Gross Operating Expenditures</b> | <b>43,098,339</b>    | <b>44,668,714</b>    | <b>45,479,662</b>    | <b>-</b>              | <b>45,479,662</b>    | <b>2,381,323</b>           | <b>5.5%</b> |  |
| Transfer to Reserves - Capital      | 50,000               | 50,000               | 50,000               | -                     | 50,000               | -                          | 0.0%        |  |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |  |
| Debt Charges                        | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |  |
| <b>Capital Expenditures</b>         | <b>50,000</b>        | <b>50,000</b>        | <b>50,000</b>        | <b>-</b>              | <b>50,000</b>        | <b>-</b>                   | <b>0.0%</b> |  |
| <b>Total Gross Expenditures</b>     | <b>43,148,339</b>    | <b>44,718,714</b>    | <b>45,529,662</b>    | <b>-</b>              | <b>45,529,662</b>    | <b>2,381,323</b>           | <b>5.5%</b> |  |
| Subsidy Revenue                     | (29,740,788)         | (31,978,787)         | (31,978,787)         | -                     | (31,978,787)         | (2,237,999)                | 7.5%        | Increase in subsidy from Ministry of Education of \$2.2 million per SS-02-14 to fund one Child Care Representative, community support, special needs and additional fee subsidies as noted above           |
| Other Revenue                       | (679,600)            | (733,950)            | (688,700)            | -                     | (688,700)            | (9,100)                    | 1.3%        |  |
| <b>Total Revenue</b>                | <b>(30,420,388)</b>  | <b>(32,712,737)</b>  | <b>(32,667,487)</b>  | <b>-</b>              | <b>(32,667,487)</b>  | <b>(2,247,099)</b>         | <b>7.4%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ 12,727,951</b> | <b>\$ 12,005,977</b> | <b>\$ 12,862,175</b> | <b>\$ -</b>           | <b>\$ 12,862,175</b> | <b>\$ 134,224</b>          | <b>1.1%</b> |  |

# Quality & Community Innovation

## Divisional Summary

| Quality & Community Innovation      | 2012                 | 2013                 | 2014                |                     | 2015                |                       |                     | Change                     |              |                                 |             |
|-------------------------------------|----------------------|----------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|--------------|---------------------------------|-------------|
|                                     | Actual               | Actual               | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 3,055,338         | \$ 3,021,733         | \$ 3,050,670        | \$ 3,012,470        | \$ 3,111,500        | \$ -                  | \$ 3,111,500        | \$ 60,830                  | 2.0%         | \$ 60,830                       | 2.0%        |
| Materials & Supplies                | 75,448               | 64,837               | 72,950              | 72,050              | 70,450              | -                     | 70,450              | (2,500)                    | -3.4%        | (2,500)                         | -3.4%       |
| Purchased Services                  | 157,069              | 134,520              | 255,350             | 223,195             | 249,850             | 200,000               | 449,850             | (5,500)                    | -2.2%        | 194,500                         | 76.2%       |
| Financial and Rent Expenses         | 153                  | 710                  | 500                 | 500                 | 500                 | -                     | 500                 | -                          | 0.0%         | -                               | 0.0%        |
| Grants & Assistance                 | 1,360,268            | 1,320,037            | 1,291,422           | 1,256,422           | 1,227,691           | 125,000               | 1,352,691           | (63,731)                   | -4.9%        | 61,269                          | 4.7%        |
| <b>Total Direct Costs</b>           | <b>4,648,275</b>     | <b>4,541,838</b>     | <b>4,670,892</b>    | <b>4,564,637</b>    | <b>4,659,991</b>    | <b>325,000</b>        | <b>4,984,991</b>    | <b>(10,901)</b>            | <b>-0.2%</b> | <b>314,099</b>                  | <b>6.7%</b> |
| Allocated Charges / Recoveries      | (20,288)             | (113,414)            | (105,731)           | (107,976)           | (128,323)           | -                     | (128,323)           | (22,592)                   | 21.4%        | (22,592)                        | 21.4%       |
| Corporate Support                   | 1,065,314            | 1,016,247            | 891,605             | 891,605             | 1,013,058           | -                     | 1,013,058           | 121,453                    | 13.6%        | 121,453                         | 13.6%       |
| Transfers to Reserves-Operating     | 127,863              | -                    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%        |
| Transfer from Reserves - Operating  | (361,271)            | (64,132)             | (63,731)            | (63,731)            | -                   | -                     | -                   | 63,731                     | -100.0%      | 63,731                          | -100.0%     |
| <b>Gross Operating Expenditures</b> | <b>5,459,893</b>     | <b>5,380,539</b>     | <b>5,393,035</b>    | <b>5,284,535</b>    | <b>5,544,726</b>    | <b>325,000</b>        | <b>5,869,726</b>    | <b>151,691</b>             | <b>2.8%</b>  | <b>476,691</b>                  | <b>8.8%</b> |
| Transfer to Reserves - Capital      | 5,200,000            | 6,800,000            | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                    | -                    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%        |
| Debt Charges                        | -                    | -                    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>5,200,000</b>     | <b>6,800,000</b>     | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>10,659,893</b>    | <b>12,180,539</b>    | <b>5,393,035</b>    | <b>5,284,535</b>    | <b>5,544,726</b>    | <b>325,000</b>        | <b>5,869,726</b>    | <b>151,691</b>             | <b>2.8%</b>  | <b>476,691</b>                  | <b>8.8%</b> |
| Subsidy Revenue                     | -                    | -                    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%        |
| Other Revenue                       | (500)                | -                    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>(500)</b>         | <b>-</b>             | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 10,659,393</b> | <b>\$ 12,180,539</b> | <b>\$ 5,393,035</b> | <b>\$ 5,284,535</b> | <b>\$ 5,544,726</b> | <b>\$ 325,000</b>     | <b>\$ 5,869,726</b> | <b>\$ 151,691</b>          | <b>2.8%</b>  | <b>\$ 476,691</b>               | <b>8.8%</b> |

| Quality & Community Innovation | 2014            |  | 2015        |                       |                  | Change                     |                                 |
|--------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.)      | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>                   | <b>30.8</b>     |  | <b>30.8</b> | <b>-</b>              | <b>30.8</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Quality & Community Innovation      | 2014                |                     | 2015                |                       |                     | Change in Budget           |              | Comments  |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|--------------|---|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 2,603,980        | \$ 2,565,780        | \$ 2,656,620        | \$ -                  | \$ 2,656,620        | \$ 52,640                  | 2.0%         | Reduction in travel and conference costs to better reflect actual spending  |
| Materials & Supplies                | 59,800              | 58,900              | 57,300              | -                     | 57,300              | (2,500)                    | -4.2%        |   |
| Purchased Services                  | 178,850             | 165,695             | 173,350             | 200,000               | 373,350             | (5,500)                    | -3.1%        | 2014 budget included one-time carry forward of Halton Region Community Investment Fund (HRCIF) grant funding from reserve |
| Financial and Rent Expenses         | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| Grants & Assistance                 | 1,006,422           | 1,006,422           | 942,691             | 125,000               | 1,067,691           | (63,731)                   | -6.3%        |   |
| <b>Total Direct Costs</b>           | <b>3,849,052</b>    | <b>3,796,797</b>    | <b>3,829,961</b>    | <b>325,000</b>        | <b>4,154,961</b>    | <b>(19,091)</b>            | <b>-0.5%</b> |   |
| Allocated Charges/Recoveries        | (118,963)           | (120,608)           | (141,778)           | -                     | (141,778)           | (22,815)                   | 19.2%        | Adjusted financial support costs between divisions to reflect actual demand   |
| Corporate Support                   | 785,081             | 785,081             | 873,232             | -                     | 873,232             | 88,151                     | 11.2%        | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | 2014 budget included one-time carry forward of HRCIF grant funding from reserve   |
| Transfer from Reserves - Operating  | (63,731)            | (63,731)            | -                   | -                     | -                   | 63,731                     | -100.0%      |   |
| <b>Gross Operating Expenditures</b> | <b>4,451,439</b>    | <b>4,397,539</b>    | <b>4,561,415</b>    | <b>325,000</b>        | <b>4,886,415</b>    | <b>109,976</b>             | <b>2.5%</b>  |   |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>4,451,439</b>    | <b>4,397,539</b>    | <b>4,561,415</b>    | <b>325,000</b>        | <b>4,886,415</b>    | <b>109,976</b>             | <b>2.5%</b>  |   |
| Subsidy Revenue                     | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| Other Revenue                       | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| <b>Total Revenue</b>                | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b>  |   |
| <b>Net Program Expenditures</b>     | <b>\$ 4,451,439</b> | <b>\$ 4,397,539</b> | <b>\$ 4,561,415</b> | <b>\$ 325,000</b>     | <b>\$ 4,886,415</b> | <b>\$ 109,976</b>          | <b>2.5%</b>  |   |

# Strategic Investments

## Halton Region Community Investment Fund

### Program Details

|            |                                |
|------------|--------------------------------|
| Department | Social & Community Services    |
| Division   | Quality & Community Innovation |

### Complement Details

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

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ -              | \$ -              |
| Materials & Supplies                | -                 | -                 |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | 125,000           | 125,000           |
| <b>Total Direct Costs</b>           | <b>125,000</b>    | <b>125,000</b>    |
| Allocated Charges/Recoveries        | -                 | -                 |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>125,000</b>    | <b>125,000</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>          |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | <b>-</b>          | <b>-</b>          |
| <b>Net Program Expenditures</b>     | <b>\$ 125,000</b> | <b>\$ 125,000</b> |

### Business Case

#### Recommendation:

That the Halton Region Community Investment Fund (HRCIF) be increased by \$125,000 to enable Halton to play a greater role in building capacity of community agencies in the non-profit and voluntary sector to deliver health and social service programs to Halton residents.

#### Need:

The HRCIF was created to respond to a trend of diminishing financial capacity in the non-profit and voluntary sector. This trend has been characterized by a lack of stable funding for organizations and an increased demand for agencies to respond to current and emerging needs of Halton residents. The HRCIF is funded by 100% Regional dollars. An increased HRCIF will be able to fund more requests from community health and social service agencies supporting children and youth, low income families, housing, building community partnerships and collaborations, community health services and seniors who are seeking Regional support. The 2014 HRCIF one-time grants support 20 community agencies while eight agencies are supported with multi-year funding.

The annual budget for the HRCIF is currently \$702,691. The amount has been stable since 2009 and there continues to be high demand in the community for the HRCIF. During the period of 2012-2014 the HRCIF has been able to fund 81 applicants grating \$2.3 million, out of the 317 agencies who submitted eligible applications requesting \$11.1 million. This is a ratio of \$1 provided for every \$5 requested.

With an additional investment of \$125,000, the HRCIF can provide additional funding to Halton community agencies who can support a greater number of clients.

#### Implications:

Increasing the budget will allow community agencies to meet more of the demand for services in the Halton community.

#### Alternatives:

Maintain the program at the existing funding levels.

#### Reference:

Report No. SS-06-14 re: Halton Region Community Investment Fund Recommended Allocations for 2014 One-Year Grants

# Strategic Investments

## Crisis Prevention / COMMANDE

### Program Details

|            |                                |
|------------|--------------------------------|
| Department | Social & Community Services    |
| Division   | Quality & Community Innovation |

### Complement Details

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

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ -              | \$ -              |
| Materials & Supplies                | -                 | -                 |
| Purchased Services                  | 200,000           | 200,000           |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>200,000</b>    | <b>200,000</b>    |
| Allocated Charges/Recoveries        | -                 | -                 |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>200,000</b>    | <b>200,000</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | -                 | -                 |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | -                 | -                 |
| <b>Net Program Expenditures</b>     | <b>\$ 200,000</b> | <b>\$ 200,000</b> |

### Business Case

#### Recommendation:

A Community Mobilization and Engagement Strategy (COMMANDE) be enhanced and supported at a cost of \$200,000. The COMMANDE Program will be a collaborative effort between Social & Community Services, Public Health and Halton Regional Police Services to improve the health and safety of Halton communities.

#### Need:

This is a multi-agency initiative committed to the health and safety of the communities. This program emphasizes partnerships with the community and various agencies, recognizing that not one agency can accomplish the goal of having issues addressed by the right person at the right place at the right time. Social & Community Services, Public Health (including Paramedic Services) and Halton Regional Police Services have a role to play from the Regional perspective and many community agencies will be involved to address community risk through crisis intervention/prevention.

A group of professionals (the "HUB") will meet regularly at COMMANDE meetings to provide real-time, coordinated responses to high-risk situations. Resources would be organized for addressing the needs of frequent system users, those the police get repeated calls for which may be related to mental health, addictions, unemployment, child welfare, etc. This collaborative exchange will be a round table format led by the COMMANDE Co-ordinator and would develop and implement immediate solutions for individuals and families at risk. The COMMANDE Co-ordinator plays a pivotal role in facilitating efficient and effective Situation Table meetings and in addition, would dedicate his/her time to do home visits and follow up work with those identified people or families.

The current pilot of this program is in Milton, with plans to expand to other Halton municipalities in 2015.

#### Implications:

Without this initiative, demand will continue to be placed upon emergency services.

#### Alternatives:

Continue with pilot in Milton, no expansion to other Halton municipalities.

# Employment, Housing & Social Services

## Divisional Summary

| Employment, Housing & Social Services | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |              |                                 |              |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|
|                                       | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                    | \$ 6,518,846         | \$ 6,887,421         | \$ 6,434,800         | \$ 7,238,792         | \$ 6,494,230         | \$ 78,730             | \$ 6,572,960         | \$ 59,430                  | 0.9%         | \$ 138,160                      | 2.1%         |
| Materials & Supplies                  | 195,307              | 200,116              | 231,057              | 245,822              | 232,065              | -                     | 232,065              | 1,008                      | 0.4%         | 1,008                           | 0.4%         |
| Purchased Services                    | 1,190,641            | 1,049,192            | 1,076,579            | 1,003,558            | 1,355,044            | (78,730)              | 1,276,314            | 278,465                    | 25.9%        | 199,735                         | 18.6%        |
| Financial and Rent Expenses           | 555,971              | 533,306              | 312,042              | 330,500              | 332,158              | -                     | 332,158              | 20,116                     | 6.4%         | 20,116                          | 6.4%         |
| Grants & Assistance                   | 47,632,752           | 47,453,403           | 52,541,729           | 52,633,877           | 52,295,357           | -                     | 52,295,357           | (246,372)                  | -0.5%        | (246,372)                       | -0.5%        |
| <b>Total Direct Costs</b>             | <b>56,093,517</b>    | <b>56,123,437</b>    | <b>60,596,207</b>    | <b>61,452,549</b>    | <b>60,708,854</b>    | -                     | <b>60,708,854</b>    | <b>112,647</b>             | <b>0.2%</b>  | <b>112,647</b>                  | <b>0.2%</b>  |
| Allocated Charges / Recoveries        | 832,205              | 906,555              | 957,692              | 946,032              | 924,468              | -                     | 924,468              | (33,224)                   | -3.5%        | (33,224)                        | -3.5%        |
| Corporate Support                     | 2,503,249            | 2,634,155            | 2,761,986            | 2,763,276            | 2,739,963            | -                     | 2,739,963            | (22,023)                   | -0.8%        | (22,023)                        | -0.8%        |
| Transfers to Reserves-Operating       | 411,409              | 477,672              | 86,000               | 86,000               | 86,000               | -                     | 86,000               | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating    | (94,800)             | (61,000)             | (61,000)             | (61,000)             | (621,500)            | -                     | (621,500)            | (560,500)                  | 918.9%       | (560,500)                       | 918.9%       |
| <b>Gross Operating Expenditures</b>   | <b>59,745,580</b>    | <b>60,080,819</b>    | <b>64,340,885</b>    | <b>65,186,857</b>    | <b>63,837,785</b>    | -                     | <b>63,837,785</b>    | <b>(503,100)</b>           | <b>-0.8%</b> | <b>(503,100)</b>                | <b>-0.8%</b> |
| Transfer to Reserves - Capital        | 2,890,292            | 5,095,728            | 7,300,000            | 8,101,165            | 7,550,000            | -                     | 7,550,000            | 250,000                    | 3.4%         | 250,000                         | 3.4%         |
| Transfer from Reserves - Capital      | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                          | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>           | <b>2,890,292</b>     | <b>5,095,728</b>     | <b>7,300,000</b>     | <b>8,101,165</b>     | <b>7,550,000</b>     | -                     | <b>7,550,000</b>     | <b>250,000</b>             | <b>3.4%</b>  | <b>250,000</b>                  | <b>3.4%</b>  |
| <b>Total Gross Expenditures</b>       | <b>62,635,872</b>    | <b>65,176,547</b>    | <b>71,640,885</b>    | <b>73,288,022</b>    | <b>71,387,785</b>    | -                     | <b>71,387,785</b>    | <b>(253,100)</b>           | <b>-0.4%</b> | <b>(253,100)</b>                | <b>-0.4%</b> |
| Subsidy Revenue                       | (26,659,901)         | (30,634,514)         | (29,861,231)         | (30,944,383)         | (28,339,646)         | -                     | (28,339,646)         | 1,521,585                  | -5.1%        | 1,521,585                       | -5.1%        |
| Other Revenue                         | (2,185,191)          | (1,837,514)          | (893,266)            | (1,269,574)          | (873,400)            | -                     | (873,400)            | 19,866                     | -2.2%        | 19,866                          | -2.2%        |
| <b>Total Revenue</b>                  | <b>(28,845,093)</b>  | <b>(32,472,028)</b>  | <b>(30,754,497)</b>  | <b>(32,213,957)</b>  | <b>(29,213,046)</b>  | -                     | <b>(29,213,046)</b>  | <b>1,541,451</b>           | <b>-5.0%</b> | <b>1,541,451</b>                | <b>-5.0%</b> |
| <b>Net Program Expenditures</b>       | <b>\$ 33,790,779</b> | <b>\$ 32,704,518</b> | <b>\$ 40,886,388</b> | <b>\$ 41,074,065</b> | <b>\$ 42,174,739</b> | <b>\$ -</b>           | <b>\$ 42,174,739</b> | <b>\$ 1,288,351</b>        | <b>3.2%</b>  | <b>\$ 1,288,351</b>             | <b>3.2%</b>  |

| Employment, Housing & Social Services | 2014            |             | 2015        |                       |                  | Change                     |                                 |
|---------------------------------------|-----------------|-------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.)             | Approved Budget | Actual      | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>                          | <b>68.9</b>     | <b>68.9</b> | <b>67.9</b> | <b>1.0</b>            | <b>68.9</b>      | <b>(1.0)</b>               | <b>-1.5%</b>                    |

## Base Budget Change Report

| Employment, Housing & Social Services | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              | Comments   |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|--|
|                                       | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              |  |
| Personnel Services                    | \$ 6,434,800         | \$ 7,238,792         | \$ 6,494,230         | \$ 78,730             | \$ 6,572,960         | \$ 59,430                  | 0.9%         | Increase mainly driven by Newcomer Strategy which is fully funded by Provincial subsidy  |
| Materials & Supplies                  | 231,057              | 245,822              | 232,065              | -                     | 232,065              | 1,008                      | 0.4%         |  |
| Purchased Services                    | 1,076,579            | 1,003,558            | 1,355,044            | (78,730)              | 1,276,314            | 278,465                    | 25.9%        |  |
| Financial and Rent Expenses           | 312,042              | 330,500              | 332,158              | -                     | 332,158              | 20,116                     | 6.4%         |  |
| Grants & Assistance                   | 52,541,729           | 52,633,877           | 52,295,357           | -                     | 52,295,357           | (246,372)                  | -0.5%        |  |
| <b>Total Direct Costs</b>             | <b>60,596,207</b>    | <b>61,452,549</b>    | <b>60,708,854</b>    | <b>-</b>              | <b>60,708,854</b>    | <b>112,647</b>             | <b>0.2%</b>  | Net decrease mainly due to the completion of the current stream of the Investment in Affordable Housing program (\$1.8 million), increased subsidy to housing providers (\$652,000 for operating subsidy & property taxes and \$306,000 for rent geared to income), new In Situ housing allowance (\$400,000, based on the Comprehensive Housing Strategy (CHS) and Ontario Disability Support Program (ODSP) grants (\$100,000) |
| Allocated Charges/Recoveries          | 957,692              | 946,032              | 924,468              | -                     | 924,468              | (33,224)                   | -3.5%        |  |
| Corporate Support                     | 2,761,986            | 2,763,276            | 2,739,963            | -                     | 2,739,963            | (22,023)                   | -0.8%        |  |
| Transfer to Reserves - Operating      | 86,000               | 86,000               | 86,000               | -                     | 86,000               | -                          | 0.0%         |  |
| Transfer from Reserves - Operating    | (61,000)             | (61,000)             | (621,500)            | -                     | (621,500)            | (560,500)                  | 918.9%       |  |
| <b>Gross Operating Expenditures</b>   | <b>64,340,885</b>    | <b>65,186,857</b>    | <b>63,837,785</b>    | <b>-</b>              | <b>63,837,785</b>    | <b>(503,100)</b>           | <b>-0.8%</b> | Increased transfer to support new In Situ housing allowance (\$400,000 based on CHS SS-21-13)  |
| Transfer to Reserves - Capital        | 7,300,000            | 8,101,165            | 7,550,000            | -                     | 7,550,000            | 250,000                    | 3.4%         |  |
| Transfer from Reserves - Capital      | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |  |
| Debt Charges                          | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |  |
| <b>Capital Expenditures</b>           | <b>7,300,000</b>     | <b>8,101,165</b>     | <b>7,550,000</b>     | <b>-</b>              | <b>7,550,000</b>     | <b>250,000</b>             | <b>3.4%</b>  |  |
| <b>Total Gross Expenditures</b>       | <b>71,640,885</b>    | <b>73,288,022</b>    | <b>71,387,785</b>    | <b>-</b>              | <b>71,387,785</b>    | <b>(253,100)</b>           | <b>-0.4%</b> | Increase to fund new affordable/assisted housing units as per the CHS  |
| Subsidy Revenue                       | (29,861,231)         | (30,944,383)         | (28,339,646)         | -                     | (28,339,646)         | 1,521,585                  | -5.1%        |  |
| Other Revenue                         | (893,266)            | (1,269,574)          | (873,400)            | -                     | (873,400)            | 19,866                     | -2.2%        |  |
| <b>Total Revenue</b>                  | <b>(30,754,497)</b>  | <b>(32,213,957)</b>  | <b>(29,213,046)</b>  | <b>-</b>              | <b>(29,213,046)</b>  | <b>1,541,451</b>           | <b>-5.0%</b> |  |
| <b>Net Program Expenditures</b>       | <b>\$ 40,886,388</b> | <b>\$ 41,074,065</b> | <b>\$ 42,174,739</b> | <b>\$ -</b>           | <b>\$ 42,174,739</b> | <b>\$ 1,288,351</b>        | <b>3.2%</b>  |  |

# Strategic Investments

## Community Homelessness Prevention Initiative

### Program Details

|            |                                       |
|------------|---------------------------------------|
| Department | Social & Community Services           |
| Division   | Employment, Housing & Social Services |

### Complement Details

|                 |                   |
|-----------------|-------------------|
| Position Title  | Data Co-ordinator |
| FTE Impact      | 1.0               |
| Personnel Group | OCT/MMSG          |

### Funding Impact

| Operating                           | 2015 Impact | 2016 Impact |
|-------------------------------------|-------------|-------------|
| Personnel Services                  | \$ 78,730   | \$ 78,730   |
| Materials & Supplies                | -           | -           |
| Purchased Services                  | (78,730)    | (78,730)    |
| Financial & Rent Expenses           | -           | -           |
| Grants & Assistance                 | -           | -           |
| <b>Total Direct Costs</b>           | -           | -           |
| Allocated Charges/Recoveries        | -           | -           |
| Corporate Support                   | -           | -           |
| Transfer to Reserves - Operating    | -           | -           |
| Transfer from Reserves - Operating  | -           | -           |
| <b>Gross Operating Expenditures</b> | -           | -           |
| Transfer to Reserves - Capital      | -           | -           |
| Transfer from Reserves - Capital    | -           | -           |
| Debt Charges                        | -           | -           |
| <b>Capital Expenditures</b>         | -           | -           |
| Subsidy Revenue                     | -           | -           |
| Non-Subsidy Revenue                 | -           | -           |
| <b>Total Revenue</b>                | -           | -           |
| <b>Net Program Expenditures</b>     | \$ -        | \$ -        |

### Business Case

#### Recommendation:

Approve 1.0 FTE in Housing Services that is 100% Provincially funded from the Community Homelessness Prevention Initiative (CHPI) with no net Regional impact.

#### Need:

Effective January 1, 2013, the Province consolidated five homelessness programs into one called the Community Homelessness Prevention Initiative (CHPI) and transferred policy and administrative oversight to the municipalities. In 2015 base funding of \$4,284,153 is provided to Halton Region (Report SS-02-15). Recognizing the costs of implementing these programs, the Province allows up to ten per cent of this funding to be used for administration to provide an increased level of oversight, including detailed and regular reporting on the actual use and ongoing projections of CHPI funds and outcomes, establishment of tracking systems and metrics and the ability to extract and manipulate data from existing municipal and federal IT systems. Failure to meet established targets and/or accurately report on outcomes will potentially result in the claw back of Provincial funding as it is provided on a use-it or lose-it basis, representing considerable risk to the Region.

A Data Co-ordinator is required to help develop a more strategic and proactive homelessness prevention strategy that meets the needs of Halton's vulnerable population while ensuring full optimization of the available provincial funding. The position will collect and analyze data and inform policy decisions to ensure Domiciliary Hostel compliance with standards, support the effective utilization of a new funding model in the emergency shelter program, and provide support to Halton's Housing Help Centre. Through the data and information provided by this position, the program will ensure that eligible Halton residents maintain their housing through the use of housing stability support and access to food security.

With the support of the Data Co-ordinator, Housing Services will be able to better manage the additional administrative requirements related to CHPI funding while implementing innovative made-in-Halton approaches to make best use of available funds.

#### Implications:

The funding for this position will be reallocated within the CHPI funding which is 100% funded by the province with no tax impact. Resourcing this position on a permanent basis will improve Halton's ability to connect with clients who are in need of Regional Services by providing staff continuity and program expertise.

#### Alternatives:

Continue to utilize temporary staff resources funded through in-year savings.

#### Reference:

Report No. SS-04-14 re: Allocation of Community Homelessness and Prevention Initiative (CHPI) and Homelessness Partnering Strategy (HPS) Funding

# Services for Seniors

## Divisional Summary

|                                     | 2012                 |                      | 2013                 |                      | 2014                 |                       | 2015                 |                            |             | Change                          |             |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Services For Seniors</b>         |                      |                      |                      |                      |                      |                       |                      |                            |             |                                 |             |
| Personnel Services                  | \$ 39,853,680        | \$ 40,427,855        | \$ 40,243,240        | \$ 41,551,240        | \$ 41,814,890        | \$ -                  | \$ 41,814,890        | \$ 1,571,650               | 3.9%        | \$ 1,571,650                    | 3.9%        |
| Materials & Supplies                | 3,851,505            | 3,701,499            | 3,829,745            | 3,702,145            | 3,882,385            | -                     | 3,882,385            | 52,640                     | 1.4%        | 52,640                          | 1.4%        |
| Purchased Services                  | 4,684,264            | 4,617,651            | 6,132,335            | 5,777,360            | 5,814,017            | -                     | 5,814,017            | (318,318)                  | -5.2%       | (318,318)                       | -5.2%       |
| Financial and Rent Expenses         | 101,985              | 101,707              | 100,600              | 100,600              | 111,847              | -                     | 111,847              | 11,247                     | 11.2%       | 11,247                          | 11.2%       |
| Grants & Assistance                 | 4,811                | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>48,496,244</b>    | <b>48,848,711</b>    | <b>50,305,920</b>    | <b>51,131,345</b>    | <b>51,623,139</b>    | <b>-</b>              | <b>51,623,139</b>    | <b>1,317,219</b>           | <b>2.6%</b> | <b>1,317,219</b>                | <b>2.6%</b> |
| Allocated Charges / Recoveries      | 4,366,120            | 4,570,453            | 4,654,328            | 3,848,028            | 4,557,966            | -                     | 4,557,966            | (96,361)                   | -2.1%       | (96,361)                        | -2.1%       |
| Corporate Support                   | 4,765,435            | 4,904,439            | 4,929,100            | 4,929,100            | 5,009,934            | -                     | 5,009,934            | 80,834                     | 1.6%        | 80,834                          | 1.6%        |
| Transfers to Reserves-Operating     | 16,100               | 16,100               | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>57,643,900</b>    | <b>58,339,702</b>    | <b>59,889,348</b>    | <b>59,908,473</b>    | <b>61,191,039</b>    | <b>-</b>              | <b>61,191,039</b>    | <b>1,301,692</b>           | <b>2.2%</b> | <b>1,301,692</b>                | <b>2.2%</b> |
| Transfer to Reserves - Capital      | 2,045,323            | 2,151,323            | 2,211,323            | 2,211,323            | 2,221,323            | -                     | 2,221,323            | 10,000                     | 0.5%        | 10,000                          | 0.5%        |
| Transfer from Reserves - Capital    | (810,000)            | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | 1,412,277            | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>2,647,600</b>     | <b>2,151,323</b>     | <b>2,211,323</b>     | <b>2,211,323</b>     | <b>2,221,323</b>     | <b>-</b>              | <b>2,221,323</b>     | <b>10,000</b>              | <b>0.5%</b> | <b>10,000</b>                   | <b>0.5%</b> |
| <b>Total Gross Expenditures</b>     | <b>60,291,500</b>    | <b>60,491,025</b>    | <b>62,100,671</b>    | <b>62,119,796</b>    | <b>63,412,362</b>    | <b>-</b>              | <b>63,412,362</b>    | <b>1,311,692</b>           | <b>2.1%</b> | <b>1,311,692</b>                | <b>2.1%</b> |
| Subsidy Revenue                     | (29,757,060)         | (30,432,879)         | (31,579,825)         | (32,077,800)         | (32,156,512)         | -                     | (32,156,512)         | (576,687)                  | 1.8%        | (576,687)                       | 1.8%        |
| Other Revenue                       | (12,557,876)         | (12,894,436)         | (13,134,600)         | (13,061,150)         | (13,379,700)         | -                     | (13,379,700)         | (245,100)                  | 1.9%        | (245,100)                       | 1.9%        |
| <b>Total Revenue</b>                | <b>(42,314,936)</b>  | <b>(43,327,315)</b>  | <b>(44,714,425)</b>  | <b>(45,138,950)</b>  | <b>(45,536,212)</b>  | <b>-</b>              | <b>(45,536,212)</b>  | <b>(821,787)</b>           | <b>1.8%</b> | <b>(821,787)</b>                | <b>1.8%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 17,976,564</b> | <b>\$ 17,163,711</b> | <b>\$ 17,386,246</b> | <b>\$ 16,980,846</b> | <b>\$ 17,876,150</b> | <b>\$ -</b>           | <b>\$ 17,876,150</b> | <b>\$ 489,905</b>          | <b>2.8%</b> | <b>\$ 489,905</b>               | <b>2.8%</b> |

| Services For Seniors             | 2014            |  | 2015         |                       |                  | Change                     |                                 |
|----------------------------------|-----------------|--|--------------|-----------------------|------------------|----------------------------|---------------------------------|
|                                  | Approved Budget |  | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Staff Complement (F.T.E.)</b> |                 |  |              |                       |                  |                            |                                 |
| <b>Total</b>                     | <b>525.4</b>    |  | <b>525.4</b> | <b>-</b>              | <b>525.4</b>     | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Services for Seniors                | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |             | Comments  |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---|
|                                     | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 40,243,240        | \$ 41,551,240        | \$ 41,814,890        | \$ -                  | \$ 41,814,890        | \$ 1,571,650               | 3.9%        | Budget realignment from purchased services to address compensation pressures  |
| Materials & Supplies                | 3,829,745            | 3,702,145            | 3,882,385            | -                     | 3,882,385            | 52,640                     | 1.4%        |   |
| Purchased Services                  | 6,132,335            | 5,777,360            | 5,814,017            | -                     | 5,814,017            | (318,318)                  | -5.2%       |   |
| Financial and Rent Expenses         | 100,600              | 100,600              | 111,847              | -                     | 111,847              | 11,247                     | 11.2%       |   |
| Grants & Assistance                 | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>50,305,920</b>    | <b>51,131,345</b>    | <b>51,623,139</b>    | <b>-</b>              | <b>51,623,139</b>    | <b>1,317,219</b>           | <b>2.6%</b> |   |
| Allocated Charges/Recoveries        | 4,654,328            | 3,848,028            | 4,557,966            | -                     | 4,557,966            | (96,362)                   | -2.1%       |   |
| Corporate Support                   | 4,929,100            | 4,929,100            | 5,009,934            | -                     | 5,009,934            | 80,834                     | 1.6%        |   |
| Transfer to Reserves - Operating    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | <b>59,889,348</b>    | <b>59,908,473</b>    | <b>61,191,039</b>    | <b>-</b>              | <b>61,191,039</b>    | <b>1,301,691</b>           | <b>2.2%</b> |   |
| Transfer to Reserves - Capital      | 2,211,323            | 2,211,323            | 2,221,323            | -                     | 2,221,323            | 10,000                     | 0.5%        |   |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |   |
| Debt Charges                        | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | <b>2,211,323</b>     | <b>2,211,323</b>     | <b>2,221,323</b>     | <b>-</b>              | <b>2,221,323</b>     | <b>10,000</b>              | <b>0.5%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>62,100,671</b>    | <b>62,119,796</b>    | <b>63,412,362</b>    | <b>-</b>              | <b>63,412,362</b>    | <b>1,311,691</b>           | <b>2.1%</b> |   |
| Subsidy Revenue                     | (31,579,825)         | (32,077,800)         | (32,156,512)         | -                     | (32,156,512)         | (576,687)                  | 1.8%        | \$457,700 subsidy increase due to funding per diem inflationary increases for Nursing & Personal Care, Raw Food and Other Accommodation and \$196,000 increase as a result of higher Case Mix Index results. Additional \$157,200 in subsidy for Personal Support Worker wage enhancement and a \$234,900 decrease in Other Accommodation subsidy |
| Other Revenue                       | (13,134,600)         | (13,061,150)         | (13,379,700)         | -                     | (13,379,700)         | (245,100)                  | 1.9%        |   |
| <b>Total Revenue</b>                | <b>(44,714,425)</b>  | <b>(45,138,950)</b>  | <b>(45,536,212)</b>  | <b>-</b>              | <b>(45,536,212)</b>  | <b>(821,787)</b>           | <b>1.8%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ 17,386,246</b> | <b>\$ 16,980,846</b> | <b>\$ 17,876,150</b> | <b>\$ -</b>           | <b>\$ 17,876,150</b> | <b>\$ 489,904</b>          | <b>2.8%</b> |   |

# Budget and Business Plan 2015

## Legislative & Planning Services Department





# Legislative & Planning Services Department

## Departmental Goals

- Provide comprehensive legal support to the Regional Corporation, Regional Council and the Halton Community Housing Corporation (HCHC) and ensure that Halton responds to new Federal and Provincial legislative/regulatory requirements.
- Provide the statutory functions of the Municipal Clerk as well as administrative support services to the entire corporation including records and information management, privacy training and advice pursuant to applicable privacy laws, accessibility and inclusion, print shop, mail and courier services.
- Secure final Ontario Municipal Board (OMB) approval of the Sustainable Halton (ROPA 38) Plan; implement Sustainable Halton within the Regional area and deliver Regional Council's vision for managed and sustainable growth in Halton.
- Implement the 2014 – 2024 Comprehensive Housing Strategy to meet the needs of Halton residents throughout all stages of their lives.
- Ensure corporate and community sustainability is achieved, through the use of sustainability practices and the implementation of plans and programs.
- Deliver the Region's environmental, conservation and natural heritage objectives through plans and programs to enhance the Natural Heritage System, Regional Forests and Waterfront Parks.
- Implement the short term strategy to establish a Halton Heritage Centre which supports Halton's heritage network by providing a centralized resource with curatorial, educational and marketing expertise.
- Co-ordinate emergency planning in Halton and raise public awareness of the need for personal emergency preparedness.
- Support agriculture in Halton through the development and delivery of a Comprehensive Rural Agricultural strategy and ensure the marketing and promotion of local agricultural products within Halton's communities.
- Maintain a comprehensive public entity insurance/risk management program for the Regional Corporation, Halton Regional Police Service and HCHC.
- Implement the 2012 – 2021 Economic Development Strategy in partnership with the Local Municipalities.
- Achieve sustainable economic prosperity by providing services to entrepreneurs, including youth and New Canadian entrepreneurs, and innovative firms to help them become established and grow, and promote Halton as a location of choice for new and expanding businesses, including physician practices and as a destination for tourists.
- Provide effective asset management and internal support services to HCHC which currently has a portfolio of 1,961 social housing units across Halton Region.
- Implement effective asset management strategies for the Region's fleet, buildings and land assets which maximize asset lifecycles and minimize costs.

## External Factors Influencing Activities & Outcomes

- Provincial and Federal legislation / regulations and other initiatives.
- Appeals to the Provincial decision on Sustainable Halton (ROPA 38) and the Regional Phasing policy (ROPA 39).
- Development pressures for the approval of new secondary plans in Milton and for servicing/allocation in both Oakville and Milton.
- The pace of recovery from recessionary conditions, the strength of the U.S. economy and the value of the Canadian dollar.

## Performance Measures

| Priority Area                                    | Performance Measures  | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|--|---|-------------|-------------|-------------|-------------|
| Attracting and Retaining Jobs                    | Absorption of employment lands (Net Hectares)   | 131         | 99          | 76          | 80          |
|  | Percent of new and small business consultations held within 7 business days of request  | 92.0%       | 99.0%       | 100.0%      | 100.0%      |
|  | Citizen satisfaction with regional economic development (I-R survey)  | 78.0%       | N/A         | 79.0%       | 80.0%       |
| Promoting Tourism                                | Number of day visits to the Halton Museum   | 5,390       | 4,590       | 5,300       | 5,500       |
| Emergency Preparedness                           | How prepared residents think regional/municipal government is for a major natural, technological, or human-caused disaster (somewhat/very prepared)           | 49.0%       | N/A         | 60.0%       | 70.0%       |
| Planning Sustainable Communities                 | Percent of growth in intensification areas  | 37.0%       | 32.0%       | 40.0%       | 40.0%       |
|  | Density of growth in new greenfield areas (Units per Hectare)   | 39.26       | 5,039.00    | 40.00       | 50.00       |
|  | Annual number of available dwelling units (SDEs) for greenfield and intensification development based on allocation of water and wastewater (Greenfield Only) | 7,254       | 7,254       | 14,000      | 14,000      |
| Defining and Preserving Natural Heritage         | Hectares of natural heritage land preserved (Regional Natural Heritage System) (Ha)   | 33,088      | 33,088      | 33,088      | 33,088      |
|  | Citizen satisfaction with preservation of natural heritage features   | 82.0%       | 83.0%       | 83.0%       | 100.0%      |
| Physician Recruitment and Attracting New Doctors | Citizen satisfaction with physician recruitment and attracting new doctors to Halton  | 78.0%       | N/A         | 79.0%       | 79.0%       |

# Departmental Summary

| Legislative & Planning Services Department | 2012                | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |             |                                 |             |
|--|---------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---------------------------------|-------------|
|  | Actual              | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                         | \$ 15,916,837       | \$ 17,753,527        | \$ 18,996,550        | \$ 18,447,800        | \$ 19,591,950        | \$ 357,820            | \$ 19,949,770        | \$ 595,400                 | 3.1%        | \$ 953,220                      | 5.0%        |
| Materials & Supplies                       | 4,202,067           | 4,071,333            | 4,512,460            | 4,576,060            | 4,490,062            | 11,010                | 4,501,072            | (22,398)                   | -0.5%       | (11,388)                        | -0.3%       |
| Purchased Services                         | 6,654,166           | 6,623,861            | 7,645,983            | 7,823,183            | 7,557,195            | 1,250                 | 7,558,445            | (88,788)                   | -1.2%       | (87,538)                        | -1.1%       |
| Financial and Rent Expenses                | 2,351,382           | 2,244,722            | 2,713,791            | 2,226,791            | 2,748,791            | -                     | 2,748,791            | 35,000                     | 1.3%        | 35,000                          | 1.3%        |
| Grants & Assistance                        | 203,960             | 323,130              | 95,000               | 95,000               | 95,000               | -                     | 95,000               | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>                  | <b>29,328,413</b>   | <b>31,016,573</b>    | <b>33,963,784</b>    | <b>33,168,834</b>    | <b>34,482,998</b>    | <b>370,080</b>        | <b>34,853,078</b>    | <b>519,214</b>             | <b>1.5%</b> | <b>889,294</b>                  | <b>2.6%</b> |
| Allocated Charges / Recoveries             | (10,347,057)        | (11,081,844)         | (10,681,760)         | (11,043,734)         | (10,804,214)         | -                     | (10,804,214)         | (122,454)                  | 1.1%        | (122,454)                       | 1.1%        |
| Corporate Support                          | (9,512,406)         | (9,972,695)          | (10,380,641)         | (10,385,941)         | (10,522,046)         | (470,080)             | (10,992,126)         | (141,405)                  | 1.4%        | (611,485)                       | 5.9%        |
| Transfers to Reserves-Operating            | 461,076             | 968,021              | 676,926              | 676,926              | 708,146              | -                     | 708,146              | 31,220                     | 4.6%        | 31,220                          | 4.6%        |
| Transfer from Reserves - Operating         | (69,895)            | (214,451)            | (343,500)            | (402,900)            | (200,000)            | -                     | (200,000)            | 143,500                    | -41.8%      | 143,500                         | -41.8%      |
| <b>Gross Operating Expenditures</b>        | <b>9,860,130</b>    | <b>10,715,604</b>    | <b>13,234,809</b>    | <b>12,013,185</b>    | <b>13,664,884</b>    | <b>(100,000)</b>      | <b>13,564,884</b>    | <b>430,075</b>             | <b>3.2%</b> | <b>330,075</b>                  | <b>2.5%</b> |
| Transfer to Reserves - Capital             | 4,770,539           | 5,290,531            | 4,508,924            | 5,129,824            | 4,662,363            | 100,000               | 4,762,363            | 153,440                    | 3.4%        | 253,440                         | 5.6%        |
| Transfer from Reserves - Capital           | -                   | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                               | -                   | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>                | <b>4,770,539</b>    | <b>5,290,531</b>     | <b>4,508,924</b>     | <b>5,129,824</b>     | <b>4,662,363</b>     | <b>100,000</b>        | <b>4,762,363</b>     | <b>153,440</b>             | <b>3.4%</b> | <b>253,440</b>                  | <b>5.6%</b> |
| <b>Total Gross Expenditures</b>            | <b>14,630,669</b>   | <b>16,006,135</b>    | <b>17,743,732</b>    | <b>17,143,008</b>    | <b>18,327,247</b>    | <b>-</b>              | <b>18,327,247</b>    | <b>583,515</b>             | <b>3.3%</b> | <b>583,515</b>                  | <b>3.3%</b> |
| Subsidy Revenue                            | (287,826)           | (182,661)            | (227,986)            | (263,986)            | (222,986)            | -                     | (222,986)            | 5,000                      | -2.2%       | 5,000                           | -2.2%       |
| Other Revenue                              | (5,790,489)         | (5,702,849)          | (6,493,328)          | (6,008,354)          | (6,588,393)          | -                     | (6,588,393)          | (95,065)                   | 1.5%        | (95,065)                        | 1.5%        |
| <b>Total Revenue</b>                       | <b>(6,078,316)</b>  | <b>(5,885,510)</b>   | <b>(6,721,314)</b>   | <b>(6,272,340)</b>   | <b>(6,811,379)</b>   | <b>-</b>              | <b>(6,811,379)</b>   | <b>(90,065)</b>            | <b>1.3%</b> | <b>(90,065)</b>                 | <b>1.3%</b> |
| <b>Net Program Expenditures</b>            | <b>\$ 8,552,353</b> | <b>\$ 10,120,625</b> | <b>\$ 11,022,418</b> | <b>\$ 10,870,668</b> | <b>\$ 11,515,868</b> | <b>\$ -</b>           | <b>\$ 11,515,868</b> | <b>\$ 493,450</b>          | <b>4.5%</b> | <b>\$ 493,450</b>               | <b>4.5%</b> |

| Legislative & Planning Services Department | 2014            |  | 2015         |                       |                  | Change                     |             |                                 |             |
|--|-----------------|--|--------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.)                  | Approved Budget |  | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>                               | <b>191.5</b>    |  | <b>193.5</b> | <b>3.0</b>            | <b>196.5</b>     | <b>2.0</b>                 | <b>1.0%</b> | <b>5.0</b>                      | <b>2.6%</b> |



# Divisional Summary

| LPS Administration                  | 2012               | 2013            | 2014            |                  | 2015           |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|--------------------|-----------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual             | Actual          | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 332,790         | \$ 357,996      | \$ 313,650      | \$ 313,650       | \$ 319,330     | \$ -                  | \$ 319,330       | \$ 5,680                   | 1.8%        | \$ 5,680                        | 1.8%        |
| Materials & Supplies                | 2,521              | 3,138           | 7,800           | 7,800            | 7,800          | -                     | 7,800            | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 10,611             | 9,001           | 53,100          | 53,400           | 53,100         | -                     | 53,100           | -                          | 0.0%        | -                               | 0.0%        |
| Financial and Rent Expenses         | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>345,922</b>     | <b>370,136</b>  | <b>374,550</b>  | <b>374,850</b>   | <b>380,230</b> | <b>-</b>              | <b>380,230</b>   | <b>5,680</b>               | <b>1.5%</b> | <b>5,680</b>                    | <b>1.5%</b> |
| Allocated Charges / Recoveries      | 555                | 3,120           | 1,900           | 1,600            | 1,500          | -                     | 1,500            | (400)                      | -21.1%      | (400)                           | -21.1%      |
| Corporate Support                   | (357,600)          | (370,690)       | (376,450)       | (376,450)        | (381,730)      | -                     | (381,730)        | (5,280)                    | 1.4%        | (5,280)                         | 1.4%        |
| Transfers to Reserves-Operating     | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>(11,123)</b>    | <b>2,565</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>           | <b>-</b>        | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>(11,123)</b>    | <b>2,565</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                  | -               | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | -                  | (1,410)         | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>-</b>           | <b>(1,410)</b>  | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (11,123)</b> | <b>\$ 1,155</b> | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

| LPS Administration        | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>2.0</b>      |  | <b>2.0</b>  | <b>-</b>              | <b>2.0</b>       | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |



# Base Budget Change Report

| LPS Administration                  | 2014            |                  | 2015           |                       |                  | Change in Budget           |             | Comments                                |
|-------------------------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|-------------|---|
|                                     | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 313,650      | \$ 313,650       | \$ 319,330     | \$ -                  | \$ 319,330       | \$ 5,680                   | 1.8%        |   |
| Materials & Supplies                | 7,800           | 7,800            | 7,800          | -                     | 7,800            | -                          | 0.0%        |   |
| Purchased Services                  | 53,100          | 53,400           | 53,100         | -                     | 53,100           | -                          | 0.0%        |   |
| Financial and Rent Expenses         | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Grants & Assistance                 | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>374,550</b>  | <b>374,850</b>   | <b>380,230</b> | <b>-</b>              | <b>380,230</b>   | <b>5,680</b>               | <b>1.5%</b> |   |
| Allocated Charges/Recoveries        | 1,900           | 1,600            | 1,500          | -                     | 1,500            | (400)                      | -21.1%      | Reduced based on actual photocopy usage |
| Corporate Support                   | (376,450)       | (376,450)        | (381,730)      | -                     | (381,730)        | (5,280)                    | 1.4%        |   |
| Transfer to Reserves - Operating    | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| Transfer to Reserves - Capital      | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Debt Charges                        | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| Subsidy Revenue                     | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Other Revenue                       | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Total Revenue</b>                | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |   |

# Planning Services

## Divisional Summary

|                                     | 2012                |                     | 2013                |                     | 2014                |                  | 2015                |                       |                  | Change                     |              |                                 |  |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------|---------------------|-----------------------|------------------|----------------------------|--------------|---------------------------------|--|
|                                     | Actual              |                     | Actual              |                     | Approved Budget     | Projected Actual | Base Budget         | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |  |
| <b>Planning Services</b>            |                     |                     |                     |                     |                     |                  |                     |                       |                  |                            |              |                                 |  |
| Personnel Services                  | \$ 3,840,401        | \$ 4,705,983        | \$ 5,190,490        | \$ 4,935,340        | \$ 5,399,260        | \$ -             | \$ 5,399,260        | \$ 208,770            | 4.0%             | \$ 208,770                 | 4.0%         |                                 |  |
| Materials & Supplies                | 173,772             | 169,108             | 108,850             | 216,050             | 106,050             | -                | 106,050             | (2,800)               | -2.6%            | (2,800)                    | -2.6%        |                                 |  |
| Purchased Services                  | 299,275             | 284,228             | 850,200             | 915,650             | 749,900             | -                | 749,900             | (100,300)             | -11.8%           | (100,300)                  | -11.8%       |                                 |  |
| Financial and Rent Expenses         | 131,027             | 126,869             | 95,300              | 128,300             | 95,300              | -                | 95,300              | -                     | 0.0%             | -                          | 0.0%         |                                 |  |
| Grants & Assistance                 | 54,204              | 122,309             | 57,000              | 57,000              | 57,000              | -                | 57,000              | -                     | 0.0%             | -                          | 0.0%         |                                 |  |
| <b>Total Direct Costs</b>           | <b>4,498,679</b>    | <b>5,408,496</b>    | <b>6,301,840</b>    | <b>6,252,340</b>    | <b>6,407,510</b>    | <b>-</b>         | <b>6,407,510</b>    | <b>105,670</b>        | <b>1.7%</b>      | <b>105,670</b>             | <b>1.7%</b>  |                                 |  |
| Allocated Charges / Recoveries      | (79,356)            | (55,341)            | 544,900             | 196,426             | 492,859             | -                | 492,859             | (52,041)              | -9.6%            | (52,041)                   | -9.6%        |                                 |  |
| Corporate Support                   | 1,819,854           | 1,979,409           | 2,086,010           | 2,086,010           | 2,200,458           | -                | 2,200,458           | 114,448               | 5.5%             | 114,448                    | 5.5%         |                                 |  |
| Transfers to Reserves-Operating     | 230,883             | 669,314             | 621,926             | 621,926             | 654,746             | -                | 654,746             | 32,820                | 5.3%             | 32,820                     | 5.3%         |                                 |  |
| Transfer from Reserves - Operating  | -                   | (73,022)            | (300,000)           | (300,000)           | (200,000)           | -                | (200,000)           | 100,000               | -33.3%           | 100,000                    | -33.3%       |                                 |  |
| <b>Gross Operating Expenditures</b> | <b>6,470,061</b>    | <b>7,928,855</b>    | <b>9,254,676</b>    | <b>8,856,702</b>    | <b>9,555,573</b>    | <b>-</b>         | <b>9,555,573</b>    | <b>300,897</b>        | <b>3.3%</b>      | <b>300,897</b>             | <b>3.3%</b>  |                                 |  |
| Transfer to Reserves - Capital      | 1,821,094           | 1,270,413           | 1,066,100           | 1,066,100           | 1,076,100           | -                | 1,076,100           | 10,000                | 0.9%             | 10,000                     | 0.9%         |                                 |  |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                   | -                   | -                | -                   | -                     | 0.0%             | -                          | 0.0%         |                                 |  |
| Debt Charges                        | -                   | -                   | -                   | -                   | -                   | -                | -                   | -                     | 0.0%             | -                          | 0.0%         |                                 |  |
| <b>Capital Expenditures</b>         | <b>1,821,094</b>    | <b>1,270,413</b>    | <b>1,066,100</b>    | <b>1,066,100</b>    | <b>1,076,100</b>    | <b>-</b>         | <b>1,076,100</b>    | <b>10,000</b>         | <b>0.9%</b>      | <b>10,000</b>              | <b>0.9%</b>  |                                 |  |
| <b>Total Gross Expenditures</b>     | <b>8,291,155</b>    | <b>9,199,269</b>    | <b>10,320,776</b>   | <b>9,922,802</b>    | <b>10,631,673</b>   | <b>-</b>         | <b>10,631,673</b>   | <b>310,897</b>        | <b>3.0%</b>      | <b>310,897</b>             | <b>3.0%</b>  |                                 |  |
| Subsidy Revenue                     | (64,172)            | (64,411)            | (60,986)            | (96,986)            | (60,986)            | -                | (60,986)            | -                     | 0.0%             | -                          | 0.0%         |                                 |  |
| Other Revenue                       | (852,930)           | (908,903)           | (1,268,755)         | (925,681)           | (1,246,130)         | -                | (1,246,130)         | 22,625                | -1.8%            | 22,625                     | -1.8%        |                                 |  |
| <b>Total Revenue</b>                | <b>(917,102)</b>    | <b>(973,314)</b>    | <b>(1,329,741)</b>  | <b>(1,022,667)</b>  | <b>(1,307,116)</b>  | <b>-</b>         | <b>(1,307,116)</b>  | <b>22,625</b>         | <b>-1.7%</b>     | <b>22,625</b>              | <b>-1.7%</b> |                                 |  |
| <b>Net Program Expenditures</b>     | <b>\$ 7,374,053</b> | <b>\$ 8,225,955</b> | <b>\$ 8,991,035</b> | <b>\$ 8,900,135</b> | <b>\$ 9,324,557</b> | <b>\$ -</b>      | <b>\$ 9,324,557</b> | <b>\$ 333,522</b>     | <b>3.7%</b>      | <b>\$ 333,522</b>          | <b>3.7%</b>  |                                 |  |

| Planning Services                | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|----------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                  | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Staff Complement (F.T.E.)</b> |                 |  |             |                       |                  |                            |             |                                 |             |
| <b>Total</b>                     | <b>49.0</b>     |  | <b>50.0</b> | <b>-</b>              | <b>50.0</b>      | <b>1.0</b>                 | <b>2.0%</b> | <b>1.0</b>                      | <b>2.0%</b> |

# Base Budget Change Report

| Planning Services                   | 2014                |                     | 2015                |                       |                     | Change in Budget           |              | Comments  |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|--------------|---|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 5,190,490        | \$ 4,935,340        | \$ 5,399,260        | \$ -                  | \$ 5,399,260        | \$ 208,770                 | 4.0%         | Includes in-year staff resources to implement the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13)  |
| Materials & Supplies                | 108,850             | 216,050             | 106,050             | -                     | 106,050             | (2,800)                    | -2.6%        |   |
| Purchased Services                  | 850,200             | 915,650             | 749,900             | -                     | 749,900             | (100,300)                  | -11.8%       |   |
| Financial and Rent Expenses         | 95,300              | 128,300             | 95,300              | -                     | 95,300              | -                          | 0.0%         |   |
| Grants & Assistance                 | 57,000              | 57,000              | 57,000              | -                     | 57,000              | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>6,301,840</b>    | <b>6,252,340</b>    | <b>6,407,510</b>    | <b>-</b>              | <b>6,407,510</b>    | <b>105,670</b>             | <b>1.7%</b>  |   |
| Allocated Charges/Recoveries        | 544,900             | 196,426             | 492,859             | -                     | 492,859             | (52,041)                   | -9.6%        | Reduction is mainly due to an increase in the maintenance charges from Asset Management for the Museum, offset by a recovery from capital for the 2012 Allocation Program |
| Corporate Support                   | 2,086,010           | 2,086,010           | 2,200,458           | -                     | 2,200,458           | 114,448                    | 5.5%         | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating    | 621,926             | 621,926             | 654,746             | -                     | 654,746             | 32,820                     | 5.3%         | Expected net revenue from the forestry program is to be transferred to the forestry reserve to support on-going forestry management program                               |
| Transfer from Reserves - Operating  | (300,000)           | (300,000)           | (200,000)           | -                     | (200,000)           | 100,000                    | -33.3%       | Reduction to provide partial funding required to complete Allendale Study   |
| <b>Gross Operating Expenditures</b> | <b>9,254,676</b>    | <b>8,856,702</b>    | <b>9,555,573</b>    | <b>-</b>              | <b>9,555,573</b>    | <b>300,897</b>             | <b>3.3%</b>  |   |
| Transfer to Reserves - Capital      | 1,066,100           | 1,066,100           | 1,076,100           | -                     | 1,076,100           | 10,000                     | 0.9%         |   |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>1,066,100</b>    | <b>1,066,100</b>    | <b>1,076,100</b>    | <b>-</b>              | <b>1,076,100</b>    | <b>10,000</b>              | <b>0.9%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>10,320,776</b>   | <b>9,922,802</b>    | <b>10,631,673</b>   | <b>-</b>              | <b>10,631,673</b>   | <b>310,897</b>             | <b>3.0%</b>  |   |
| Subsidy Revenue                     | (60,986)            | (96,986)            | (60,986)            | -                     | (60,986)            | -                          | 0.0%         |   |
| Other Revenue                       | (1,268,755)         | (925,681)           | (1,246,130)         | -                     | (1,246,130)         | 22,625                     | -1.8%        |   |
| <b>Total Revenue</b>                | <b>(1,329,741)</b>  | <b>(1,022,667)</b>  | <b>(1,307,116)</b>  | <b>-</b>              | <b>(1,307,116)</b>  | <b>22,625</b>              | <b>-1.7%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ 8,991,035</b> | <b>\$ 8,900,135</b> | <b>\$ 9,324,557</b> | <b>\$ -</b>           | <b>\$ 9,324,557</b> | <b>\$ 333,522</b>          | <b>3.7%</b>  |   |

# Strategic Investments

## Area Servicing Plan Study Pilot

| Program Details |                                 |
|-----------------|---------------------------------|
| Department      | Legislative & Planning Services |
| Division        | Planning Services               |

| Complement Details |     |
|--------------------|-----|
| Position Title     |     |
| FTE Impact         | N/A |
| Personnel Group    |     |

| Funding Impact                      |                    |             |
|-------------------------------------|--------------------|-------------|
| Operating                           | 2015 Impact        | 2016 Impact |
| Personnel Services                  | \$ -               | \$ -        |
| Materials & Supplies                | -                  | -           |
| Purchased Services                  | 1,000,000          | -           |
| Financial & Rent Expenses           | -                  | -           |
| Grants & Assistance                 | -                  | -           |
| <b>Total Direct Costs</b>           | <b>1,000,000</b>   | -           |
| Allocated Charges/Recoveries        | -                  | -           |
| Corporate Support                   | -                  | -           |
| Transfer to Reserves - Operating    | -                  | -           |
| Transfer from Reserves - Operating  | -                  | -           |
| <b>Gross Operating Expenditures</b> | <b>1,000,000</b>   | -           |
| Transfer to Reserves - Capital      | -                  | -           |
| Transfer from Reserves - Capital    | (1,000,000)        | -           |
| Debt Charges                        | -                  | -           |
| <b>Capital Expenditures</b>         | <b>(1,000,000)</b> | -           |
| Subsidy Revenue                     | -                  | -           |
| Non-Subsidy Revenue                 | -                  | -           |
| <b>Total Revenue</b>                | -                  | -           |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>        | <b>\$ -</b> |

## Business Case

**Recommendation:**  
That a pilot program be approved for the development of Area Servicing Plans (one pilot Area Servicing Plan to be undertaken in each local Municipality) for the advancement of employment lands and Urban Growth Centre intensification.

**Need:**  
The Region continues to grow rapidly and employment and intensification are important contributors to the economic stability and the quality of life in the Region. A key driver for the continued success of Regional Council's vision is to ensure that the necessary infrastructure is in place in time for development to occur. The development of Area Servicing Plans for water, wastewater and stormwater management has traditionally been the responsibility of area specific land owners. The goal of the pilot project is to assist the Region and local municipalities in ensuring that employment land is investment ready and that Urban Growth Centres have the necessary infrastructure identified for intensification. The pilot project would allow for one Area Servicing Plan to be completed in collaboration with each of the local municipalities that would achieve the goals indicated above. It is recommended that Area Servicing Plans within this pilot program be undertaken for: Midtown Oakville, Bronte Meadows Employment area (Burlington), Halton Hills 401 Corridor employment lands and Milton Education Village employment area. The pilot project is currently estimated at \$1.0 million, which will be funded from the Regional Capital Investment Revolving Fund on an interim basis, resulting in no tax impact. This study is needed to accommodate growth, and therefore the related cost will be included in the next DC by-law update process. The Regional funding from the Revolving Fund including carrying costs, will then be recovered from the future DC collections.

**Implications:**  
The implications of not completing the pilot would be the status quo of area specific landowners completing the required Area Servicing Plan prior to development. Historically, this has caused significant delays in the Region's and local municipalities' ability to provide any required infrastructure to an employment area and has frustrated the Region's ability to develop employment lands or to act upon intensification opportunities. The timing of Area Servicing Plans by landowners is primarily driven by that landowner's particular business and marketing objectives, which often do not align with the Region's goal of maximizing the supply of "investment ready" employment lands within the Region.

**Alternatives:**  
The alternatives considered were the Status quo or requesting that the local municipalities complete the pilot for each area. Staff do not recommend these alternatives, since the provision of Servicing Infrastructure to enable employment lands to become "investment ready" is the responsibility of the Region to deliver.



# Economic Development

## Divisional Summary

| Economic Development                | 2012                | 2013                | 2014                |                     | 2015                |                       |                     | Change                     |              |                                 |              |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual              | Actual              | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 973,110          | \$ 1,235,565        | \$ 1,303,790        | \$ 1,288,790        | \$ 1,365,920        | \$ -                  | \$ 1,365,920        | \$ 62,130                  | 4.8%         | \$ 62,130                       | 4.8%         |
| Materials & Supplies                | 41,254              | 37,743              | 35,850              | 36,450              | 34,400              | -                     | 34,400              | (1,450)                    | -4.0%        | (1,450)                         | -4.0%        |
| Purchased Services                  | 217,257             | 333,572             | 496,950             | 474,500             | 492,950             | -                     | 492,950             | (4,000)                    | -0.8%        | (4,000)                         | -0.8%        |
| Financial and Rent Expenses         | 129                 | 124                 | -                   | -                   | 25,000              | -                     | 25,000              | 25,000                     |              | 25,000                          |              |
| Grants & Assistance                 | 149,756             | 200,822             | 38,000              | 38,000              | 38,000              | -                     | 38,000              | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>1,381,504</b>    | <b>1,807,825</b>    | <b>1,874,590</b>    | <b>1,837,740</b>    | <b>1,956,270</b>    | <b>-</b>              | <b>1,956,270</b>    | <b>81,680</b>              | <b>4.4%</b>  | <b>81,680</b>                   | <b>4.4%</b>  |
| Allocated Charges / Recoveries      | 73,289              | 70,563              | 130,100             | 128,600             | 130,100             | -                     | 130,100             | -                          | 0.0%         | -                               | 0.0%         |
| Corporate Support                   | 213,216             | 253,511             | 278,218             | 278,218             | 335,191             | -                     | 335,191             | 56,973                     | 20.5%        | 56,973                          | 20.5%        |
| Transfers to Reserves-Operating     | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b> | <b>1,668,008</b>    | <b>2,131,898</b>    | <b>2,282,908</b>    | <b>2,244,558</b>    | <b>2,421,561</b>    | <b>-</b>              | <b>2,421,561</b>    | <b>138,653</b>             | <b>6.1%</b>  | <b>138,653</b>                  | <b>6.1%</b>  |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b>  |
| <b>Total Gross Expenditures</b>     | <b>1,668,008</b>    | <b>2,131,898</b>    | <b>2,282,908</b>    | <b>2,244,558</b>    | <b>2,421,561</b>    | <b>-</b>              | <b>2,421,561</b>    | <b>138,653</b>             | <b>6.1%</b>  | <b>138,653</b>                  | <b>6.1%</b>  |
| Subsidy Revenue                     | (223,654)           | (118,250)           | (167,000)           | (167,000)           | (162,000)           | -                     | (162,000)           | 5,000                      | -3.0%        | 5,000                           | -3.0%        |
| Other Revenue                       | (48,451)            | (48,716)            | (84,525)            | (69,525)            | (68,250)            | -                     | (68,250)            | 16,275                     | -19.3%       | 16,275                          | -19.3%       |
| <b>Total Revenue</b>                | <b>(272,105)</b>    | <b>(166,966)</b>    | <b>(251,525)</b>    | <b>(236,525)</b>    | <b>(230,250)</b>    | <b>-</b>              | <b>(230,250)</b>    | <b>21,275</b>              | <b>-8.5%</b> | <b>21,275</b>                   | <b>-8.5%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 1,395,903</b> | <b>\$ 1,964,932</b> | <b>\$ 2,031,383</b> | <b>\$ 2,008,033</b> | <b>\$ 2,191,311</b> | <b>\$ -</b>           | <b>\$ 2,191,311</b> | <b>\$ 159,928</b>          | <b>7.9%</b>  | <b>\$ 159,928</b>               | <b>7.9%</b>  |

| Economic Development      | 2014            |                  | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|------------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Projected Actual | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>13.0</b>     | <b>13.0</b>      | <b>13.0</b> | <b>-</b>              | <b>13.0</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Economic Development                | 2014                |                     | 2015                |                       |                     | Change in Budget           |              | Comments   |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|--------------|--|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |              |  |
| Personnel Services                  | \$ 1,303,790        | \$ 1,288,790        | \$ 1,365,920        | \$ -                  | \$ 1,365,920        | \$ 62,130                  | 4.8%         | Includes an in-year position reclassification  |
| Materials & Supplies                | 35,850              | 36,450              | 34,400              | -                     | 34,400              | (1,450)                    | -4.0%        | Budget reduction to better reflect actual trends   |
| Purchased Services                  | 496,950             | 474,500             | 492,950             | -                     | 492,950             | (4,000)                    | -0.8%        |  |
| Financial and Rent Expenses         | -                   | -                   | 25,000              | -                     | 25,000              | 25,000                     | n/a          | Increase for rental of a kiosk at the Milton Education Village Innovation Centre (MEVIC) to deliver small business support |
| Grants & Assistance                 | 38,000              | 38,000              | 38,000              | -                     | 38,000              | -                          | 0.0%         |  |
| <b>Total Direct Costs</b>           | <b>1,874,590</b>    | <b>1,837,740</b>    | <b>1,956,270</b>    | <b>-</b>              | <b>1,956,270</b>    | <b>81,680</b>              | <b>4.4%</b>  |  |
| Allocated Charges/Recoveries        | 130,100             | 128,600             | 130,100             | -                     | 130,100             | -                          | 0.0%         |  |
| Corporate Support                   | 278,218             | 278,218             | 335,191             | -                     | 335,191             | 56,973                     | 20.5%        | In accordance with corporate support cost allocation framework   |
| Transfer to Reserves - Operating    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |  |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |  |
| <b>Gross Operating Expenditures</b> | <b>2,282,908</b>    | <b>2,244,558</b>    | <b>2,421,561</b>    | <b>-</b>              | <b>2,421,561</b>    | <b>138,653</b>             | <b>6.1%</b>  |  |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |  |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |  |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%         |  |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b>  |  |
| <b>Total Gross Expenditures</b>     | <b>2,282,908</b>    | <b>2,244,558</b>    | <b>2,421,561</b>    | <b>-</b>              | <b>2,421,561</b>    | <b>138,653</b>             | <b>6.1%</b>  |  |
| Subsidy Revenue                     | (167,000)           | (167,000)           | (162,000)           | -                     | (162,000)           | 5,000                      | -3.0%        | Adjusted Provincial subsidy in line with anticipated demand for Agri-tourism program                                       |
| Other Revenue                       | (84,525)            | (69,525)            | (68,250)            | -                     | (68,250)            | 16,275                     | -19.3%       | Adjusted program revenue in line with anticipated demand for Agri-tourism program  |
| <b>Total Revenue</b>                | <b>(251,525)</b>    | <b>(236,525)</b>    | <b>(230,250)</b>    | <b>-</b>              | <b>(230,250)</b>    | <b>21,275</b>              | <b>-8.5%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ 2,031,383</b> | <b>\$ 2,008,033</b> | <b>\$ 2,191,311</b> | <b>\$ -</b>           | <b>\$ 2,191,311</b> | <b>\$ 159,928</b>          | <b>7.9%</b>  |  |

# Legal Services

## Divisional Summary

|                                     | 2012               |                    | 2013             |                  | 2014             |                       | 2015             |                            |                                 | Change           |                |
|-------------------------------------|--------------------|--------------------|------------------|------------------|------------------|-----------------------|------------------|----------------------------|---------------------------------|------------------|----------------|
|                                     | Actual             | Actual             | Approved Budget  | Projected Actual | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |                  |                |
| <b>Legal Services</b>               |                    |                    |                  |                  |                  |                       |                  |                            |                                 |                  |                |
| Personnel Services                  | \$ 2,629,296       | \$ 2,735,552       | \$ 2,843,990     | \$ 2,803,990     | \$ 2,897,950     | \$ 269,280            | \$ 3,167,230     | \$ 53,960                  | 1.9%                            | \$ 323,240       | 11.4%          |
| Materials & Supplies                | 77,074             | 92,729             | 87,700           | 87,700           | 87,700           | 7,926                 | 95,626           | -                          | 0.0%                            | 7,926            | 9.0%           |
| Purchased Services                  | 2,566,126          | 2,578,470          | 2,777,710        | 2,887,910        | 2,881,680        | 1,250                 | 2,882,930        | 103,970                    | 3.7%                            | 105,220          | 3.8%           |
| Financial and Rent Expenses         | -                  | -                  | -                | -                | -                | -                     | -                | -                          | 0.0%                            | -                | 0.0%           |
| Grants & Assistance                 | -                  | -                  | -                | -                | -                | -                     | -                | -                          | 0.0%                            | -                | 0.0%           |
| <b>Total Direct Costs</b>           | <b>5,272,496</b>   | <b>5,406,751</b>   | <b>5,709,400</b> | <b>5,779,600</b> | <b>5,867,330</b> | <b>278,456</b>        | <b>6,145,786</b> | <b>157,930</b>             | <b>2.8%</b>                     | <b>436,386</b>   | <b>7.6%</b>    |
| Allocated Charges / Recoveries      | (2,673,513)        | (2,855,962)        | (3,053,655)      | (3,057,255)      | (3,138,025)      | -                     | (3,138,025)      | (84,370)                   | 2.8%                            | (84,370)         | 2.8%           |
| Corporate Support                   | (2,275,000)        | (2,381,720)        | (2,437,245)      | (2,437,445)      | (2,510,905)      | (378,456)             | (2,889,361)      | (73,660)                   | 3.0%                            | (452,116)        | 18.6%          |
| Transfers to Reserves-Operating     | 230,193            | 256,957            | 13,200           | 13,200           | 13,200           | -                     | 13,200           | -                          | 0.0%                            | -                | 0.0%           |
| Transfer from Reserves - Operating  | (42,895)           | (141,429)          | -                | (59,400)         | -                | -                     | -                | -                          | 0.0%                            | -                | 0.0%           |
| <b>Gross Operating Expenditures</b> | <b>511,281</b>     | <b>284,596</b>     | <b>231,700</b>   | <b>238,700</b>   | <b>231,600</b>   | <b>(100,000)</b>      | <b>131,600</b>   | <b>(100)</b>               | <b>0.0%</b>                     | <b>(100,100)</b> | <b>-43.2%</b>  |
| Transfer to Reserves - Capital      | 4,000              | 4,000              | 4,000            | 4,000            | 4,000            | 100,000               | 104,000          | -                          | 0.0%                            | 100,000          | 2500.0%        |
| Transfer from Reserves - Capital    | -                  | -                  | -                | -                | -                | -                     | -                | -                          | 0.0%                            | -                | 0.0%           |
| Debt Charges                        | -                  | -                  | -                | -                | -                | -                     | -                | -                          | 0.0%                            | -                | 0.0%           |
| <b>Capital Expenditures</b>         | <b>4,000</b>       | <b>4,000</b>       | <b>4,000</b>     | <b>4,000</b>     | <b>4,000</b>     | <b>100,000</b>        | <b>104,000</b>   | <b>-</b>                   | <b>0.0%</b>                     | <b>100,000</b>   | <b>2500.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>515,281</b>     | <b>288,596</b>     | <b>235,700</b>   | <b>242,700</b>   | <b>235,600</b>   | <b>-</b>              | <b>235,600</b>   | <b>(100)</b>               | <b>0.0%</b>                     | <b>(100)</b>     | <b>0.0%</b>    |
| Subsidy Revenue                     | -                  | -                  | -                | -                | -                | -                     | -                | -                          | 0.0%                            | -                | 0.0%           |
| Other Revenue                       | (551,734)          | (326,407)          | (235,700)        | (235,700)        | (235,600)        | -                     | (235,600)        | 100                        | 0.0%                            | 100              | 0.0%           |
| <b>Total Revenue</b>                | <b>(551,734)</b>   | <b>(326,407)</b>   | <b>(235,700)</b> | <b>(235,700)</b> | <b>(235,600)</b> | <b>-</b>              | <b>(235,600)</b> | <b>100</b>                 | <b>0.0%</b>                     | <b>100</b>       | <b>0.0%</b>    |
| <b>Net Program Expenditures</b>     | <b>\$ (36,453)</b> | <b>\$ (37,811)</b> | <b>\$ -</b>      | <b>\$ 7,000</b>  | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>                     | <b>\$ -</b>      | <b>0.0%</b>    |

| Legal Services            | 2014            | 2015   | Change   |
|---------------------------|-----------------|--|--|
| Staff Complement (F.T.E.) | Approved Budget | Base Budget Strategic Investments Requested Budget | 2015 Base to 2014 Approved 2015 Requested to 2014 Approved |
| Total                     | 26.0            | 26.0 2.0 28.0                                      | - 0.0% 2.0 7.7%  |

## Base Budget Change Report

| Legal Services                      | 2014             |                  | 2015             |                       |                  | Change in Budget           |             | Comments   |
|-------------------------------------|------------------|------------------|------------------|-----------------------|------------------|----------------------------|-------------|--|
|                                     | Approved Budget  | Projected Actual | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |  |
| Personnel Services                  | \$ 2,843,990     | \$ 2,803,990     | \$ 2,897,950     | \$ 269,280            | \$ 3,167,230     | \$ 53,960                  | 1.9%        | Increased insurance premiums                                   |
| Materials & Supplies                | 87,700           | 87,700           | 87,700           | 7,926                 | 95,626           | -                          | 0.0%        |  |
| Purchased Services                  | 2,777,710        | 2,887,910        | 2,881,680        | 1,250                 | 2,882,930        | 103,970                    | 3.7%        |  |
| Financial and Rent Expenses         | -                | -                | -                | -                     | -                | -                          | 0.0%        |  |
| Grants & Assistance                 | -                | -                | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Total Direct Costs</b>           | <b>5,709,400</b> | <b>5,779,600</b> | <b>5,867,330</b> | <b>278,456</b>        | <b>6,145,786</b> | <b>157,930</b>             | <b>2.8%</b> | In accordance with corporate support cost allocation framework |
| Allocated Charges/Recoveries        | (3,053,655)      | (3,057,255)      | (3,138,025)      | -                     | (3,138,025)      | (84,370)                   | 2.8%        |  |
| Corporate Support                   | (2,437,245)      | (2,437,445)      | (2,510,905)      | (378,456)             | (2,889,361)      | (73,660)                   | 3.0%        |  |
| Transfer to Reserves - Operating    | 13,200           | 13,200           | 13,200           | -                     | 13,200           | -                          | 0.0%        |  |
| Transfer from Reserves - Operating  | -                | (59,400)         | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Gross Operating Expenditures</b> | <b>231,700</b>   | <b>238,700</b>   | <b>231,600</b>   | <b>(100,000)</b>      | <b>131,600</b>   | <b>(100)</b>               | <b>0.0%</b> |  |
| Transfer to Reserves - Capital      | 4,000            | 4,000            | 4,000            | 100,000               | 104,000          | -                          | 0.0%        |  |
| Transfer from Reserves - Capital    | -                | -                | -                | -                     | -                | -                          | 0.0%        |  |
| Debt Charges                        | -                | -                | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Capital Expenditures</b>         | <b>4,000</b>     | <b>4,000</b>     | <b>4,000</b>     | <b>100,000</b>        | <b>104,000</b>   | <b>-</b>                   | <b>0.0%</b> |  |
| <b>Total Gross Expenditures</b>     | <b>235,700</b>   | <b>242,700</b>   | <b>235,600</b>   | <b>-</b>              | <b>235,600</b>   | <b>(100)</b>               | <b>0.0%</b> |  |
| Subsidy Revenue                     | -                | -                | -                | -                     | -                | -                          | 0.0%        |  |
| Other Revenue                       | (235,700)        | (235,700)        | (235,600)        | -                     | (235,600)        | 100                        | 0.0%        |  |
| <b>Total Revenue</b>                | <b>(235,700)</b> | <b>(235,700)</b> | <b>(235,600)</b> | <b>-</b>              | <b>(235,600)</b> | <b>100</b>                 | <b>0.0%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ 7,000</b>  | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |  |

# Strategic Investments

## Emergency Management

### Program Details

|            |                                 |
|------------|---------------------------------|
| Department | Legislative & Planning Services |
| Division   | Legal Services                  |

### Complement Details

|                 |  |
|-----------------|--|
| Position Title  | Manager of Emergency Management<br>Coordinator of Emergency Management |
| FTE Impact      | 2.0  |
| Personnel Group | OCT/MMSG   |

### Funding Impact

| Operating                           | 2015 Impact        | 2016 Impact       |
|-------------------------------------|--------------------|-------------------|
| Personnel Services                  | \$ 269,280         | \$ 269,280        |
| Materials & Supplies                | 5,507,926          | -                 |
| Purchased Services                  | 1,250              | 50,000            |
| Financial & Rent Expenses           | -                  | -                 |
| Grants & Assistance                 | -                  | -                 |
| <b>Total Direct Costs</b>           | <b>5,778,456</b>   | <b>319,280</b>    |
| Allocated Charges/Recoveries        | -                  | -                 |
| Corporate Support                   | -                  | -                 |
| Transfer to Reserves - Operating    | -                  | -                 |
| Transfer from Reserves - Operating  | -                  | -                 |
| <b>Gross Operating Expenditures</b> | <b>5,778,456</b>   | <b>319,280</b>    |
| Transfer to Reserves - Capital      | 100,000            | -                 |
| Transfer from Reserves - Capital    | (5,500,000)        | -                 |
| Debt Charges                        | -                  | -                 |
| <b>Capital Expenditures</b>         | <b>(5,400,000)</b> | -                 |
| Subsidy Revenue                     | -                  | -                 |
| Non-Subsidy Revenue                 | -                  | -                 |
| <b>Total Revenue</b>                | -                  | -                 |
| <b>Net Program Expenditures</b>     | <b>\$ 378,456</b>  | <b>\$ 319,280</b> |

### Business Case

#### Recommendation:

Enhance the Region's capacity to respond to and recover from emergencies and urgent incidents such as severe weather events by adding two permanent FTE to Emergency Management, designating four response centres with back up power and expanding the telephone system capacity to respond to peak call volumes during emergencies and urgent incidents.

Manager of Emergency Management - the responsibilities will include: directing and coordinating all components of the Region's Emergency Management Program and ensuring the efficient and effective coordination of all incidents requiring a Regional response. This position will enhance the Region's capacity to prepare for, respond to, and assist in recovery from emergencies and urgent incidents such as severe weather events. This position will be responsible for overall coordination and management during and following events.

Emergency Management Coordinator - the responsibilities will include: fully aligning the Region's emergency planning and response plans with all stakeholders including local municipalities, conservation authorities, neighbouring municipalities, school boards, Provincial and Federal agencies and social and health service providers; managing all senior government funding and servicing agreements, including mutual assistance agreements with all senior government and third party providers; identifying and coordinating the Region's public communications in the event of an emergency, an incident involving a Regional response or a severe weather event.

To increase 311 telephone capacity to maintain customer service levels during peak call volumes resulting from community incidents, an investment of \$100,000 will be required for additional telecommunication infrastructure. Also, an investment of \$5.5 million will be required to provide for emergency generators in warming and reception centres strategically located in each municipality in the Region. These generators will be funded by a transfer from the Tax Capital Reserve.

#### Need:

Over the past year, the Region has responded to two extreme weather events that had significant impacts on the Halton community. These types of events have impacted communities around the world and are occurring with increasing frequency. There have been many lessons learned as a result of those events. The current mandate of the Emergency Management Section is to ensure the Region meets its legislated requirements under the *Emergency Management and Civil Protection Act*. The addition of the two FTEs will add senior level oversight, additional expertise and capacity to enhance Halton's response to public emergencies, incidents and severe weather events and to enhance the Region's emergency preparedness program. Strengthened emergency preparedness leadership by the Region will increase community resiliency and will improve the Region's ability to provide information to the public in the event of emergencies.

#### Implications:

The current structure of the Emergency Management Section can continue to ensure the Region meets its legislated requirements under the *Emergency Management and Civil Protection Act*. However, in order to increase the Region's capacity to respond to community emergencies, incidents requiring a Regional response and severe weather events including recovery, enhanced staffing is required.

#### Alternatives:

There are limited alternatives available. Retaining outside resources to assist Halton in these areas is inefficient as these positions are require extensive knowledge of Regional Programs as well as the available resources to respond to incidents. In addition the success of these positions will require building long term effective relationships with the Region's partner agencies. The current structure of the Emergency Management Section has limited resources available for reassignment would not meet increased expectations on the Region's Emergency response, Business Continuity Planning and public awareness programs.

#### Reference:

Halton Community Emergency Response Plan, Personal Emergency Preparedness Awareness Action Plan.

# Regional Clerk & Council Services

## Divisional Summary

| Regional Clerk & Council Services   | 2012                | 2013               | 2014             |                    | 2015             |                       |                  | Change                     |               |                                 |               |
|-------------------------------------|---------------------|--------------------|------------------|--------------------|------------------|-----------------------|------------------|----------------------------|---------------|---------------------------------|---------------|
|                                     | Actual              | Actual             | Approved Budget  | Projected Actual   | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |
| Personnel Services                  | \$ 828,118          | \$ 1,015,072       | \$ 1,162,500     | \$ 1,162,500       | \$ 1,186,070     | \$ -                  | \$ 1,186,070     | \$ 23,570                  | 2.0%          | \$ 23,570                       | 2.0%          |
| Materials & Supplies                | 254,305             | 241,415            | 294,550          | 299,550            | 317,050          | -                     | 317,050          | 22,500                     | 7.6%          | 22,500                          | 7.6%          |
| Purchased Services                  | 179,675             | 164,450            | 293,800          | 245,400            | 225,150          | -                     | 225,150          | (68,650)                   | -23.4%        | (68,650)                        | -23.4%        |
| Financial and Rent Expenses         | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Grants & Assistance                 | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Direct Costs</b>           | <b>1,262,098</b>    | <b>1,420,936</b>   | <b>1,750,850</b> | <b>1,707,450</b>   | <b>1,728,270</b> | <b>-</b>              | <b>1,728,270</b> | <b>(22,580)</b>            | <b>-1.3%</b>  | <b>(22,580)</b>                 | <b>-1.3%</b>  |
| Allocated Charges / Recoveries      | 9,593               | 1,044              | 8,500            | 7,000              | 19,900           | -                     | 19,900           | 11,400                     | 134.1%        | 11,400                          | 134.1%        |
| Corporate Support                   | (1,411,879)         | (1,451,451)        | (1,711,950)      | (1,712,050)        | (1,744,720)      | -                     | (1,744,720)      | (32,770)                   | 1.9%          | (32,770)                        | 1.9%          |
| Transfers to Reserves-Operating     | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Operating  | (27,000)            | -                  | (43,500)         | (43,500)           | -                | -                     | -                | 43,500                     | -100.0%       | 43,500                          | -100.0%       |
| <b>Gross Operating Expenditures</b> | <b>(167,188)</b>    | <b>(29,470)</b>    | <b>3,900</b>     | <b>(41,100)</b>    | <b>3,450</b>     | <b>-</b>              | <b>3,450</b>     | <b>(450)</b>               | <b>-11.5%</b> | <b>(450)</b>                    | <b>-11.5%</b> |
| Transfer to Reserves - Capital      | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Capital    | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Debt Charges                        | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>           | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| <b>Total Gross Expenditures</b>     | <b>(167,188)</b>    | <b>(29,470)</b>    | <b>3,900</b>     | <b>(41,100)</b>    | <b>3,450</b>     | <b>-</b>              | <b>3,450</b>     | <b>(450)</b>               | <b>-11.5%</b> | <b>(450)</b>                    | <b>-11.5%</b> |
| Subsidy Revenue                     | -                   | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Other Revenue                       | (2,839)             | (4,136)            | (3,900)          | (3,400)            | (3,450)          | -                     | (3,450)          | 450                        | -11.5%        | 450                             | -11.5%        |
| <b>Total Revenue</b>                | <b>(2,839)</b>      | <b>(4,136)</b>     | <b>(3,900)</b>   | <b>(3,400)</b>     | <b>(3,450)</b>   | <b>-</b>              | <b>(3,450)</b>   | <b>450</b>                 | <b>-11.5%</b> | <b>450</b>                      | <b>-11.5%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (170,027)</b> | <b>\$ (33,605)</b> | <b>\$ -</b>      | <b>\$ (44,500)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>   | <b>\$ -</b>                     | <b>0.0%</b>   |

| Regional Clerk & Council Services | 2014            |                  | 2015        |                       |                  | Change                     |                                 |
|-----------------------------------|-----------------|------------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.)         | Approved Budget | Projected Actual | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>                      | <b>13.0</b>     | <b>13.0</b>      | <b>13.0</b> | <b>-</b>              | <b>13.0</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Regional Clerk & Council Services   | 2014             |                    | 2015             |                       |                  | Change in Budget           |               | Comments  |
|-------------------------------------|------------------|--------------------|------------------|-----------------------|------------------|----------------------------|---------------|---|
|                                     | Approved Budget  | Projected Actual   | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               |   |
| Personnel Services                  | \$ 1,162,500     | \$ 1,162,500       | \$ 1,186,070     | \$ -                  | \$ 1,186,070     | \$ 23,570                  | 2.0%          |   |
| Materials & Supplies                | 294,550          | 299,550            | 317,050          | -                     | 317,050          | 22,500                     | 7.6%          | Increase due to higher postage rate   |
| Purchased Services                  | 293,800          | 245,400            | 225,150          | -                     | 225,150          | (68,650)                   | -23.4%        | Reduction due to the removal of the four year periodic election and inauguration expenses and cost reductions to better match actual spending |
| Financial and Rent Expenses         | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| Grants & Assistance                 | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| <b>Total Direct Costs</b>           | <b>1,750,850</b> | <b>1,707,450</b>   | <b>1,728,270</b> | <b>-</b>              | <b>1,728,270</b> | <b>(22,580)</b>            | <b>-1.3%</b>  |   |
| Allocated Charges/Recoveries        | 8,500            | 7,000              | 19,900           | -                     | 19,900           | 11,400                     | 134.1%        | Increase due to IT cost for Video Streaming software  |
| Corporate Support                   | (1,711,950)      | (1,712,050)        | (1,744,720)      | -                     | (1,744,720)      | (32,770)                   | 1.9%          |   |
| Transfer to Reserves - Operating    | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| Transfer from Reserves - Operating  | (43,500)         | (43,500)           | -                | -                     | -                | 43,500                     | -100.0%       | Reduction due to the removal of the 4-year periodic funding for election and inauguration expenses  |
| <b>Gross Operating Expenditures</b> | <b>3,900</b>     | <b>(41,100)</b>    | <b>3,450</b>     | <b>-</b>              | <b>3,450</b>     | <b>(450)</b>               | <b>-11.5%</b> |   |
| Transfer to Reserves - Capital      | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| Transfer from Reserves - Capital    | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| Debt Charges                        | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   |   |
| <b>Total Gross Expenditures</b>     | <b>3,900</b>     | <b>(41,100)</b>    | <b>3,450</b>     | <b>-</b>              | <b>3,450</b>     | <b>(450)</b>               | <b>-11.5%</b> |   |
| Subsidy Revenue                     | -                | -                  | -                | -                     | -                | -                          | 0.0%          |   |
| Other Revenue                       | (3,900)          | (3,400)            | (3,450)          | -                     | (3,450)          | 450                        | -11.5%        | Reduced revenue from Agenda subscriptions based on actual revenue trend   |
| <b>Total Revenue</b>                | <b>(3,900)</b>   | <b>(3,400)</b>     | <b>(3,450)</b>   | <b>-</b>              | <b>(3,450)</b>   | <b>450</b>                 | <b>-11.5%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ (44,500)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>   |   |

# Asset Management

## Divisional Summary

| Asset Management                    | 2012               | 2013               | 2014               |                    | 2015               |                       |                    | Change                     |              |                                 |              |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual             | Actual             | Approved Budget    | Projected Actual   | Base Budget        | Strategic Investments | Requested Budget   | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 7,313,121       | \$ 7,703,360       | \$ 8,182,130       | \$ 7,943,530       | \$ 8,423,420       | \$ 88,540             | \$ 8,511,960       | \$ 241,290                 | 2.9%         | \$ 329,830                      | 4.0%         |
| Materials & Supplies                | 3,653,141          | 3,527,201          | 3,977,710          | 3,928,510          | 3,937,062          | 3,084                 | 3,940,146          | (40,648)                   | -1.0%        | (37,564)                        | -0.9%        |
| Purchased Services                  | 3,381,223          | 3,254,140          | 3,174,223          | 3,246,323          | 3,154,415          | -                     | 3,154,415          | (19,808)                   | -0.6%        | (19,808)                        | -0.6%        |
| Financial and Rent Expenses         | 2,220,226          | 2,117,729          | 2,618,491          | 2,098,491          | 2,628,491          | -                     | 2,628,491          | 10,000                     | 0.4%         | 10,000                          | 0.4%         |
| Grants & Assistance                 | -                  | -                  | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>16,567,713</b>  | <b>16,602,430</b>  | <b>17,952,554</b>  | <b>17,216,854</b>  | <b>18,143,388</b>  | <b>91,624</b>         | <b>18,235,012</b>  | <b>190,834</b>             | <b>1.1%</b>  | <b>282,458</b>                  | <b>1.6%</b>  |
| Allocated Charges / Recoveries      | (7,677,625)        | (8,245,268)        | (8,313,506)        | (8,320,106)        | (8,310,548)        | -                     | (8,310,548)        | 2,957                      | 0.0%         | 2,957                           | 0.0%         |
| Corporate Support                   | (7,500,997)        | (8,001,753)        | (8,219,224)        | (8,224,224)        | (8,420,340)        | (91,624)              | (8,511,964)        | (201,116)                  | 2.4%         | (292,740)                       | 3.6%         |
| Transfers to Reserves-Operating     | -                  | 41,750             | 41,800             | 41,800             | 40,200             | -                     | 40,200             | (1,600)                    | -3.8%        | (1,600)                         | -3.8%        |
| Transfer from Reserves - Operating  | -                  | -                  | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b> | <b>1,389,091</b>   | <b>397,159</b>     | <b>1,461,624</b>   | <b>714,324</b>     | <b>1,452,700</b>   | <b>-</b>              | <b>1,452,700</b>   | <b>(8,924)</b>             | <b>-0.6%</b> | <b>(8,924)</b>                  | <b>-0.6%</b> |
| Transfer to Reserves - Capital      | 2,945,445          | 4,016,118          | 3,438,824          | 4,059,724          | 3,582,263          | -                     | 3,582,263          | 143,440                    | 4.2%         | 143,440                         | 4.2%         |
| Transfer from Reserves - Capital    | -                  | -                  | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | -                  | -                  | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>         | <b>2,945,445</b>   | <b>4,016,118</b>   | <b>3,438,824</b>   | <b>4,059,724</b>   | <b>3,582,263</b>   | <b>-</b>              | <b>3,582,263</b>   | <b>143,440</b>             | <b>4.2%</b>  | <b>143,440</b>                  | <b>4.2%</b>  |
| <b>Total Gross Expenditures</b>     | <b>4,334,536</b>   | <b>4,413,277</b>   | <b>4,900,448</b>   | <b>4,774,048</b>   | <b>5,034,963</b>   | <b>-</b>              | <b>5,034,963</b>   | <b>134,515</b>             | <b>2.7%</b>  | <b>134,515</b>                  | <b>2.7%</b>  |
| Subsidy Revenue                     | -                  | -                  | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Other Revenue                       | (4,334,536)        | (4,413,277)        | (4,900,448)        | (4,774,048)        | (5,034,963)        | -                     | (5,034,963)        | (134,515)                  | 2.7%         | (134,515)                       | 2.7%         |
| <b>Total Revenue</b>                | <b>(4,334,536)</b> | <b>(4,413,277)</b> | <b>(4,900,448)</b> | <b>(4,774,048)</b> | <b>(5,034,963)</b> | <b>-</b>              | <b>(5,034,963)</b> | <b>(134,515)</b>           | <b>2.7%</b>  | <b>(134,515)</b>                | <b>2.7%</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                | <b>0.0%</b>  | <b>\$ -</b>                     | <b>0.0%</b>  |

| Asset Management          | 2014            |                  | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|------------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Projected Actual | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>88.5</b>     | <b>88.5</b>      | <b>89.5</b> | <b>1.0</b>            | <b>90.5</b>      | <b>1.0</b>                 | <b>1.1%</b>                     |
|                           |                 |                  |             |                       |                  | <b>2.0</b>                 | <b>2.3%</b>                     |

# Base Budget Change Report

| Asset Management                    | 2014               |                    | 2015               |                       |                    | Change in Budget           |              | Comments  |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------------|--------------|---|
|                                     | Approved Budget    | Projected Actual   | Base Budget        | Strategic Investments | Requested Budget   | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 8,182,130       | \$ 7,943,530       | \$ 8,423,420       | \$ 88,540             | \$ 8,511,960       | \$ 241,290                 | 2.9%         |   |
| Materials & Supplies                | 3,977,710          | 3,928,510          | 3,937,062          | 3,084                 | 3,940,146          | (40,648)                   | -1.0%        |   |
| Purchased Services                  | 3,174,223          | 3,246,323          | 3,154,415          | -                     | 3,154,415          | (19,808)                   | -0.6%        |   |
| Financial and Rent Expenses         | 2,618,491          | 2,098,491          | 2,628,491          | -                     | 2,628,491          | 10,000                     | 0.4%         |   |
| Grants & Assistance                 | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>17,952,554</b>  | <b>17,216,854</b>  | <b>18,143,388</b>  | <b>91,624</b>         | <b>18,235,012</b>  | <b>190,834</b>             | <b>1.1%</b>  |   |
| Allocated Charges/Recoveries        | (8,313,506)        | (8,320,106)        | (8,310,548)        | -                     | (8,310,548)        | 2,958                      | 0.0%         |   |
| Corporate Support                   | (8,219,224)        | (8,224,224)        | (8,420,340)        | (91,624)              | (8,511,964)        | (201,116)                  | 2.4%         |   |
| Transfer to Reserves - Operating    | 41,800             | 41,800             | 40,200             | -                     | 40,200             | (1,600)                    | -3.8%        | Reduced reserve transfer related to the net rental revenue for the Waste Management property.                       |
| Transfer from Reserves - Operating  | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         |   |
| <b>Gross Operating Expenditures</b> | <b>1,461,624</b>   | <b>714,324</b>     | <b>1,452,700</b>   | <b>-</b>              | <b>1,452,700</b>   | <b>(8,924)</b>             | <b>-0.6%</b> |   |
| Transfer to Reserves - Capital      | 3,438,824          | 4,059,724          | 3,582,263          | -                     | 3,582,263          | 143,439                    | 4.2%         | Planned increase to support corporate and program specific building maintenance/rehabilitation capital requirements |
| Transfer from Reserves - Capital    | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         |   |
| Debt Charges                        | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>3,438,824</b>   | <b>4,059,724</b>   | <b>3,582,263</b>   | <b>-</b>              | <b>3,582,263</b>   | <b>143,439</b>             | <b>4.2%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>4,900,448</b>   | <b>4,774,048</b>   | <b>5,034,963</b>   | <b>-</b>              | <b>5,034,963</b>   | <b>134,515</b>             | <b>2.7%</b>  |   |
| Subsidy Revenue                     | -                  | -                  | -                  | -                     | -                  | -                          | 0.0%         |   |
| Other Revenue                       | (4,900,448)        | (4,774,048)        | (5,034,963)        | -                     | (5,034,963)        | (134,515)                  | 2.7%         | Increased recovery for Halton Community Housing Corporation based increased support cost                            |
| <b>Total Revenue</b>                | <b>(4,900,448)</b> | <b>(4,774,048)</b> | <b>(5,034,963)</b> | <b>-</b>              | <b>(5,034,963)</b> | <b>(134,515)</b>           | <b>2.7%</b>  |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                | <b>0.0%</b>  |   |

# Strategic Investments

## Asset Management Coordinator

| Program Details |                                 |
|-----------------|---------------------------------|
| Department      | Legislative & Planning Services |
| Division        | Asset Management                |

| Complement Details |                              |
|--------------------|------------------------------|
| Position Title     | Asset Management Coordinator |
| FTE Impact         | 1.0                          |
| Personnel Group    | OCT/MMSG                     |

| Funding Impact                      |                  |                  |
|-------------------------------------|------------------|------------------|
| Operating                           | 2015 Impact      | 2016 Impact      |
| Personnel Services                  | \$ 88,540        | \$ 88,540        |
| Materials & Supplies                | 3,084            | -                |
| Purchased Services                  | -                | -                |
| Financial & Rent Expenses           | -                | -                |
| Grants & Assistance                 | -                | -                |
| <b>Total Direct Costs</b>           | <b>91,624</b>    | <b>88,540</b>    |
| Allocated Charges/Recoveries        | -                | -                |
| Corporate Support                   | -                | -                |
| Transfer to Reserves - Operating    | -                | -                |
| Transfer from Reserves - Operating  | -                | -                |
| <b>Gross Operating Expenditures</b> | <b>91,624</b>    | <b>88,540</b>    |
| Transfer to Reserves - Capital      | -                | -                |
| Transfer from Reserves - Capital    | -                | -                |
| Debt Charges                        | -                | -                |
| <b>Capital Expenditures</b>         | -                | -                |
| Subsidy Revenue                     | -                | -                |
| Non-Subsidy Revenue                 | -                | -                |
| <b>Total Revenue</b>                | -                | -                |
| <b>Net Program Expenditures</b>     | <b>\$ 91,624</b> | <b>\$ 88,540</b> |

## Business Case

**Recommendation:**  
 Approve one permanent FTE Asset Management Coordinator to address the increased asset management needs for Regional facilities, while ensuring that service levels can be maintained for departmental customers, HCHC and the Region's Social Housing Providers. This additional staff complement is required to provide technical expertise and project management needed to implement and manage an effective Life Cycle Costing program for preventative maintenance and capital replacement programs for the Region and social housing providers. This position will ensure that asset management programs across the Region are implemented, keeping Regional facilities and social housing stock in a state of good repair.

**Need:**  
 Currently, the internal and external demand for building consultation services exceeds what can be delivered with the six existing Asset Reliability staff complement. The demand for Asset Reliability/Building Sciences support has continued to increase over the years for a number of programs including Halton Renovates, Domiciliary Hostels, Rent Supplement Program, Childcare Centres, Tangible Capital Asset reporting, Building Sciences technical consulting services and increased support to the Housing Services and the Social Housing Providers in accordance with the Comprehensive Housing Strategy (SS-21-13). This position will assist in identifying emergency needs over the next three to five years and developing a detailed long-term capital plan to balance the technical and financial pressure on existing assets with the goal of delivering the required level of service over the assets' lifecycle. By providing technical expertise in managing the assets and developing the capital plan, long-term capital funding requirements can be identified and sustainable financing plans established. Utilizing this type of capital replacement planning and taking a long term view of the physical and financial needs of each property will help ensure that all Regional owned assets and housing stock are maintained in a state of good repair.

**Implications:**  
 Capital replacement budget requirements continue to grow as Regional assets grow and building components age/expire. Without proper planning, Halton's financial exposure related to the upkeep of Regional facilities and housing stock will increase, which may result in the deterioration of Regional assets.

**Alternatives:**  
 There are limited alternatives available. Opportunities to redeploy or realign staff have been investigated. However, the nature of the work requires an experienced, well-trained dedicated permanent resource to ensure consistent effective and efficient service delivery. The additional FTE is required to provide the expertise needed to implement and manage an effective life cycle costing analysis program. The use of existing staff will only continue to be a temporary solution and would not meet all the demands of program operations. Without the additional FTE service will continue to be delivered with a focus on emergency needs and by deferring preventative maintenance work rather than developing well-planned asset management strategies.

**Reference:**  
 Comprehensive Housing Strategy (SS-21-13)



# Budget and Business Plan 2015

## Public Works Department - Tax





# Public Works Department – Tax

## Departmental Goals

The Public Works Department - Tax supported programs provides Transportation and Waste Management Services which are designed to:

- Implement the key waste diversion initiatives as identified in the 2012-2016 Solid Waste Management Strategy to increase diversion and prolong the landfill life by an additional four years.
- Minimize the impact of solid waste on the environment by increasing waste diversion through reduce, reuse and recycle.
- Align with Halton Region's Strategic Plan in terms of delivering solid waste management service to the community while demonstrating leadership in waste management, environment protection service and efficient use of energy.
- Reduce traffic congestion through construction of significant capital projects on Regional roads.
- Enhance the operation and maintenance of the Regional road systems.
- Advocate to the Province on road and transportation matters.
- Strengthen the transportation system for all modes of travel (walking, cycling and automobiles), deliver waste and transportation services to the community and manage growth while protecting and enhancing our natural environment in a fiscally responsible manner.
- Maintain service levels as well as enhancing customers' service experience.

## External Factors Influencing Activities & Outcomes

- Legislative - Provincial and Federal legislation / regulations and other initiatives.
- Economic Development - The pace of recovery from recessionary conditions affects the survival rate of local small and medium sized businesses, while the strength of the U.S. economy and the value of the Canadian dollar affect the competitiveness of Halton-based exporters.
- General economic conditions.
- Population growth and weather conditions.

## Performance Measures

| Priority Area    | Performance Measures   | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|------------------|--|-------------|-------------|-------------|-------------|
| Transportation   | Pavement Quality Index of Regional Roads   | 78.6%       | 80.4%       | 79.0%       | 81.5%       |
|                  | Vehicle kilometres travelled per lane kilometre**  | 1,852,330   | 1,797,976   | 1,831,874   | 1,732,764   |
| Waste Management | The number of resident complaints received regarding the collection of garbage and recycled materials per 1,000 households | 62          | 76          | 66          | 66          |
|                  | Percentage of Residential Solid Waste diverted from Landfills*   | 54.9%       | 55.8%       | 57.0%       | 57.0%       |

\* residential waste diversion from curbside single family households is 62%

\*\* 2014 year-end projected - 1,777,451

# Departmental Summary

| Public Works Department - Tax       | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |             |                                 |             |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 6,265,715         | \$ 6,948,055         | \$ 7,234,580         | \$ 7,011,180         | \$ 7,493,780         | \$ -                  | \$ 7,493,780         | \$ 259,200                 | 3.6%        | \$ 259,200                      | 3.6%        |
| Materials & Supplies                | 1,894,718            | 2,652,298            | 2,039,297            | 1,953,697            | 2,416,875            | -                     | 2,416,875            | 377,578                    | 18.5%       | 377,578                         | 18.5%       |
| Purchased Services                  | 33,283,351           | 36,950,470           | 43,271,268           | 46,031,668           | 45,463,601           | -                     | 45,463,601           | 2,192,333                  | 5.1%        | 2,192,333                       | 5.1%        |
| Financial and Rent Expenses         | 202,146              | 180,310              | 225,000              | 200,000              | 200,000              | -                     | 200,000              | (25,000)                   | -11.1%      | (25,000)                        | -11.1%      |
| Grants & Assistance                 | 195,988              | 238,529              | 222,800              | 222,800              | 233,000              | -                     | 233,000              | 10,200                     | 4.6%        | 10,200                          | 4.6%        |
| <b>Total Direct Costs</b>           | <b>41,841,918</b>    | <b>46,969,661</b>    | <b>52,992,945</b>    | <b>55,419,345</b>    | <b>55,807,256</b>    | <b>-</b>              | <b>55,807,256</b>    | <b>2,814,311</b>           | <b>5.3%</b> | <b>2,814,311</b>                | <b>5.3%</b> |
| Allocated Charges / Recoveries      | (1,454,501)          | (1,842,555)          | (963,169)            | (885,669)            | (1,010,987)          | -                     | (1,010,987)          | (47,818)                   | 5.0%        | (47,818)                        | 5.0%        |
| Corporate Support                   | 5,260,704            | 5,048,765            | 5,209,737            | 5,209,737            | 5,421,138            | -                     | 5,421,138            | 211,401                    | 4.1%        | 211,401                         | 4.1%        |
| Transfers to Reserves-Operating     | 3,067,634            | 1,115,557            | 4,400,960            | 4,400,960            | 4,392,860            | -                     | 4,392,860            | (8,100)                    | -0.2%       | (8,100)                         | -0.2%       |
| Transfer from Reserves - Operating  | -                    | (796,800)            | (4,952,000)          | (4,952,000)          | (5,867,915)          | -                     | (5,867,915)          | (915,915)                  | 18.5%       | (915,915)                       | 18.5%       |
| <b>Gross Operating Expenditures</b> | <b>48,715,756</b>    | <b>50,494,629</b>    | <b>56,688,473</b>    | <b>59,192,373</b>    | <b>58,742,352</b>    | <b>-</b>              | <b>58,742,352</b>    | <b>2,053,879</b>           | <b>3.6%</b> | <b>2,053,879</b>                | <b>3.6%</b> |
| Transfer to Reserves - Capital      | 36,787,761           | 37,311,300           | 33,881,925           | 33,881,925           | 33,902,566           | -                     | 33,902,566           | 20,641                     | 0.1%        | 20,641                          | 0.1%        |
| Transfer from Reserves - Capital    | (357,309)            | (357,309)            | (357,309)            | (357,309)            | (357,309)            | -                     | (357,309)            | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | 860,149              | 859,866              | 862,055              | 862,055              | 861,758              | -                     | 861,758              | (297)                      | 0.0%        | (297)                           | 0.0%        |
| <b>Capital Expenditures</b>         | <b>37,290,601</b>    | <b>37,813,858</b>    | <b>34,386,671</b>    | <b>34,386,671</b>    | <b>34,407,015</b>    | <b>-</b>              | <b>34,407,015</b>    | <b>20,344</b>              | <b>0.1%</b> | <b>20,344</b>                   | <b>0.1%</b> |
| <b>Total Gross Expenditures</b>     | <b>86,006,356</b>    | <b>88,308,486</b>    | <b>91,075,145</b>    | <b>93,579,045</b>    | <b>93,149,367</b>    | <b>-</b>              | <b>93,149,367</b>    | <b>2,074,223</b>           | <b>2.3%</b> | <b>2,074,223</b>                | <b>2.3%</b> |
| Subsidy Revenue                     | (233,059)            | (9,919)              | (80,000)             | (3,075,600)          | (80,000)             | -                     | (80,000)             | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | (7,088,160)          | (7,318,919)          | (7,393,517)          | (7,107,117)          | (7,440,603)          | -                     | (7,440,603)          | (47,086)                   | 0.6%        | (47,086)                        | 0.6%        |
| <b>Total Revenue</b>                | <b>(7,321,219)</b>   | <b>(7,328,838)</b>   | <b>(7,473,517)</b>   | <b>(10,182,717)</b>  | <b>(7,520,603)</b>   | <b>-</b>              | <b>(7,520,603)</b>   | <b>(47,086)</b>            | <b>0.6%</b> | <b>(47,086)</b>                 | <b>0.6%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 78,685,137</b> | <b>\$ 80,979,648</b> | <b>\$ 83,601,628</b> | <b>\$ 83,396,328</b> | <b>\$ 85,628,764</b> | <b>\$ -</b>           | <b>\$ 85,628,764</b> | <b>\$ 2,027,137</b>        | <b>2.4%</b> | <b>\$ 2,027,137</b>             | <b>2.4%</b> |

| Public Works Department - Tax | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|-------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.)     | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>                  | <b>72.6</b>     |  | <b>73.6</b> | <b>-</b>              | <b>73.6</b>      | <b>1.0</b>                 | <b>1.4%</b> | <b>1.0</b>                      | <b>1.4%</b> |



# Transportation

## Divisional Summary

| Transportation                      | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |              |                                 |              |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 2,983,730         | \$ 3,365,528         | \$ 3,577,780         | \$ 3,478,580         | \$ 3,766,980         | \$ -                  | \$ 3,766,980         | \$ 189,200                 | 5.3%         | \$ 189,200                      | 5.3%         |
| Materials & Supplies                | 931,468              | 1,021,799            | 1,046,150            | 1,222,550            | 1,216,000            | -                     | 1,216,000            | 169,850                    | 16.2%        | 169,850                         | 16.2%        |
| Purchased Services                  | 7,336,614            | 8,697,695            | 14,328,735           | 14,822,935           | 16,035,730           | -                     | 16,035,730           | 1,706,995                  | 11.9%        | 1,706,995                       | 11.9%        |
| Financial and Rent Expenses         | 579                  | 963                  | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Grants & Assistance                 | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>11,252,391</b>    | <b>13,085,984</b>    | <b>18,952,665</b>    | <b>19,524,065</b>    | <b>21,018,710</b>    | <b>-</b>              | <b>21,018,710</b>    | <b>2,066,045</b>           | <b>10.9%</b> | <b>2,066,045</b>                | <b>10.9%</b> |
| Allocated Charges / Recoveries      | (2,411,251)          | (3,075,390)          | (2,344,004)          | (2,258,104)          | (2,314,651)          | -                     | (2,314,651)          | 29,353                     | -1.3%        | 29,353                          | -1.3%        |
| Corporate Support                   | 1,577,389            | 1,572,636            | 1,745,157            | 1,745,157            | 1,834,745            | -                     | 1,834,745            | 89,588                     | 5.1%         | 89,588                          | 5.1%         |
| Transfers to Reserves-Operating     | 74,744               | 83,182               | 4,104,600            | 4,104,600            | 4,096,500            | -                     | 4,096,500            | (8,100)                    | -0.2%        | (8,100)                         | -0.2%        |
| Transfer from Reserves - Operating  | -                    | -                    | (4,952,000)          | (4,952,000)          | (5,867,915)          | -                     | (5,867,915)          | (915,915)                  | 18.5%        | (915,915)                       | 18.5%        |
| <b>Gross Operating Expenditures</b> | <b>10,493,273</b>    | <b>11,666,412</b>    | <b>17,506,418</b>    | <b>18,163,718</b>    | <b>18,767,389</b>    | <b>-</b>              | <b>18,767,389</b>    | <b>1,260,971</b>           | <b>7.2%</b>  | <b>1,260,971</b>                | <b>7.2%</b>  |
| Transfer to Reserves - Capital      | 30,615,195           | 30,615,000           | 27,115,625           | 27,115,625           | 27,116,266           | -                     | 27,116,266           | 641                        | 0.0%         | 641                             | 0.0%         |
| Transfer from Reserves - Capital    | (357,309)            | (357,309)            | (357,309)            | (357,309)            | (357,309)            | -                     | (357,309)            | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | 860,149              | 859,866              | 862,055              | 862,055              | 861,758              | -                     | 861,758              | (297)                      | 0.0%         | (297)                           | 0.0%         |
| <b>Capital Expenditures</b>         | <b>31,118,035</b>    | <b>31,117,558</b>    | <b>27,620,371</b>    | <b>27,620,371</b>    | <b>27,620,715</b>    | <b>-</b>              | <b>27,620,715</b>    | <b>344</b>                 | <b>0.0%</b>  | <b>344</b>                      | <b>0.0%</b>  |
| <b>Total Gross Expenditures</b>     | <b>41,611,308</b>    | <b>42,783,970</b>    | <b>45,126,790</b>    | <b>45,784,090</b>    | <b>46,388,104</b>    | <b>-</b>              | <b>46,388,104</b>    | <b>1,261,315</b>           | <b>2.8%</b>  | <b>1,261,315</b>                | <b>2.8%</b>  |
| Subsidy Revenue                     | (131,347)            | (111,631)            | (80,000)             | (542,600)            | (80,000)             | -                     | (80,000)             | -                          | 0.0%         | -                               | 0.0%         |
| Other Revenue                       | (243,720)            | (223,260)            | (221,600)            | (221,600)            | (215,300)            | -                     | (215,300)            | 6,300                      | -2.8%        | 6,300                           | -2.8%        |
| <b>Total Revenue</b>                | <b>(375,067)</b>     | <b>(334,891)</b>     | <b>(301,600)</b>     | <b>(764,200)</b>     | <b>(295,300)</b>     | <b>-</b>              | <b>(295,300)</b>     | <b>6,300</b>               | <b>-2.1%</b> | <b>6,300</b>                    | <b>-2.1%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 41,236,240</b> | <b>\$ 42,449,079</b> | <b>\$ 44,825,190</b> | <b>\$ 45,019,890</b> | <b>\$ 46,092,804</b> | <b>\$ -</b>           | <b>\$ 46,092,804</b> | <b>\$ 1,267,615</b>        | <b>2.8%</b>  | <b>\$ 1,267,615</b>             | <b>2.8%</b>  |

| Transportation            | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>33.0</b>     |  | <b>34.0</b> | <b>-</b>              | <b>34.0</b>      | <b>1.0</b>                 | <b>3.0%</b> | <b>1.0</b>                      | <b>3.0%</b> |

# Base Budget Change Report

| Transportation                      | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              | Comments  |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---|
|                                     | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 3,577,780         | \$ 3,478,580         | \$ 3,766,980         | \$ -                  | \$ 3,766,980         | \$ 189,200                 | 5.3%         | Includes in-year staff increase to implement the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13)<br>Hydro cost increases for street lighting and traffic signals<br>\$916,000 increase in road resurfacing program, and \$786,000 road maintenance contract cost increases to reflect growth and inflation |
| Materials & Supplies                | 1,046,150            | 1,222,550            | 1,216,000            | -                     | 1,216,000            | 169,850                    | 16.2%        |   |
| Purchased Services                  | 14,328,735           | 14,822,935           | 16,035,730           | -                     | 16,035,730           | 1,706,995                  | 11.9%        |   |
| Financial and Rent Expenses         | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| Grants & Assistance                 | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>18,952,665</b>    | <b>19,524,065</b>    | <b>21,018,710</b>    | <b>-</b>              | <b>21,018,710</b>    | <b>2,066,045</b>           | <b>10.9%</b> |   |
| Allocated Charges/Recoveries        | (2,344,004)          | (2,258,104)          | (2,314,651)          | -                     | (2,314,651)          | 29,353                     | -1.3%        | In accordance with corporate support cost allocation framework  |
| Corporate Support                   | 1,745,157            | 1,745,157            | 1,834,745            | -                     | 1,834,745            | 89,588                     | 5.1%         |   |
| Transfer to Reserves - Operating    | 4,104,600            | 4,104,600            | 4,096,500            | -                     | 4,096,500            | (8,100)                    | -0.2%        | Operating reserve transfer to fund road resurfacing program   |
| Transfer from Reserves - Operating  | (4,952,000)          | (4,952,000)          | (5,867,915)          | -                     | (5,867,915)          | (915,915)                  | 18.5%        |   |
| <b>Gross Operating Expenditures</b> | <b>17,506,418</b>    | <b>18,163,718</b>    | <b>18,767,389</b>    | <b>-</b>              | <b>18,767,389</b>    | <b>1,260,971</b>           | <b>7.2%</b>  |   |
| Transfer to Reserves - Capital      | 27,115,625           | 27,115,625           | 27,116,266           | -                     | 27,116,266           | 641                        | 0.0%         |   |
| Transfer from Reserves - Capital    | (357,309)            | (357,309)            | (357,309)            | -                     | (357,309)            | -                          | 0.0%         |   |
| Debt Charges                        | 862,055              | 862,055              | 861,758              | -                     | 861,758              | (297)                      | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>27,620,371</b>    | <b>27,620,371</b>    | <b>27,620,715</b>    | <b>-</b>              | <b>27,620,715</b>    | <b>344</b>                 | <b>0.0%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>45,126,790</b>    | <b>45,784,090</b>    | <b>46,388,104</b>    | <b>-</b>              | <b>46,388,104</b>    | <b>1,261,314</b>           | <b>2.8%</b>  |   |
| Subsidy Revenue                     | (80,000)             | (542,600)            | (80,000)             | -                     | (80,000)             | -                          | 0.0%         |   |
| Other Revenue                       | (221,600)            | (221,600)            | (215,300)            | -                     | (215,300)            | 6,300                      | -2.8%        |   |
| <b>Total Revenue</b>                | <b>(301,600)</b>     | <b>(764,200)</b>     | <b>(295,300)</b>     | <b>-</b>              | <b>(295,300)</b>     | <b>6,300</b>               | <b>-2.1%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ 44,825,190</b> | <b>\$ 45,019,890</b> | <b>\$ 46,092,804</b> | <b>\$ -</b>           | <b>\$ 46,092,804</b> | <b>\$ 1,267,614</b>        | <b>2.8%</b>  |   |

# Waste Management

## Divisional Summary

| Waste Management                    | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |             |                                 |             |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 3,281,985         | \$ 3,582,527         | \$ 3,656,800         | \$ 3,532,600         | \$ 3,726,800         | \$ -                  | \$ 3,726,800         | \$ 70,000                  | 1.9%        | \$ 70,000                       | 1.9%        |
| Materials & Supplies                | 963,250              | 1,630,499            | 993,147              | 731,147              | 1,200,875            | -                     | 1,200,875            | 207,728                    | 20.9%       | 207,728                         | 20.9%       |
| Purchased Services                  | 25,946,737           | 28,252,775           | 28,942,533           | 31,208,733           | 29,427,871           | -                     | 29,427,871           | 485,338                    | 1.7%        | 485,338                         | 1.7%        |
| Financial and Rent Expenses         | 201,568              | 179,347              | 225,000              | 200,000              | 200,000              | -                     | 200,000              | (25,000)                   | -11.1%      | (25,000)                        | -11.1%      |
| Grants & Assistance                 | 195,988              | 238,529              | 222,800              | 222,800              | 233,000              | -                     | 233,000              | 10,200                     | 4.6%        | 10,200                          | 4.6%        |
| <b>Total Direct Costs</b>           | <b>30,589,527</b>    | <b>33,883,677</b>    | <b>34,040,280</b>    | <b>35,895,280</b>    | <b>34,788,546</b>    | <b>-</b>              | <b>34,788,546</b>    | <b>748,266</b>             | <b>2.2%</b> | <b>748,266</b>                  | <b>2.2%</b> |
| Allocated Charges / Recoveries      | 956,750              | 1,232,835            | 1,380,835            | 1,372,435            | 1,303,664            | -                     | 1,303,664            | (77,171)                   | -5.6%       | (77,171)                        | -5.6%       |
| Corporate Support                   | 3,683,315            | 3,476,129            | 3,464,580            | 3,464,580            | 3,586,393            | -                     | 3,586,393            | 121,813                    | 3.5%        | 121,813                         | 3.5%        |
| Transfers to Reserves-Operating     | 2,992,890            | 1,032,375            | 296,360              | 296,360              | 296,360              | -                     | 296,360              | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                    | (796,800)            | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>38,222,483</b>    | <b>38,828,216</b>    | <b>39,182,055</b>    | <b>41,028,655</b>    | <b>39,974,963</b>    | <b>-</b>              | <b>39,974,963</b>    | <b>792,908</b>             | <b>2.0%</b> | <b>792,908</b>                  | <b>2.0%</b> |
| Transfer to Reserves - Capital      | 6,172,566            | 6,696,300            | 6,766,300            | 6,766,300            | 6,786,300            | -                     | 6,786,300            | 20,000                     | 0.3%        | 20,000                          | 0.3%        |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>6,172,566</b>     | <b>6,696,300</b>     | <b>6,766,300</b>     | <b>6,766,300</b>     | <b>6,786,300</b>     | <b>-</b>              | <b>6,786,300</b>     | <b>20,000</b>              | <b>0.3%</b> | <b>20,000</b>                   | <b>0.3%</b> |
| <b>Total Gross Expenditures</b>     | <b>44,395,049</b>    | <b>45,524,516</b>    | <b>45,948,355</b>    | <b>47,794,955</b>    | <b>46,761,263</b>    | <b>-</b>              | <b>46,761,263</b>    | <b>812,908</b>             | <b>1.8%</b> | <b>812,908</b>                  | <b>1.8%</b> |
| Subsidy Revenue                     | (101,712)            | 101,712              | -                    | (2,533,000)          | -                    | -                     | -                    | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | (6,844,440)          | (7,095,659)          | (7,171,917)          | (6,885,517)          | (7,225,303)          | -                     | (7,225,303)          | (53,386)                   | 0.7%        | (53,386)                        | 0.7%        |
| <b>Total Revenue</b>                | <b>(6,946,152)</b>   | <b>(6,993,947)</b>   | <b>(7,171,917)</b>   | <b>(9,418,517)</b>   | <b>(7,225,303)</b>   | <b>-</b>              | <b>(7,225,303)</b>   | <b>(53,386)</b>            | <b>0.7%</b> | <b>(53,386)</b>                 | <b>0.7%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 37,448,897</b> | <b>\$ 38,530,569</b> | <b>\$ 38,776,438</b> | <b>\$ 38,376,438</b> | <b>\$ 39,535,960</b> | <b>\$ -</b>           | <b>\$ 39,535,960</b> | <b>\$ 759,522</b>          | <b>2.0%</b> | <b>\$ 759,522</b>               | <b>2.0%</b> |

| Waste Management          | 2014            |        | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|--------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Actual | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>39.6</b>     |        | <b>39.6</b> | <b>-</b>              | <b>39.6</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Waste Management                    | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |             | Comments   |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|-------------|--|
|                                     | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |             |  |
| Personnel Services                  | \$ 3,656,800         | \$ 3,532,600         | \$ 3,726,800         | \$ -                  | \$ 3,726,800         | \$ 70,000                  | 1.9%        | Increases in hydro, equipment and supplies from Regional Stores  |
| Materials & Supplies                | 993,148              | 731,147              | 1,200,875            | -                     | 1,200,875            | 207,727                    | 20.9%       |  |
| Purchased Services                  | 28,942,533           | 31,208,733           | 29,427,871           | -                     | 29,427,871           | 485,338                    | 1.7%        |  |
| Financial and Rent Expenses         | 225,000              | 200,000              | 200,000              | -                     | 200,000              | (25,000)                   | -11.1%      |  |
| Grants & Assistance                 | 222,800              | 222,800              | 233,000              | -                     | 233,000              | 10,200                     | 4.6%        |  |
| <b>Total Direct Costs</b>           | <b>34,040,281</b>    | <b>35,895,280</b>    | <b>34,788,546</b>    | <b>-</b>              | <b>34,788,546</b>    | <b>748,265</b>             | <b>2.2%</b> | \$641,000 increase in collection/disposal contract costs due to higher tonnages and rates, offset by \$60,000 leachate haulage costs savings, \$85,000 savings from decreased garbage tag printing as well as decrease in landfill gas maintenance contract costs<br><br>Reduction in leased equipment costs due to completion of cells 1 and 2<br><br>Increase in subsidies provided to private business for diversion of reused product from the landfill, based on actual re-used tonnages trend and inflationary rate increases<br><br>Increase in landfill recoveries for collection at Regional facilities<br><br>In accordance with corporate support cost allocation framework<br><br>Increased Waste Diversion Ontario funding of \$467,000 related to blue box and electronic sales, offset by decreased revenues of \$228,000 in garbage tag sales due to lower demand, \$105,000 in Halton School Board recovery due to decreased tonnages, and \$90,000 in provincial funding changes for Hazardous Household Waste |
| Allocated Charges/Recoveries        | 1,380,835            | 1,372,435            | 1,303,664            | -                     | 1,303,664            | (77,171)                   | -5.6%       |  |
| Corporate Support                   | 3,464,580            | 3,464,580            | 3,586,393            | -                     | 3,586,393            | 121,813                    | 3.5%        |  |
| Transfer to Reserves - Operating    | 296,360              | 296,360              | 296,360              | -                     | 296,360              | -                          | 0.0%        |  |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |  |
| <b>Gross Operating Expenditures</b> | <b>39,182,056</b>    | <b>41,028,655</b>    | <b>39,974,963</b>    | <b>-</b>              | <b>39,974,963</b>    | <b>792,907</b>             | <b>2.0%</b> |  |
| Transfer to Reserves - Capital      | 6,766,300            | 6,766,300            | 6,786,300            | -                     | 6,786,300            | 20,000                     | 0.3%        |  |
| Transfer from Reserves - Capital    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |  |
| Debt Charges                        | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%        |  |
| <b>Capital Expenditures</b>         | <b>6,766,300</b>     | <b>6,766,300</b>     | <b>6,786,300</b>     | <b>-</b>              | <b>6,786,300</b>     | <b>20,000</b>              | <b>0.3%</b> |  |
| <b>Total Gross Expenditures</b>     | <b>45,948,356</b>    | <b>47,794,955</b>    | <b>46,761,263</b>    | <b>-</b>              | <b>46,761,263</b>    | <b>812,907</b>             | <b>1.8%</b> |  |
| Subsidy Revenue                     | -                    | (2,533,000)          | -                    | -                     | -                    | -                          | 0.0%        |  |
| Other Revenue                       | (7,171,917)          | (6,885,517)          | (7,225,303)          | -                     | (7,225,303)          | (53,386)                   | 0.7%        |  |
| <b>Total Revenue</b>                | <b>(7,171,917)</b>   | <b>(9,418,517)</b>   | <b>(7,225,303)</b>   | <b>-</b>              | <b>(7,225,303)</b>   | <b>(53,386)</b>            | <b>0.7%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ 38,776,439</b> | <b>\$ 38,376,438</b> | <b>\$ 39,535,960</b> | <b>\$ -</b>           | <b>\$ 39,535,960</b> | <b>\$ 759,521</b>          | <b>2.0%</b> |  |



# Budget and Business Plan 2015

## Finance Department





# Finance Department

## Departmental Goals

- Provide effective corporate support and financial planning services to the Regional Corporation, Regional Council, and the Halton Community Housing Corporation, including financial planning, budgeting, purchasing, accounting and information technology.
- Provide the statutory functions of the Municipal Treasurer.
- Prepare comprehensive short and long term financial plans that support the strategic directions of Council, protect the Region's AAA credit rating, and minimize the tax and user fee impact on residents.
- Implement the development financing plan and the next development allocation program, based on the updated Regional Development Charges by-law, in order to support growth while minimizing impact on existing tax and rate payers.
- Maintain the Region's financial records and prepare financial reporting that meets the requirements of an unqualified audit opinion by the Region's external auditors and the requirements of other Regional stakeholders.
- Ensure the Corporation's purchasing practices result in fair and open competition in the marketplace and value to the Corporation in compliance with the Region's purchasing by-law.
- Deliver information technology solutions and services to address the business requirements of all Regional programs.

## External Factors Influencing Activities & Outcomes

- Provincial and federal fiscal situation and implications for availability of funding from these orders of government.
- General economic conditions.
- Provincial / Federal legislation, policy and funding priorities.
- Impact of assessment growth and water consumption trends.
- The resolution of cost sharing arrangements for GO Transit capital budget funding.
- Timing of the Allocation Program.

## Performance Measures

| Priority Area          | Performance Measures  | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|------------------------|---|-------------|-------------|-------------|-------------|
| Information Technology | Operating & Capital Cost for IT Services as % of Municipal Operating and Capital Expenditures | 1.7%        | 1.8%        | 1.6%        | 1.6%        |
| Accounting             | Bad Debt Write off as a Percentage of Billed Revenue  | 0.2%        | 0.2%        | 0.3%        | 0.3%        |
|                        | Percentage of Invoices Paid after 60 Days   | 7.7%        | 6.9%        | 7.5%        | 7.5%        |
| Fiscal Responsibility  | Percent change in the annual property tax bill for Regional services                          | 0.2%        | -0.8%       | -0.4%       | 1.5%        |
|                        | Annual percentage change in the Regional rate operating budget                                | 3.5%        | 4.8%        | 4.3%        | 4.9%        |
|                        | Credit rating   | AAA         | AAA         | AAA         | AAA         |
|                        | GFOA Award for Distinguished Budget Presentation  | Yes         | Yes         | Yes         | Yes         |
|                        | GFOA Award for Financial Reporting  | Yes         | Pending     | Yes         | Yes         |

# Departmental Summary

| Finance                             | 2012                | 2013               | 2014               |                     | 2015               |                       |                    | Change                     |              |                                 |              |
|-------------------------------------|---------------------|--------------------|--------------------|---------------------|--------------------|-----------------------|--------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual              | Actual             | Approved Budget    | Projected Actual    | Base Budget        | Strategic Investments | Requested Budget   | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 12,272,080       | \$ 12,793,992      | \$ 12,881,900      | \$ 12,550,000       | \$ 13,360,260      | \$ 179,930            | \$ 13,540,190      | \$ 478,360                 | 3.7%         | \$ 658,290                      | 5.1%         |
| Materials & Supplies                | 1,586,178           | 1,577,674          | 1,544,161          | 1,544,161           | 1,601,661          | 1,500                 | 1,603,161          | 57,500                     | 3.7%         | 59,000                          | 3.8%         |
| Purchased Services                  | 3,068,112           | 3,227,414          | 4,007,807          | 3,833,907           | 4,318,197          | -                     | 4,318,197          | 310,390                    | 7.7%         | 310,390                         | 7.7%         |
| Financial and Rent Expenses         | 361,384             | 326,067            | 338,500            | 338,500             | 338,500            | -                     | 338,500            | -                          | 0.0%         | -                               | 0.0%         |
| Grants & Assistance                 | -                   | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>17,287,753</b>   | <b>17,925,147</b>  | <b>18,772,368</b>  | <b>18,266,568</b>   | <b>19,618,618</b>  | <b>181,430</b>        | <b>19,800,048</b>  | <b>846,250</b>             | <b>4.5%</b>  | <b>1,027,680</b>                | <b>5.5%</b>  |
| Allocated Charges / Recoveries      | (4,601,360)         | (4,693,378)        | (5,016,461)        | (5,026,361)         | (5,569,550)        | (78,730)              | (5,648,280)        | (553,089)                  | 11.0%        | (631,819)                       | 12.6%        |
| Corporate Support                   | (14,588,991)        | (15,155,312)       | (15,399,830)       | (15,402,630)        | (15,840,941)       | (102,700)             | (15,943,641)       | (441,111)                  | 2.9%         | (543,811)                       | 3.5%         |
| Transfers to Reserves-Operating     | -                   | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | (8,940)             | (8,940)            | (8,940)            | (8,940)             | (8,300)            | -                     | (8,300)            | 640                        | -7.2%        | 640                             | -7.2%        |
| <b>Gross Operating Expenditures</b> | <b>(1,911,537)</b>  | <b>(1,932,483)</b> | <b>(1,652,863)</b> | <b>(2,171,363)</b>  | <b>(1,800,173)</b> | <b>-</b>              | <b>(1,800,173)</b> | <b>(147,310)</b>           | <b>8.9%</b>  | <b>(147,310)</b>                | <b>8.9%</b>  |
| Transfer to Reserves - Capital      | 2,668,057           | 2,824,557          | 2,527,207          | 2,927,207           | 2,673,715          | -                     | 2,673,715          | 146,508                    | 5.8%         | 146,508                         | 5.8%         |
| Transfer from Reserves - Capital    | -                   | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | -                   | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>         | <b>2,668,057</b>    | <b>2,824,557</b>   | <b>2,527,207</b>   | <b>2,927,207</b>    | <b>2,673,715</b>   | <b>-</b>              | <b>2,673,715</b>   | <b>146,508</b>             | <b>5.8%</b>  | <b>146,508</b>                  | <b>5.8%</b>  |
| <b>Total Gross Expenditures</b>     | <b>756,520</b>      | <b>892,074</b>     | <b>874,344</b>     | <b>755,844</b>      | <b>873,542</b>     | <b>-</b>              | <b>873,542</b>     | <b>(802)</b>               | <b>-0.1%</b> | <b>(802)</b>                    | <b>-0.1%</b> |
| Subsidy Revenue                     | -                   | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Other Revenue                       | (865,936)           | (934,821)          | (874,344)          | (909,344)           | (873,542)          | -                     | (873,542)          | 802                        | -0.1%        | 802                             | -0.1%        |
| <b>Total Revenue</b>                | <b>(865,936)</b>    | <b>(934,821)</b>   | <b>(874,344)</b>   | <b>(909,344)</b>    | <b>(873,542)</b>   | <b>-</b>              | <b>(873,542)</b>   | <b>802</b>                 | <b>-0.1%</b> | <b>802</b>                      | <b>-0.1%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (109,415)</b> | <b>\$ (42,747)</b> | <b>\$ -</b>        | <b>\$ (153,500)</b> | <b>\$ -</b>        | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                | <b>0.0%</b>  | <b>\$ -</b>                     | <b>0.0%</b>  |

| Finance                   | 2014            |              | 2015         |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|--------------|--------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget | Actual       | Base Budget  | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>125.4</b>    | <b>125.4</b> | <b>127.4</b> | <b>2.0</b>            | <b>129.4</b>     | <b>2.0</b>                 | <b>1.6%</b> | <b>4.0</b>                      | <b>3.2%</b> |



## Divisional Summary

| Finance Administration              | 2012             | 2013             | 2014            |                  | 2015           |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|------------------|------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual           | Actual           | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 399,124       | \$ 383,764       | \$ 313,650      | \$ 313,650       | \$ 319,330     | \$ -                  | \$ 319,330       | \$ 5,680                   | 1.8%        | \$ 5,680                        | 1.8%        |
| Materials & Supplies                | 4,127            | 4,458            | 6,000           | 6,000            | 6,000          | -                     | 6,000            | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 11,544           | 8,751            | 14,150          | 14,450           | 14,150         | -                     | 14,150           | -                          | 0.0%        | -                               | 0.0%        |
| Financial and Rent Expenses         | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>414,795</b>   | <b>396,973</b>   | <b>333,800</b>  | <b>334,100</b>   | <b>339,480</b> | <b>-</b>              | <b>339,480</b>   | <b>5,680</b>               | <b>1.7%</b> | <b>5,680</b>                    | <b>1.7%</b> |
| Allocated Charges / Recoveries      | 1,259            | 287              | 900             | 600              | 800            | -                     | 800              | (100)                      | -11.1%      | (100)                           | -11.1%      |
| Corporate Support                   | (319,350)        | (330,340)        | (334,700)       | (334,700)        | (340,280)      | -                     | (340,280)        | (5,580)                    | 1.7%        | (5,580)                         | 1.7%        |
| Transfers to Reserves-Operating     | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>96,704</b>    | <b>66,920</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>96,704</b>    | <b>66,920</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | -                | -                | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 96,704</b> | <b>\$ 66,920</b> | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

| Finance Administration    | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>2.0</b>      |  | <b>2.0</b>  | <b>-</b>              | <b>2.0</b>       | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |

# Base Budget Change Report

| Finance Administration              | 2014            |                  | 2015           |                       |                  | Change in Budget           |             | Comments                                |
|-------------------------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|-------------|---|
|                                     | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 313,650      | \$ 313,650       | \$ 319,330     | \$ -                  | \$ 319,330       | \$ 5,680                   | 1.8%        |   |
| Materials & Supplies                | 6,000           | 6,000            | 6,000          | -                     | 6,000            | -                          | 0.0%        |   |
| Purchased Services                  | 14,150          | 14,450           | 14,150         | -                     | 14,150           | -                          | 0.0%        |   |
| Financial and Rent Expenses         | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Grants & Assistance                 | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>333,800</b>  | <b>334,100</b>   | <b>339,480</b> | -                     | <b>339,480</b>   | <b>5,680</b>               | <b>1.7%</b> |   |
| Allocated Charges/Recoveries        | 900             | 600              | 800            | -                     | 800              | (100)                      | -11.1%      | Reduced based on actual photocopy usage |
| Corporate Support                   | (334,700)       | (334,700)        | (340,280)      | -                     | (340,280)        | (5,580)                    | 1.7%        |   |
| Transfer to Reserves - Operating    | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | -               | -                | -              | -                     | -                | -                          | <b>0.0%</b> |   |
| Transfer to Reserves - Capital      | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Debt Charges                        | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | -               | -                | -              | -                     | -                | -                          | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | -               | -                | -              | -                     | -                | -                          | <b>0.0%</b> |   |
| Subsidy Revenue                     | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| Other Revenue                       | -               | -                | -              | -                     | -                | -                          | 0.0%        |   |
| <b>Total Revenue</b>                | -               | -                | -              | -                     | -                | -                          | <b>0.0%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |   |

# Financial Planning & Budgets

## Divisional Summary

| Financial Planning & Budgets        | 2012                | 2013                | 2014             |                    | 2015             |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|---------------------|---------------------|------------------|--------------------|------------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual              | Actual              | Approved Budget  | Projected Actual   | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 3,802,411        | \$ 3,760,782        | \$ 4,132,420     | \$ 3,962,220       | \$ 4,321,560     | \$ -                  | \$ 4,321,560     | \$ 189,140                 | 4.6%        | \$ 189,140                      | 4.6%        |
| Materials & Supplies                | 33,425              | 26,617              | 45,725           | 45,725             | 45,725           | -                     | 45,725           | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 223,799             | 198,071             | 276,630          | 399,130            | 276,830          | -                     | 276,830          | 200                        | 0.1%        | 200                             | 0.1%        |
| Financial and Rent Expenses         | 185,765             | 174,377             | 170,000          | 170,000            | 170,000          | -                     | 170,000          | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | -                   | -                   | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>4,245,400</b>    | <b>4,159,848</b>    | <b>4,624,775</b> | <b>4,577,075</b>   | <b>4,814,115</b> | <b>-</b>              | <b>4,814,115</b> | <b>189,340</b>             | <b>4.1%</b> | <b>189,340</b>                  | <b>4.1%</b> |
| Allocated Charges / Recoveries      | (2,797,221)         | (2,869,624)         | (3,001,076)      | (3,004,376)        | (3,163,240)      | -                     | (3,163,240)      | (162,164)                  | 5.4%        | (162,164)                       | 5.4%        |
| Corporate Support                   | (1,212,567)         | (1,258,363)         | (1,114,659)      | (1,114,859)        | (1,142,475)      | -                     | (1,142,475)      | (27,816)                   | 2.5%        | (27,816)                        | 2.5%        |
| Transfers to Reserves-Operating     | -                   | -                   | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | (8,940)             | (8,940)             | (8,940)          | (8,940)            | (8,300)          | -                     | (8,300)          | 640                        | -7.2%       | 640                             | -7.2%       |
| <b>Gross Operating Expenditures</b> | <b>226,672</b>      | <b>22,921</b>       | <b>500,100</b>   | <b>448,900</b>     | <b>500,100</b>   | <b>-</b>              | <b>500,100</b>   | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | 40,000              | 40,000              | 40,000           | 40,000             | 40,000           | -                     | 40,000           | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                   | -                   | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                   | -                   | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>40,000</b>       | <b>40,000</b>       | <b>40,000</b>    | <b>40,000</b>      | <b>40,000</b>    | <b>-</b>              | <b>40,000</b>    | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>266,672</b>      | <b>62,921</b>       | <b>540,100</b>   | <b>488,900</b>     | <b>540,100</b>   | <b>-</b>              | <b>540,100</b>   | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                   | -                   | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | (382,330)           | (432,945)           | (540,100)        | (540,100)          | (540,100)        | -                     | (540,100)        | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>(382,330)</b>    | <b>(432,945)</b>    | <b>(540,100)</b> | <b>(540,100)</b>   | <b>(540,100)</b> | <b>-</b>              | <b>(540,100)</b> | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (115,658)</b> | <b>\$ (370,024)</b> | <b>\$ -</b>      | <b>\$ (51,200)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

| Financial Planning & Budgets | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.)    | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>                 | <b>39.0</b>     |  | <b>40.0</b> | <b>-</b>              | <b>40.0</b>      | <b>1.0</b>                 | <b>2.6%</b> | <b>1.0</b>                      | <b>2.6%</b> |

# Base Budget Change Report

| Financial Planning & Budgets        | 2014             |                    | 2015             |                       |                  | Change in Budget           |             | Comments  |
|-------------------------------------|------------------|--------------------|------------------|-----------------------|------------------|----------------------------|-------------|---|
|                                     | Approved Budget  | Projected Actual   | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 4,132,420     | \$ 3,962,220       | \$ 4,321,560     | \$ -                  | \$ 4,321,560     | \$ 189,140                 | 4.6%        | Includes in-year staff resource increase to implement the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13). |
| Materials & Supplies                | 45,725           | 45,725             | 45,725           | -                     | 45,725           | -                          | 0.0%        |   |
| Purchased Services                  | 276,630          | 399,130            | 276,830          | -                     | 276,830          | 200                        | 0.1%        |   |
| Financial and Rent Expenses         | 170,000          | 170,000            | 170,000          | -                     | 170,000          | -                          | 0.0%        |   |
| Grants & Assistance                 | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>4,624,775</b> | <b>4,577,075</b>   | <b>4,814,115</b> | <b>-</b>              | <b>4,814,115</b> | <b>189,340</b>             | <b>4.1%</b> |   |
| Allocated Charges/Recoveries        | (3,001,076)      | (3,004,376)        | (3,163,240)      | -                     | (3,163,240)      | (162,164)                  | 5.4%        | Increase due to the recovery from capital for the 2012 Allocation Program staff costs.                              |
| Corporate Support                   | (1,114,659)      | (1,114,859)        | (1,142,475)      | -                     | (1,142,475)      | (27,816)                   | 2.5%        |   |
| Transfer to Reserves - Operating    | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | (8,940)          | (8,940)            | (8,300)          | -                     | (8,300)          | 640                        | -7.2%       | Reduced Gas Tax audit fee based on actual spending trend.   |
| <b>Gross Operating Expenditures</b> | <b>500,100</b>   | <b>448,900</b>     | <b>500,100</b>   | <b>-</b>              | <b>500,100</b>   | <b>-</b>                   | <b>0.0%</b> |   |
| Transfer to Reserves - Capital      | 40,000           | 40,000             | 40,000           | -                     | 40,000           | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Debt Charges                        | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | <b>40,000</b>    | <b>40,000</b>      | <b>40,000</b>    | <b>-</b>              | <b>40,000</b>    | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>540,100</b>   | <b>488,900</b>     | <b>540,100</b>   | <b>-</b>              | <b>540,100</b>   | <b>-</b>                   | <b>0.0%</b> |   |
| Subsidy Revenue                     | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Other Revenue                       | (540,100)        | (540,100)          | (540,100)        | -                     | (540,100)        | -                          | 0.0%        |   |
| <b>Total Revenue</b>                | <b>(540,100)</b> | <b>(540,100)</b>   | <b>(540,100)</b> | <b>-</b>              | <b>(540,100)</b> | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ (51,200)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |   |

# Financial & Purchasing Services

## Divisional Summary

|  | 2012               |                   | 2013             |                  | 2014             |                  | 2015             |                       |                  | Change                     |             |                                 |  |
|--|--------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|--|
|  | Actual             |                   | Actual           |                  | Approved Budget  | Projected Actual | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |  |
| <b>Financial &amp; Purchasing Services</b> |                    |                   |                  |                  |                  |                  |                  |                       |                  |                            |             |                                 |  |
| Personnel Services                         | \$ 3,267,267       | \$ 3,508,954      | \$ 3,269,550     | \$ 3,269,550     | \$ 3,454,000     | \$ 78,730        | \$ 3,532,730     | \$ 184,450            | 5.6%             | \$ 263,180                 | 8.0%        |                                 |  |
| Materials & Supplies                       | 24,274             | 24,186            | 30,056           | 30,056           | 30,056           | -                | 30,056           | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Purchased Services                         | 189,138            | 253,501           | 238,004          | 284,804          | 238,004          | -                | 238,004          | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Financial and Rent Expenses                | 5                  | 67                | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Grants & Assistance                        | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| <b>Total Direct Costs</b>                  | <b>3,480,685</b>   | <b>3,786,708</b>  | <b>3,537,610</b> | <b>3,584,410</b> | <b>3,722,060</b> | <b>78,730</b>    | <b>3,800,790</b> | <b>184,450</b>        | <b>5.2%</b>      | <b>263,180</b>             | <b>7.4%</b> |                                 |  |
| Allocated Charges / Recoveries             | (334,535)          | (303,859)         | (353,300)        | (355,700)        | (448,675)        | (78,730)         | (527,405)        | (95,375)              | 27.0%            | (174,105)                  | 49.3%       |                                 |  |
| Corporate Support                          | (2,974,961)        | (3,027,885)       | (3,087,385)      | (3,087,385)      | (3,168,435)      | -                | (3,168,435)      | (81,050)              | 2.6%             | (81,050)                   | 2.6%        |                                 |  |
| Transfers to Reserves-Operating            | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Transfer from Reserves - Operating         | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| <b>Gross Operating Expenditures</b>        | <b>171,189</b>     | <b>454,963</b>    | <b>96,925</b>    | <b>141,325</b>   | <b>104,950</b>   | <b>-</b>         | <b>104,950</b>   | <b>8,025</b>          | <b>8.3%</b>      | <b>8,025</b>               | <b>8.3%</b> |                                 |  |
| Transfer to Reserves - Capital             | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Transfer from Reserves - Capital           | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Debt Charges                               | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| <b>Capital Expenditures</b>                | <b>-</b>           | <b>-</b>          | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>              | <b>0.0%</b>      | <b>-</b>                   | <b>0.0%</b> |                                 |  |
| <b>Total Gross Expenditures</b>            | <b>171,189</b>     | <b>454,963</b>    | <b>96,925</b>    | <b>141,325</b>   | <b>104,950</b>   | <b>-</b>         | <b>104,950</b>   | <b>8,025</b>          | <b>8.3%</b>      | <b>8,025</b>               | <b>8.3%</b> |                                 |  |
| Subsidy Revenue                            | -                  | -                 | -                | -                | -                | -                | -                | -                     | 0.0%             | -                          | 0.0%        |                                 |  |
| Other Revenue                              | (246,353)          | (292,780)         | (96,925)         | (131,925)        | (104,950)        | -                | (104,950)        | (8,025)               | 8.3%             | (8,025)                    | 8.3%        |                                 |  |
| <b>Total Revenue</b>                       | <b>(246,353)</b>   | <b>(292,780)</b>  | <b>(96,925)</b>  | <b>(131,925)</b> | <b>(104,950)</b> | <b>-</b>         | <b>(104,950)</b> | <b>(8,025)</b>        | <b>8.3%</b>      | <b>(8,025)</b>             | <b>8.3%</b> |                                 |  |
| <b>Net Program Expenditures</b>            | <b>\$ (75,164)</b> | <b>\$ 162,183</b> | <b>\$ -</b>      | <b>\$ 9,400</b>  | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>           | <b>0.0%</b>      | <b>\$ -</b>                | <b>0.0%</b> |                                 |  |

| Financial & Purchasing Services | 2014            |  | 2015        |                       |                  | Change                     |             |                                 |             |
|---------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.)       | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>                    | <b>36.0</b>     |  | <b>37.0</b> | <b>1.0</b>            | <b>38.0</b>      | <b>1.0</b>                 | <b>2.8%</b> | <b>2.0</b>                      | <b>5.6%</b> |

# Base Budget Change Report

| Financial & Purchasing Services     | 2014             |                  | 2015             |                       |                  | Change in Budget           |             | Comments  |
|-------------------------------------|------------------|------------------|------------------|-----------------------|------------------|----------------------------|-------------|---|
|                                     | Approved Budget  | Projected Actual | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 3,269,550     | \$ 3,269,550     | \$ 3,454,000     | \$ 78,730             | \$ 3,532,730     | \$ 184,450                 | 5.6%        | Includes in-year staff resource increase to implement the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13). |
| Materials & Supplies                | 30,056           | 30,056           | 30,056           | -                     | 30,056           | -                          | 0.0%        |   |
| Purchased Services                  | 238,004          | 284,804          | 238,004          | -                     | 238,004          | -                          | 0.0%        |   |
| Financial and Rent Expenses         | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| Grants & Assistance                 | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>3,537,610</b> | <b>3,584,410</b> | <b>3,722,060</b> | <b>78,730</b>         | <b>3,800,790</b> | <b>184,450</b>             | <b>5.2%</b> |   |
| Allocated Charges/Recoveries        | (353,300)        | (355,700)        | (448,675)        | (78,730)              | (527,405)        | (95,375)                   | 27.0%       | Increase due to the recovery from Capital for the 2012 Allocation program staff costs.                              |
| Corporate Support                   | (3,087,385)      | (3,087,385)      | (3,168,435)      | -                     | (3,168,435)      | (81,050)                   | 2.6%        |   |
| Transfer to Reserves - Operating    | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | <b>96,925</b>    | <b>141,325</b>   | <b>104,950</b>   | <b>-</b>              | <b>104,950</b>   | <b>8,025</b>               | <b>8.3%</b> |   |
| Transfer to Reserves - Capital      | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| Debt Charges                        | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>96,925</b>    | <b>141,325</b>   | <b>104,950</b>   | <b>-</b>              | <b>104,950</b>   | <b>8,025</b>               | <b>8.3%</b> |   |
| Subsidy Revenue                     | -                | -                | -                | -                     | -                | -                          | 0.0%        |   |
| Other Revenue                       | (96,925)         | (131,925)        | (104,950)        | -                     | (104,950)        | (8,025)                    | 8.3%        | Increased recoveries due to higher demand for electronic bid documents.   |
| <b>Total Revenue</b>                | <b>(96,925)</b>  | <b>(131,925)</b> | <b>(104,950)</b> | <b>-</b>              | <b>(104,950)</b> | <b>(8,025)</b>             | <b>8.3%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ 9,400</b>  | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |   |

# Strategic Investments

## Water and Wastewater Revenue Assurance Analyst

### Program Details

|            |  |
|------------|--|
| Department | Finance                                  |
| Division   | Financial Planning & Purchasing Services |

### Complement Details

|                 |                                |
|-----------------|--------------------------------|
| Position Title  | W/WW Revenue Assurance Analyst |
| FTE Impact      | 1.0                            |
| Personnel Group | OCT/MMSG                       |

### Funding Impact

| Operating                           | 2015 Impact   | 2016 Impact   |
|-------------------------------------|---------------|---------------|
| Personnel Services                  | \$ 78,730     | \$ 78,730     |
| Materials & Supplies                | -             | -             |
| Purchased Services                  | -             | -             |
| Financial & Rent Expenses           | -             | -             |
| Grants & Assistance                 | -             | -             |
| <b>Total Direct Costs</b>           | <b>78,730</b> | <b>78,730</b> |
| Allocated Charges/Recoveries        | (78,730)      | (78,730)      |
| Corporate Support                   | -             | -             |
| Transfer to Reserves - Operating    | -             | -             |
| Transfer from Reserves - Operating  | -             | -             |
| <b>Gross Operating Expenditures</b> | <b>-</b>      | <b>-</b>      |
| Transfer to Reserves - Capital      | -             | -             |
| Transfer from Reserves - Capital    | -             | -             |
| Debt Charges                        | -             | -             |
| <b>Capital Expenditures</b>         | <b>-</b>      | <b>-</b>      |
| Subsidy Revenue                     | -             | -             |
| Non-Subsidy Revenue                 | -             | -             |
| <b>Total Revenue</b>                | <b>-</b>      | <b>-</b>      |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>   | <b>\$ -</b>   |

### Business Case

#### Recommendation:

Approve one permanent Water/Wastewater (W/WW) Revenue Assurance Analyst to maximize water/wastewater revenues, to improve the accuracy and completeness of water and wastewater data by ensuring appropriate monitoring measures exist and to proactively prevent billing errors. These activities will result in improved customer service and management decision making.

#### Need:

Halton Region contracts out water/wastewater billing services to third party Local Distribution Companies (LDC). A Region-wide database was established in 2011 using LDC's water and wastewater customer data. A W/WW Revenue Assurance Analyst was hired on a contract basis to perform a comprehensive analytical review of the water customer accounts (144,000 residential and 7,900 commercial) to detect billing errors and identify unbilled properties. The contract position continues to perform detailed reviews which maximizes revenues and ensures high quality of data. Timely and accurate consumption data reduces the need for back billing, which results in improved customer service and provides reliable information for budgeting.

In 2012 an internal audit was completed which recommended implementing additional reports and increasing the frequency of the current reports. The W/WW Revenue Assurance Analyst position will ensure these important internal controls are strengthened.

The water and wastewater billing contract with the LDCs costs the Region \$4.0 million annually. Since this position has been in place, the W/WW Revenue Assurance Analyst has identified lost revenues of \$1.4 million of which \$380,000 has been recovered in accordance with Regional collection policies. The ongoing analysis and review provided by this position is essential to maximizing revenues, maintaining good customer service and providing reliable, accurate data for sound management decision making. Through proactive identification of inaccurate or incomplete information this position, working collaboratively with the LDCs, will implement timely adjustments to processes which result in improved customer service through accurate and timely billing to ensure revenue is maximized.

#### Implications:

Without this permanent position the current level of customer service will be difficult to maintain. The position will improve, on a sustainable basis, the accuracy and completeness of water and wastewater billing data which will result in improved customer service. There is also a risk of lost revenues and unreliable billing/consumption data for budgeting and decision making purposes. In addition, the recommended frequency and detailed review required for strong internal controls as outlined in the internal audit report will not be achieved.

#### Alternatives:

To continue to employ this position on a contract basis from in year savings. Resourcing this position on contract may result in a lack of staff continuity which negatively impacts the interaction with the LDC staff and the effective and efficient delivery of service.

# Information Technology

## Divisional Summary

| Information Technology              | 2012               | 2013               | 2014               |                     | 2015               |                       |                    | Change                     |              |                                 |              |
|-------------------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|-----------------------|--------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual             | Actual             | Approved Budget    | Projected Actual    | Base Budget        | Strategic Investments | Requested Budget   | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 4,803,277       | \$ 5,140,492       | \$ 5,166,280       | \$ 5,004,580        | \$ 5,265,370       | \$ 101,200            | \$ 5,366,570       | \$ 99,090                  | 1.9%         | \$ 200,290                      | 3.9%         |
| Materials & Supplies                | 1,524,352          | 1,522,412          | 1,462,380          | 1,462,380           | 1,519,880          | 1,500                 | 1,521,380          | 57,500                     | 3.9%         | 59,000                          | 4.0%         |
| Purchased Services                  | 2,643,630          | 2,767,091          | 3,479,023          | 3,135,523           | 3,789,213          | -                     | 3,789,213          | 310,190                    | 8.9%         | 310,190                         | 8.9%         |
| Financial and Rent Expenses         | 175,614            | 151,624            | 168,500            | 168,500             | 168,500            | -                     | 168,500            | -                          | 0.0%         | -                               | 0.0%         |
| Grants & Assistance                 | -                  | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>9,146,873</b>   | <b>9,581,619</b>   | <b>10,276,183</b>  | <b>9,770,983</b>    | <b>10,742,963</b>  | <b>102,700</b>        | <b>10,845,663</b>  | <b>466,780</b>             | <b>4.5%</b>  | <b>569,480</b>                  | <b>5.5%</b>  |
| Allocated Charges / Recoveries      | (1,470,863)        | (1,520,181)        | (1,662,985)        | (1,666,885)         | (1,958,435)        | -                     | (1,958,435)        | (295,450)                  | 17.8%        | (295,450)                       | 17.8%        |
| Corporate Support                   | (10,082,112)       | (10,538,724)       | (10,863,086)       | (10,865,686)        | (11,189,751)       | (102,700)             | (11,292,451)       | (326,665)                  | 3.0%         | (429,365)                       | 4.0%         |
| Transfers to Reserves-Operating     | -                  | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | -                  | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b> | <b>(2,406,101)</b> | <b>(2,477,287)</b> | <b>(2,249,888)</b> | <b>(2,761,588)</b>  | <b>(2,405,223)</b> | <b>-</b>              | <b>(2,405,223)</b> | <b>(155,335)</b>           | <b>6.9%</b>  | <b>(155,335)</b>                | <b>6.9%</b>  |
| Transfer to Reserves - Capital      | 2,628,057          | 2,784,557          | 2,487,207          | 2,887,207           | 2,633,715          | -                     | 2,633,715          | 146,508                    | 5.9%         | 146,508                         | 5.9%         |
| Transfer from Reserves - Capital    | -                  | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | -                  | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>         | <b>2,628,057</b>   | <b>2,784,557</b>   | <b>2,487,207</b>   | <b>2,887,207</b>    | <b>2,633,715</b>   | <b>-</b>              | <b>2,633,715</b>   | <b>146,508</b>             | <b>5.9%</b>  | <b>146,508</b>                  | <b>5.9%</b>  |
| <b>Total Gross Expenditures</b>     | <b>221,956</b>     | <b>307,271</b>     | <b>237,319</b>     | <b>125,619</b>      | <b>228,492</b>     | <b>-</b>              | <b>228,492</b>     | <b>(8,827)</b>             | <b>-3.7%</b> | <b>(8,827)</b>                  | <b>-3.7%</b> |
| Subsidy Revenue                     | -                  | -                  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         | -                               | 0.0%         |
| Other Revenue                       | (237,253)          | (209,096)          | (237,319)          | (237,319)           | (228,492)          | -                     | (228,492)          | 8,827                      | -3.7%        | 8,827                           | -3.7%        |
| <b>Total Revenue</b>                | <b>(237,253)</b>   | <b>(209,096)</b>   | <b>(237,319)</b>   | <b>(237,319)</b>    | <b>(228,492)</b>   | <b>-</b>              | <b>(228,492)</b>   | <b>8,827</b>               | <b>-3.7%</b> | <b>8,827</b>                    | <b>-3.7%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (15,297)</b> | <b>\$ 98,175</b>   | <b>\$ -</b>        | <b>\$ (111,700)</b> | <b>\$ -</b>        | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                | <b>0.0%</b>  | <b>\$ -</b>                     | <b>0.0%</b>  |

| Information Technology    | 2014            |             | 2015        |                       |                  | Change                     |             |                                 |             |
|---------------------------|-----------------|-------------|-------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
| Staff Complement (F.T.E.) | Approved Budget | Actual      | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| <b>Total</b>              | <b>48.4</b>     | <b>48.4</b> | <b>48.4</b> | <b>1.0</b>            | <b>49.4</b>      | <b>-</b>                   | <b>0.0%</b> | <b>1.0</b>                      | <b>2.1%</b> |

# Base Budget Change Report

| Information Technology              | 2014               |                     | 2015               |                       |                    | Change in Budget           |              | Comments  |
|-------------------------------------|--------------------|---------------------|--------------------|-----------------------|--------------------|----------------------------|--------------|---|
|                                     | Approved Budget    | Projected Actual    | Base Budget        | Strategic Investments | Requested Budget   | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 5,166,280       | \$ 5,004,580        | \$ 5,265,370       | \$ 101,200            | \$ 5,366,570       | \$ 99,090                  | 1.9%         | Mainly due to an increase in data lines due to growth                         |
| Materials & Supplies                | 1,462,380          | 1,462,380           | 1,519,880          | 1,500                 | 1,521,380          | 57,500                     | 3.9%         |   |
| Purchased Services                  | 3,479,023          | 3,135,523           | 3,789,213          | -                     | 3,789,213          | 310,190                    | 8.9%         |   |
| Financial and Rent Expenses         | 168,500            | 168,500             | 168,500            | -                     | 168,500            | -                          | 0.0%         |   |
| Grants & Assistance                 | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>10,276,183</b>  | <b>9,770,983</b>    | <b>10,742,963</b>  | <b>102,700</b>        | <b>10,845,663</b>  | <b>466,780</b>             | <b>4.5%</b>  |   |
| Allocated Charges/Recoveries        | (1,662,985)        | (1,666,885)         | (1,958,435)        | -                     | (1,958,435)        | (295,450)                  | 17.8%        | Increased recoveries for data lines and program specific software maintenance |
| Corporate Support                   | (10,863,086)       | (10,865,686)        | (11,189,751)       | (102,700)             | (11,292,451)       | (326,665)                  | 3.0%         | In accordance with corporate support cost allocation framework                |
| Transfer to Reserves - Operating    | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         |   |
| Transfer from Reserves - Operating  | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         |   |
| <b>Gross Operating Expenditures</b> | <b>(2,249,888)</b> | <b>(2,761,588)</b>  | <b>(2,405,223)</b> | <b>-</b>              | <b>(2,405,223)</b> | <b>(155,335)</b>           | <b>6.9%</b>  |   |
| Transfer to Reserves - Capital      | 2,487,207          | 2,887,207           | 2,633,715          | -                     | 2,633,715          | 146,508                    | 5.9%         | Increase to support corporate and program specific IT capital requirements    |
| Transfer from Reserves - Capital    | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         |   |
| Debt Charges                        | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>2,487,207</b>   | <b>2,887,207</b>    | <b>2,633,715</b>   | <b>-</b>              | <b>2,633,715</b>   | <b>146,508</b>             | <b>5.9%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>237,319</b>     | <b>125,619</b>      | <b>228,492</b>     | <b>-</b>              | <b>228,492</b>     | <b>(8,827)</b>             | <b>-3.7%</b> |   |
| Subsidy Revenue                     | -                  | -                   | -                  | -                     | -                  | -                          | 0.0%         |   |
| Other Revenue                       | (237,319)          | (237,319)           | (228,492)          | -                     | (228,492)          | 8,827                      | -3.7%        | Increased recoveries from local municipalities                                |
| <b>Total Revenue</b>                | <b>(237,319)</b>   | <b>(237,319)</b>    | <b>(228,492)</b>   | <b>-</b>              | <b>(228,492)</b>   | <b>8,827</b>               | <b>-3.7%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>        | <b>\$ (111,700)</b> | <b>\$ -</b>        | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                | <b>0.0%</b>  |   |

# Strategic Investments

## Mobile & Infrastructure Technology Analyst

| Program Details |                        |
|-----------------|------------------------|
| Department      | Finance                |
| Division        | Information Technology |

| Complement Details |  |
|--------------------|--|
| Position Title     | Mobile & Infrastructure Technology Analyst |
| FTE Impact         | 1.0  |
| Personnel Group    | OCT/MMSG                                   |

| Funding Impact                      |                   |                   |
|-------------------------------------|-------------------|-------------------|
| Operating                           | 2015 Impact       | 2016 Impact       |
| Personnel Services                  | \$ 101,200        | \$ 101,200        |
| Materials & Supplies                | 1,500             | -                 |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>102,700</b>    | <b>101,200</b>    |
| Allocated Charges/Recoveries        |                   |                   |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>102,700</b>    | <b>101,200</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>          |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | <b>-</b>          | <b>-</b>          |
| <b>Net Program Expenditures</b>     | <b>\$ 102,700</b> | <b>\$ 101,200</b> |

## Business Case

**Recommendation:**  
Approve an additional Mobile and Infrastructure Technology Analyst FTE to provide primary technical support and improved customer service to an expanding mobile computer fleet and Information Technology Infrastructure throughout Halton Region.

**Need:**  
The 2007 Budget and Business Plan approved a Technology FTE to support the Region's Mobile Technology Operations including 40 in-vehicle mobile workstations (CS-63-06) and 10 units in Water Services at that time. Since 2007, the implementation of the Work Order Management System in Public Works (PPW-11-07) and subsequent growth in Paramedic Services and PW fleets has resulted in an increase of in-vehicle and field air card fleet to 286 units. In addition, the current FTE provides technical support for 792 mobile phones. Support call volume related to the fleet of over 1,000 mobile devices has increased by 50% in the past five years. Over the last 10 years, Data and Office Operations have grown from 50 to 250 computer servers plus related data back-up systems. The Data and Office Applications Operations include IT infrastructure data centre support for over 100 sites and 350 software applications. Currently two FTE are allocated to primary support of the Data and Office Application operations. In order to maintain data centre service levels and support a growing number of new mobile users, an additional Mobile & Infrastructure Technology Analyst is required.

**Implications:**  
Without this position, the current level of service will be difficult to maintain. The additional Mobile and Infrastructure Technology Analyst is required to provide technical support to field staff to continue to enhance customer service.

**Alternatives:**  
To continue to employ this position on a contract basis from in year savings. Resourcing this position on contract may result in a lack of staff continuity which negatively impacts customer service and the effective and efficient delivery of service.





# Budget and Business Plan 2015

## CAO's Office





# CAO's Office

## Departmental Goals

- Ensure effective and efficient administration of the organization and high quality service delivery to the citizens of Halton.
- Provide strategic leadership to the organization in order to direct the implementation of Regional Council policies and decisions.
- Provide sound corporate governance and a well-defined accountability structure as a foundation for organizational control.
- Assist Regional Council in the development and monitoring of their strategic priorities.
- Monitor and report on the progress of the Region's Strategic Action Plan.
- Promote the Region's position on issues and maintain strong relationships with other levels of government and organizations to share information and ensure Halton's interests are advanced.
- Advocate for a strengthened partnership between levels of government and increased funding to more appropriately reflect the service and program responsibilities of Halton.
- Ensure that Halton's growth management strategy and associated financial management plans achieve the appropriate balance between Halton's desire to grow and the need to create complete communities in keeping with Halton's Regional Official Plan.
- Ensure that Halton responds appropriately to new legislative requirements.
- Ensure the implementation of a Regional best practice approach to policy development.
- Lead Halton's participation in the Ontario Municipal Benchmarking Initiative (OMBI).
- Ensure that the Region's operations continue to be effective and efficient.
- Ensure the development of effective communication strategies to raise awareness and understanding of Regional programs and services among Halton residents and key stakeholders.
- Ensure that Halton Region maintains a safe, healthy and skilled Regional workforce.
- Ensure appropriate internal controls and processes are in place to manage the integrity, completeness, fairness and cost-effectiveness of the Region's business processes.
- Implement and support a corporate-wide project management methodology.
- Maintain an organization wide Project Portfolio Management (PPM) framework and processes.

## External Factors Influencing Activities & Outcomes

- Provincial / Federal legislation, policy and funding priorities.
- Increasing costs to accommodate growth and meet community needs.
- Community priorities.
- Work in consultation with and support of the Local Municipal Governments.

## Performance Measures

| Priority Area            | Performance Measures   | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|--------------------------|--|-------------|-------------|-------------|-------------|
| Be an Employer of Choice | Percentage of voluntary turnover for all permanent positions per year            | 3.7%        | 3.1%        | 4.0%        | 4.0%        |
| Customer Service         | Percent of customers who are overall satisfied with their call centre experience | 92.0%       | N/A         | 90.0%       | 90.0%       |
|                          | Citizen satisfaction with 311 services   | 92.0%       | N/A         | 90.0%       | 90.0%       |
| Public Engagement        | Citizen satisfaction with how the Region engages its residents                   | 78.0%       | 76.0%       | 80.0%       | 80.0%       |

# Departmental Summary

| CAO's Office                        | 2012                | 2013                | 2014              |                     | 2015              |                       |                   | Change                     |               |                                 |               |
|-------------------------------------|---------------------|---------------------|-------------------|---------------------|-------------------|-----------------------|-------------------|----------------------------|---------------|---------------------------------|---------------|
|                                     | Actual              | Actual              | Approved Budget   | Projected Actual    | Base Budget       | Strategic Investments | Requested Budget  | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |
| Personnel Services                  | \$ 8,635,329        | \$ 9,317,650        | \$ 9,069,277      | \$ 8,409,277        | \$ 9,328,910      | \$ -                  | \$ 9,328,910      | \$ 259,633                 | 2.9%          | \$ 259,633                      | 2.9%          |
| Materials & Supplies                | 325,367             | 277,444             | 370,839           | 364,039             | 371,839           | -                     | 371,839           | 1,000                      | 0.3%          | 1,000                           | 0.3%          |
| Purchased Services                  | 2,806,025           | 2,215,328           | 3,319,456         | 3,030,903           | 3,316,550         | -                     | 3,316,550         | (2,906)                    | -0.1%         | (2,906)                         | -0.1%         |
| Financial and Rent Expenses         | -                   | 458                 | -                 | -                   | -                 | -                     | -                 | -                          | 0.0%          | -                               | 0.0%          |
| Grants & Assistance                 | 69,106              | 63,616              | 67,300            | 67,300              | 67,300            | -                     | 67,300            | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Direct Costs</b>           | <b>11,835,827</b>   | <b>11,874,497</b>   | <b>12,826,872</b> | <b>11,871,519</b>   | <b>13,084,599</b> | <b>-</b>              | <b>13,084,599</b> | <b>257,727</b>             | <b>2.0%</b>   | <b>257,727</b>                  | <b>2.0%</b>   |
| Allocated Charges / Recoveries      | (957,392)           | (844,823)           | (1,653,465)       | (1,477,365)         | (1,474,405)       | -                     | (1,474,405)       | 179,060                    | -10.8%        | 179,060                         | -10.8%        |
| Corporate Support                   | (9,883,760)         | (10,371,143)        | (10,216,108)      | (10,175,455)        | (10,687,855)      | -                     | (10,687,855)      | (471,747)                  | 4.6%          | (471,747)                       | 4.6%          |
| Transfers to Reserves-Operating     | -                   | 936,248             | -                 | -                   | -                 | -                     | -                 | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Operating  | (1,780,350)         | (1,843,590)         | (891,130)         | (891,130)           | (904,170)         | -                     | (904,170)         | (13,040)                   | 1.5%          | (13,040)                        | 1.5%          |
| <b>Gross Operating Expenditures</b> | <b>(785,675)</b>    | <b>(248,811)</b>    | <b>66,169</b>     | <b>(672,431)</b>    | <b>18,169</b>     | <b>-</b>              | <b>18,169</b>     | <b>(48,000)</b>            | <b>-72.5%</b> | <b>(48,000)</b>                 | <b>-72.5%</b> |
| Transfer to Reserves - Capital      | 718,583             | 200,000             | -                 | -                   | -                 | -                     | -                 | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Capital    | -                   | -                   | -                 | -                   | -                 | -                     | -                 | -                          | 0.0%          | -                               | 0.0%          |
| Debt Charges                        | -                   | -                   | -                 | -                   | -                 | -                     | -                 | -                          | 0.0%          | -                               | 0.0%          |
| <b>Capital Expenditures</b>         | <b>718,583</b>      | <b>200,000</b>      | <b>-</b>          | <b>-</b>            | <b>-</b>          | <b>-</b>              | <b>-</b>          | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| <b>Total Gross Expenditures</b>     | <b>(67,092)</b>     | <b>(48,811)</b>     | <b>66,169</b>     | <b>(672,431)</b>    | <b>18,169</b>     | <b>-</b>              | <b>18,169</b>     | <b>(48,000)</b>            | <b>-72.5%</b> | <b>(48,000)</b>                 | <b>-72.5%</b> |
| Subsidy Revenue                     | (48,000)            | (48,000)            | (48,000)          | -                   | -                 | -                     | -                 | 48,000                     | -100.0%       | 48,000                          | -100.0%       |
| Other Revenue                       | (154,912)           | (134,951)           | (18,169)          | (18,169)            | (18,169)          | -                     | (18,169)          | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Revenue</b>                | <b>(202,912)</b>    | <b>(182,951)</b>    | <b>(66,169)</b>   | <b>(18,169)</b>     | <b>(18,169)</b>   | <b>-</b>              | <b>(18,169)</b>   | <b>48,000</b>              | <b>-72.5%</b> | <b>48,000</b>                   | <b>-72.5%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (270,004)</b> | <b>\$ (231,762)</b> | <b>\$ -</b>       | <b>\$ (690,600)</b> | <b>\$ -</b>       | <b>\$ -</b>           | <b>\$ -</b>       | <b>\$ -</b>                | <b>0.0%</b>   | <b>\$ -</b>                     | <b>0.0%</b>   |

| CAO's Office              | 2014            | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>93.1</b>     | <b>93.1</b> | <b>-</b>              | <b>93.1</b>      | <b>-</b>                   | <b>0.0%</b>                     |



## Divisional Summary

| Chief Administrative Officer        | 2012              | 2013               | 2014            |                    | 2015           |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|-------------------|--------------------|-----------------|--------------------|----------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual            | Actual             | Approved Budget | Projected Actual   | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 571,607        | \$ 580,947         | \$ 436,917      | \$ 436,917         | \$ 444,150     | \$ -                  | \$ 444,150       | \$ 7,233                   | 1.7%        | \$ 7,233                        | 1.7%        |
| Materials & Supplies                | 23,848            | 16,524             | 24,700          | 17,900             | 24,700         | -                     | 24,700           | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 30,270            | 27,159             | 42,175          | 31,475             | 42,175         | -                     | 42,175           | -                          | 0.0%        | -                               | 0.0%        |
| Financial and Rent Expenses         | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | 2,600             | 2,500              | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>628,325</b>    | <b>627,130</b>     | <b>503,792</b>  | <b>486,292</b>     | <b>511,025</b> | <b>-</b>              | <b>511,025</b>   | <b>7,233</b>               | <b>1.4%</b> | <b>7,233</b>                    | <b>1.4%</b> |
| Allocated Charges / Recoveries      | 559               | 1,884              | 450             | 150                | 450            | -                     | 450              | -                          | 0.0%        | -                               | 0.0%        |
| Corporate Support                   | (631,325)         | (659,345)          | (504,242)       | (504,242)          | (511,475)      | -                     | (511,475)        | (7,233)                    | 1.4%        | (7,233)                         | 1.4%        |
| Transfers to Reserves-Operating     | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>(2,441)</b>    | <b>(30,331)</b>    | <b>-</b>        | <b>(17,800)</b>    | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>           | <b>-</b>        | <b>-</b>           | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>(2,441)</b>    | <b>(30,331)</b>    | <b>-</b>        | <b>(17,800)</b>    | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | -                 | -                  | -               | -                  | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>-</b>          | <b>-</b>           | <b>-</b>        | <b>-</b>           | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (2,441)</b> | <b>\$ (30,331)</b> | <b>\$ -</b>     | <b>\$ (17,800)</b> | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

| Chief Administrative Officer | 2014            |  | 2015        |                       |                  | Change                     |               |                                 |               |
|------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|---------------|---------------------------------|---------------|
| Staff Complement (F.T.E.)    | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |
| <b>Total</b>                 | <b>3.6</b>      |  | <b>2.8</b>  | <b>-</b>              | <b>2.8</b>       | <b>(0.8)</b>               | <b>-21.1%</b> | <b>(0.8)</b>                    | <b>-21.1%</b> |

# Base Budget Change Report

| Chief Administrative Officer        | 2014            |                    | 2015           |                       |                  | Change in Budget           |             | Comments |
|-------------------------------------|-----------------|--------------------|----------------|-----------------------|------------------|----------------------------|-------------|----------|
|                                     | Approved Budget | Projected Actual   | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |          |
| Personnel Services                  | \$ 436,917      | \$ 436,917         | \$ 444,150     | \$ -                  | \$ 444,150       | \$ 7,233                   | 1.7%        |          |
| Materials & Supplies                | 24,700          | 17,900             | 24,700         | -                     | 24,700           | -                          | 0.0%        |          |
| Purchased Services                  | 42,175          | 31,475             | 42,175         | -                     | 42,175           | -                          | 0.0%        |          |
| Financial and Rent Expenses         | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| Grants & Assistance                 | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Total Direct Costs</b>           | <b>503,792</b>  | <b>486,292</b>     | <b>511,025</b> | -                     | <b>511,025</b>   | <b>7,233</b>               | <b>1.4%</b> |          |
| Allocated Charges/Recoveries        | 450             | 150                | 450            | -                     | 450              | -                          | 0.0%        |          |
| Corporate Support                   | (504,242)       | (504,242)          | (511,475)      | -                     | (511,475)        | (7,233)                    | 1.4%        |          |
| Transfer to Reserves - Operating    | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| Transfer from Reserves - Operating  | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Gross Operating Expenditures</b> | -               | <b>(17,800)</b>    | -              | -                     | -                | -                          | <b>0.0%</b> |          |
| Transfer to Reserves - Capital      | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| Transfer from Reserves - Capital    | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| Debt Charges                        | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Capital Expenditures</b>         | -               | -                  | -              | -                     | -                | -                          | <b>0.0%</b> |          |
| <b>Total Gross Expenditures</b>     | -               | <b>(17,800)</b>    | -              | -                     | -                | -                          | <b>0.0%</b> |          |
| Subsidy Revenue                     | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| Other Revenue                       | -               | -                  | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Total Revenue</b>                | -               | -                  | -              | -                     | -                | -                          | <b>0.0%</b> |          |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>     | <b>\$ (17,800)</b> | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |          |

# Policy Integration & Communications

## Divisional Summary

| Policy Integration & Communications | 2012                |                   | 2013             |                     | 2014             |                       | 2015             |                            |               | Change                          |               |
|-------------------------------------|---------------------|-------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|---------------|---------------------------------|---------------|
|                                     | Actual              | Actual            | Approved Budget  | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |
| Personnel Services                  | \$ 3,761,485        | \$ 4,336,640      | \$ 3,523,590     | \$ 3,323,590        | \$ 3,885,370     | \$ -                  | \$ 3,885,370     | \$ 361,780                 | 10.3%         | \$ 361,780                      | 10.3%         |
| Materials & Supplies                | 204,685             | 193,777           | 226,848          | 226,848             | 227,848          | -                     | 227,848          | 1,000                      | 0.4%          | 1,000                           | 0.4%          |
| Purchased Services                  | 1,025,233           | 889,275           | 1,606,068        | 1,368,068           | 1,607,068        | -                     | 1,607,068        | 1,000                      | 0.1%          | 1,000                           | 0.1%          |
| Financial and Rent Expenses         | -                   | 458               | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Grants & Assistance                 | 51,500              | 51,500            | 51,500           | 51,500              | 51,500           | -                     | 51,500           | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Direct Costs</b>           | <b>5,042,903</b>    | <b>5,471,650</b>  | <b>5,408,006</b> | <b>4,970,006</b>    | <b>5,771,786</b> | <b>-</b>              | <b>5,771,786</b> | <b>363,780</b>             | <b>6.7%</b>   | <b>363,780</b>                  | <b>6.7%</b>   |
| Allocated Charges / Recoveries      | (812,717)           | (731,254)         | (1,388,445)      | (1,392,945)         | (1,267,345)      | -                     | (1,267,345)      | 121,100                    | -8.7%         | 121,100                         | -8.7%         |
| Corporate Support                   | (4,604,774)         | (4,770,437)       | (3,953,392)      | (3,957,392)         | (4,486,272)      | -                     | (4,486,272)      | (532,880)                  | 13.5%         | (532,880)                       | 13.5%         |
| Transfers to Reserves-Operating     | -                   | -                 | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Operating  | -                   | -                 | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Gross Operating Expenditures</b> | <b>(374,588)</b>    | <b>(30,042)</b>   | <b>66,169</b>    | <b>(380,331)</b>    | <b>18,169</b>    | <b>-</b>              | <b>18,169</b>    | <b>(48,000)</b>            | <b>-72.5%</b> | <b>(48,000)</b>                 | <b>-72.5%</b> |
| Transfer to Reserves - Capital      | 200,000             | 200,000           | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Capital    | -                   | -                 | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Debt Charges                        | -                   | -                 | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Capital Expenditures</b>         | <b>200,000</b>      | <b>200,000</b>    | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| <b>Total Gross Expenditures</b>     | <b>(174,588)</b>    | <b>169,958</b>    | <b>66,169</b>    | <b>(380,331)</b>    | <b>18,169</b>    | <b>-</b>              | <b>18,169</b>    | <b>(48,000)</b>            | <b>-72.5%</b> | <b>(48,000)</b>                 | <b>-72.5%</b> |
| Subsidy Revenue                     | (48,000)            | (48,000)          | (48,000)         | -                   | -                | -                     | -                | 48,000                     | -100.0%       | 48,000                          | -100.0%       |
| Other Revenue                       | (16,072)            | (2,732)           | (18,169)         | (18,169)            | (18,169)         | -                     | (18,169)         | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Revenue</b>                | <b>(64,072)</b>     | <b>(50,732)</b>   | <b>(66,169)</b>  | <b>(18,169)</b>     | <b>(18,169)</b>  | <b>-</b>              | <b>(18,169)</b>  | <b>48,000</b>              | <b>-72.5%</b> | <b>48,000</b>                   | <b>-72.5%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (238,660)</b> | <b>\$ 119,227</b> | <b>\$ -</b>      | <b>\$ (398,500)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>   | <b>\$ -</b>                     | <b>0.0%</b>   |

| Policy Integration & Communications | 2014            |  | 2015        |                       |                  | Change                     |                                 |
|-------------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.)           | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>                        | <b>41.7</b>     |  | <b>43.5</b> | <b>-</b>              | <b>43.5</b>      | <b>1.8</b>                 | <b>4.2%</b>                     |

## Base Budget Change Report

| Policy Integration & Communication  | 2014             |                     | 2015             |                       |                  | Change in Budget           |               | Comments   |
|-------------------------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|---------------|--|
|                                     | Approved Budget  | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               |  |
| Personnel Services                  | \$ 3,523,590     | \$ 3,323,590        | \$ 3,885,370     | \$ -                  | \$ 3,885,370     | \$ 361,780                 | 10.3%         | Increase due to additional staffing costs in Access Halton (extended on-call service and customer service representative) and Communication staff (Web Content Administrator), which have been redeployed from the Business Planning & Corporative Initiatives division. |
| Materials & Supplies                | 226,848          | 226,848             | 227,848          | -                     | 227,848          | 1,000                      | 0.4%          |  |
| Purchased Services                  | 1,606,068        | 1,368,068           | 1,607,068        | -                     | 1,607,068        | 1,000                      | 0.1%          |  |
| Financial and Rent Expenses         | -                | -                   | -                | -                     | -                | -                          | 0.0%          |  |
| Grants & Assistance                 | 51,500           | 51,500              | 51,500           | -                     | 51,500           | -                          | 0.0%          |  |
| <b>Total Direct Costs</b>           | <b>5,408,006</b> | <b>4,970,006</b>    | <b>5,771,786</b> | <b>-</b>              | <b>5,771,786</b> | <b>363,780</b>             | <b>6.7%</b>   |  |
| Allocated Charges/Recoveries        | (1,388,445)      | (1,392,945)         | (1,267,345)      | -                     | (1,267,345)      | 121,100                    | -8.7%         | Reduced recovery as the web content service is to be recovered through corporate support charges, plus increased IT cost for Social Media Management Tools system.   |
| Corporate Support                   | (3,953,392)      | (3,957,392)         | (4,486,272)      | -                     | (4,486,272)      | (532,880)                  | 13.5%         | In accordance with corporate support cost allocation framework   |
| Transfer to Reserves - Operating    | -                | -                   | -                | -                     | -                | -                          | 0.0%          |  |
| Transfer from Reserves - Operating  | -                | -                   | -                | -                     | -                | -                          | 0.0%          |  |
| <b>Gross Operating Expenditures</b> | <b>66,169</b>    | <b>(380,331)</b>    | <b>18,169</b>    | <b>-</b>              | <b>18,169</b>    | <b>(48,000)</b>            | <b>-72.5%</b> |  |
| Transfer to Reserves - Capital      | -                | -                   | -                | -                     | -                | -                          | 0.0%          |  |
| Transfer from Reserves - Capital    | -                | -                   | -                | -                     | -                | -                          | 0.0%          |  |
| Debt Charges                        | -                | -                   | -                | -                     | -                | -                          | 0.0%          |  |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   |  |
| <b>Total Gross Expenditures</b>     | <b>66,169</b>    | <b>(380,331)</b>    | <b>18,169</b>    | <b>-</b>              | <b>18,169</b>    | <b>(48,000)</b>            | <b>-72.5%</b> |  |
| Subsidy Revenue                     | (48,000)         | -                   | -                | -                     | -                | 48,000                     | -100.0%       | Provincial funding for the Service Ontario Government Information Centre ended March 31, 2014.   |
| Other Revenue                       | (18,169)         | (18,169)            | (18,169)         | -                     | (18,169)         | -                          | 0.0%          |  |
| <b>Total Revenue</b>                | <b>(66,169)</b>  | <b>(18,169)</b>     | <b>(18,169)</b>  | <b>-</b>              | <b>(18,169)</b>  | <b>48,000</b>              | <b>-72.5%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ (398,500)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>   |  |

# Business Planning & Corporate Initiatives

## Divisional Summary

| Business Planning & Corporate Initiatives | 2012               | 2013               | 2014             |                     | 2015             |                       |                  | Change                     |               |                                 |               |
|---|--------------------|--------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|---------------|---------------------------------|---------------|
|   | Actual             | Actual             | Approved Budget  | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               | 2015 Requested to 2014 Approved |               |
| Personnel Services                        | \$ 822,484         | \$ 793,512         | \$ 1,257,220     | \$ 797,220          | \$ 952,040       | \$ -                  | \$ 952,040       | \$ (305,180)               | -24.3%        | \$ (305,180)                    | -24.3%        |
| Materials & Supplies                      | 4,588              | 7,864              | 20,826           | 20,826              | 20,826           | -                     | 20,826           | -                          | 0.0%          | -                               | 0.0%          |
| Purchased Services                        | 17,879             | 16,878             | 427,600          | 265,200             | 427,600          | -                     | 427,600          | -                          | 0.0%          | -                               | 0.0%          |
| Financial and Rent Expenses               | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Grants & Assistance                       | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Direct Costs</b>                 | <b>844,951</b>     | <b>818,254</b>     | <b>1,705,646</b> | <b>1,083,246</b>    | <b>1,400,466</b> | <b>-</b>              | <b>1,400,466</b> | <b>(305,180)</b>           | <b>-17.9%</b> | <b>(305,180)</b>                | <b>-17.9%</b> |
| Allocated Charges / Recoveries            | 719                | 624                | (89,900)         | 700                 | (90,100)         | -                     | (90,100)         | (200)                      | 0.2%          | (200)                           | 0.2%          |
| Corporate Support                         | (857,400)          | (887,310)          | (1,615,746)      | (1,543,946)         | (1,310,366)      | -                     | (1,310,366)      | 305,380                    | -18.9%        | 305,380                         | -18.9%        |
| Transfers to Reserves-Operating           | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Operating        | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Gross Operating Expenditures</b>       | <b>(11,731)</b>    | <b>(68,432)</b>    | <b>-</b>         | <b>(460,000)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| Transfer to Reserves - Capital            | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Transfer from Reserves - Capital          | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Debt Charges                              | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Capital Expenditures</b>               | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| <b>Total Gross Expenditures</b>           | <b>(11,731)</b>    | <b>(68,432)</b>    | <b>-</b>         | <b>(460,000)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| Subsidy Revenue                           | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| Other Revenue                             | -                  | -                  | -                | -                   | -                | -                     | -                | -                          | 0.0%          | -                               | 0.0%          |
| <b>Total Revenue</b>                      | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   | <b>-</b>                        | <b>0.0%</b>   |
| <b>Net Program Expenditures</b>           | <b>\$ (11,731)</b> | <b>\$ (68,432)</b> | <b>\$ -</b>      | <b>\$ (460,000)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>   | <b>\$ -</b>                     | <b>0.0%</b>   |

| Business Planning & Corporate Initiatives | 2014            |  | 2015        |                       |                  | Change                     |                                 |
|---|-----------------|--|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.)                 | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>                              | <b>9.0</b>      |  | <b>7.0</b>  | <b>-</b>              | <b>7.0</b>       | <b>(2.0)</b>               | <b>-22.2%</b>                   |
|   |                 |  |             |                       |                  | <b>(2.0)</b>               | <b>-22.2%</b>                   |

# Base Budget Change Report

| Business Planning & Corporate Initiatives | 2014             |                     | 2015             |                       |                  | Change in Budget           |               | Comments  |
|---|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|---------------|---|
|   | Approved Budget  | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |               |   |
| Personnel Services                        | \$ 1,257,220     | \$ 797,220          | \$ 952,040       | \$ -                  | \$ 952,040       | \$ (305,180)               | -24.3%        | Reduction due to staff redeployments to Policy Integration & Communications (PIC) and Internal Audit Divisions.<br><br>In accordance with corporate support cost allocation framework |
| Materials & Supplies                      | 20,826           | 20,826              | 20,826           | -                     | 20,826           | -                          | 0.0%          |   |
| Purchased Services                        | 427,600          | 265,200             | 427,600          | -                     | 427,600          | -                          | 0.0%          |   |
| Financial and Rent Expenses               | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| Grants & Assistance                       | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| <b>Total Direct Costs</b>                 | <b>1,705,646</b> | <b>1,083,246</b>    | <b>1,400,466</b> | <b>-</b>              | <b>1,400,466</b> | <b>(305,180)</b>           | <b>-17.9%</b> |   |
| Allocated Charges/Recoveries              | (89,900)         | 700                 | (90,100)         | -                     | (90,100)         | (200)                      | 0.2%          |   |
| Corporate Support                         | (1,615,746)      | (1,543,946)         | (1,310,366)      | -                     | (1,310,366)      | 305,380                    | -18.9%        |   |
| Transfer to Reserves - Operating          | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| Transfer from Reserves - Operating        | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| <b>Gross Operating Expenditures</b>       | <b>-</b>         | <b>(460,000)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   |   |
| Transfer to Reserves - Capital            | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| Transfer from Reserves - Capital          | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| Debt Charges                              | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| <b>Capital Expenditures</b>               | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   |   |
| <b>Total Gross Expenditures</b>           | <b>-</b>         | <b>(460,000)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   |   |
| Subsidy Revenue                           | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| Other Revenue                             | -                | -                   | -                | -                     | -                | -                          | 0.0%          |   |
| <b>Total Revenue</b>                      | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>   |   |
| <b>Net Program Expenditures</b>           | <b>\$ -</b>      | <b>\$ (460,000)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>   |   |

# Human Resource Services

## Divisional Summary

| Human Resource Services             | 2012               | 2013                | 2014             |                   | 2015             |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|--------------------|---------------------|------------------|-------------------|------------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual             | Actual              | Approved Budget  | Projected Actual  | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 3,229,720       | \$ 3,277,792        | \$ 3,467,960     | \$ 3,467,960      | \$ 3,535,230     | \$ -                  | \$ 3,535,230     | \$ 67,270                  | 1.9%        | \$ 67,270                       | 1.9%        |
| Materials & Supplies                | 90,613             | 54,604              | 93,960           | 93,960            | 93,960           | -                     | 93,960           | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 1,675,096          | 1,246,190           | 1,196,603        | 1,289,450         | 1,192,697        | -                     | 1,192,697        | (3,906)                    | -0.3%       | (3,906)                         | -0.3%       |
| Financial and Rent Expenses         | -                  | -                   | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | 15,006             | 9,616               | 15,800           | 15,800            | 15,800           | -                     | 15,800           | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>5,010,435</b>   | <b>4,588,203</b>    | <b>4,774,323</b> | <b>4,867,170</b>  | <b>4,837,687</b> | <b>-</b>              | <b>4,837,687</b> | <b>63,364</b>              | <b>1.3%</b> | <b>63,364</b>                   | <b>1.3%</b> |
| Allocated Charges / Recoveries      | (145,968)          | (116,089)           | (176,820)        | (85,320)          | (118,660)        | -                     | (118,660)        | 58,160                     | -32.9%      | 58,160                          | -32.9%      |
| Corporate Support                   | (3,489,151)        | (3,622,860)         | (3,706,373)      | (3,733,520)       | (3,814,857)      | -                     | (3,814,857)      | (108,484)                  | 2.9%        | (108,484)                       | 2.9%        |
| Transfers to Reserves-Operating     | -                  | 936,248             | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | (1,780,350)        | (1,843,590)         | (891,130)        | (891,130)         | (904,170)        | -                     | (904,170)        | (13,040)                   | 1.5%        | (13,040)                        | 1.5%        |
| <b>Gross Operating Expenditures</b> | <b>(405,034)</b>   | <b>(58,088)</b>     | <b>-</b>         | <b>157,200</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | 518,583            | -                   | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                  | -                   | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                  | -                   | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>518,583</b>     | <b>-</b>            | <b>-</b>         | <b>-</b>          | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>113,549</b>     | <b>(58,088)</b>     | <b>-</b>         | <b>157,200</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                  | -                   | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | (138,841)          | (132,219)           | -                | -                 | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>(138,841)</b>   | <b>(132,219)</b>    | <b>-</b>         | <b>-</b>          | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (25,292)</b> | <b>\$ (190,307)</b> | <b>\$ -</b>      | <b>\$ 157,200</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

| Human Resource Services   | 2014            |  | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>35.8</b>     |  | <b>35.8</b> | <b>-</b>              | <b>35.8</b>      | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Human Resource Services             | 2014             |                   | 2015             |                       |                  | Change in Budget           |             | Comments   |
|-------------------------------------|------------------|-------------------|------------------|-----------------------|------------------|----------------------------|-------------|--|
|                                     | Approved Budget  | Projected Actual  | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |  |
| Personnel Services                  | \$ 3,467,960     | \$ 3,467,960      | \$ 3,535,230     | \$ -                  | \$ 3,535,230     | \$ 67,270                  | 1.9%        |  |
| Materials & Supplies                | 93,960           | 93,960            | 93,960           | -                     | 93,960           | -                          | 0.0%        |  |
| Purchased Services                  | 1,196,603        | 1,289,450         | 1,192,697        | -                     | 1,192,697        | (3,906)                    | -0.3%       |  |
| Financial and Rent Expenses         | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| Grants & Assistance                 | 15,800           | 15,800            | 15,800           | -                     | 15,800           | -                          | 0.0%        |  |
| <b>Total Direct Costs</b>           | <b>4,774,323</b> | <b>4,867,170</b>  | <b>4,837,687</b> | <b>-</b>              | <b>4,837,687</b> | <b>63,364</b>              | <b>1.3%</b> |  |
| Allocated Charges/Recoveries        | (176,820)        | (85,320)          | (118,660)        | -                     | (118,660)        | 58,160                     | -32.9%      | Increased cost to support staff training and development.      |
| Corporate Support                   | (3,706,373)      | (3,733,520)       | (3,814,857)      | -                     | (3,814,857)      | (108,484)                  | 2.9%        | In accordance with corporate support cost allocation framework |
| Transfer to Reserves - Operating    | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| Transfer from Reserves - Operating  | (891,130)        | (891,130)         | (904,170)        | -                     | (904,170)        | (13,040)                   | 1.5%        |  |
| <b>Gross Operating Expenditures</b> | <b>-</b>         | <b>157,200</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| Transfer to Reserves - Capital      | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| Transfer from Reserves - Capital    | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| Debt Charges                        | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>          | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| <b>Total Gross Expenditures</b>     | <b>-</b>         | <b>157,200</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| Subsidy Revenue                     | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| Other Revenue                       | -                | -                 | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Total Revenue</b>                | <b>-</b>         | <b>-</b>          | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ 157,200</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |  |

# Internal Audit

## Divisional Summary

| Internal Audit                      | 2012            | 2013               | 2014            |                  | 2015           |                       |                  | Change                     |              |                                 |              |
|-------------------------------------|-----------------|--------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual          | Actual             | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 250,034      | \$ 328,759         | \$ 383,590      | \$ 383,590       | \$ 512,120     | \$ -                  | \$ 512,120       | \$ 128,530                 | 33.5%        | \$ 128,530                      | 33.5%        |
| Materials & Supplies                | 1,633           | 4,675              | 4,505           | 4,505            | 4,505          | -                     | 4,505            | -                          | 0.0%         | -                               | 0.0%         |
| Purchased Services                  | 57,548          | 35,825             | 47,010          | 76,710           | 47,010         | -                     | 47,010           | -                          | 0.0%         | -                               | 0.0%         |
| Financial and Rent Expenses         | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Grants & Assistance                 | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>309,214</b>  | <b>369,259</b>     | <b>435,105</b>  | <b>464,805</b>   | <b>563,635</b> | <b>-</b>              | <b>563,635</b>   | <b>128,530</b>             | <b>29.5%</b> | <b>128,530</b>                  | <b>29.5%</b> |
| Allocated Charges / Recoveries      | 15              | 12                 | 1,250           | 50               | 1,250          | -                     | 1,250            | -                          | 0.0%         | -                               | 0.0%         |
| Corporate Support                   | (301,110)       | (431,190)          | (436,355)       | (436,355)        | (564,885)      | -                     | (564,885)        | (128,530)                  | 29.5%        | (128,530)                       | 29.5%        |
| Transfers to Reserves-Operating     | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b> | <b>8,120</b>    | <b>(61,919)</b>    | <b>-</b>        | <b>28,500</b>    | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b>  |
| Transfer to Reserves - Capital      | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Capital    | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Debt Charges                        | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>         | <b>-</b>        | <b>-</b>           | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b>  |
| <b>Total Gross Expenditures</b>     | <b>8,120</b>    | <b>(61,919)</b>    | <b>-</b>        | <b>28,500</b>    | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b>  |
| Subsidy Revenue                     | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Other Revenue                       | -               | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Revenue</b>                | <b>-</b>        | <b>-</b>           | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  | <b>-</b>                        | <b>0.0%</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ 8,120</b> | <b>\$ (61,919)</b> | <b>\$ -</b>     | <b>\$ 28,500</b> | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>  | <b>\$ -</b>                     | <b>0.0%</b>  |

| Internal Audit            | 2014            |  | 2015        |                       |                  | Change                     |              |                                 |              |
|---------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|--------------|---------------------------------|--------------|
| Staff Complement (F.T.E.) | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| <b>Total</b>              | <b>3.0</b>      |  | <b>4.0</b>  | <b>-</b>              | <b>4.0</b>       | <b>1.0</b>                 | <b>33.3%</b> | <b>1.0</b>                      | <b>33.3%</b> |

# Base Budget Change Report

| Internal Audit                      | 2014            |                  | 2015           |                       |                  | Change in Budget           |              | Comments  |
|-------------------------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|--------------|---|
|                                     | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ 383,590      | \$ 383,590       | \$ 512,120     | \$ -                  | \$ 512,120       | \$ 128,530                 | 33.5%        | Increase due to an additional Internal Auditor position redeployed from Business Planning and Corporate Initiatives Division.<br><br>In accordance with corporate support cost allocation framework |
| Materials & Supplies                | 4,505           | 4,505            | 4,505          | -                     | 4,505            | -                          | 0.0%         |   |
| Purchased Services                  | 47,010          | 76,710           | 47,010         | -                     | 47,010           | -                          | 0.0%         |   |
| Financial and Rent Expenses         | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| Grants & Assistance                 | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>435,105</b>  | <b>464,805</b>   | <b>563,635</b> | <b>-</b>              | <b>563,635</b>   | <b>128,530</b>             | <b>29.5%</b> |   |
| Allocated Charges/Recoveries        | 1,250           | 50               | 1,250          | -                     | 1,250            | -                          | 0.0%         |   |
| Corporate Support                   | (436,355)       | (436,355)        | (564,885)      | -                     | (564,885)        | (128,530)                  | 29.5%        |   |
| Transfer to Reserves - Operating    | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| Transfer from Reserves - Operating  | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| <b>Gross Operating Expenditures</b> | <b>-</b>        | <b>28,500</b>    | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  |   |
| Transfer to Reserves - Capital      | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| Transfer from Reserves - Capital    | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| Debt Charges                        | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>-</b>        | <b>28,500</b>    | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  |   |
| Subsidy Revenue                     | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| Other Revenue                       | -               | -                | -              | -                     | -                | -                          | 0.0%         |   |
| <b>Total Revenue</b>                | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>     | <b>\$ 28,500</b> | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>  |   |



# Budget and Business Plan 2015

## Office of the Chair & Regional Council





# Office of the Chair & Regional Council

## Functions & Objectives

- The Regional Chair is the head of Regional Council and the Chief Executive Officer of the Halton Region.
- Regional Council is comprised of 21 officials who have been elected to represent the residents of Halton for a four-year term and to consider their well-being and interests.
- Maintain the financial integrity of the Region.
- Direct and provide oversight to Regional Policy and Programs.
- Determine the strategic direction and priorities for provision of Halton services.
- Ensure that there are administrative practices and procedures in place to implement Council decisions.

## External Factors Influencing Activities & Outcomes

- Provincial and Federal legislation / regulations and other initiatives.
- General economic conditions.
- Increasing costs to accommodate growth and meet community needs.
- Community Priorities.

# Office of the Chair

## Divisional Summary

| Office of the Chair                 | 2012               | 2013               | 2014            |                  | 2015           |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|--------------------|--------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual             | Actual             | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 464,008         | \$ 466,884         | \$ 493,290      | \$ 493,290       | \$ 501,660     | \$ -                  | \$ 501,660       | \$ 8,370                   | 1.7%        | \$ 8,370                        | 1.7%        |
| Materials & Supplies                | 14,719             | 18,790             | 20,900          | 20,900           | 20,900         | -                     | 20,900           | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | 13,364             | 15,136             | 22,050          | 22,650           | 22,050         | -                     | 22,050           | -                          | 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%        |
| <b>Total Direct Costs</b>           | <b>492,090</b>     | <b>500,810</b>     | <b>539,240</b>  | <b>539,840</b>   | <b>547,610</b> | <b>-</b>              | <b>547,610</b>   | <b>8,370</b>               | <b>1.6%</b> | <b>8,370</b>                    | <b>1.6%</b> |
| Allocated Charges / Recoveries      | 7,842              | 6,892              | 12,809          | 12,509           | 12,448         | -                     | 12,448           | (361)                      | -2.8%       | (361)                           | -2.8%       |
| Corporate Support                   | (527,650)          | (545,010)          | (552,049)       | (552,349)        | (560,058)      | -                     | (560,058)        | (8,009)                    | 1.5%        | (8,009)                         | 1.5%        |
| Transfers to Reserves-Operating     | -                  | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                  | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b> | <b>(27,718)</b>    | <b>(37,308)</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | -                  | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                  | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                  | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>           | <b>-</b>           | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>(27,718)</b>    | <b>(37,308)</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                  | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | (8,154)            | -                  | -               | -                | -              | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>(8,154)</b>     | <b>-</b>           | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ (35,872)</b> | <b>\$ (37,308)</b> | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

| Office of the Chair       | 2014            | 2015        |                       |                  | Change                     |                                 |
|---------------------------|-----------------|-------------|-----------------------|------------------|----------------------------|---------------------------------|
| Staff Complement (F.T.E.) | Approved Budget | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |
| <b>Total</b>              | <b>4.0</b>      | <b>4.0</b>  | <b>-</b>              | <b>4.0</b>       | <b>-</b>                   | <b>0.0%</b>                     |

# Base Budget Change Report

| Office of the Chair                 | 2014            |                  | 2015           |                       |                  | Change in Budget           |             | Comments |
|-------------------------------------|-----------------|------------------|----------------|-----------------------|------------------|----------------------------|-------------|----------|
|                                     | Approved Budget | Projected Actual | Base Budget    | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |          |
| Personnel Services                  | \$ 493,290      | \$ 493,290       | \$ 501,660     | \$ -                  | \$ 501,660       | \$ 8,370                   | 1.7%        |          |
| Materials & Supplies                | 20,900          | 20,900           | 20,900         | -                     | 20,900           | -                          | 0.0%        |          |
| Purchased Services                  | 22,050          | 22,650           | 22,050         | -                     | 22,050           | -                          | 0.0%        |          |
| Financial and Rent Expenses         | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| Grants & Assistance                 | 3,000           | 3,000            | 3,000          | -                     | 3,000            | -                          | 0.0%        |          |
| <b>Total Direct Costs</b>           | <b>539,240</b>  | <b>539,840</b>   | <b>547,610</b> | <b>-</b>              | <b>547,610</b>   | <b>8,370</b>               | <b>1.6%</b> |          |
| Allocated Charges/Recoveries        | 12,809          | 12,509           | 12,448         | -                     | 12,448           | (361)                      | -2.8%       |          |
| Corporate Support                   | (552,049)       | (552,349)        | (560,058)      | -                     | (560,058)        | (8,009)                    | 1.5%        |          |
| Transfer to Reserves - Operating    | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| Transfer from Reserves - Operating  | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Gross Operating Expenditures</b> | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |          |
| Transfer to Reserves - Capital      | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| Transfer from Reserves - Capital    | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| Debt Charges                        | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Capital Expenditures</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |          |
| <b>Total Gross Expenditures</b>     | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |          |
| Subsidy Revenue                     | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| Other Revenue                       | -               | -                | -              | -                     | -                | -                          | 0.0%        |          |
| <b>Total Revenue</b>                | <b>-</b>        | <b>-</b>         | <b>-</b>       | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |          |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>     | <b>\$ -</b>      | <b>\$ -</b>    | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |          |

# Regional Council

## Divisional Summary

| Regional Council                    | 2012             | 2013               | 2014             |                    | 2015             |                       |                  | Change                     |             |                                 |             |
|-------------------------------------|------------------|--------------------|------------------|--------------------|------------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                     | Actual           | Actual             | Approved Budget  | Projected Actual   | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ 1,021,789     | \$ 1,048,973       | \$ 1,055,250     | \$ 1,055,250       | \$ 1,076,010     | \$ -                  | \$ 1,076,010     | \$ 20,760                  | 2.0%        | \$ 20,760                       | 2.0%        |
| Materials & Supplies                | 16,758           | 25,001             | 39,500           | 24,500             | 40,200           | -                     | 40,200           | 700                        | 1.8%        | 700                             | 1.8%        |
| Purchased Services                  | 130,494          | 158,300            | 185,900          | 180,500            | 174,750          | -                     | 174,750          | (11,150)                   | -6.0%       | (11,150)                        | -6.0%       |
| Financial and Rent Expenses         | 9                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Direct Costs</b>           | <b>1,169,050</b> | <b>1,232,275</b>   | <b>1,280,650</b> | <b>1,260,250</b>   | <b>1,290,960</b> | <b>-</b>              | <b>1,290,960</b> | <b>10,310</b>              | <b>0.8%</b> | <b>10,310</b>                   | <b>0.8%</b> |
| Allocated Charges / Recoveries      | 1,172            | 104                | 0                | 0                  | -                | -                     | -                | (0)                        | -100.0%     | (0)                             | -100.0%     |
| Corporate Support                   | (1,167,650)      | (1,253,710)        | (1,280,650)      | (1,280,650)        | (1,245,960)      | -                     | (1,245,960)      | 34,690                     | -2.7%       | 34,690                          | -2.7%       |
| Transfers to Reserves-Operating     | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Operating  | -                | -                  | -                | -                  | (45,000)         | -                     | (45,000)         | (45,000)                   |             | (45,000)                        |             |
| <b>Gross Operating Expenditures</b> | <b>2,572</b>     | <b>(21,332)</b>    | <b>-</b>         | <b>(20,400)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Transfer to Reserves - Capital      | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>2,572</b>     | <b>(21,332)</b>    | <b>-</b>         | <b>(20,400)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| Subsidy Revenue                     | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | -                | -                  | -                | -                  | -                | -                     | -                | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 2,572</b>  | <b>\$ (21,332)</b> | <b>\$ -</b>      | <b>\$ (20,400)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

# Base Budget Change Report

| Regional Council                    | 2014             |                    | 2015             |                       |                  | Change in Budget           |             | Comments  |
|-------------------------------------|------------------|--------------------|------------------|-----------------------|------------------|----------------------------|-------------|---|
|                                     | Approved Budget  | Projected Actual   | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ 1,055,250     | \$ 1,055,250       | \$ 1,076,010     | \$ -                  | \$ 1,076,010     | \$ 20,760                  | 2.0%        | Reduction in purchased services based on actual spending trend. |
| Materials & Supplies                | 39,500           | 24,500             | 40,200           | -                     | 40,200           | 700                        | 1.8%        |   |
| Purchased Services                  | 185,900          | 180,500            | 174,750          | -                     | 174,750          | (11,150)                   | -6.0%       |   |
| Financial and Rent Expenses         | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Grants & Assistance                 | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Total Direct Costs</b>           | <b>1,280,650</b> | <b>1,260,250</b>   | <b>1,290,960</b> | <b>-</b>              | <b>1,290,960</b> | <b>10,310</b>              | <b>0.8%</b> |   |
| Allocated Charges/Recoveries        | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Corporate Support                   | (1,280,650)      | (1,280,650)        | (1,245,960)      | -                     | (1,245,960)      | 34,690                     | -2.7%       |   |
| Transfer to Reserves - Operating    | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -                | -                  | (45,000)         | -                     | (45,000)         | (45,000)                   | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | <b>-</b>         | <b>(20,400)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| Transfer to Reserves - Capital      | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Debt Charges                        | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>-</b>         | <b>(20,400)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| Subsidy Revenue                     | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| Other Revenue                       | -                | -                  | -                | -                     | -                | -                          | 0.0%        |   |
| <b>Total Revenue</b>                | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ (20,400)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |   |



# Budget and Business Plan 2015

## Halton Regional Police Service





# Halton Regional Police Service

## Departmental Summary

| Halton Regional Police Service      | 2012                  | 2013                  | 2014                  |                       | 2015                  |                       |                       | Change                     |              |                                 |              |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual                | Actual                | Approved Budget       | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ 107,990,137        | \$ 115,484,287        | \$ 117,887,962        | \$ 117,887,962        | \$ 122,419,379        | \$ 870,000            | \$ 123,289,379        | \$ 4,531,417               | 3.8%         | \$ 5,401,417                    | 4.6%         |
| Materials & Supplies                | 6,027,898             | 6,286,320             | 6,483,368             | 6,483,368             | 6,169,473             | 121,000               | 6,290,473             | (313,895)                  | -4.8%        | (192,895)                       | -3.0%        |
| Purchased Services                  | 5,651,594             | 5,945,961             | 6,787,395             | 6,787,395             | 7,154,017             | 7,000                 | 7,161,017             | 366,621                    | 5.4%         | 373,621                         | 5.5%         |
| Financial and Rent Expenses         | 261,578               | 211,341               | 291,220               | 291,220               | 284,024               | -                     | 284,024               | (7,196)                    | -2.5%        | (7,196)                         | -2.5%        |
| Grants & Assistance                 | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>119,931,207</b>    | <b>127,927,909</b>    | <b>131,449,945</b>    | <b>131,449,945</b>    | <b>136,026,892</b>    | <b>998,000</b>        | <b>137,024,892</b>    | <b>4,576,947</b>           | <b>3.5%</b>  | <b>5,574,947</b>                | <b>4.2%</b>  |
| Allocated Charges / Recoveries      | 1,588,822             | 1,583,377             | 1,648,582             | 1,648,582             | 1,702,056             | -                     | 1,702,056             | 53,474                     | 3.2%         | 53,474                          | 3.2%         |
| Corporate Support                   | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                          | 0.0%         | -                               | 0.0%         |
| Transfers to Reserves-Operating     | -                     | 355,201               | -                     | -                     | -                     | -                     | -                     | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating  | (30,238)              | (422,433)             | (100,000)             | (100,000)             | (30,000)              | -                     | (30,000)              | 70,000                     | -70.0%       | 70,000                          | -70.0%       |
| <b>Gross Operating Expenditures</b> | <b>121,489,791</b>    | <b>129,444,054</b>    | <b>132,998,527</b>    | <b>132,998,527</b>    | <b>137,698,948</b>    | <b>998,000</b>        | <b>138,696,948</b>    | <b>4,700,421</b>           | <b>3.5%</b>  | <b>5,698,421</b>                | <b>4.3%</b>  |
| Transfer to Reserves - Capital      | 6,886,910             | 4,103,620             | 3,414,432             | 3,414,432             | 3,864,432             | -                     | 3,864,432             | 450,000                    | 13.2%        | 450,000                         | 13.2%        |
| Transfer from Reserves - Capital    | (1,259,000)           | (1,216,000)           | (1,265,000)           | (1,265,000)           | (3,596,703)           | -                     | (3,596,703)           | (2,331,703)                | 184.3%       | (2,331,703)                     | 184.3%       |
| Debt Charges                        | 3,490,597             | 3,491,296             | 3,556,912             | 3,556,912             | 5,888,460             | -                     | 5,888,460             | 2,331,548                  | 65.5%        | 2,331,548                       | 65.5%        |
| <b>Capital Expenditures</b>         | <b>9,118,507</b>      | <b>6,378,916</b>      | <b>5,706,344</b>      | <b>5,706,344</b>      | <b>6,156,189</b>      | <b>-</b>              | <b>6,156,189</b>      | <b>449,845</b>             | <b>7.9%</b>  | <b>449,845</b>                  | <b>7.9%</b>  |
| <b>Total Gross Expenditures</b>     | <b>130,608,298</b>    | <b>135,822,970</b>    | <b>138,704,871</b>    | <b>138,704,871</b>    | <b>143,855,137</b>    | <b>998,000</b>        | <b>144,853,137</b>    | <b>5,150,266</b>           | <b>3.7%</b>  | <b>6,148,266</b>                | <b>4.4%</b>  |
| Subsidy Revenue                     | (3,776,464)           | (4,177,185)           | (4,538,416)           | (4,538,416)           | (5,125,888)           | -                     | (5,125,888)           | (587,472)                  | 12.9%        | (587,472)                       | 12.9%        |
| Other Revenue                       | (4,605,648)           | (4,691,116)           | (4,042,139)           | (4,042,139)           | (4,784,548)           | (135,000)             | (4,919,548)           | (742,409)                  | 18.4%        | (877,409)                       | 21.7%        |
| <b>Total Revenue</b>                | <b>(8,382,112)</b>    | <b>(8,868,301)</b>    | <b>(8,580,555)</b>    | <b>(8,580,555)</b>    | <b>(9,910,436)</b>    | <b>(135,000)</b>      | <b>(10,045,436)</b>   | <b>(1,329,881)</b>         | <b>15.5%</b> | <b>(1,464,881)</b>              | <b>17.1%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 122,226,186</b> | <b>\$ 126,954,669</b> | <b>\$ 130,124,316</b> | <b>\$ 130,124,316</b> | <b>\$ 133,944,701</b> | <b>\$ 863,000</b>     | <b>\$ 134,807,701</b> | <b>\$ 3,820,385</b>        | <b>2.9%</b>  | <b>\$ 4,683,385</b>             | <b>3.6%</b>  |



# Budget and Business Plan 2015

## Other Boards & Agencies





# Other Boards & Agencies

## Divisional Summary

|                                     | 2012                | 2013                | 2014                |                     | 2015                |                       |                     | Change                     |             |                                 |             |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---------------------------------|-------------|
| Boards & Agencies                   | Actual              | Actual              | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                  | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                  | \$ -                | \$ -                       | 0.0%        | \$ -                            | 0.0%        |
| Materials & Supplies                | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                  | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Financial and Rent Expenses         | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Grants & Assistance                 | 8,221,491           | 8,419,719           | 8,742,058           | 8,742,058           | 9,119,168           | -                     | 9,119,168           | 377,110                    | 4.3%        | 377,110                         | 4.3%        |
| <b>Total Direct Costs</b>           | <b>8,221,491</b>    | <b>8,419,719</b>    | <b>8,742,058</b>    | <b>8,742,058</b>    | <b>9,119,168</b>    | <b>-</b>              | <b>9,119,168</b>    | <b>377,110</b>             | <b>4.3%</b> | <b>377,110</b>                  | <b>4.3%</b> |
| 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%        |
| <b>Gross Operating Expenditures</b> | <b>8,221,491</b>    | <b>8,419,719</b>    | <b>8,742,058</b>    | <b>8,742,058</b>    | <b>9,119,168</b>    | <b>-</b>              | <b>9,119,168</b>    | <b>377,110</b>             | <b>4.3%</b> | <b>377,110</b>                  | <b>4.3%</b> |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Debt Charges                        | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Capital Expenditures</b>         | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Total Gross Expenditures</b>     | <b>8,221,491</b>    | <b>8,419,719</b>    | <b>8,742,058</b>    | <b>8,742,058</b>    | <b>9,119,168</b>    | <b>-</b>              | <b>9,119,168</b>    | <b>377,110</b>             | <b>4.3%</b> | <b>377,110</b>                  | <b>4.3%</b> |
| Subsidy Revenue                     | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| Other Revenue                       | -                   | -                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        | -                               | 0.0%        |
| <b>Total Revenue</b>                | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>              | <b>-</b>            | <b>-</b>                   | <b>0.0%</b> | <b>-</b>                        | <b>0.0%</b> |
| <b>Net Program Expenditures</b>     | <b>\$ 8,221,491</b> | <b>\$ 8,419,719</b> | <b>\$ 8,742,058</b> | <b>\$ 8,742,058</b> | <b>\$ 9,119,168</b> | <b>\$ -</b>           | <b>\$ 9,119,168</b> | <b>\$ 377,110</b>          | <b>4.3%</b> | <b>\$ 377,110</b>               | <b>4.3%</b> |

# Base Budget Change Report

| Boards & Agencies                   | 2014                |                     | 2015                |                       |                     | Change in Budget           |             | Comments  |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------|-------------|---|
|                                     | Approved Budget     | Projected Actual    | Base Budget         | Strategic Investments | Requested Budget    | 2015 Base to 2014 Approved |             |   |
| Personnel Services                  | \$ -                | \$ -                | \$ -                | \$ -                  | \$ -                | \$ -                       | 0.0%        | Increased payments to Conservation Authorities based on preliminary budget requests |
| Materials & Supplies                | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Purchased Services                  | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Financial and Rent Expenses         | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Grants & Assistance                 | 8,742,058           | 8,742,058           | 9,119,168           | -                     | 9,119,168           | 377,110                    | 4.3%        |   |
| <b>Total Direct Costs</b>           | <b>8,742,058</b>    | <b>8,742,058</b>    | <b>9,119,168</b>    | -                     | <b>9,119,168</b>    | <b>377,110</b>             | <b>4.3%</b> |   |
| Allocated Charges/Recoveries        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Corporate Support                   | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Transfer to Reserves - Operating    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Transfer from Reserves - Operating  | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Gross Operating Expenditures</b> | <b>8,742,058</b>    | <b>8,742,058</b>    | <b>9,119,168</b>    | -                     | <b>9,119,168</b>    | <b>377,110</b>             | <b>4.3%</b> |   |
| Transfer to Reserves - Capital      | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Transfer from Reserves - Capital    | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Debt Charges                        | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Capital Expenditures</b>         | -                   | -                   | -                   | -                     | -                   | -                          | <b>0.0%</b> |   |
| <b>Total Gross Expenditures</b>     | <b>8,742,058</b>    | <b>8,742,058</b>    | <b>9,119,168</b>    | -                     | <b>9,119,168</b>    | <b>377,110</b>             | <b>4.3%</b> |   |
| Subsidy Revenue                     | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| Other Revenue                       | -                   | -                   | -                   | -                     | -                   | -                          | 0.0%        |   |
| <b>Total Revenue</b>                | -                   | -                   | -                   | -                     | -                   | -                          | <b>0.0%</b> |   |
| <b>Net Program Expenditures</b>     | <b>\$ 8,742,058</b> | <b>\$ 8,742,058</b> | <b>\$ 9,119,168</b> | <b>\$ -</b>           | <b>\$ 9,119,168</b> | <b>\$ 377,110</b>          | <b>4.3%</b> |   |

# Budget and Business Plan 2015

## Non-Program (Fiscal)





# Non-Program (Fiscal)

## Divisional Summary

| Non-Program (Fiscal)                | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change                     |              |                                 |              |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|
|                                     | Actual               | Actual               | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                  | \$ (7,141,631)       | \$ (7,563,731)       | \$ -                 | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                       | 0.0%         | \$ -                            | 0.0%         |
| Materials & Supplies                | 1,130                | 70,963               | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| Purchased Services                  | 12,025,879           | 11,418,883           | 14,734,955           | 15,120,955           | 13,945,355           | -                     | 13,945,355           | (789,600)                  | -5.4%        | (789,600)                       | -5.4%        |
| Financial and Rent Expenses         | 5,397,727            | 6,589,732            | 4,663,000            | 5,163,000            | 4,663,000            | -                     | 4,663,000            | -                          | 0.0%         | -                               | 0.0%         |
| Grants & Assistance                 | 6,421,192            | 500,000              | 2,501,000            | 2,501,000            | 2,501,000            | -                     | 2,501,000            | -                          | 0.0%         | -                               | 0.0%         |
| <b>Total Direct Costs</b>           | <b>16,704,296</b>    | <b>11,015,847</b>    | <b>21,898,955</b>    | <b>22,784,955</b>    | <b>21,109,355</b>    | <b>-</b>              | <b>21,109,355</b>    | <b>(789,600)</b>           | <b>-3.6%</b> | <b>(789,600)</b>                | <b>-3.6%</b> |
| Allocated Charges / Recoveries      | 1,536,109            | 1,700,585            | 1,565,160            | 1,575,860            | 1,590,370            | -                     | 1,590,370            | 25,210                     | 1.6%         | 25,210                          | 1.6%         |
| Corporate Support                   | 281,538              | 154,459              | (55,660)             | (87,914)             | 52,674               | 572,780               | 625,454              | 108,334                    | -194.6%      | 681,114                         | -1223.7%     |
| Transfers to Reserves-Operating     | 96,138,548           | 83,923,963           | 46,999,700           | 46,999,700           | 48,146,906           | -                     | 48,146,906           | 1,147,206                  | 2.4%         | 1,147,206                       | 2.4%         |
| Transfer from Reserves - Operating  | (15,769,010)         | (3,962,527)          | (6,602,000)          | (6,602,000)          | (5,770,000)          | -                     | (5,770,000)          | 832,000                    | -12.6%       | 832,000                         | -12.6%       |
| <b>Gross Operating Expenditures</b> | <b>98,891,480</b>    | <b>92,832,327</b>    | <b>63,806,155</b>    | <b>64,670,601</b>    | <b>65,129,305</b>    | <b>572,780</b>        | <b>65,702,085</b>    | <b>1,323,150</b>           | <b>2.1%</b>  | <b>1,895,930</b>                | <b>3.0%</b>  |
| Transfer to Reserves - Capital      | 5,226,759            | 5,349,472            | 20,081,303           | 20,081,303           | 19,763,941           | -                     | 19,763,941           | (317,362)                  | -1.6%        | (317,362)                       | -1.6%        |
| Transfer from Reserves - Capital    | -                    | (898,000)            | (459,804)            | (459,804)            | -                    | -                     | -                    | 459,804                    | -100.0%      | 459,804                         | -100.0%      |
| Debt Charges                        | -                    | -                    | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%         |
| <b>Capital Expenditures</b>         | <b>5,226,759</b>     | <b>4,451,472</b>     | <b>19,621,499</b>    | <b>19,621,499</b>    | <b>19,763,941</b>    | <b>-</b>              | <b>19,763,941</b>    | <b>142,442</b>             | <b>0.7%</b>  | <b>142,442</b>                  | <b>0.7%</b>  |
| <b>Total Gross Expenditures</b>     | <b>104,118,239</b>   | <b>97,283,800</b>    | <b>83,427,654</b>    | <b>84,292,100</b>    | <b>84,893,246</b>    | <b>572,780</b>        | <b>85,466,026</b>    | <b>1,465,592</b>           | <b>1.8%</b>  | <b>2,038,372</b>                | <b>2.4%</b>  |
| Subsidy Revenue                     | -                    | -                    | (3,992,400)          | (3,992,400)          | (5,044,256)          | -                     | (5,044,256)          | (1,051,856)                | 26.3%        | (1,051,856)                     | 26.3%        |
| Other Revenue                       | (81,179,235)         | (77,569,800)         | (64,683,000)         | (64,183,000)         | (64,275,442)         | -                     | (64,275,442)         | 407,558                    | -0.6%        | 407,558                         | -0.6%        |
| <b>Total Revenue</b>                | <b>(81,179,235)</b>  | <b>(77,569,800)</b>  | <b>(68,675,400)</b>  | <b>(68,175,400)</b>  | <b>(69,319,698)</b>  | <b>-</b>              | <b>(69,319,698)</b>  | <b>(644,298)</b>           | <b>0.9%</b>  | <b>(644,298)</b>                | <b>0.9%</b>  |
| <b>Net Program Expenditures</b>     | <b>\$ 22,939,003</b> | <b>\$ 19,714,000</b> | <b>\$ 14,752,254</b> | <b>\$ 16,116,700</b> | <b>\$ 15,573,548</b> | <b>\$ 572,780</b>     | <b>\$ 16,146,328</b> | <b>\$ 821,294</b>          | <b>5.6%</b>  | <b>\$ 1,394,074</b>             | <b>9.4%</b>  |

# Base Budget Change Report

| Non-Program (Fiscal)                | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              | Comments  |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---|
|                                     | Approved Budget      | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              |   |
| Personnel Services                  | \$ -                 | \$ -                 | \$ -                 | \$ -                  | \$ -                 | \$ -                       | 0.0%         |   |
| Materials & Supplies                | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| Purchased Services                  | 14,734,955           | 15,120,955           | 13,945,355           | -                     | 13,945,355           | (789,600)                  | -5.4%        | Reduction for GO Transit based on projected Development Charges revenues.                                 |
| Financial and Rent Expenses         | 4,663,000            | 5,163,000            | 4,663,000            | -                     | 4,663,000            | -                          | 0.0%         |   |
| Grants & Assistance                 | 2,501,000            | 2,501,000            | 2,501,000            | -                     | 2,501,000            | -                          | 0.0%         |   |
| <b>Total Direct Costs</b>           | <b>21,898,955</b>    | <b>22,784,955</b>    | <b>21,109,355</b>    | -                     | <b>21,109,355</b>    | <b>(789,600)</b>           | <b>-3.6%</b> |   |
| Allocated Charges/Recoveries        | 1,565,160            | 1,575,860            | 1,590,370            | -                     | 1,590,370            | 25,210                     | 1.6%         |   |
| Corporate Support                   | (55,660)             | (87,914)             | 52,674               | 572,780               | 625,454              | 108,334                    | -194.6%      | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating    | 46,999,700           | 46,999,700           | 48,146,906           | -                     | 48,146,906           | 1,147,206                  | 2.4%         | Increased transfer for increased Gas Tax revenue (\$1.1 million) and WSIB contribution (\$0.1 million).   |
| Transfer from Reserves - Operating  | (6,602,000)          | (6,602,000)          | (5,770,000)          | -                     | (5,770,000)          | 832,000                    | -12.6%       | Reduction for GO Transit based on lower Development Charges revenues projected.                           |
| <b>Gross Operating Expenditures</b> | <b>63,806,155</b>    | <b>64,670,601</b>    | <b>65,129,305</b>    | <b>572,780</b>        | <b>65,702,085</b>    | <b>1,323,150</b>           | <b>2.1%</b>  |   |
| Transfer to Reserves - Capital      | 20,081,303           | 20,081,303           | 19,763,941           | -                     | 19,763,941           | (317,362)                  | -1.6%        |   |
| Transfer from Reserves - Capital    | (459,804)            | (459,804)            | -                    | -                     | -                    | 459,804                    | -100.0%      | Removal of the recovery from the Services for Seniors Development Charges, as the recovery was completed. |
| Debt Charges                        | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         |   |
| <b>Capital Expenditures</b>         | <b>19,621,499</b>    | <b>19,621,499</b>    | <b>19,763,941</b>    | -                     | <b>19,763,941</b>    | <b>142,442</b>             | <b>0.7%</b>  |   |
| <b>Total Gross Expenditures</b>     | <b>83,427,654</b>    | <b>84,292,100</b>    | <b>84,893,246</b>    | <b>572,780</b>        | <b>85,466,026</b>    | <b>1,465,592</b>           | <b>1.8%</b>  |   |
| Subsidy Revenue                     | (3,992,400)          | (3,992,400)          | (5,044,256)          | -                     | (5,044,256)          | (1,051,856)                | 26.3%        | Increased Gas Tax funding.  |
| Other Revenue                       | (64,683,000)         | (64,183,000)         | (64,275,442)         | -                     | (64,275,442)         | 407,558                    | -0.6%        | Reduction mainly due to decreased supplementary tax (\$0.5 million).                                      |
| <b>Total Revenue</b>                | <b>(68,675,400)</b>  | <b>(68,175,400)</b>  | <b>(69,319,698)</b>  | -                     | <b>(69,319,698)</b>  | <b>(644,298)</b>           | <b>0.9%</b>  |   |
| <b>Net Program Expenditures</b>     | <b>\$ 14,752,254</b> | <b>\$ 16,116,700</b> | <b>\$ 15,573,548</b> | <b>\$ 572,780</b>     | <b>\$ 16,146,328</b> | <b>\$ 821,294</b>          | <b>5.6%</b>  |   |

# Budget and Business Plan 2015

## Fees & Charges - Tax



# Fees & Charges

| Department  |                  | Health                    |                   |                                    |                          |                        |
|---|------------------|---------------------------|-------------------|------------------------------------|--------------------------|------------------------|
| Division  |                  | Community Health Services |                   |                                    |                          |                        |
| Service Offered   | 2015 Est # Units | 2014 Actual Fee           | 2015 Proposed Fee | Applicable Taxes (HST or Exempt) * | 2015/2014 Fee % Increase | Basis for Fee Increase |
| Administration Fee for Medical Reports (chart review and medical report preparation)  | 4                | \$ 50.00                  | \$ 50.00          | Exempt                             | 0.0%                     |                        |
| Administration Fee for Medical Reports (photocopies and short statement/paragraph preparation)                                | -                | \$ 50.00                  | \$ 50.00          | Exempt                             | 0.0%                     |                        |
| Administration Fee for Medical Reports (full narrative typed report)  | 5                | \$ 100.00                 | \$ 100.00         | Exempt                             | 0.0%                     |                        |
| Administration Fee for Medical Reports (complete and detailed report involving extensive chart review and report preparation) | 5                | \$ 150.00                 | \$ 150.00         | Exempt                             | 0.0%                     |                        |
| Administration fee to copy info from charts   | 600              | \$ 0.15                   | \$ 0.15           | HST                                | 0.0%                     |                        |

\* 2015 Proposed fee exclusive of applicable taxes

| Department   |                  | Health                     |                   |                                    |                          |  |
|--|------------------|----------------------------|-------------------|------------------------------------|--------------------------|--|
| Division   |                  | Health Protection Services |                   |                                    |                          |  |
| Service Offered  | 2015 Est # Units | 2014 Actual Fee            | 2015 Proposed Fee | Applicable Taxes (HST or Exempt) * | 2015/2014 Fee % Increase | Basis for Fee Increase   |
| <b>Food Safety and Environmental Health Services Program</b> |                  |                            |                   |                                    |                          |  |
| Food Safety Education Publications                           | 25               | \$ 23.89                   | \$ 23.89          | HST                                | 0.0%                     |  |
| Food Handler Training Courses                                | 600              | \$ 46.02                   | \$ 46.02          | HST                                | 0.0%                     |  |
| Food Handler Exam Only                                       | 600              | \$ 8.85                    | \$ 8.85           | HST                                | 0.0%                     |  |
| Reports to Lawyers re Outstanding Work Orders                | 130              | \$ 98.23                   | \$ 100.00         | HST                                | 1.8%                     | Increase in compensation and operating costs.  |
| Lot Assessments - Severances                                 | 9                | \$ 113.27                  | \$ 115.93         | HST                                | 2.3%                     | Industry standard increase.  |
| Lot Assessments - Minor Variance                             | 9                | \$ 113.27                  | \$ 115.93         | HST                                | 2.3%                     | Industry standard increase.  |
| Pool Operator Training Course                                | 60               | \$ 22.12                   | \$ 22.12          | HST                                | 0.0%                     |  |
| <b>AIDS/STD and Sexual health Clinic Services Program</b>    |                  |                            |                   |                                    |                          |  |
| Intrauterine Devices   | -                | \$ 130.00                  | \$ 130.00         | Exempt                             | 0.0%                     |  |
| Purfem   | -                | \$ 12.00                   | N/A               | Exempt                             | N/A                      | Discontinued in 2015.  |
| Valacyclovir - Primary                                       | -                | \$ 60.00                   | N/A               | Exempt                             | N/A                      | Replaced by herpes treatment fee.  |
| Valacyclovir - Suppressive                                   | -                | \$ 45.00                   | N/A               | Exempt                             | N/A                      | Replaced by herpes treatment fee.  |
| Valacyclovir - Recurrent                                     | -                | \$ 9.00                    | N/A               | Exempt                             | N/A                      | Replaced by herpes treatment fee.  |
| **Herpes Treatment   | 98               | \$6-\$60                   | \$6-\$60          | Exempt                             | 0.0%                     |  |
| **Birth Control Contraceptives                               | 4,715            | \$10.00                    | \$ 10.00          | Exempt                             | 0.0%                     |  |
| <b>Travel Health Services Program</b>                        |                  |                            |                   |                                    |                          |  |
| Travel Service - Single                                      | 750              | \$ 50.00                   | \$ 60.18          | HST                                | 20.4%                    | Fee is based on recovery of majority of cost of service. This fee is adjusted every few years for material increase in cost. |
| Travel Service - Couple                                      | 275              | \$ 70.00                   | \$ 79.65          | HST                                | 13.8%                    | Fee is based on recovery of majority of cost of service. This fee is adjusted every few years for material increase in cost. |
| Travel Service - Family                                      | 90               | \$ 90.00                   | \$ 100.00         | HST                                | 11.1%                    | Fee is based on recovery of majority of cost of service. This fee is adjusted every few years for material increase in cost. |
| Immunization Service Fee for Non-Publicly Funded Vaccine     | 2,658            | \$ 14.00                   | \$ 14.00          | Exempt                             | 0.0%                     | Fee is based on recovery of majority of cost of service. This fee is adjusted every few years for material increase in cost. |
| TB Skin Test Service Fee                                     | 8                | \$ 18.00                   | \$ 18.00          | Exempt                             | 0.0%                     |  |
| **Non-publically funded vaccines                             | 2,658            | \$9-\$195                  | \$9-\$195         | Exempt                             | 0.0%                     |  |

| Department   |                  | Health                     |                   |                                    |                          |  |
|--|------------------|----------------------------|-------------------|------------------------------------|--------------------------|--|
| Division   |                  | Health Protection Services |                   |                                    |                          |  |
| Service Offered  | 2015 Est # Units | 2014 Actual Fee            | 2015 Proposed Fee | Applicable Taxes (HST or Exempt) * | 2015/2014 Fee % Increase | Basis for Fee Increase   |
| <b>Communicable Diseases Program</b>                     |                  |                            |                   |                                    |                          |  |
| Immunization Service Fee for Non-Publicly Funded Vaccine | 125              | \$ 14.00                   | \$ 14.00          | Exempt                             | 0.0%                     |  |
| **Non-publically funded vaccines                         | 82               | \$9-\$195                  | \$9-\$195         | Exempt                             | 0.0%                     |  |
| Thermometers   | 50               | \$ -                       | \$ 59.29          | HST                                | N/A                      | New fee in 2015 to recover the cost of thermometers and service. |
| Air Quality Education Publications                       | 41               | 11.90                      | \$ 11.90          | 5%                                 | 0.0%                     |  |

\* 2015 Proposed fee exclusive of applicable taxes

Note: \*\*The program/service cost of vaccines , contraceptives and herpes treatment is subject to change during the year. User fees are adjusted accordingly to recover majority of cost. It is exclusive of applicable taxes.

| Department<br>Division   |                        | Health<br>Paramedic Services |                         |  |                                |  |
|--|------------------------|------------------------------|-------------------------|--|--------------------------------|--|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee        | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase  |
| Administration Fee for Call Reports                                      | 40                     | \$ 81.42                     | \$ 65.49                | HST                                      | -19.6%                         | Decrease in staff time required to perform searches.   |
| Transport to Non-Billing Facility  | 1                      | \$ 45.00                     | \$ 45.00                | Exempt                                   | 0.0%                           |  |
| Transport of Un-Insured Patient  | 1                      | \$ 240.00                    | \$ 240.00               | Exempt                                   | 0.0%                           |  |
| Basic Life Support / Healthcare Provider Training (BLS/HCP)              | 10                     | \$ 47.79                     | \$ 50.44                | HST                                      | 5.6%                           | Increase in compensation rates and cost of cards from Heart and Stroke Foundation of Ontario (HSFO).     |
| HeartSaver BLS Level C Training  | 40                     | \$ 31.86                     | \$ 33.63                | HST                                      | 5.6%                           | Increase in compensation rates and cost of cards from Heart and Stroke Foundation of Ontario (HSFO).     |
| Modified Course Level E (CPR, Automated External Defibrillator Training) | 40                     | \$ 25.66                     | \$ 27.43                | HST                                      | 6.9%                           | Increase in compensation rates and the cost of cards from Heart and Stroke Foundation of Ontario (HSFO). |
| CPR for Family and Friends Kit   | 50                     | \$ 30.09                     | \$ 30.09                | HST                                      | 0.0%                           |  |
| Special Events - Admin Fee   | 4                      | \$ 100.88                    | \$ 102.80               | HST                                      | 1.9%                           | Inflation  |
| Special Events Coverage - One Paramedic - regular hourly rate            | 4                      | \$ 84.07                     | \$ 85.67                | HST                                      | 1.9%                           | Inflation  |
| Special Events Coverage - Two Paramedics - regular hourly rate           | 4                      | \$ 141.59                    | \$ 144.25               | HST                                      | 1.9%                           | Inflation  |
| Special Events Coverage - One Paramedic - Stat Holiday rate              | 4                      | \$ 103.54                    | \$ 105.51               | HST                                      | 1.9%                           | Inflation  |
| Special Events Coverage - Two Paramedics - Stat Holiday rate             | 4                      | \$ 180.53                    | \$ 183.96               | HST                                      | 1.9%                           | Inflation  |
| Interview Paramedic  | 1                      | \$ 237.17                    | \$ 241.67               | HST                                      | 1.9%                           | Inflation  |
| Public Access Defibrillation Program - Site Assessment                   | 1                      | \$ 302.65                    | \$ 308.41               | HST                                      | 1.9%                           | Inflation  |

\* 2015 Proposed fee exclusive of applicable taxes

| Department                         |                  | Social & Community Services |                   |                                    |                          |  |
|------------------------------------|------------------|-----------------------------|-------------------|------------------------------------|--------------------------|--|
| Division                           |                  | Children's Services         |                   |                                    |                          |  |
| Service Offered                    | 2015 Est # Units | 2014 Actual Fee             | 2015 Proposed Fee | Applicable Taxes (HST or Exempt) * | 2015/2014 Fee % Increase | Basis for Fee Increase   |
| <b>Children's Services</b>         |                  |                             |                   |                                    |                          |  |
| Publications                       | 0                | \$1.77 - \$88.50            | \$1.77 - \$88.50  | HST                                | 0.0%                     |  |
| Seminar / Workshop registration    | 190              | \$4.42 - \$88.50            | \$4.42 - \$88.50  | HST                                | 0.0%                     |  |
| <b>Regional Child Care Centres</b> |                  |                             |                   |                                    |                          |  |
| Toddler Half Day                   | 1305             | \$ 32.45                    | \$ 33.07          | Exempt                             | 1.9%                     | Inflation  |
| Toddler Full Day                   | 8352             | \$ 47.41                    | \$ 48.31          | Exempt                             | 1.9%                     | Inflation  |
| Preschool Half Day                 | 3654             | \$ 31.19                    | \$ 31.78          | Exempt                             | 1.9%                     | Inflation  |
| Preschool Full Day                 | 12398            | \$ 43.69                    | \$ 44.52          | Exempt                             | 1.9%                     | Inflation  |
| Preschool Nursery School           | 783              | \$ 16.40                    | \$ 16.71          | Exempt                             | 1.9%                     | Inflation  |
| School Age Half Day                | 0                | \$ 29.95                    | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |
| School Age Full Day                | 0                | \$ 37.43                    | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |
| School Age Before School           | 0                | \$ 9.99                     | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |
| School Age After School            | 0                | \$ 16.45                    | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |
| School Age Before and After School | 0                | \$ 26.08                    | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |
| School Age PA-Kindergarten         | 0                | \$ 37.43                    | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |
| School Age PA                      | 0                | \$ 37.43                    | N/A               | N/A                                | N/A                      | Service no longer required due to implementation of Full Day Kindergarten. |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division               |                        | Social & Community Services<br>Services for Seniors |                         |  |                                |   |
|--------------------------------------|------------------------|---|-------------------------|--|--------------------------------|---|
| Service Offered                      | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                               | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase                             |
| <b>Adult Day Program</b>             |                        |   |                         |  |                                |   |
| Milton Place Daily Fee               | 7,105                  | \$ 19.30  | \$ 19.67                | Exempt                                   | 1.9%                           | Inflation   |
| Silver Creek Place Daily Fee         | 3,675                  | \$ 19.30  | \$ 19.67                | Exempt                                   | 1.9%                           | Inflation   |
| <b>Wellington Terrace</b>            |                        |   |                         |  |                                |   |
| Nurse Call Monitoring(monthly)       | 469                    | \$ 45.00  | \$ 45.00                | Exempt                                   | 0.0%                           |   |
| <b>Nutrition Services</b>            |                        |   |                         |  |                                |   |
| Meals On Wheels-per meal             | 14,900                 | \$ 5.97   | \$ 6.27                 | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Entrée(+soup+Dessert) (7 or more)    | 260                    | \$ 37.75  | \$ 39.64                | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Entrée(+soup or Dessert) (7 or more) | 150                    | \$ 34.77  | \$ 36.51                | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Entrée Only (7 or More)              | 100                    | \$ 33.53  | \$ 35.21                | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Entrée (6 or Less)                   | 61                     | \$ 5.00   | \$ 5.25                 | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Sandwich Meals                       | 710                    | \$ 5.15   | \$ 5.41                 | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Soup or Salad                        | 4,100                  | \$ 1.04   | \$ 1.09                 | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| Container Billing (each)             | 20,281                 | \$ 0.62   | \$ 0.65                 | Exempt                                   | 5.0%                           | Fee is based on recovery of majority cost of service. |
| <b>Resident Basic Fees (daily)</b>   |                        |   |                         |  |                                |   |
| Basic Max (as of 9/1/2014)           |                        | \$ 56.14  | \$ 56.93                | Exempt                                   | 1.4%                           | Ministry of Health (MOH) rate                         |
| Basic Average                        | 199,550                | \$ 52.94  | \$ 53.79                | Exempt                                   | 1.6%                           | MOH rate  |

| Department<br>Division                              |                        |                       |                         |  |                                |                           |
|---|------------------------|-----------------------|-------------------------|--|--------------------------------|---------------------------|
| Social & Community Services<br>Services for Seniors |                        |                       |                         |  |                                |                           |
| Service Offered                                     | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Preferred Surcharge (daily)</b>                  |                        |                       |                         |  |                                |                           |
| Semi-Private before 6/30/2012                       | 8006                   | \$ 8.00               | \$ 8.00                 | Exempt                                   | 0.0%                           |                           |
| Semi-Private 7/1/2012                               | 685                    | \$ 9.00               | \$ 9.00                 | Exempt                                   | 0.0%                           |                           |
| Semi-Private 7/1/2013                               | 12740                  | \$ 10.00              | \$ 10.00                | Exempt                                   | 0.0%                           |                           |
| Semi-Private 9/1/2014                               | 117                    |                       | \$ 11.00                | Exempt                                   | N/A                            |                           |
| Private before 6/30/2012                            | 34632                  | \$ 18.00              | \$ 18.00                | Exempt                                   | 0.0%                           |                           |
| Private 7/1/2012                                    | 12500                  | \$ 19.75              | \$ 19.75                | Exempt                                   | 0.0%                           |                           |
| Private 7/1/2013                                    | 42500                  | \$ 21.50              | \$ 21.50                | Exempt                                   | 0.0%                           |                           |
| Private 9/1/2014                                    | 562                    |                       | \$ 23.25                | Exempt                                   | N/A                            |                           |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division   |                        |                       |                         |  |                                |                           | Legislative and Planning Services<br>Planning Services - Heritage Services** |  |  |  |  |  |  |
|--|------------------------|-----------------------|-------------------------|--|--------------------------------|---------------------------|--|--|--|--|--|--|--|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |  |  |  |  |  |  |  |
| <b>Education Programs</b>  |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| School One Hour - Per Child*                                       | 20                     | \$ 6.00               | \$ 6.00                 | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| School Two Hours - Per Child*                                      | 250                    | \$ 7.00               | \$ 7.00                 | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| School Three Hours - Per Child*                                    | 450                    | \$ 8.00               | \$ 8.00                 | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| School Four Hours - Per Child*                                     | 550                    | \$ 9.00               | \$ 9.00                 | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Adult program Per Adult - 1 hour                                   | 75                     | \$ 6.00               | \$ 6.00                 | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Adult program Per Adult - 2 hours                                  | 75                     | \$ 7.00               | \$ 7.00                 | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Adult program Per Adult - 3 hours                                  | 75                     | \$ 8.00               | \$ 8.00                 | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| <b>Facility Rental - Rates Based on Per hour rental</b>            |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| <b>Loft Room - Weekday</b>   |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners                        | 158                    | \$ 21.00              | \$ 21.00                | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners / Refreshments Revenue | 14                     | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 2 User: Not For Profit and Government                     | 27                     | \$ 27.00              | \$ 28.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 3 User: Other Businesses and Corporations                 | 193                    | \$ 33.00              | \$ 34.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| <b>Loft Room - Weekend/Evening</b>                                 |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners                        | 5                      | \$ 39.00              | \$ 40.00                | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners / Refreshments Revenue |                        | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 2 User: Not For Profit and Government                     | 15                     | \$ 50.00              | \$ 51.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 3 User: Other Businesses and Corporations                 | 21                     | \$ 60.00              | \$ 61.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |

| Department<br>Division   |                        |                       |                         |  |                                |                           |
|--|------------------------|-----------------------|-------------------------|--|--------------------------------|---------------------------|
| Legislative and Planning Services<br>Planning Services - Heritage Services** |                        |                       |                         |  |                                |                           |
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Hearth Room - Weekday</b>   |                        |                       |                         |  |                                |                           |
| Category 1 User: Halton Region and Partners                                  | 105                    | \$ 27.00              | \$ 28.00                | Exempt                                   | 1.9%                           | Inflation                 |
| Category 1 User: Halton Region and Partners / Refreshments Revenue           | 10                     | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Category 2 User: Not For Profit and Government                               | 61                     | \$ 33.00              | \$ 34.00                | HST                                      | 1.9%                           | Inflation                 |
| Category 3 User: Other Businesses and Corporations                           | 147                    | \$ 39.00              | \$ 40.00                | HST                                      | 1.9%                           | Inflation                 |
| <b>Hearth Room - Weekend/Evening</b>   |                        |                       |                         |  |                                |                           |
| Category 1 User: Halton Region and Partners                                  | 5                      | \$ 49.00              | \$ 50.00                | Exempt                                   | 1.9%                           | Inflation                 |
| Category 1 User: Halton Region and Partners / Refreshments Revenue           | 1                      | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Category 2 User: Not For Profit and Government                               | 24                     | \$ 59.00              | \$ 60.00                | HST                                      | 1.9%                           | Inflation                 |
| Category 3 User: Other Businesses and Corporations                           | 135                    | \$ 69.00              | \$ 70.00                | HST                                      | 1.9%                           | Inflation                 |
| <b>Visitor Center - Weekday</b>  |                        |                       |                         |  |                                |                           |
| Category 1 User: Halton Region and Partners                                  | 16                     | \$ 21.00              | \$ 21.00                | Exempt                                   | 1.9%                           | Inflation                 |
| Category 1 User: Halton Region and Partners / Refreshments Revenue           | 1                      | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Category 2 User: Not For Profit and Government                               | 3                      | \$ 31.00              | \$ 32.00                | HST                                      | 1.9%                           | Inflation                 |
| Category 3 User: Other Businesses and Corporations                           | 19                     | \$ 38.00              | \$ 39.00                | HST                                      | 1.9%                           | Inflation                 |
| <b>Visitor Center - Weekend/Evening</b>                                      |                        |                       |                         |  |                                |                           |
| Category 1 User: Halton Region and Partners                                  | 1                      | \$ 39.00              | \$ 40.00                | Exempt                                   | 1.9%                           | Inflation                 |
| Category 1 User: Halton Region and Partners / Refreshments Revenue           |                        | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Category 2 User: Not For Profit and Government                               | 2                      | \$ 55.00              | \$ 56.00                | HST                                      | 1.9%                           | Inflation                 |
| Category 3 User: Other Businesses and Corporations                           | 2                      | \$ 66.00              | \$ 67.00                | HST                                      | 1.9%                           | Inflation                 |

| Department<br>Division  |                        |                       |                         |  |                                |                           | Legislative and Planning Services<br>Planning Services - Heritage Services** |  |  |  |  |  |  |
|---|------------------------|-----------------------|-------------------------|--|--------------------------------|---------------------------|--|--|--|--|--|--|--|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |  |  |  |  |  |  |  |
| <b>Patio - Weekday/Weekend</b>  |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners   | 20                     | \$ 16.00              | \$ 16.00                | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners<br>/ Refreshments Revenue                                       | 2                      | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 2 User: Not For Profit and<br>Government   | 3                      | \$ 18.00              | \$ 18.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 3 User: Other Businesses and<br>Corporations   | 49                     | \$ 27.00              | \$ 28.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| <b>Lawn - Weekday/Weekend</b>   |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners   | 20                     | \$ 27.00              | \$ 28.00                | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 1 User: Halton Region and Partners<br>/ Refreshments Revenue                                       | 2                      | \$ 770.00             | \$ 785.00               | Exempt                                   | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 2 User: Not For Profit and<br>Government   | 92                     | \$ 39.00              | \$ 40.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Category 3 User: Other Businesses and<br>Corporations   | 6                      | \$ 61.00              | \$ 62.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| <b>Other</b>  |                        |                       |                         |  |                                |                           |  |  |  |  |  |  |  |
| Professional Photography on Grounds for<br>Non-Renters (separate from professional film<br>location shoots) | 2                      | \$ 55.00              | \$ 56.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |
| Research  | 11                     | \$ 27.00              | \$ 28.00                | HST                                      | 1.9%                           | Inflation                 |  |  |  |  |  |  |  |

| Department<br>Division  |                        | Legislative and Planning Services<br>Planning Services - Heritage Services** |                         |  |                                |   |
|---|------------------------|--|-------------------------|--|--------------------------------|---|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee  | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase   |
| <b>Weddings/Socials etc (12 hour rental)</b>                        |                        |  |                         |  |                                |   |
| Wedding/Event Package Deal: May - October Saturdays                 | 8                      | \$ 2000-2300   | \$ 2038-2344            | HST                                      | 1.9%                           | The pricing range is to reflect prices at events' occurrence. Security, Permits and some linen costs covered in increase. |
| Wedding/Event Package Deal: May - October Fridays (10% discount)    | 6                      | \$ 1800-2100   | \$ 1834-2140            | HST                                      | 1.9%                           | The pricing range is to reflect prices at events' occurrence. Security, Permits and some linen costs covered in increase. |
| Wedding/Event Package Deal: November - April Saturdays              | 8                      | \$ 1500-1800   | \$ 1529-1834            | HST                                      | 1.9%                           | The pricing range is to reflect prices at events' occurrence. Security, Permits and some linen costs covered in increase. |
| Wedding/Event Package Deal: November - April Fridays (10% discount) | 2                      | \$ 1350-1600   | \$ 1376-1630            | HST                                      | 1.9%                           | The pricing range is to reflect prices at events' occurrence. Security, Permits and some linen costs covered in increase. |
| Wedding/Social Levies   | 20                     | \$ 765.00  | \$ 765.00               | HST                                      | 0.0%                           |   |
| <b>Gift Shop</b>  | 72                     | \$ 49.00   | \$ 50.00                | HST                                      | 2.0%                           | Adjusted number of sales units to reflect actual recent trends  |

\* 2015 Proposed fee exclusive of applicable taxes

\*\*As per Report LPS55-10 - Halton Region Museum Policy Manual

The Manager of Heritage Services, be authorized to execute any and all agreements as may be required from time to time for the purposes of administering the operations of the Museum, including the facility rental activities as documented in the Halton Region Museum Policy Manual

As per the Facility Rental Policy 4.0 Discretion to Vary Policy:

Any condition except those related to fees, fire/smoking/alcohol; regulations or any other legislated requirements of the Facility Rental Policy may be waived or varied at the discretion of the Manager of Heritage Services, where to do so is in the interest of the Museum or where the policy may lead to inequity to the public or donor, etc. In addition, where noted in the fees by-law, the Manager of Heritage Services has the discretion to waive fees in the by-law regarding facility rental in order to facilitate promotional, sponsorship or partnership opportunities and has the discretion to refuse rental of the facility should there be a concern for the security of the Museum.

| Department<br>Division  |                        | Legislative and Planning Services<br>Planning and Development Services |                         |  |                                |                           |
|---|------------------------|--|-------------------------|--|--------------------------------|---------------------------|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee  | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Regional Official Plan (2006)   | 2                      | \$ 56.02   | \$ 57.09                | HST                                      | 1.9%                           | Inflation                 |
| Regional Official Plan (1980)   | 0                      | \$ 61.40   | \$ 62.56                | HST                                      | 1.9%                           | Inflation                 |
| Maps (Official Plan 1980)   | 0                      | \$ 5.51  | \$ 5.62                 | HST                                      | 1.9%                           | Inflation                 |
| Regional Plan Updates Subscription  | 0                      | \$ 13.13   | \$ 13.38                | HST                                      | 1.9%                           | Inflation                 |
| Reports (\$.05/pg min \$3.00)   | 500                    | \$ 0.05  | \$ 0.05                 | HST                                      | 1.9%                           | Inflation                 |
| Special Data Requests (at cost)   | 5                      | Actual Cost  | Actual Cost             | HST                                      |                                |                           |
| Hazardous Land Use & Chemical<br>Occurrence Inventory Database Search                 | 30                     | \$ 140.04  | \$ 142.70               | HST                                      | 1.9%                           | Inflation                 |
| Aquifer Management Plan   | 0                      | \$ 81.86   | \$ 83.42                | HST                                      | 1.9%                           | Inflation                 |
| MOU HUSP  | 0                      | \$ 45.23   | \$ 46.09                | HST                                      | 1.9%                           | Inflation                 |
| MOU HASR  | 0                      | \$ 84.02   | \$ 85.61                | HST                                      | 1.9%                           | Inflation                 |
| Photocopy (\$.38/pg min\$3.00)  | 250                    | \$ 0.40  | \$ 0.41                 | HST                                      | 1.9%                           | Inflation                 |
| General - Development Assessments   | 1                      | \$ 168.03  | \$ 171.22               | HST                                      | 1.9%                           | Inflation                 |
| General - Development Research  | 1                      | \$ 168.03  | \$ 171.22               | HST                                      | 1.9%                           | Inflation                 |
| General - DATS Computer Analysis  | 1                      | \$ 168.03  | \$ 171.22               | HST                                      | 1.9%                           | Inflation                 |
| General - DATS Continuing Reports per hour  | 1                      | \$ 32.16   | \$ 32.77                | HST                                      | 1.9%                           | Inflation                 |
| General - Old File Retrieval  | 4                      | \$ 17.24   | \$ 17.57                | HST                                      | 1.9%                           | Inflation                 |
| Subdivision – Application Fee <sup>1</sup>  | 9                      | \$ 8,180.77  | \$ 8,336.21             | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Plan Revision (pre Draft<br>Approval) <sup>1</sup>                      | 0                      | \$ 588.09  | \$ 599.26               | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Plan Revision (post Draft<br>Approval) Applicant Initiated <sup>1</sup> | 5                      | \$ 1,681.38  | \$ 1,713.33             | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Emergency Extension (3<br>months) <sup>1</sup>                          | 0                      | \$ 234.85  | \$ 239.31               | HST                                      | 1.9%                           | Inflation                 |

| Department<br>Division   |                        | Legislative and Planning Services<br>Planning and Development Services |                         |  |                                |                           |
|--|------------------------|--|-------------------------|--|--------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee  | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Subdivision - Draft Approval Extension (One Year) <sup>1</sup>   | 6                      | \$ 672.15  | \$ 684.92               | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Registration <sup>1</sup>  | 14                     | \$ 1,681.38  | \$ 1,713.33             | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Phased Draft Approval <sup>1</sup>   | 0                      | \$ 8,060.13  | \$ 8,213.27             | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Phase Revision Requiring Circulation (50% of Phased Draft Approval Fee) <sup>1</sup>       | 0                      | \$ 4,030.57  | \$ 4,107.16             | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Sub-Phasing Requiring Circulation (30% of Phased Draft Approval Fee) <sup>1</sup>          | 0                      | \$ 2,418.16  | \$ 2,464.10             | HST                                      | 1.9%                           | Inflation                 |
| Subdivision - Phase Revision and Sub-Phasing Not Requiring Circulation (Pre Draft-Approval) <sup>1</sup> | 0                      | \$ 588.09  | \$ 599.26               | HST                                      | 1.9%                           | Inflation                 |
| Condominium – Application Fee <sup>1</sup>   | 15                     | \$ 2,364.33  | \$ 2,409.26             | HST                                      | 1.9%                           | Inflation                 |
| Condominium – Exemption Fee <sup>1</sup>   | 6                      | \$ 392.07  | \$ 399.52               | HST                                      | 1.9%                           | Inflation                 |
| Condominium – Vacant Land or Common Element <sup>1</sup>   | 0                      | \$ 347.92  | \$ 354.53               | HST                                      | 1.9%                           | Inflation                 |
| Condominium - Revision <sup>1</sup>  | 0                      | \$ 353.30  | \$ 360.01               | HST                                      | 1.9%                           | Inflation                 |
| Condominium – Emergency Extension (3 Months) <sup>1</sup>  | 0                      | \$ 234.85  | \$ 239.31               | HST                                      | 1.9%                           | Inflation                 |
| Condominium – Draft Approval Extension (One Year) <sup>1</sup>   | 0                      | \$ 234.85  | \$ 239.31               | HST                                      | 1.9%                           | Inflation                 |
| Condominium - Final Approval <sup>1</sup>  | 3                      | \$ 571.92  | \$ 582.79               | HST                                      | 1.9%                           | Inflation                 |
| Condominium Conversion <sup>1</sup>  | 0                      | \$ 1,120.21  | \$ 1,141.50             | HST                                      | 1.9%                           | Inflation                 |
| Consent – Application Fee <sup>1</sup>   | 50                     | \$ 896.20  | \$ 913.23               | HST                                      | 1.9%                           | Inflation                 |
| Consent - Revision <sup>1</sup>  | 0                      | \$ 234.85  | \$ 239.31               | HST                                      | 1.9%                           | Inflation                 |
| Validation of Title <sup>1</sup>   | 0                      | \$ 234.85  | \$ 239.31               | Exempt                                   | 1.9%                           | Inflation                 |
| Part Lot Control Bylaw – Application Fee   | 25                     | \$ 448.11  | \$ 456.62               | HST                                      | 1.9%                           | Inflation                 |

| Department Division   |                  | Legislative and Planning Services<br>Planning and Development Services |                   |                                    |                          |                        |
|---|------------------|--|-------------------|------------------------------------|--------------------------|------------------------|
| Service Offered   | 2015 Est # Units | 2014 Actual Fee  | 2015 Proposed Fee | Applicable Taxes (HST or Exempt) * | 2015/2014 Fee % Increase | Basis for Fee Increase |
| Local Official Plan Amendment – Applicant - initiated <sup>1,2</sup>                          | 14               | \$ 6,723.39  | \$ 6,851.13       | HST                                | 1.9%                     | Inflation              |
| Local Official Plan Amendment – Applicant - initiated Revision <sup>1,2</sup>                 | 6                | \$ 3,361.70  | \$ 3,425.57       | HST                                | 1.9%                     | Inflation              |
| Local Official Plan Amendment Requiring Regional Approval– Applicant initiated <sup>1,2</sup> | 0                | \$ 6,723.44  | \$ 6,851.19       | HST                                | 1.9%                     | Inflation              |
| Zoning Bylaw Amendment – Applicant-initiated <sup>1,2</sup>                                   | 33               | \$ 896.16  | \$ 913.19         | Exempt                             | 1.9%                     | Inflation              |
| Holding Provision Removal <sup>1</sup>  | 10               | \$ 280.07  | \$ 285.40         | HST                                | 1.9%                     | Inflation              |
| Temporary Use By-law Permits and Renewals <sup>1</sup>  | 3                | \$ 448.11  | \$ 456.62         | HST                                | 1.9%                     | Inflation              |
| Zoning By-law Amendment - Revisions to Application <sup>1,2</sup>                             | 4                | \$ 448.11  | \$ 456.62         | Exempt                             | 1.9%                     | Inflation              |
| Minor Variance - Application Fee <sup>1</sup>   | 265              | \$ 28.04   | \$ 28.57          | HST                                | 1.9%                     | Inflation              |
| Site Plan - Application Fee - Applicant Initiated <sup>1</sup>                                | 82               | \$ 896.20  | \$ 913.23         | HST                                | 1.9%                     | Inflation              |
| Site Plan – Revision - Applicant Initiated <sup>1</sup>                                       | 12               | \$ 561.18  | \$ 571.85         | HST                                | 1.9%                     | Inflation              |
| Parkway Belt West Plan Amendment - Applicant Initiated  | 3                | \$ 2,241.49  | \$ 2,284.08       | HST                                | 1.9%                     | Inflation              |
| Niagara Escarpment Plan Amendment - Major Files   | 0                | \$ 7,956.73  | \$ 8,107.91       | HST                                | 1.9%                     | Inflation              |
| Niagara Escarpment Plan Amendment - Minor Files   | 0                | \$ 2,241.49  | \$ 2,284.08       | HST                                | 1.9%                     | Inflation              |
| Regional Official Plan Amendment Application Fee <sup>1,2</sup>                               | 0                | \$ 7,956.73  | \$ 8,107.91       | HST                                | 1.9%                     | Inflation              |
| Pits and Quarries Regional Official Plan Amendment Application Fee                            | 0                | \$ 112,062.05  | \$ 114,191.23     | HST                                | 1.9%                     | Inflation              |
| ROPA Public Meeting Advertising Fee   | 0                | Actual Cost  | Actual Cost       | HST                                |                          | Inflation              |
| Review of Applications Requiring Planning Act Approval in Bordering Municipalities            | 0                | \$ 16,809.65   | \$ 17,129.03      | HST                                | 1.9%                     | Inflation              |

| Department<br>Division   |                        |                                 |                                 |  |                                |                           |
|--|------------------------|---------------------------------|---------------------------------|--|--------------------------------|---------------------------|
| Legislative and Planning Services<br>Planning and Development Services   |                        |                                 |                                 |  |                                |                           |
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee           | 2015<br>Proposed<br>Fee         | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Green Energy Act Application Reviews   | 0                      | \$ 896.16                       | \$ 913.19                       | HST                                      | 1.9%                           | Inflation                 |
| Ontario Power Authority Project Applications   | 0                      | \$ 896.16                       | \$ 913.19                       | HST                                      | 1.9%                           | Inflation                 |
| Engineering and Inspection Fees - Land<br>Development Agreements<br>(based on estimated total cost of water and<br>wastewater works) |                        |                                 |                                 |  |                                |                           |
| \$0 - \$100,000.00   |                        | greater of 10%<br>or \$5,000.00 | greater of 10%<br>or \$5,000.00 |  |                                |                           |
| \$100,000.00 - \$250,000.00  |                        | 7%                              | 7%                              |  |                                |                           |
| \$250,000.00.01 - \$500,000.00   |                        | 6%                              | 6%                              |  |                                |                           |
| over \$500,000.00  | 0                      | 5% to a max of<br>\$100,000.00  | 5% to a max of<br>\$100,000.00  | HST                                      | 0.0%                           |                           |

\* 2015 Proposed fee exclusive of applicable taxes

Note 1: Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton.

Note 2: Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.

| Department<br>Division  |                        |                       |                         |  |                                |                           |
|---|------------------------|-----------------------|-------------------------|--|--------------------------------|---------------------------|
| Legislative and Planning Services<br>Economic Development               |                        |                       |                         |  |                                |                           |
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Small Business Seminars   | 280                    | \$ 25.00              | \$ 25.50                | HST                                      | 1.9%                           | Inflation                 |
| Small Business Events - E-Week  | 74                     | \$ 50.75              | \$ 51.70                | HST                                      | 1.9%                           | Inflation                 |
| Other Small Business Events   | 105                    | \$ 25.38              | \$ 25.90                | HST                                      | 1.9%                           | Inflation                 |
| Ontario Culinary Tourism Alliance Food<br>Service Program               | 0                      | \$ 150.00             | \$ 152.90               | HST                                      | 1.9%                           | Inflation                 |
| Tourism Education Seminars  | 50                     | \$ 25.00              | \$ 25.50                | HST                                      | 1.9%                           | Inflation                 |
| Tourism Consumer Events   | 530                    | \$ 25.00              | \$ 25.50                | HST                                      | 1.9%                           | Inflation                 |
| Tourism Product Development -Business<br>Participation                  | 40                     | \$ 250.00             | \$ 254.80               | HST                                      | 1.9%                           | Inflation                 |
| Tourism Exemption Application under the<br>Retail Business Holidays Act | 1                      | \$ 1,522.50           | \$ 1,551.40             | Exempt                                   | 1.9%                           | Inflation                 |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division                                       |                        | Legislative and Planning Services<br>Legal Services |                         |  |                                |                           |
|--|------------------------|---|-------------------------|--|--------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                               | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>MUNICIPAL ENQUIRIES</b>                                   |                        |   |                         |  |                                |                           |
| Municipal Enquiries (reply by regular mail)                  | 275                    | \$ 78.14  | \$ 79.60                | HST                                      | 1.9%                           | Inflation                 |
| Municipal Enquiries (reply by fax)                           | 10                     | \$ 111.94   | \$ 114.10               | HST                                      | 1.9%                           | Inflation                 |
| <b>WASTE RELATED AGREEMENTS</b>                              |                        |   |                         |  |                                |                           |
| Sewer Discharge  | 1                      | \$ 2,350.67   | \$ 2,395.30             | HST                                      | 1.9%                           | Inflation                 |
| Other- Waste Related Agreements                              | 2                      | \$ 333.70   | \$ 340.00               | HST                                      | 1.9%                           | Inflation                 |
| <b>GENERAL AGREEMENTS</b>                                    |                        |   |                         |  |                                |                           |
| Encroachment   | 4                      | \$ 333.70   | \$ 340.00               | HST                                      | 1.9%                           | Inflation                 |
| Lease/License/Easement                                       | 2                      | \$ 333.70   | \$ 340.00               | HST                                      | 1.9%                           | Inflation                 |
| Other- General Agreements                                    | 10                     | \$ 333.70   | \$ 340.00               | HST                                      | 1.9%                           | Inflation                 |
| <b>ELECTRONIC REGISTRATION</b>                               |                        |   |                         |  |                                |                           |
| Search of parcel Register (per P.I.N.)                       | 25                     | \$ 40.13  | \$ 40.90                | HST                                      | 1.9%                           | Inflation                 |
| Corporate Searches   | 2                      | \$ 40.13  | \$ 40.90                | HST                                      | 1.9%                           | Inflation                 |
| Electronic Document<br>Preparation/Amendment (per document)  | 12                     | \$ 95.04  | \$ 96.80                | HST                                      | 1.9%                           | Inflation                 |
| Electronic Registration and Administration<br>(per document) | 8                      | \$ 174.24   | \$ 177.60               | HST                                      | 1.9%                           | Inflation                 |
| Registration of Plan - No Agreement<br>Required              | 5                      | \$ 273.51   | \$ 278.70               | HST                                      | 1.9%                           | Inflation                 |
| <b>MINOR RESIDENTIAL SERVICING<br/>AGREEMENTS</b>            |                        |   |                         |  |                                |                           |
| 1 lot/unit   | 6                      | \$ 972.58   | \$ 991.10               | HST                                      | 1.9%                           | Inflation                 |
| Other Minor Residential Service                              | 1                      | \$ 972.58   | \$ 991.10               | HST                                      | 1.9%                           | Inflation                 |
| <b>MINOR DEVELOPMENT NON-SERVICING<br/>AGREEMENTS</b>        |                        |   |                         |  |                                |                           |
| Site Plan  | 9                      | \$ 469.92   | \$ 478.90               | HST                                      | 1.9%                           | Inflation                 |
| Plan Registration for Common Element<br>Condominium          | 1                      | \$ 333.70   | \$ 340.00               | HST                                      | 1.9%                           | Inflation                 |
| Consent Application  | 2                      | \$ 469.92   | \$ 478.90               | HST                                      | 1.9%                           | Inflation                 |
| Other - Minor Development Non-servicing<br>Agreements        | 2                      | \$ 333.70   | \$ 340.00               | HST                                      | 1.9%                           | Inflation                 |

| Department  |                  | Legislative and Planning Services |                   |                                    |                          |                        |
|---|------------------|-----------------------------------|-------------------|------------------------------------|--------------------------|------------------------|
| Division  |                  | Legal Services                    |                   |                                    |                          |                        |
| Service Offered   | 2015 Est # Units | 2014 Actual Fee                   | 2015 Proposed Fee | Applicable Taxes (HST or Exempt) * | 2015/2014 Fee % Increase | Basis for Fee Increase |
| <b>MAJOR DEVELOPMENT AGREEMENTS</b>                       |                  |                                   |                   |                                    |                          |                        |
| Development/Development Charge                            | 6                | \$ 2,787.86                       | \$ 2,840.80       | HST                                | 1.9%                     | Inflation              |
| Residential/Comm/Ind/rural Subdiv/Condo (per plan)        | 36               | \$ 2,787.86                       | \$ 2,840.80       | HST                                | 1.9%                     | Inflation              |
| Residential (2lots/units or more) Comm/Ind/Inst Servicing | 14               | \$ 1,585.07                       | \$ 1,615.20       | HST                                | 1.9%                     | Inflation              |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division   |                        |                       |                         |  |                                |                           |
|--|------------------------|-----------------------|-------------------------|--|--------------------------------|---------------------------|
| Legislative and Planning Services<br>Regional Clerk and Council Services |                        |                       |                         |  |                                |                           |
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Council (Agenda/Minutes)   | 5                      | \$ 240.26             | \$ 244.80               | HST                                      | 1.9%                           | Inflation                 |
| Standing Committee (1)   | 7                      | \$ 128.20             | \$ 130.60               | HST                                      | 1.9%                           | Inflation                 |
| Standing Committee (3)   | 1                      | \$ 262.84             | \$ 267.80               | HST                                      | 1.9%                           | Inflation                 |
| Sub-Committees (each)  | 1                      | \$ 128.20             | \$ 130.60               | HST                                      | 1.9%                           | Inflation                 |
| Application Fee Under MFIPPA   | 30                     | \$ 5.00               | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Record Search Time/15 Minutes  | 40                     | \$ 7.50               | \$ 7.50                 | Exempt                                   | 0.0%                           |                           |
| Record Preparation/15 Minutes  | 8                      | \$ 7.50               | \$ 7.50                 | Exempt                                   | 0.0%                           |                           |
| Photocopying MFIPPA (per page)   | 2000                   | \$ 0.20               | \$ 0.20                 | Exempt                                   | 0.0%                           |                           |
| Computer Programming/15 Minutes  | 0                      | \$ 15.00              | \$ 15.00                | Exempt                                   | 0.0%                           |                           |
| Computer Disks (CDs)   | 1                      | \$ 10.00              | \$ 10.00                | Exempt                                   | 0.0%                           |                           |
| Photocopies (per page)   | 0                      | \$ 0.20               | \$ 0.20                 | HST                                      | 0.0%                           |                           |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division  |                        | Legislative and Planning Services<br>Asset Management |                         |  |                                |                           |
|---|------------------------|---|-------------------------|--|--------------------------------|---------------------------|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                                 | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Auditorium 1/2 - Minimum Room Rental  | 1                      | \$ 256.89   | \$ 261.78               | HST                                      | 1.9%                           | Inflation                 |
| Auditorium 1/2 - Room Rental Incremental /Hr  | 1                      | \$ 30.04  | \$ 30.61                | HST                                      | 1.9%                           | Inflation                 |
| Auditorium Full - Minimum Room Rental   | 5                      | \$ 317.08   | \$ 323.11               | HST                                      | 1.9%                           | Inflation                 |
| Auditorium Full - Room Rental Incremental /Hr   | 3                      | \$ 30.04  | \$ 30.61                | HST                                      | 1.9%                           | Inflation                 |
| Small Meeting Room - Minimum Room Rental  | 1                      | \$ 81.96  | \$ 83.51                | HST                                      | 1.9%                           | Inflation                 |
| Small Meeting Room - Room Rental Incremental /Hr  | 0                      | \$ 8.69   | \$ 8.86                 | HST                                      | 1.9%                           | Inflation                 |
| Large Meeting Room - Minimum Room Rental  | 1                      | \$ 164.01   | \$ 167.12               | HST                                      | 1.9%                           | Inflation                 |
| Large Meeting Room - Room Rental Incremental /Hr  | 1                      | \$ 16.36  | \$ 16.67                | HST                                      | 1.9%                           | Inflation                 |
| Cafeteria - Evening Room Rental - Minimum   | 3                      | \$ 164.01   | \$ 167.12               | HST                                      | 1.9%                           | Inflation                 |
| Cafeteria - Evening Room Rental - Incremental /Hr   | 1                      | \$ 16.36  | \$ 16.67                | HST                                      | 1.9%                           | Inflation                 |
| Fee For Service - Security (Reg /hr)  | 20                     | \$ 16.87  | \$ 16.87                | HST                                      | 0.0%                           |                           |
| Fee For Service - Maintenance (Reg /hr)   | 1                      | \$ 40.03  | \$ 40.79                | HST                                      | 1.9%                           | Inflation                 |
| Fee For Service - Contracted Cleaning of Auditorium or Cafeteria Areas includes Common Area                                       | 667                    | \$ 16.28  | \$ 16.28                | HST                                      | 0.0%                           |                           |
| Fee For Service - Contracted Cleaning of Additional Small Meeting Room(s) used with Cafeteria or Auditorium (single add on price) | 25                     | \$ 16.28  | \$ 16.28                | HST                                      | 0.0%                           |                           |
| Fee For Service - Contracted Cleaning of Additional Large Meeting Room(s) used with Cafeteria or Auditorium (single add on price) | 25                     | \$ 16.28  | \$ 16.28                | HST                                      | 0.0%                           |                           |
| During Event - Day Porter/Matron - Weekend rate per hour  | 25                     | \$ 16.28  | \$ 16.28                | HST                                      | 0.0%                           |                           |
| During Event - Day Porter/Matron - Weekday rate per hour - 5:00 pm to 7:00 am   | 25                     | \$ 16.28  | \$ 16.28                | HST                                      | 0.0%                           |                           |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division   |                        | Public Works<br>Transportation |                         |  |                                |                           |
|--|------------------------|--------------------------------|-------------------------|--|--------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee          | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Permanent Entrance Permit:</b>  |                        |                                |                         |  |                                |                           |
| * Cut Curb & Installation Permit by Applicant (minimum 2 inspections)              |                        |                                |                         |  |                                |                           |
| * Culvert Installation Permit (minimum 3 inspections)                              |                        |                                |                         |  |                                |                           |
| Inspections (each)   | 45                     | \$ 114.00                      | \$ 116.00               | HST                                      | 1.9%                           | Inflation                 |
| Permit Administration Fee  | 15                     | \$ 84.43                       | \$ 86.03                | Exempt                                   | 1.9%                           | Inflation                 |
| Security Deposit (refundable)  |                        | \$ 5,306.00                    | \$ 5,306.00             | Exempt                                   | 0.0%                           |                           |
| Culvert Cost (including headwalls/rip rap) (Per meter)                             |                        |                                |                         |  |                                |                           |
| 12" 300mm  | 3                      | \$ 191.58                      | \$ 195.22               | Exempt                                   | 1.9%                           | Inflation                 |
| 15" 375mm  | 3                      | \$ 200.23                      | \$ 204.03               | Exempt                                   | 1.9%                           | Inflation                 |
| 18" 450mm  | 3                      | \$ 204.57                      | \$ 208.46               | Exempt                                   | 1.9%                           | Inflation                 |
| 24" 600mm  | 3                      | \$ 221.86                      | \$ 226.07               | Exempt                                   | 1.9%                           | Inflation                 |
| 30" 750mm  | 2                      | \$ 240.29                      | \$ 244.86               | Exempt                                   | 1.9%                           | Inflation                 |
| <b>Temporary Entrance Permit:</b>  |                        |                                |                         |  |                                |                           |
| * Permit Includes Inspection of Culvert Installed by Owner (minimum 3 inspections) |                        |                                |                         |  |                                |                           |
| Inspections (each)   | 45                     | \$ 114.00                      | \$ 116.00               | HST                                      | 1.9%                           | Inflation                 |
| Permit Administration Fee  | 15                     | \$ 84.43                       | \$ 86.03                | Exempt                                   | 1.9%                           | Inflation                 |
| Security Deposit (refundable)  |                        | \$ 5,306.00                    | \$ 5,306.00             | Exempt                                   | 0.0%                           |                           |
| <b>Excavation Permit: (minimum two inspections)</b>                                |                        |                                |                         |  |                                |                           |
| * Permit includes minimum 2 inspections  |                        |                                |                         |  |                                |                           |
| Inspections (each)   | 30                     | \$ 114.00                      | \$ 116.00               | HST                                      | 1.9%                           | Inflation                 |
| Permit Administration Fee  | 15                     | \$ 84.43                       | \$ 86.03                | Exempt                                   | 1.9%                           | Inflation                 |
| Security Deposit (refundable)  |                        | \$ 5,306.00                    | \$ 5,306.00             | Exempt                                   | 0.0%                           |                           |
| <b>Road Occupancy Permit: (minimum two inspections)</b>                            |                        |                                |                         |  |                                |                           |
| * Permit includes minimum 2 inspections  |                        |                                |                         |  |                                |                           |
| Inspections (each)   | 20                     | \$ 114.00                      | \$ 116.00               | HST                                      | 1.9%                           | Inflation                 |
| Permit Administration Fee  | 10                     | \$ 84.43                       | \$ 86.03                | Exempt                                   | 1.9%                           | Inflation                 |
| Security Deposit (refundable)  |                        | \$ 5,306.00                    | \$ 5,306.00             | Exempt                                   | 0.0%                           |                           |

| Department<br>Division  |                        | Public Works<br>Transportation |                         |  |                                |                           |
|---|------------------------|--------------------------------|-------------------------|--|--------------------------------|---------------------------|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee          | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Special Event Permit</b>   |                        |                                |                         |  |                                |                           |
| Permit Administration Fee   | 10                     | \$ 253.75                      | \$ 258.57               | Exempt                                   | 1.9%                           | Inflation                 |
| <b>Oversize / Overweight Vehicles Operation Permit:</b>   |                        |                                |                         |  |                                |                           |
| Single event move Permit (includes 2 inspections)   |                        |                                |                         |  |                                |                           |
| Inspections (each)  | 50                     | \$ 114.00                      | \$ 116.00               | HST                                      | 1.9%                           | Inflation                 |
| Permit Administration Fee   | 25                     | \$ 84.43                       | \$ 86.03                | Exempt                                   | 1.9%                           | Inflation                 |
| Security Deposit (refundable)   |                        | \$ 5,306.00                    | \$ 5,306.00             | Exempt                                   | 0.0%                           |                           |
| Annual Oversized Vehicle Permit (applicant required to submit an annual report on its fleet's operation on Regional Roads, including location & frequency of use) | 150                    | \$ 225.13                      | \$ 229.40               | Exempt                                   | 1.9%                           | Inflation                 |
| <b>Tourism-Oriented Destination Signage (TODS):</b>   |                        |                                |                         |  |                                |                           |
| Application   | 5                      | \$ 55.19                       | \$ 56.24                | Exempt                                   | 1.9%                           | Inflation                 |
| Installation – Small Signs  | 10                     | \$ 384.26                      | \$ 391.56               | Exempt                                   | 1.9%                           | Inflation                 |
| Installation – Medium signs   | 10                     | \$ 549.86                      | \$ 560.30               | Exempt                                   | 1.9%                           | Inflation                 |
| Installation – Large signs  | 15                     | \$ 769.64                      | \$ 784.27               | Exempt                                   | 1.9%                           | Inflation                 |
| Annual maintenance – Small signs  | 166                    | \$ 66.05                       | \$ 67.30                | Exempt                                   | 1.9%                           | Inflation                 |
| Annual maintenance – Medium signs   | 185                    | \$ 87.69                       | \$ 89.35                | Exempt                                   | 1.9%                           | Inflation                 |
| Annual maintenance – Large signs  | 272                    | \$ 110.36                      | \$ 112.46               | Exempt                                   | 1.9%                           | Inflation                 |
| <b>Transportation Data:</b>   |                        |                                |                         |  |                                |                           |
| Intersection Traffic Movement (TM) Count (8-hr)   | 1                      | \$ 66.05                       | \$ 67.30                | HST                                      | 1.9%                           | Inflation                 |
| Automatic Traffic Recorder (ATR) Count (24-hr)  | 20                     | \$ 45.45                       | \$ 46.32                | HST                                      | 1.9%                           | Inflation                 |
| Automatic Traffic Recorder (ATR) Book   | 1                      | \$ 167.77                      | \$ 170.96               | HST                                      | 1.9%                           | Inflation                 |
| Traffic Signal Timing   | 10                     | \$ 56.31                       | \$ 57.38                | HST                                      | 1.9%                           | Inflation                 |
| Collision Data  | 1                      | \$ 135.31                      | \$ 137.88               | HST                                      | 1.9%                           | Inflation                 |
| Modelling Data  | 3                      | \$ 140.70                      | \$ 143.37               | HST                                      | 1.9%                           | Inflation                 |

| Department<br>Division  |                        |   |   |  |                                |  |
|---|------------------------|---|---|--|--------------------------------|--|
| Public Works<br>Transportation  |                        |   |   |  |                                |  |
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee   | 2015<br>Proposed<br>Fee                                       | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase                                    |
| <b>Noise Abatement (Retrofit):</b>  |                        |   |   |  |                                |  |
| Installation of noise barriers<br><br>(Actual costs include engineering fees shared by land owners on a lineal metre basis) | 200 m                  | 25% of the lesser of Engineering Cost Estimate or Actual Cost | 25% of the lesser of Engineering Cost Estimate or Actual Cost | HST                                      |                                | as per Staff Report CS-69-06 Noise Attenuation Policy Update |
| <b>Municipal Access Agreements for New Service Providers:</b>   |                        |   |   |  |                                |  |
| Administrative and Legal Costs  |                        | \$ 2,252.91   | \$ 2,295.72   | HST                                      | 1.9%                           | Inflation  |
| Agreement preparation   |                        | \$ 16,891.90  | \$ 17,212.85  | HST                                      | 1.9%                           | Inflation  |
| Annual Letter of credit (security)  |                        | \$ 28,152.13  | \$ 28,687.02  | Exempt                                   | 1.9%                           | Inflation  |
| <b>Municipal Access Agreements for Telecommunication Carriers:</b>  |                        |   |   |  |                                |  |
| Telecommunication Carriers Annual Fee   |                        | \$ 5,075.00   | \$ 5,171.43   | HST                                      | 1.9%                           | PW-30-11 By-Law No 18-11                                     |
| Telecommunication Development Agreement Fee   |                        | \$ 5,075.00   | \$ 5,171.43   | HST                                      | 1.9%                           | PW-30-11 By-Law No 18-11                                     |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division   |                        | Public Works<br>Waste Management |                         |  |                                |                           |
|--|------------------------|----------------------------------|-------------------------|--|--------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee            | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Tipping Fee (per tonne)  | 770                    | \$ 154.00                        | \$ 157.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Container Station Fee ( < 50 kg )  | 61,100                 | \$ 5.00                          | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Container Station Fee (51 - 150 kg)  | 21,000                 | \$ 10.00                         | \$ 10.00                | Exempt                                   | 0.0%                           |                           |
| Container Station Fee (>150 kg) (per tonne, starting from 0)   | 7,850                  | \$ 154.00                        | \$ 157.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Commercial Blue Box Recyclables (per tonne, starting from 0)   |                        | \$ 154.00                        | \$ 157.00               | Exempt                                   | 1.9%                           | Inflation                 |
| Leaf and Yard (per load) - residential loads   | 5,000                  | \$ 5.00                          | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Appliances (per unit)  | 400                    | \$ 5.00                          | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Fill (< wheel barrow)  |                        | \$ 5.00                          | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Fill (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year).<br>Commercial loads not accepted     |                        | \$ 10.00                         | \$ 10.00                | Exempt                                   | 0.0%                           |                           |
| De-commissioned Soil (per tonne, starting from 0, requires prior approval, accepted on a case by case basis)         |                        | \$ 35.00                         | \$ 35.00                | Exempt                                   | 0.0%                           |                           |
| Brick and Rubble (up to one tonne; greater than one tonne requires prior approval).<br>Commercial loads not accepted |                        | \$ 5.00                          | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Vacuumed Leaves (per tonne)  |                        | \$ 25.00                         | \$ 25.00                | Exempt                                   | 0.0%                           |                           |
| Woodchips (150 kg or less) per load  |                        | \$ 5.00                          | \$ 5.00                 | Exempt                                   | 0.0%                           |                           |
| Woodchips (> 150 kg) per load  |                        | \$ 10.00                         | \$ 10.00                | Exempt                                   | 0.0%                           |                           |
| Asbestos (per tonne starting from 0; requires prior approval)  |                        | \$ 308.00                        | \$ 314.00               | Exempt                                   | 1.9%                           | Inflation                 |

| Department<br>Division                        |                        | Public Works<br>Waste Management |                         |  |                                |                           |
|---|------------------------|----------------------------------|-------------------------|--|--------------------------------|---------------------------|
| Service Offered                               | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee            | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Green Carts - 13 gallon                       |                        | \$ 13.27                         | \$ 13.27                | HST                                      | 0.0%                           |                           |
| Blue Boxes - 16 gallon                        |                        | \$ 4.42                          | \$ 4.42                 | HST                                      | 0.0%                           |                           |
| Blue Boxes - 22 gallon                        | 750                    | \$ 4.42                          | \$ 4.42                 | HST                                      | 0.0%                           |                           |
| Garbage Tags (5 per sheet)                    | 16,000                 | \$ 10.00                         | \$ 10.00                | Exempt                                   | 0.0%                           |                           |
| Composters                                    | 150                    | \$ 13.27                         | \$ 13.27                | HST                                      | 0.0%                           |                           |
| Security Deposit (refundable) 11 - 20 bins    |                        | \$ 100.00                        | \$ 100.00               | Exempt                                   | 0.0%                           |                           |
| Security Deposit (refundable) 21 - 50 bins    |                        | \$ 200.00                        | \$ 200.00               | Exempt                                   | 0.0%                           |                           |
| Security Deposit (refundable) 51 or more bins |                        | \$ 500.00                        | \$ 500.00               | Exempt                                   | 0.0%                           |                           |
| Cost per damaged / missing bin                |                        | \$ 75.00                         | \$ 75.00                | HST                                      | 0.0%                           |                           |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division   |                        | Finance<br>Financial Planning and Budgets |                         |  |                                |                           |
|--|------------------------|---|-------------------------|--|--------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                     | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Residential Administration Fee - per unit -<br>Subdivision or Servicing Agreement  | 2500-3000              | \$ 136.00                                 | \$ 138.58               | HST                                      | 1.9%                           | Inflation                 |
| Minor agreements (e.g.- Servicing<br>Agreements with no DCs, Deferral,<br>Temporary Blg. or any amendments to DC or<br>Financial Agreements) | 17                     | \$ 335.00                                 | \$ 341.37               | HST                                      | 1.9%                           | Inflation                 |
| Financial Agreements - (e.g. DC<br>Prepayments or Capital Financing)   | 5                      | \$ 2,421.00                               | \$ 2,467.00             | HST                                      | 1.9%                           | Inflation                 |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division   |                        | Finance<br>Financial and Purchasing Services |                         |  |                                |                           |
|--|------------------------|--|-------------------------|--|--------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                        | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Handling Fee-Couriered Documents                                       | 75                     | \$ 11.20                                     | \$ 11.40                | HST                                      | 1.9%                           | Inflation                 |
| Download Fee-Bid Documents   | 1570                   | \$ 11.20                                     | \$ 11.40                | HST                                      | 1.9%                           | Inflation                 |
| Bid documents < \$100,000  | 30                     | \$ 16.60                                     | \$ 16.90                | HST                                      | 1.9%                           | Inflation                 |
| Bid documents > \$100,000  | 80                     | \$ 27.90                                     | \$ 28.40                | HST                                      | 1.9%                           | Inflation                 |
| New - Download Construction Tender and Drawings less than 50 sheets    | 74                     | \$ 46.80                                     | \$ 47.70                | HST                                      | 1.9%                           | Inflation                 |
| New - Download Construction Tender and Drawings greater than 50 sheets | 74                     | \$ 93.60                                     | \$ 95.40                | HST                                      | 1.9%                           | Inflation                 |
| NSF Cheque Charge  | 55                     | \$ 22.50                                     | \$ 22.90                | Exempt                                   | 1.9%                           | Inflation                 |
| Administration Charge  | 0                      | \$ 11.20                                     | \$ 11.40                | HST                                      | 1.9%                           | Inflation                 |

\* 2015 Proposed fee exclusive of applicable taxes

| Department<br>Division |                        | CAO<br>Policy Integration & Communication |                         |  |                                |                           |
|------------------------|------------------------|---|-------------------------|--|--------------------------------|---------------------------|
| Service Offered        | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                     | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Travel Mugs            | 100                    | \$ 13.55                                  | \$ 13.55                | HST                                      | 0.0%                           |                           |
| Travel Mug Set         | 50                     | \$ 14.70                                  | \$ 14.70                | HST                                      | 0.0%                           |                           |
| Coffee Mugs            | 150                    | \$ 14.20                                  | \$ 14.20                | HST                                      | 0.0%                           |                           |
| Water Bottles          | 200                    | \$ 2.65                                   | \$ 2.65                 | HST                                      | 0.0%                           |                           |
| Pens                   | 200                    | \$ 14.70                                  | \$ 14.70                | HST                                      | 0.0%                           |                           |
| Wallet                 | 40                     | \$ 25.20                                  | \$ 25.20                | HST                                      | 0.0%                           |                           |
| Golf Balls             | 40                     | \$ 10.45                                  | \$ 10.45                | HST                                      | 0.0%                           |                           |
| Umbrella               | 10                     | \$ 12.05                                  | \$ 12.05                | HST                                      | 0.0%                           |                           |
| Ladies Watch           | 26                     | \$ 37.75                                  | \$ 37.75                | HST                                      | 0.0%                           |                           |
| Men's Watch            | 20                     | \$ 40.80                                  | \$ 40.80                | HST                                      | 0.0%                           |                           |
| Halton Pins            | 211                    | \$ 1.75                                   | \$ 1.75                 | HST                                      | 0.0%                           |                           |
| Business Card Holder   | 20                     | \$ 6.30                                   | \$ 6.30                 | HST                                      | 0.0%                           |                           |
| Tote Bag               | 75                     | \$ 6.30                                   | \$ 6.30                 | HST                                      | 0.0%                           |                           |
| Brief Case             | 25                     | \$ 28.35                                  | \$ 28.35                | HST                                      | 0.0%                           |                           |
| Inukshuks              | 40                     | \$ 32.55                                  | \$ 32.55                | HST                                      | 0.0%                           |                           |
| Men's golf shirts      | 40                     | \$ 27.30                                  | \$ 27.30                | HST                                      | 0.0%                           |                           |
| Men's sweat shirts     | 20                     | \$ 27.30                                  | \$ 27.30                | HST                                      | 0.0%                           |                           |
| Men's jackets          | 10                     | \$ 55.60                                  | \$ 55.60                | HST                                      | 0.0%                           |                           |
| Men's T-shirts         | 50                     | \$ 10.50                                  | \$ 10.50                | HST                                      | 0.0%                           |                           |
| Ladies Shirt           | 25                     | \$ 10.50                                  | \$ 10.50                | HST                                      | 0.0%                           |                           |
| Women's T-shirts       | 25                     | \$ 10.50                                  | \$ 10.50                | HST                                      | 0.0%                           |                           |
| Ladies Sweat Shirts    | 30                     | \$ 30.40                                  | \$ 30.40                | HST                                      | 0.0%                           |                           |

\* 2015 Proposed fee exclusive of applicable taxes

# Budget and Business Plan 2015

## Water & Wastewater Details



# Public Works Department - Rate

## Departmental Goals

The Public Works Department – Rate supported program provides Water, Wastewater and Business & Technical Support Services with the following objectives:

- Provide reliable, efficient and safe water services which meet or exceed the expectations of Halton's customers, regulators, and stakeholders.
- Provide reliable wastewater services ensuring that high quality effluent, which meets or exceeds the regulatory requirements as well as the expectations of Halton residents, is returned to the natural environment.
- Promote water efficiency and conservation, and protection of our natural resources.
- Plan, construct and maintain infrastructure to ensure water and wastewater infrastructure is in a state of good repair, and able to meet existing and future growth demands, security of supply and service, and operational flexibility.
- Plan and implement a water and wastewater strategy to meet the needs of the community and growth demands.
- Provide key support services enabling customer service excellence and effective, consistent and timely delivery of public works programs and services including quality control/assurance oversight to public works programs through water/wastewater sample analysis, inspection of infrastructure under construction, development of standards, review and maintenance of asset data/information, standardization of processes, management of public works permits and departmental payroll support.
- Support program areas to enable their core services to be reliable and efficient while meeting the expectations of Halton's customers, regulators, and stakeholders.

## External Factors Influencing Activities & Outcomes

- Provincial & Federal legislation and regulations.
- Meeting the needs of Regional growth through the planning, construction, and maintenance of infrastructure.
- Changing economic conditions; dependence on materials and services with fluctuating costs.
- Changing water consumption trends due to water conservation initiatives, also due to changing climate conditions.

## Performance Measures

| Priority Area                                      | Performance Measures   | 2012 Actual | 2013 Actual | 2014 Budget | 2015 Budget |
|--|--|-------------|-------------|-------------|-------------|
| Infrastructure                                     | Number of breaks in water mains per 100 kilometres of water pipe in a year | 5.0         | 4.8         | 4.8         | 4.9         |
|  | Megalitres of treated wastewater per 100,000 serviced population           | 16,778      | 17,426      | 17,121      | 16,493      |
|  | Megalitres of water treated per 100,000 serviced population                | 13,825      | 12,484      | 13,445      | 12,116      |
| Environmental Protection and Conservation of Water | Percentage of wastewater flow by-passed                                    | 0.0%        | 0.1%        | 0.0%        | 0.0%        |
|  | Average Water Consumption per Residential Customer (m <sup>3</sup> )       | 280         | 254         | 263         | 259         |

| Regional Water & Wastewater System               |                       |                       |                       |                       |                       |                       |                       |                            |                                 |                     |             |  |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|---------------------------------|---------------------|-------------|--|
|  | 2012                  | 2013                  | 2014                  | 2014                  | 2015                  | 2015                  | 2015                  | Change in Budget           |                                 |                     |             |  |
|  | Actual                | Actual                | Approved Budget*      | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |                     |             |  |
| <b>Operating Expenses</b>                        |                       |                       |                       |                       |                       |                       |                       |                            |                                 |                     |             |  |
| Treatment  | \$ 33,553,307         | \$ 34,259,810         | \$ 37,147,483         | \$ 36,516,855         | \$ 37,880,875         | \$ 4,637              | \$ 37,885,512         | \$ 733,392                 | 2.0%                            | \$ 738,029          | 2.0%        |  |
| Distribution & Collection                        | 1,145,558             | 833,377               | 1,322,377             | 2,323,655             | 1,220,856             | 502                   | 1,221,357             | (101,522)                  | -7.7%                           | (101,020)           | -7.6%       |  |
| Planning & Support                               | 3,771,662             | 3,939,533             | 5,002,270             | 5,249,065             | 5,134,671             | -                     | 5,134,671             | 132,400                    | 2.6%                            | 132,400             | 2.6%        |  |
| Design & Construction                            | 4,636,776             | 5,485,199             | 5,729,217             | 5,648,707             | 5,895,914             | -                     | 5,895,914             | 166,698                    | 2.9%                            | 166,698             | 2.9%        |  |
| Maintenance                                      | 51,321,985            | 49,377,296            | 52,583,811            | 53,096,783            | 53,143,165            | 781,193               | 53,924,358            | 559,355                    | 1.1%                            | 1,340,547           | 2.5%        |  |
| Business & Technical                             | 4,173,519             | 4,913,958             | 5,297,718             | 4,655,618             | 5,345,586             | 45,202                | 5,390,787             | 47,868                     | 0.9%                            | 93,069              | 1.8%        |  |
| Administration & Fiscal                          | 17,566,156            | 13,193,840            | 11,581,063            | 13,551,270            | 11,740,427            | 78,636                | 11,819,063            | 159,365                    | 1.4%                            | 238,001             | 2.1%        |  |
| <b>Operating Expenditures</b>                    | <b>116,168,964</b>    | <b>112,003,013</b>    | <b>118,663,939</b>    | <b>121,041,953</b>    | <b>120,361,493</b>    | <b>910,170</b>        | <b>121,271,663</b>    | <b>1,697,555</b>           | <b>1.4%</b>                     | <b>2,607,724</b>    | <b>2.2%</b> |  |
| <b>Capital Expenses</b>                          |                       |                       |                       |                       |                       |                       |                       |                            |                                 |                     |             |  |
| Debt Charges                                     | 36,203,307            | 34,138,228            | 38,121,334            | 37,648,285            | 39,761,709            | -                     | 39,761,709            | 1,640,375                  | 4.3%                            | 1,640,375           | 4.3%        |  |
| Transfers to Reserve                             | 25,928,160            | 34,546,219            | 37,595,000            | 37,595,000            | 43,288,001            | -                     | 43,288,001            | 5,693,001                  | 15.1%                           | 5,693,001           | 15.1%       |  |
| Transfers to Vehicle Reserve                     | 979,000               | 1,098,400             | 1,125,800             | 1,125,800             | 1,154,000             | -                     | 1,154,000             | 28,200                     | 2.5%                            | 28,200              | 2.5%        |  |
| Transfers to Gas Tax Reserve                     | 9,481,800             | 9,481,778             | 9,481,778             | 9,481,778             | 9,481,778             | -                     | 9,481,778             | -                          | 0.0%                            | -                   | 0.0%        |  |
| Transfers from Reserve                           | (10,588,453)          | (10,066,325)          | (9,873,680)           | (9,873,680)           | (10,237,660)          | -                     | (10,237,660)          | (363,980)                  | 3.7%                            | (363,980)           | 3.7%        |  |
| <b>Capital Financing Expenditures</b>            | <b>62,003,814</b>     | <b>69,198,301</b>     | <b>76,450,232</b>     | <b>75,977,183</b>     | <b>83,447,828</b>     | <b>-</b>              | <b>83,447,828</b>     | <b>6,997,596</b>           | <b>9.2%</b>                     | <b>6,997,596</b>    | <b>9.2%</b> |  |
| Recoveries from Capital Projects                 | (9,853,052)           | (11,277,866)          | (13,013,143)          | (12,603,143)          | (13,346,438)          | (47,275)              | (13,393,713)          | (333,295)                  | 2.6%                            | (380,570)           | 2.9%        |  |
| <b>Total Gross Expenditures</b>                  | <b>168,319,725</b>    | <b>169,923,449</b>    | <b>182,101,027</b>    | <b>184,415,993</b>    | <b>190,462,883</b>    | <b>862,894</b>        | <b>191,325,777</b>    | <b>8,361,856</b>           | <b>4.6%</b>                     | <b>9,224,750</b>    | <b>5.1%</b> |  |
| <b>Other Revenues</b>                            |                       |                       |                       |                       |                       |                       |                       |                            |                                 |                     |             |  |
| Bulk Water Charges                               | (653,147)             | (597,236)             | (628,300)             | (562,831)             | (629,400)             | -                     | (629,400)             | (1,100)                    | 0.2%                            | (1,100)             | 0.2%        |  |
| Gas Tax Revenue                                  | (9,481,800)           | (9,481,778)           | (9,481,800)           | (9,481,800)           | (9,481,789)           | -                     | (9,481,789)           | 11                         | 0.0%                            | 11                  | 0.0%        |  |
| Service Extension                                | (67,636)              | (67,636)              | (49,100)              | (75,351)              | -                     | -                     | -                     | 49,100                     | -100.0%                         | 49,100              | -100.0%     |  |
| Fees for Service                                 | (3,064,084)           | (3,257,494)           | (3,096,303)           | (2,879,410)           | (3,342,312)           | -                     | (3,342,312)           | (246,009)                  | 7.9%                            | (246,009)           | 7.9%        |  |
| Sewer Discharge Agreements                       | (888,876)             | (836,430)             | (967,000)             | (912,742)             | (881,692)             | -                     | (881,692)             | 85,308                     | -8.8%                           | 85,308              | -8.8%       |  |
| Interest Earnings                                | (3,017,000)           | (3,617,000)           | (3,617,000)           | (3,617,000)           | (3,617,000)           | -                     | (3,617,000)           | -                          | 0.0%                            | -                   | 0.0%        |  |
| <b>Total Other Revenues</b>                      | <b>(17,172,544)</b>   | <b>(17,857,574)</b>   | <b>(17,839,503)</b>   | <b>(17,529,134)</b>   | <b>(17,952,193)</b>   | <b>-</b>              | <b>(17,952,193)</b>   | <b>(112,690)</b>           | <b>0.6%</b>                     | <b>(112,690)</b>    | <b>0.6%</b> |  |
| <b>Net Program Impact</b>                        | <b>\$ 151,147,181</b> | <b>\$ 152,065,875</b> | <b>\$ 164,261,524</b> | <b>\$ 168,644,524</b> | <b>\$ 172,510,691</b> | <b>\$ 862,894</b>     | <b>\$ 173,373,585</b> | <b>\$ 8,249,167</b>        | <b>5.0%</b>                     | <b>\$ 9,112,061</b> | <b>5.5%</b> |  |
| <b>Rate % Increase</b>                           | <b>3.5%</b>           | <b>4.8%</b>           | <b>4.3%</b>           | <b>4.3%</b>           | <b>4.4%</b>           | <b>0.5%</b>           | <b>4.9%</b>           |                            |                                 |                     |             |  |
| <b>Growth Impact:</b>                            |                       |                       |                       |                       |                       |                       |                       |                            |                                 |                     |             |  |
| Customer Growth                                  | 0.0%                  | 1.4%                  | 1.7%                  | 1.7%                  | 1.6%                  | 0.0%                  | 1.6%                  |                            |                                 |                     |             |  |
| Consumption Growth                               | 0.0%                  | 0.0%                  | 0.5%                  | 0.5%                  | 0.0%                  | 0.0%                  | 0.0%                  |                            |                                 |                     |             |  |
| <b>Annual Water Consumption m<sup>3</sup></b>    | <b>55,640,288</b>     | <b>51,892,692</b>     | <b>54,812,700</b>     | <b>52,722,361</b>     | <b>54,812,700</b>     | <b>-</b>              | <b>54,812,700</b>     |                            |                                 |                     |             |  |
| <b>Residential Bill (274 m<sup>3</sup> p.a.)</b> | <b>\$ 778.32</b>      | <b>\$ 815.33</b>      | <b>\$ 850.37</b>      | <b>\$ 850.37</b>      | <b>\$ 887.99</b>      | <b>\$ 4.47</b>        | <b>\$ 892.46</b>      | <b>\$ 37.62</b>            | <b>4.4%</b>                     | <b>\$ 42.09</b>     | <b>4.9%</b> |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.



**Gross Expenditures & Revenues by Program & Fund**

| \$000s                                      | Gross Operating Expenditures |                  |                  |                 |             | Capital Expenditures |                  |                  |                 |             | Total Revenues     |                    |                    |                 |             |  |
|---|------------------------------|------------------|------------------|-----------------|-------------|----------------------|------------------|------------------|-----------------|-------------|--------------------|--------------------|--------------------|-----------------|-------------|--|
|   | 2014                         |                  | 2015             |                 | Change      | 2014                 |                  | 2015             |                 | Change      | 2014               |                    | 2015               |                 | Change      |  |
|   | 2013                         | Approved         | Requested        | 2015 Requested  |             | 2013                 | Approved         | Requested        | 2015 Requested  |             | 2013               | Approved           | Requested          | 2015 Requested  |             |  |
| Rate Supported Services                     | Actual                       | Budget*          | Budget           | to 2014         | Approved    | Actual               | Budget*          | Budget           | to 2014         | Approved    | Actual             | Budget*            | Budget             | to 2014         | Approved    |  |
| <b>Operating Expenses</b>                   |                              |                  |                  |                 |             |                      |                  |                  |                 |             |                    |                    |                    |                 |             |  |
| Treatment                                   | \$ 32,725                    | \$ 35,521        | \$ 36,168        | \$ 647          | 1.8%        | \$ -                 | \$ -             | \$ -             | \$ -            |             | \$ -               | \$ -               | \$ -               | \$ -            |             |  |
| Distribution & Collection                   | 833                          | 1,322            | 1,221            | (101)           | -7.6%       | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Planning & Support                          | 3,374                        | 4,179            | 4,271            | 92              | 2.2%        | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Design & Construction                       | 4,475                        | 4,688            | 4,952            | 264             | 5.6%        | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Maintenance                                 | 47,078                       | 50,453           | 51,594           | 1,141           | 2.3%        | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Business & Technical                        | 3,269                        | 3,606            | 3,726            | 120             | 3.3%        | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Administration & Fiscal                     | 9,954                        | 8,415            | 8,542            | 127             | 1.5%        | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Recoveries from Capital Projects            | (11,278)                     | (13,013)         | (13,394)         | (381)           | 2.9%        | -                    | -                | -                | -               |             | -                  | -                  | -                  | -               |             |  |
| Capital Financing                           |                              |                  |                  |                 |             | 69,198               | 76,450           | 83,448           | 6,998           | 9.2%        | -                  | -                  | -                  | -               |             |  |
| <b>Total Water &amp; Wastewater Systems</b> | <b>90,430</b>                | <b>95,171</b>    | <b>97,080</b>    | <b>1,909</b>    | <b>2.0%</b> | <b>69,198</b>        | <b>76,450</b>    | <b>83,448</b>    | <b>6,998</b>    | <b>9.2%</b> | -                  | -                  | -                  | -               |             |  |
| <b>Water &amp; Wastewater Rate Revenues</b> |                              |                  |                  |                 |             |                      |                  |                  |                 |             |                    |                    |                    |                 |             |  |
| Bulk Water Charges                          | -                            | -                | -                | -               |             | -                    | -                | -                | -               |             | (597)              | (628)              | (629)              | (1)             | 0.2%        |  |
| Gas Tax Revenue                             | -                            | -                | -                | -               |             | -                    | -                | -                | -               |             | (9,482)            | (9,482)            | (9,482)            | 0               | 0.0%        |  |
| Service Extension                           | -                            | -                | -                | -               |             | -                    | -                | -                | -               |             | (68)               | (49)               | -                  | 49              | -100.0%     |  |
| Fees for Service                            | -                            | -                | -                | -               |             | -                    | -                | -                | -               |             | (3,257)            | (3,096)            | (3,342)            | (246)           | 7.9%        |  |
| Sewer Discharge Agreements                  | -                            | -                | -                | -               |             | -                    | -                | -                | -               |             | (836)              | (967)              | (882)              | 85              | -8.8%       |  |
| Interest Earnings                           | -                            | -                | -                | -               |             | -                    | -                | -                | -               |             | (3,617)            | (3,617)            | (3,617)            | -               | 0.0%        |  |
| <b>Total Rate Revenues</b>                  | <b>-</b>                     | <b>-</b>         | <b>-</b>         | <b>-</b>        |             | <b>-</b>             | <b>-</b>         | <b>-</b>         | <b>-</b>        |             | <b>(17,858)</b>    | <b>(17,840)</b>    | <b>(17,952)</b>    | <b>(113)</b>    | <b>0.6%</b> |  |
| <b>Water &amp; Wastewater Revenues</b>      | <b>\$ 90,430</b>             | <b>\$ 95,171</b> | <b>\$ 97,080</b> | <b>\$ 1,909</b> | <b>2.0%</b> | <b>\$ 69,198</b>     | <b>\$ 76,450</b> | <b>\$ 83,448</b> | <b>\$ 6,998</b> | <b>9.2%</b> | <b>\$ (17,858)</b> | <b>\$ (17,840)</b> | <b>\$ (17,952)</b> | <b>\$ (113)</b> | <b>0.6%</b> |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

| Gross Expenditures & Revenues by Program & Fund |                          |                       |                       |                                 |             |                   |                       |                       |                                 |             |                   |                       |                       |                                 |             |
|---|--------------------------|-----------------------|-----------------------|---------------------------------|-------------|-------------------|-----------------------|-----------------------|---------------------------------|-------------|-------------------|-----------------------|-----------------------|---------------------------------|-------------|
| \$000s  | Net Program Expenditures |                       |                       |                                 |             | Corporate Support |                       |                       |                                 |             | Full Cost Impact  |                       |                       |                                 |             |
|   | 2013                     | 2014                  | 2015                  | Change                          |             | 2013              | 2014                  | 2015                  | Change                          |             | 2013              | 2014                  | 2015                  | Change                          |             |
| Rate Supported Services                         | 2013 Actual              | 2014 Approved Budget* | 2015 Requested Budget | 2015 Requested to 2014 Approved |             | 2013 Actual       | 2014 Approved Budget* | 2015 Requested Budget | 2015 Requested to 2014 Approved |             | 2013 Actual       | 2014 Approved Budget* | 2015 Requested Budget | 2015 Requested to 2014 Approved |             |
| <b>Operating Expenses</b>                       |                          |                       |                       |                                 |             |                   |                       |                       |                                 |             |                   |                       |                       |                                 |             |
| Treatment                                       | \$ 32,725                | \$ 35,521             | \$ 36,168             | \$ 647                          | 1.8%        | \$ 1,534          | \$ 1,627              | \$ 1,717              | \$ 91                           | 5.6%        | \$ 34,260         | \$ 37,147             | \$ 37,886             | \$ 738                          | 2.0%        |
| Distribution & Collection                       | 833                      | 1,322                 | 1,221                 | (101)                           | -7.6%       | -                 | -                     | -                     | -                               | -           | 833               | 1,322                 | 1,221                 | (101)                           | -7.6%       |
| Planning & Support                              | 3,374                    | 4,179                 | 4,271                 | 92                              | 2.2%        | 566               | 823                   | 864                   | 40                              | 4.9%        | 3,940             | 5,002                 | 5,135                 | 132                             | 2.6%        |
| Design & Construction                           | 4,475                    | 4,688                 | 4,952                 | 264                             | 5.6%        | 1,010             | 1,041                 | 944                   | (97)                            | -9.3%       | 5,485             | 5,729                 | 5,896                 | 167                             | 2.9%        |
| Maintenance                                     | 47,078                   | 50,453                | 51,594                | 1,141                           | 2.3%        | 2,300             | 2,131                 | 2,330                 | 199                             | 9.4%        | 49,377            | 52,584                | 53,924                | 1,341                           | 2.5%        |
| Business & Technical                            | 3,269                    | 3,606                 | 3,726                 | 120                             | 3.3%        | 1,645             | 1,692                 | 1,665                 | (27)                            | -1.6%       | 4,914             | 5,298                 | 5,391                 | 93                              | 1.8%        |
| Administration & Fiscal                         | 9,954                    | 8,415                 | 8,542                 | 127                             | 1.5%        | 3,240             | 3,166                 | 3,277                 | 111                             | 3.5%        | 13,194            | 11,581                | 11,819                | 238                             | 2.1%        |
| Recoveries from Capital Projects                | (11,278)                 | (13,013)              | (13,394)              | (381)                           | 2.9%        | -                 | -                     | -                     | -                               | -           | (11,278)          | (13,013)              | (13,394)              | (381)                           | 2.9%        |
| Capital Financing                               | 69,198                   | 76,450                | 83,448                | 6,998                           | 9.2%        | -                 | -                     | -                     | -                               | -           | 69,198            | 76,450                | 83,448                | 6,998                           | 9.2%        |
| <b>Total Water &amp; Wastewater Systems</b>     | <b>159,628</b>           | <b>171,621</b>        | <b>180,528</b>        | <b>8,907</b>                    | <b>5.2%</b> | <b>10,295</b>     | <b>10,480</b>         | <b>10,798</b>         | <b>318</b>                      | <b>3.0%</b> | <b>169,923</b>    | <b>182,101</b>        | <b>191,326</b>        | <b>9,225</b>                    | <b>5.1%</b> |
| <b>Water &amp; Wastewater Rate Revenues</b>     |                          |                       |                       |                                 |             |                   |                       |                       |                                 |             |                   |                       |                       |                                 |             |
| Bulk Water Charges                              | (597)                    | (628)                 | (629)                 | (1)                             | 0.2%        | -                 | -                     | -                     | -                               | -           | (597)             | (628)                 | (629)                 | (1)                             | 0.2%        |
| Gas Tax Revenue                                 | (9,482)                  | (9,482)               | (9,482)               | 0                               | 0.0%        | -                 | -                     | -                     | -                               | -           | (9,482)           | (9,482)               | (9,482)               | 0                               | 0.0%        |
| Service Extension                               | (68)                     | (49)                  | -                     | 49                              | -100.0%     | -                 | -                     | -                     | -                               | -           | (68)              | (49)                  | -                     | 49                              | -100.0%     |
| Fees for Service                                | (3,257)                  | (3,096)               | (3,342)               | (246)                           | 7.9%        | -                 | -                     | -                     | -                               | -           | (3,257)           | (3,096)               | (3,342)               | (246)                           | 7.9%        |
| Sewer Discharge Agreements                      | (836)                    | (967)                 | (882)                 | 85                              | -8.8%       | -                 | -                     | -                     | -                               | -           | (836)             | (967)                 | (882)                 | 85                              | -8.8%       |
| Interest Earnings                               | (3,617)                  | (3,617)               | (3,617)               | -                               | 0.0%        | -                 | -                     | -                     | -                               | -           | (3,617)           | (3,617)               | (3,617)               | -                               | 0.0%        |
| <b>Total Rate Revenues</b>                      | <b>(17,858)</b>          | <b>(17,840)</b>       | <b>(17,952)</b>       | <b>(113)</b>                    | <b>0.6%</b> | <b>-</b>          | <b>-</b>              | <b>-</b>              | <b>-</b>                        | <b>-</b>    | <b>(17,858)</b>   | <b>(17,840)</b>       | <b>(17,952)</b>       | <b>(113)</b>                    | <b>0.6%</b> |
| <b>Water &amp; Wastewater Revenues</b>          | <b>\$ 141,770</b>        | <b>\$ 153,782</b>     | <b>\$ 162,576</b>     | <b>\$ 8,794</b>                 | <b>5.7%</b> | <b>\$ 10,295</b>  | <b>\$ 10,480</b>      | <b>\$ 10,798</b>      | <b>\$ 318</b>                   | <b>3.0%</b> | <b>\$ 152,066</b> | <b>\$ 164,262</b>     | <b>\$ 173,374</b>     | <b>\$ 9,112</b>                 | <b>5.5%</b> |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

# Departmental Summary

|                                       | 2012                  |                       | 2013                  |                       | 2014                  |                       | 2015                  |                            |             | Change in Budget                |             |  |  |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|-------------|---------------------------------|-------------|--|--|
|                                       | Actual                | Actual                | Approved Budget*      | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |  |  |
| <b>Rate Supported Services</b>        |                       |                       |                       |                       |                       |                       |                       |                            |             |                                 |             |  |  |
| Personnel Services                    | \$ 37,957,427         | \$ 39,732,164         | \$ 41,785,030         | \$ 40,808,030         | \$ 42,759,800         | \$ 816,110            | \$ 43,575,910         | \$ 974,770                 | 2.3%        | \$ 1,790,880                    | 4.3%        |  |  |
| Materials & Supplies                  | 22,144,991            | 22,704,079            | 24,180,323            | 23,528,936            | 24,406,275            | 16,239                | 24,422,514            | 225,952                    | 0.9%        | 242,191                         | 1.0%        |  |  |
| Purchased Services                    | 38,180,123            | 34,742,357            | 37,360,852            | 37,865,660            | 37,917,300            | -                     | 37,917,300            | 556,448                    | 1.5%        | 556,448                         | 1.5%        |  |  |
| Financial & Rent Expenses             | 352,888               | 321,827               | 269,630               | 385,380               | 241,530               | -                     | 241,530               | (28,100)                   | -10.4%      | (28,100)                        | -10.4%      |  |  |
| Grants & Assistance                   | 106,911               | 140,235               | 113,000               | 3,670,558             | 217,000               | -                     | 217,000               | 104,000                    | 92.0%       | 104,000                         | 92.0%       |  |  |
| <b>Total Direct Costs</b>             | <b>98,742,340</b>     | <b>97,640,662</b>     | <b>103,708,835</b>    | <b>106,258,564</b>    | <b>105,541,905</b>    | <b>832,349</b>        | <b>106,374,254</b>    | <b>1,833,070</b>           | <b>1.8%</b> | <b>2,665,419</b>                | <b>2.6%</b> |  |  |
| Allocated Charges / Recoveries        | (7,998,985)           | (9,408,748)           | (8,850,015)           | (8,644,855)           | (9,382,651)           | 30,545                | (9,352,106)           | (532,636)                  | 6.0%        | (502,091)                       | 5.7%        |  |  |
| Corporate Support                     | 9,143,092             | 10,295,390            | 10,479,975            | 10,479,975            | 10,797,801            | -                     | 10,797,801            | 317,826                    | 3.0%        | 317,826                         | 3.0%        |  |  |
| Transfer to Reserves - Operating      | 12,183,440            | 2,270,516             | 340,000               | 345,125               | 58,000                | -                     | 58,000                | (282,000)                  | -82.9%      | (282,000)                       | -82.9%      |  |  |
| Transfer from Reserves - Operating    | (5,753,977)           | (72,672)              | (28,000)              | -                     | -                     | -                     | -                     | 28,000                     | -100.0%     | 28,000                          | -100.0%     |  |  |
| <b>Gross Operating Expenditures</b>   | <b>106,315,911</b>    | <b>100,725,148</b>    | <b>105,650,795</b>    | <b>108,438,810</b>    | <b>107,015,055</b>    | <b>862,894</b>        | <b>107,877,949</b>    | <b>1,364,260</b>           | <b>1.3%</b> | <b>2,227,154</b>                | <b>2.1%</b> |  |  |
| Transfer to Reserves - Capital        | 26,907,160            | 35,644,619            | 38,720,800            | 38,720,800            | 44,442,001            | -                     | 44,442,001            | 5,721,201                  | 14.8%       | 5,721,201                       | 14.8%       |  |  |
| Transfer to Gas Tax Reserve           | 9,481,800             | 9,481,778             | 9,481,778             | 9,481,778             | 9,481,778             | -                     | 9,481,778             | 0                          | 0.0%        | 0                               | 0.0%        |  |  |
| Transfer from Reserves - Capital      | (10,588,453)          | (10,066,325)          | (9,873,680)           | (9,873,680)           | (10,237,660)          | -                     | (10,237,660)          | (363,980)                  | 3.7%        | (363,980)                       | 3.7%        |  |  |
| Debt Charges                          | 36,203,307            | 34,138,228            | 38,121,334            | 37,648,285            | 39,761,709            | -                     | 39,761,709            | 1,640,375                  | 4.3%        | 1,640,375                       | 4.3%        |  |  |
| <b>Capital Financing Expenditures</b> | <b>62,003,814</b>     | <b>69,198,301</b>     | <b>76,450,232</b>     | <b>75,977,183</b>     | <b>83,447,828</b>     | <b>-</b>              | <b>83,447,828</b>     | <b>6,997,596</b>           | <b>9.2%</b> | <b>6,997,596</b>                | <b>9.2%</b> |  |  |
| <b>Total Gross Expenditures</b>       | <b>168,319,725</b>    | <b>169,923,449</b>    | <b>182,101,027</b>    | <b>184,415,993</b>    | <b>190,462,883</b>    | <b>862,894</b>        | <b>191,325,777</b>    | <b>8,361,856</b>           | <b>4.6%</b> | <b>9,224,750</b>                | <b>5.1%</b> |  |  |
| Subsidy Revenue                       | (9,481,800)           | (9,476,035)           | (9,481,800)           | (9,481,800)           | (9,481,789)           | -                     | (9,481,789)           | 11                         | 0.0%        | 11                              | 0.0%        |  |  |
| Other Revenue                         | (7,690,744)           | (8,381,539)           | (8,357,703)           | (8,047,334)           | (8,470,404)           | -                     | (8,470,404)           | (112,701)                  | 1.3%        | (112,701)                       | 1.3%        |  |  |
| <b>Total Revenue</b>                  | <b>(17,172,544)</b>   | <b>(17,857,574)</b>   | <b>(17,839,503)</b>   | <b>(17,529,134)</b>   | <b>(17,952,193)</b>   | <b>-</b>              | <b>(17,952,193)</b>   | <b>(112,690)</b>           | <b>0.6%</b> | <b>(112,690)</b>                | <b>0.6%</b> |  |  |
| <b>Net Program Impact</b>             | <b>\$ 151,147,181</b> | <b>\$ 152,065,875</b> | <b>\$ 164,261,524</b> | <b>\$ 168,644,524</b> | <b>\$ 172,510,691</b> | <b>\$ 862,894</b>     | <b>\$ 173,373,585</b> | <b>\$ 8,249,167</b>        | <b>5.0%</b> | <b>\$ 9,112,061</b>             | <b>5.5%</b> |  |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

|                                  | 2014            |  | 2015        |                       |                  | Change in Budget           |      |                                 |      |
|----------------------------------|-----------------|--|-------------|-----------------------|------------------|----------------------------|------|---------------------------------|------|
|                                  | Approved Budget |  | Base Budget | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |      | 2015 Requested to 2014 Approved |      |
| <b>Staff Complement (F.T.E.)</b> |                 |  |             |                       |                  |                            |      |                                 |      |
| FTE                              | 408.0           |  | 410.0       | 8.0                   | 418.0            | 2.0                        | 0.5% | 10.0                            | 2.5% |

# Base Budget Change Report

| Rate Supported Services               | 2014                  |                       | 2015                  |                       |                       | Change in Budget           |             | Comments  |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|-------------|---|
|                                       | Approved Budget*      | Projected Actual      | Base Budget           | Strategic Investments | Requested Budget      | 2015 Base to 2014 Approved |             |   |
| Personnel Services                    | \$ 41,785,030         | \$ 40,808,030         | \$ 42,759,800         | \$ 816,110            | \$ 43,575,910         | \$ 974,770                 | 2.3%        | Includes in-year staff resource increase for the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13)   |
| Materials & Supplies                  | 24,180,323            | 23,528,936            | 24,406,275            | 16,239                | 24,422,514            | 225,952                    | 0.9%        | Hydro increase of \$641,000 due to both rate and volume increases, offset partly with \$232,000 reduction in meter costs, \$73,000 decrease in chemical costs, and \$83,000 decrease for one time purchases   |
| Purchased Services                    | 37,360,852            | 37,865,660            | 37,917,300            | -                     | 37,917,300            | 556,448                    | 1.5%        | Increases of \$615,000 in facility maintenance, \$178,000 for water billing charges, \$147,000 for property taxes and \$106,000 for biosolids haulage. Offset by \$364,000 decrease for meter servicing, valve repair, and biosolids tank cleanouts, \$100,000 decrease in special project work and \$29,000 moved to grants to consolidate Ex-Gratia grant funding |
| Financial and Rent Expenses           | 269,630               | 385,380               | 241,530               | -                     | 241,530               | (28,100)                   | -10.4%      | Decrease in equipment leases to reflect current trends  |
| Grants & Assistance                   | 113,000               | 3,670,558             | 217,000               | -                     | 217,000               | 104,000                    | 92.0%       | Ex-Gratia grants increase of \$50,000 and \$29,000 moved from Purchased Services to consolidate grants  |
| <b>Total Direct Costs</b>             | <b>103,708,835</b>    | <b>106,258,564</b>    | <b>105,541,905</b>    | <b>832,349</b>        | <b>106,374,254</b>    | <b>1,833,070</b>           | <b>1.8%</b> |   |
| Allocated Charges/Recoveries          | (8,850,015)           | (8,644,855)           | (9,382,651)           | 30,545                | (9,352,106)           | (532,636)                  | 6.0%        | \$503,000 increase in recoveries from capital projects for the 2012 Allocation Program staff and the maintenance program  |
| Corporate Support                     | 10,479,975            | 10,479,975            | 10,797,801            | -                     | 10,797,801            | 317,826                    | 3.0%        | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating      | 340,000               | 345,125               | 58,000                | -                     | 58,000                | (282,000)                  | -82.9%      | \$200,000 decrease in the transfer to the rate stabilization reserve as it was at target in 2014, \$52,000 decrease in local improvement transfer due to agreement expiries, and \$30,000 decrease for the discontinued Emergency Spills transfer to reserve as per Report PW-04-14   |
| Transfer from Reserves - Operating    | (28,000)              | -                     | -                     | -                     | -                     | 28,000                     | -100.0%     | Discontinuation of Emergency Spills reserve   |
| <b>Gross Operating Expenditures</b>   | <b>105,650,795</b>    | <b>108,438,810</b>    | <b>107,015,055</b>    | <b>862,894</b>        | <b>107,877,949</b>    | <b>1,364,260</b>           | <b>1.3%</b> |   |
| Transfer to Reserves - Capital        | 38,720,800            | 38,720,800            | 44,442,001            | -                     | 44,442,001            | 5,721,201                  | 14.8%       | Increase required to support the growing State of Good Repair Capital Program and the purchase of new vehicles  |
| Transfer to Gas Tax Reserve           | 9,481,778             | 9,481,778             | 9,481,778             | -                     | 9,481,778             | -                          | 0.0%        |   |
| Transfer from Reserves - Capital      | (9,873,680)           | (9,873,680)           | (10,237,660)          | -                     | (10,237,660)          | (363,980)                  | 3.7%        | Recovery from development charges to fund growth-related debt charges   |
| Debt Charges                          | 38,121,334            | 37,648,285            | 39,761,709            | -                     | 39,761,709            | 1,640,375                  | 4.3%        | Increase for previously issued debt and debt planned in 2015  |
| <b>Capital Financing Expenditures</b> | <b>76,450,232</b>     | <b>75,977,183</b>     | <b>83,447,828</b>     | <b>-</b>              | <b>83,447,828</b>     | <b>6,997,596</b>           | <b>9.2%</b> |   |
| <b>Total Gross Expenditures</b>       | <b>182,101,027</b>    | <b>184,415,992</b>    | <b>190,462,883</b>    | <b>862,894</b>        | <b>191,325,777</b>    | <b>8,361,856</b>           | <b>4.6%</b> |   |
| Subsidy Revenue                       | (9,481,800)           | (9,481,800)           | (9,481,789)           | -                     | (9,481,789)           | 11                         | 0.0%        |   |
| Other Revenue                         | (8,357,703)           | (8,047,334)           | (8,470,404)           | -                     | (8,470,404)           | (112,701)                  | 1.3%        | Increase in revenues for demand driven services to more closely reflect the three year averages of 2011-2013, offset by reductions in Sewer Discharge Agreement revenue, Emergency Spills and local improvement revenue   |
| <b>Total Revenue</b>                  | <b>(17,839,503)</b>   | <b>(17,529,134)</b>   | <b>(17,952,193)</b>   | <b>-</b>              | <b>(17,952,193)</b>   | <b>(112,690)</b>           | <b>0.6%</b> |   |
| <b>Net Program Expenditures</b>       | <b>\$ 164,261,524</b> | <b>\$ 168,644,524</b> | <b>\$ 172,510,691</b> | <b>\$ 862,894</b>     | <b>\$ 173,373,585</b> | <b>\$ 8,249,167</b>        | <b>5.0%</b> |   |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

## Divisional Summary

| Public Works Administration           | 2012           | 2013             | 2014             |                     | 2015             |                       |                  | Change In Budget           |             |                                 |             |
|---------------------------------------|----------------|------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|-------------|---------------------------------|-------------|
|                                       | Actual         | Actual           | Approved Budget  | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             | 2015 Requested to 2014 Approved |             |
| Personnel Services                    | \$ 635,478     | \$ 662,238       | \$ 647,710       | \$ 797,710          | \$ 659,630       | \$ -                  | \$ 659,630       | \$ 11,920                  | 1.8%        | \$ 11,920                       | 1.8%        |
| Materials & Supplies                  | 132,061        | 141,222          | 145,540          | 145,540             | 145,540          | -                     | 145,540          | -                          | 0.0%        | -                               | 0.0%        |
| Purchased Services                    | 185,977        | 247,694          | 339,675          | 339,675             | 339,675          | -                     | 339,675          | -                          | 0.0%        | -                               | 0.0%        |
| Financial & Rent Expenses             | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| Grants & Assistance                   | 4,000          | 2,000            | 2,000            | 2,000               | 2,000            | -                     | 2,000            | -                          | -           | -                               | 0.0%        |
| <b>Total Direct Costs</b>             | <b>957,516</b> | <b>1,053,154</b> | <b>1,134,925</b> | <b>1,284,925</b>    | <b>1,146,845</b> | <b>-</b>              | <b>1,146,845</b> | <b>11,920</b>              | <b>1.1%</b> | <b>11,920</b>                   | <b>1.1%</b> |
| Allocated Charges / Recoveries        | (957,516)      | (1,246,709)      | (1,338,753)      | (1,613,942)         | (1,368,796)      | -                     | (1,368,796)      | (30,043)                   | 2.2%        | (30,043)                        | 2.2%        |
| Corporate Support                     | -              | 193,555          | 203,828          | 203,828             | 221,951          | -                     | 221,951          | 18,123                     | 8.9%        | 18,123                          | 8.9%        |
| Transfer to Reserves - Operating      | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| Transfer from Reserves - Operating    | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| <b>Gross Operating Expenditures</b>   | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>(125,189)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>-</b>    | <b>-</b>                        | <b>-</b>    |
| Transfer to Reserves - Capital        | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| Transfer to Gas Tax Reserve           | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| Transfer from Reserves - Capital      | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| Debt Charges                          | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| <b>Capital Financing Expenditures</b> | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>-</b>    | <b>-</b>                        | <b>-</b>    |
| <b>Total Gross Expenditures</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>(125,189)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>-</b>    | <b>-</b>                        | <b>-</b>    |
| Subsidy Revenue                       | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| Other Revenue                         | -              | -                | -                | -                   | -                | -                     | -                | -                          | -           | -                               | -           |
| <b>Total Revenue</b>                  | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>-</b>    | <b>-</b>                        | <b>-</b>    |
| <b>Net Program Impact</b>             | <b>\$ -</b>    | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ (125,189)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> | <b>\$ -</b>                     | <b>0.0%</b> |

# Base Budget Change Report

| Public Works Administration         | 2014             |                     | 2015             |                       |                  | Change in Budget           |             | Comments   |
|-------------------------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|-------------|--|
|                                     | Approved Budget  | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |             |  |
| Personnel Services                  | \$ 647,710       | \$ 797,710          | \$ 659,630       | \$ -                  | \$ 659,630       | \$ 11,920                  | 1.8%        | In accordance with corporate support cost allocation framework |
| Materials & Supplies                | 145,540          | 145,540             | 145,540          | -                     | 145,540          | -                          | 0.0%        |  |
| Purchased Services                  | 339,675          | 339,675             | 339,675          | -                     | 339,675          | -                          | 0.0%        |  |
| Financial and Rent Expenses         | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| Grants & Assistance                 | 2,000            | 2,000               | 2,000            | -                     | 2,000            | -                          | 0.0%        |  |
| <b>Total Direct Costs</b>           | <b>1,134,925</b> | <b>1,284,925</b>    | <b>1,146,845</b> | <b>-</b>              | <b>1,146,845</b> | <b>11,920</b>              | <b>1.1%</b> |  |
| Allocated Charges/Recoveries        | (1,338,753)      | (1,613,942)         | (1,368,796)      | -                     | (1,368,796)      | (30,043)                   | 2.2%        |  |
| Corporate Support                   | 203,828          | 203,828             | 221,951          | -                     | 221,951          | 18,123                     | 8.9%        |  |
| Transfer to Reserves - Operating    | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| Transfer from Reserves - Operating  | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Gross Operating Expenditures</b> | <b>-</b>         | <b>(125,189)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| Transfer to Reserves - Capital      | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| Transfer from Reserves - Capital    | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| Debt Charges                        | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| <b>Total Gross Expenditures</b>     | <b>-</b>         | <b>(125,189)</b>    | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| Subsidy Revenue                     | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| Other Revenue                       | -                | -                   | -                | -                     | -                | -                          | 0.0%        |  |
| <b>Total Revenue</b>                | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ (125,189)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b> |  |

| Regional Water System                            |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |             |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|---------------------------------|---------------------|-------------|
|  | 2012                 | 2013                 | 2014                 | 2014                 | 2015                 | 2015                  | 2015                 | Change in Budget           |                                 |                     |             |
|  | Actual               | Actual               | Approved Budget*     | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |                     |             |
| <b>Operating Expenses</b>                        |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |             |
| Treatment  | \$ 11,755,450        | \$ 12,077,833        | \$ 13,484,280        | \$ 12,339,224        | \$ 13,471,124        | \$ 2,393              | \$ 13,473,518        | \$ (13,156)                | -0.1%                           | \$ (10,763)         | -0.1%       |
| Distribution                                     | 766,435              | 695,745              | 1,072,877            | 757,597              | 965,856              | 502                   | 966,357              | (107,022)                  | -10.0%                          | (106,520)           | -9.9%       |
| Planning & Support                               | 1,706,514            | 1,938,084            | 2,193,065            | 2,205,516            | 2,201,899            | -                     | 2,201,899            | 8,834                      | 0.4%                            | 8,834               | 0.4%        |
| Design & Construction                            | 2,243,987            | 2,633,277            | 2,920,576            | 2,828,976            | 3,106,558            | -                     | 3,106,558            | 185,982                    | 6.4%                            | 185,982             | 6.4%        |
| Maintenance                                      | 25,507,476           | 25,117,184           | 27,707,675           | 28,073,952           | 27,832,123           | 372,069               | 28,204,192           | 124,448                    | 0.4%                            | 496,517             | 1.8%        |
| Administration and Fiscal                        | 12,395,599           | 8,714,796            | 6,714,956            | 6,817,572            | 6,704,360            | 42,320                | 6,746,680            | (10,596)                   | -0.2%                           | 31,724              | 0.5%        |
| <b>Operating Expenditures</b>                    | <b>54,375,460</b>    | <b>51,176,919</b>    | <b>54,093,429</b>    | <b>53,022,837</b>    | <b>54,281,920</b>    | <b>417,284</b>        | <b>54,699,204</b>    | <b>188,491</b>             | <b>0.3%</b>                     | <b>605,775</b>      | <b>1.1%</b> |
| <b>Capital Expenses</b>                          |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |             |
| Debt Charges                                     | 19,676,380           | 16,893,447           | 18,998,139           | 18,844,111           | 19,358,839           | -                     | 19,358,839           | 360,700                    | 1.9%                            | 360,700             | 1.9%        |
| Transfers to Reserve                             | 10,784,000           | 16,703,964           | 18,228,355           | 18,228,355           | 21,074,855           | -                     | 21,074,855           | 2,846,501                  | 15.6%                           | 2,846,501           | 15.6%       |
| Transfers to Vehicle Reserve                     | 553,500              | 577,300              | 591,700              | 591,700              | 606,500              | -                     | 606,500              | 14,800                     | 2.5%                            | 14,800              | 2.5%        |
| Transfers to Gas Tax Reserve                     | 4,740,900            | 4,740,889            | 4,740,889            | 4,740,889            | 4,740,889            | -                     | 4,740,889            | -                          | 0.0%                            | -                   | 0.0%        |
| Transfers from Reserve                           | (4,569,912)          | (3,821,530)          | (3,825,998)          | (3,825,998)          | (3,986,851)          | -                     | (3,986,851)          | (160,853)                  | 4.2%                            | (160,853)           | 4.2%        |
| <b>Capital Financing Expenditures</b>            | <b>31,184,868</b>    | <b>35,094,071</b>    | <b>38,733,084</b>    | <b>38,579,056</b>    | <b>41,794,232</b>    | <b>-</b>              | <b>41,794,232</b>    | <b>3,061,148</b>           | <b>7.9%</b>                     | <b>3,061,148</b>    | <b>7.9%</b> |
| Recoveries from Capital Projects                 | (2,993,644)          | (3,458,287)          | (4,436,597)          | (4,436,597)          | (4,722,697)          | (2,073)               | (4,724,771)          | (286,100)                  | 6.4%                            | (288,174)           | 6.5%        |
| <b>Total Gross Expenditures</b>                  | <b>82,566,684</b>    | <b>82,812,703</b>    | <b>88,389,916</b>    | <b>87,165,296</b>    | <b>91,353,455</b>    | <b>415,210</b>        | <b>91,768,665</b>    | <b>2,963,539</b>           | <b>3.4%</b>                     | <b>3,378,749</b>    | <b>3.8%</b> |
| <b>Other Revenues</b>                            |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |             |
| Bulk Water Charges                               | (653,147)            | (597,236)            | (628,300)            | (562,831)            | (629,400)            | -                     | (629,400)            | (1,100)                    | 0.2%                            | (1,100)             | 0.2%        |
| Gas Tax Revenue                                  | (4,740,900)          | (4,740,889)          | (4,740,900)          | (4,740,900)          | (4,740,889)          | -                     | (4,740,889)          | 11                         | 0.0%                            | 11                  | 0.0%        |
| Fees for Service                                 | (2,050,235)          | (2,060,366)          | (1,915,220)          | (1,820,573)          | (2,142,300)          | -                     | (2,142,300)          | (227,080)                  | 11.9%                           | (227,080)           | 11.9%       |
| Interest Earnings                                | (1,517,000)          | (1,808,500)          | (1,817,000)          | (1,817,000)          | (1,817,000)          | -                     | (1,817,000)          | -                          | 0.0%                            | -                   | 0.0%        |
| <b>Total Other Revenues</b>                      | <b>(8,961,282)</b>   | <b>(9,206,991)</b>   | <b>(9,101,420)</b>   | <b>(8,941,304)</b>   | <b>(9,329,589)</b>   | <b>-</b>              | <b>(9,329,589)</b>   | <b>(228,169)</b>           | <b>2.5%</b>                     | <b>(228,169)</b>    | <b>2.5%</b> |
| <b>Net Program Impact</b>                        | <b>\$ 73,605,403</b> | <b>\$ 73,605,711</b> | <b>\$ 79,288,496</b> | <b>\$ 79,695,286</b> | <b>\$ 82,023,866</b> | <b>\$ 415,210</b>     | <b>\$ 82,439,076</b> | <b>\$ 2,735,370</b>        | <b>3.4%</b>                     | <b>\$ 3,150,580</b> | <b>4.0%</b> |
| <b>Rate % Increase</b>                           | <b>0.7%</b>          | <b>4.9%</b>          | <b>4.1%</b>          | <b>4.1%</b>          | <b>2.8%</b>          | <b>0.5%</b>           | <b>3.3%</b>          |                            |                                 |                     |             |
| <b>Growth Impact:</b>                            |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |             |
| Customer Growth                                  | 0.0%                 | 1.4%                 | 1.7%                 | 1.7%                 | 1.6%                 | 0.0%                  | 1.6%                 |                            |                                 |                     |             |
| Consumption Growth                               | 0.0%                 | 0.0%                 | 0.5%                 | 0.5%                 | 0.0%                 | 0.0%                  | 0.0%                 |                            |                                 |                     |             |
| <b>Annual Water Consumption m<sup>3</sup></b>    | <b>55,640,288</b>    | <b>51,892,692</b>    | <b>54,812,700</b>    | <b>52,722,361</b>    | <b>54,812,700</b>    |                       | <b>54,812,700</b>    |                            |                                 |                     |             |
| <b>Residential Bill (274 m<sup>3</sup> p.a.)</b> | <b>\$ 364.58</b>     | <b>\$ 382.36</b>     | <b>\$ 397.92</b>     | <b>\$ 397.92</b>     | <b>\$ 409.13</b>     | <b>\$ 2.08</b>        | <b>\$ 411.21</b>     | <b>\$ 11.21</b>            | <b>2.8%</b>                     | <b>\$ 13.29</b>     | <b>3.3%</b> |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

## Divisional Summary

| Water                                 | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              |                                 |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|-------------|
|                                       | Actual               | Actual               | Approved Budget*     | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |             |
| Personnel Services                    | \$ 16,061,315        | \$ 17,066,862        | \$ 17,701,410        | \$ 17,554,410        | \$ 18,127,120        | \$ 320,850            | \$ 18,447,970        | \$ 425,710                 | 2.4%         | \$ 746,560                      | 4.2%        |
| Materials & Supplies                  | 10,686,488           | 10,604,635           | 11,620,269           | 10,526,321           | 11,342,024           | 6,337                 | 11,348,361           | (278,245)                  | -2.4%        | (271,908)                       | -2.3%       |
| Purchased Services                    | 14,885,224           | 13,525,403           | 14,729,600           | 15,247,315           | 14,717,695           | -                     | 14,717,695           | (11,905)                   | -0.1%        | (11,905)                        | -0.1%       |
| Financial & Rent Expenses             | 183,906              | 152,184              | 32,000               | 145,450              | 1,400                | -                     | 1,400                | (30,600)                   | -95.6%       | (30,600)                        | -95.6%      |
| Grants & Assistance                   | 54,925               | 57,147               | 70,000               | 66,000               | 70,000               | -                     | 70,000               | -                          | 0.0%         | -                               | 0.0%        |
| <b>Total Direct Costs</b>             | <b>41,871,859</b>    | <b>41,406,231</b>    | <b>44,153,280</b>    | <b>43,539,497</b>    | <b>44,258,239</b>    | <b>327,187</b>        | <b>44,585,427</b>    | <b>104,960</b>             | <b>0.2%</b>  | <b>432,147</b>                  | <b>1.0%</b> |
| Allocated Charges / Recoveries        | (554,197)            | (476,990)            | 865,988              | 402,971              | 563,799              | 88,023                | 651,822              | (302,189)                  | -34.9%       | (214,166)                       | -24.7%      |
| Corporate Support                     | 4,254,744            | 4,371,722            | 4,427,564            | 4,427,564            | 4,726,684            | -                     | 4,726,684            | 299,120                    | 6.8%         | 299,120                         | 6.8%        |
| Transfer to Reserves - Operating      | 8,072,410            | 2,442,750            | 210,000              | 216,208              | 10,500               | -                     | 10,500               | (199,500)                  | -95.0%       | (199,500)                       | -95.0%      |
| Transfer from Reserves - Operating    | (2,263,000)          | (25,081)             | -                    | -                    | -                    | -                     | -                    | -                          | 0.0%         | -                               | 0.0%        |
| <b>Gross Operating Expenditures</b>   | <b>51,381,816</b>    | <b>47,718,632</b>    | <b>49,656,832</b>    | <b>48,586,240</b>    | <b>49,559,223</b>    | <b>415,210</b>        | <b>49,974,433</b>    | <b>(97,609)</b>            | <b>-0.2%</b> | <b>317,601</b>                  | <b>0.6%</b> |
| Transfer to Reserves - Capital        | 11,337,500           | 17,281,264           | 18,820,055           | 18,820,055           | 21,681,355           | -                     | 21,681,355           | 2,861,301                  | 15.2%        | 2,861,301                       | 15.2%       |
| Transfer to Gas Tax Reserve           | 4,740,900            | 4,740,889            | 4,740,889            | 4,740,889            | 4,740,889            | -                     | 4,740,889            | -                          | 0.0%         | -                               | 0.0%        |
| Transfer from Reserves - Capital      | (4,569,912)          | (3,821,530)          | (3,825,998)          | (3,825,998)          | (3,986,851)          | -                     | (3,986,851)          | (160,853)                  | 4.2%         | (160,853)                       | 4.2%        |
| Debt Charges                          | 19,676,380           | 16,893,447           | 18,998,139           | 18,844,111           | 19,358,839           | -                     | 19,358,839           | 360,700                    | 1.9%         | 360,700                         | 1.9%        |
| <b>Capital Financing Expenditures</b> | <b>31,184,868</b>    | <b>35,094,071</b>    | <b>38,733,084</b>    | <b>38,579,056</b>    | <b>41,794,232</b>    | <b>-</b>              | <b>41,794,232</b>    | <b>3,061,148</b>           | <b>7.9%</b>  | <b>3,061,148</b>                | <b>7.9%</b> |
| <b>Total Gross Expenditures</b>       | <b>82,566,684</b>    | <b>82,812,703</b>    | <b>88,389,916</b>    | <b>87,165,296</b>    | <b>91,353,455</b>    | <b>415,210</b>        | <b>91,768,665</b>    | <b>2,963,538</b>           | <b>3.4%</b>  | <b>3,378,749</b>                | <b>3.8%</b> |
| Subsidy Revenue                       | (4,740,900)          | (4,735,146)          | (4,740,900)          | (4,740,900)          | (4,740,889)          | -                     | (4,740,889)          | 11                         | 0.0%         | 11                              | 0.0%        |
| Other Revenue                         | (4,220,382)          | (4,471,846)          | (4,360,520)          | (4,200,404)          | (4,588,700)          | -                     | (4,588,700)          | (228,180)                  | 5.2%         | (228,180)                       | 5.2%        |
| <b>Total Revenue</b>                  | <b>(8,961,282)</b>   | <b>(9,206,991)</b>   | <b>(9,101,420)</b>   | <b>(8,941,304)</b>   | <b>(9,329,589)</b>   | <b>-</b>              | <b>(9,329,589)</b>   | <b>(228,169)</b>           | <b>2.5%</b>  | <b>(228,169)</b>                | <b>2.5%</b> |
| <b>Net Program Impact</b>             | <b>\$ 73,605,403</b> | <b>\$ 73,605,711</b> | <b>\$ 79,288,496</b> | <b>\$ 79,695,286</b> | <b>\$ 82,023,866</b> | <b>\$ 415,210</b>     | <b>\$ 82,439,076</b> | <b>\$ 2,735,370</b>        | <b>3.4%</b>  | <b>\$ 3,150,580</b>             | <b>4.0%</b> |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

## Base Budget Change Report

| Water                               | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              | Comments   |
|-------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|--|
|                                     | Approved Budget*     | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              |  |
| Personnel Services                  | \$ 17,701,410        | \$ 17,554,410        | \$ 18,127,120        | \$ 320,850            | \$ 18,447,970        | \$ 425,710                 | 2.4%         | Includes in-year staff resource increase for the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13)  |
| Materials & Supplies                | 11,620,269           | 10,526,321           | 11,342,024           | 6,337                 | 11,348,361           | (278,245)                  | -2.4%        | Hydro increase of \$216,000 due both rate and volume increases, \$127,000 decrease in chemical costs and a \$232,000 reduction in meter servicing costs, \$83,000 decrease for one time purchases  |
| Purchased Services                  | 14,729,600           | 15,247,315           | 14,717,695           | -                     | 14,717,695           | (11,905)                   | -0.1%        | \$272,000 increase in facility maintenance, \$144,000 increase for property taxes on additional facilities and water billing charges, \$259,000 decrease in valve repair and replacement, \$100,000 decrease in special project work and janitorial services |
| Financial and Rent Expenses         | 32,000               | 145,450              | 1,400                | -                     | 1,400                | (30,600)                   | -95.6%       | Decrease in equipment leases to reflect current trends   |
| Grants & Assistance                 | 70,000               | 66,000               | 70,000               | -                     | 70,000               | -                          | 0.0%         |  |
| <b>Total Direct Costs</b>           | <b>44,153,280</b>    | <b>43,539,497</b>    | <b>44,258,239</b>    | <b>327,187</b>        | <b>44,585,427</b>    | <b>104,960</b>             | <b>0.2%</b>  |  |
| Allocated Charges/Recoveries        | 865,988              | 402,971              | 563,799              | 88,023                | 651,822              | (302,189)                  | -34.9%       | Increased recoveries from capital projects for the 2012 Allocation Program staff   |
| Corporate Support                   | 4,427,564            | 4,427,564            | 4,726,684            | -                     | 4,726,684            | 299,120                    | 6.8%         | In accordance with corporate support cost allocation framework   |
| Transfer to Reserves - Operating    | 210,000              | 216,208              | 10,500               | -                     | 10,500               | (199,500)                  | -95.0%       | Reduced transfer to rate stabilization reserve as reserve is at target in 2014   |
| Transfer from Reserves - Operating  | -                    | -                    | -                    | -                     | -                    | -                          |              |  |
| <b>Gross Operating Expenditures</b> | <b>49,656,832</b>    | <b>48,586,240</b>    | <b>49,559,223</b>    | <b>415,210</b>        | <b>49,974,433</b>    | <b>(97,609)</b>            | <b>-0.2%</b> |  |
| Transfer to Reserves - Capital      | 18,820,055           | 18,820,055           | 21,681,355           | -                     | 21,681,355           | 2,861,301                  | 15.2%        | Increase required to support the growing State of Good Repair Capital Program and the purchase of new vehicles   |
| Transfer to Gas Tax Reserve         | 4,740,889            | 4,740,889            | 4,740,889            | -                     | 4,740,889            | -                          | 0.0%         |  |
| Transfer from Reserves - Capital    | (3,825,998)          | (3,825,998)          | (3,986,851)          | -                     | (3,986,851)          | (160,853)                  | 4.2%         | Recovery from development charges to fund growth-related debt charges  |
| Debt Charges                        | 18,998,139           | 18,844,111           | 19,358,839           | -                     | 19,358,839           | 360,700                    | 1.9%         | Increase for previously issued debt and debt planned in 2015   |
| <b>Capital Expenditures</b>         | <b>38,733,084</b>    | <b>38,579,056</b>    | <b>41,794,232</b>    | <b>-</b>              | <b>41,794,232</b>    | <b>3,061,148</b>           | <b>7.9%</b>  |  |
| <b>Total Gross Expenditures</b>     | <b>88,389,916</b>    | <b>87,165,296</b>    | <b>91,353,455</b>    | <b>415,210</b>        | <b>91,768,665</b>    | <b>2,963,538</b>           | <b>3.4%</b>  |  |
| Subsidy Revenue                     | (4,740,900)          | (4,740,900)          | (4,740,889)          | -                     | (4,740,889)          | 11                         | 0.0%         |  |
| Other Revenue                       | (4,360,520)          | (4,200,404)          | (4,588,700)          | -                     | (4,588,700)          | (228,180)                  | 5.2%         | Increase in revenues for demand driven services to more closely reflect the three year averages of 2011-2013   |
| <b>Total Revenue</b>                | <b>(9,101,420)</b>   | <b>(8,941,304)</b>   | <b>(9,329,589)</b>   | <b>-</b>              | <b>(9,329,589)</b>   | <b>(228,169)</b>           | <b>2.5%</b>  |  |
| <b>Net Program Expenditures</b>     | <b>\$ 79,288,496</b> | <b>\$ 79,695,286</b> | <b>\$ 82,023,866</b> | <b>\$ 415,210</b>     | <b>\$ 82,439,076</b> | <b>\$ 2,735,370</b>        | <b>3.4%</b>  |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

# Strategic Investments

## Water Distribution Operator

### Program Details

|             |                    |
|-------------|--------------------|
| Department  | Public Works       |
| Division    | Water              |
| Program     | Water Distribution |
| Cost Centre | 224000             |

### Complement Details

|                 |                       |
|-----------------|-----------------------|
| Position Title  | Distribution Operator |
| FTE Impact      | 2.0                   |
| Personnel Group | CUPE (PW)             |

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ 161,060        | \$ 161,060        |
| Materials & Supplies                | 1,764             | 1,504             |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>162,824</b>    | <b>162,564</b>    |
| Allocated Charges/Recoveries        | -                 | 13,000            |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>162,824</b>    | <b>175,564</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | -                 | -                 |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | -                 | -                 |
| <b>Net Program Expenditures</b>     | <b>\$ 162,824</b> | <b>\$ 175,564</b> |

### Business Case

#### Recommendation:

Approve two Water Distribution Operators to ensure Halton continues to operate the water distribution system at appropriate levels of service and maintain the system in a state of good repair.

#### Need:

The Region's water distribution system has expanded significantly in recent years without concurrent growth in operating staff resources. Since 2010, the Region has installed 150 kilometres of new water main, over 1,200 control/zone valves and installed and commissioned three new booster stations. In addition, requirements under the *Ontario Underground Infrastructure Notification System Act, 2012* went into effect on June 19, 2014. This legislation endeavours to reduce damages to underground facilities and promote safe excavation practices through the operation of a One Call Centre for all stakeholders in Ontario (Locate). Halton has experienced a 74% increase in the number of locate requests since June 19, 2014 over the same period in 2013.

The significant growth in infrastructure and demand for services require additional staff resources to ensure that Halton continues to operate water distribution system at appropriate levels of service and maintain the system in a state of good repair.

A growing need for staff resources over the recent years has led to a rising trend of staff overtime (25% increase since 2010).

#### Implications:

Without additional operators, operations and maintenance work will continue to rely heavily on overtime and contracted services, or need to be deferred. This will negatively impact Region's ability to maintain the water system in a state of good repair.

#### Alternatives:

Defer operations and maintenance programs and/or utilize overtime and external service providers to deliver the operations and maintenance programs. This is not the preferred option due to the risk of adversely impacting infrastructure condition if preventive and corrective maintenance is not completed as recommended by industry standards (American Water Works Association) and best practices.

# Strategic Investments

## Maintenance Planner

| Program Details |                    |
|-----------------|--------------------|
| Department      | Public Works       |
| Division        | Water              |
| Program         | Water Distribution |
| Cost Centre     | 224000             |

| Complement Details |                     |
|--------------------|---------------------|
| Position Title     | Maintenance Planner |
| FTE Impact         | 1.0                 |
| Personnel Group    | OCT/MMMSG           |

| Funding Impact                      |                   |                  |
|-------------------------------------|-------------------|------------------|
| Operating                           | 2015 Impact       | 2016 Impact      |
| Personnel Services                  | \$ 99,080         | \$ 99,080        |
| Materials & Supplies                | 2,965             | 780              |
| Purchased Services                  | -                 | -                |
| Financial & Rent Expenses           | -                 | -                |
| Grants & Assistance                 | -                 | -                |
| <b>Total Direct Costs</b>           | <b>102,045</b>    | <b>99,860</b>    |
| Allocated Charges/Recoveries        | -                 | -                |
| Corporate Support                   | -                 | -                |
| Transfer to Reserves - Operating    | -                 | -                |
| Transfer from Reserves - Operating  | -                 | -                |
| <b>Gross Operating Expenditures</b> | <b>102,045</b>    | <b>99,860</b>    |
| Transfer to Reserves - Capital      | -                 | -                |
| Transfer from Reserves - Capital    | -                 | -                |
| Debt Charges                        | -                 | -                |
| <b>Capital Expenditures</b>         | -                 | -                |
| Subsidy Revenue                     | -                 | -                |
| Non-Subsidy Revenue                 | -                 | -                |
| <b>Total Revenue</b>                | -                 | -                |
| <b>Net Program Expenditures</b>     | <b>\$ 102,045</b> | <b>\$ 99,860</b> |

## Business Case

### Recommendation:

Approve one (1) Maintenance Planner position to plan preventive and corrective maintenance program delivery and oversee external contracted service providers.

### Need:

Maintenance programs require planning and coordination to execute efficiently along with regular review and evaluation to ensure effectiveness. Maintenance planners are required to: 1) implement and oversee a preventive/corrective maintenance plan that aligns with the American Water Works Association (AWWA) standards and industry best practices, 2) ensure that the current backlog of corrective work is completed and 3) provide oversight of contracted work. The AWWA recommends that operations and maintenance programs be developed with consideration of the priority of impacted customers and the criticality of infrastructure. Over the last three years, the rate of completion of the preventive maintenance program has been limited and non-urgent corrective maintenance has had to be deferred. Current staffing levels are insufficient to deliver all programs internally; therefore, 47% of the corrective maintenance program is completed by external service providers. Health and safety and customer concerns (i.e. restoration) require increased oversight of contracted services in the field.

### Implications:

Without the additional resource to review, implement and oversee an optimized preventive and corrective maintenance programs, Halton will be unable to maximize the use of operations staff, provide proper oversight of external contract service providers and complete the programs. The current backlog of corrective maintenance and incomplete preventive maintenance will continue to grow which could result in service disruption to customers and deteriorating infrastructure conditions.

### Alternatives:

Continue to plan and deliver preventive and corrective maintenance programs in the current manner with the use of external service providers to complete non-urgent work as funding permits. This will result in the Region's ability to plan for long-term sustainable maintenance programs being negatively impacted due to lack of staff continuity and in-house expertise.

| Regional Wastewater System                         |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |              |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|---------------------------------|---------------------|--------------|
|  | 2012                 | 2013                 | 2014                 | 2014                 | 2015                 | 2015                  | 2015                 | Change in Budget           |                                 |                     |              |
|  | Actual               | Actual               | Approved Budget*     | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved | 2015 Requested to 2014 Approved |                     |              |
| <b>Operating Expenses</b>                          |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |              |
| Treatment  | \$ 21,797,857        | \$ 22,181,977        | \$ 23,663,203        | \$ 24,177,630        | \$ 24,409,751        | \$ 2,244              | \$ 24,411,995        | \$ 746,548                 | 3.2%                            | \$ 748,792          | 3.2%         |
| Collection   | 379,124              | 137,631              | 249,500              | 1,566,058            | 255,000              | -                     | 255,000              | 5,500                      | 2.2%                            | 5,500               | 2.2%         |
| Planning & Support                                 | 2,065,148            | 2,001,449            | 2,809,205            | 3,043,549            | 2,932,772            | -                     | 2,932,772            | 123,567                    | 4.4%                            | 123,567             | 4.4%         |
| Design & Construction                              | 2,392,789            | 2,851,922            | 2,808,641            | 2,819,731            | 2,789,356            | -                     | 2,789,356            | (19,285)                   | -0.7%                           | (19,285)            | -0.7%        |
| Maintenance  | 25,814,509           | 24,260,112           | 24,876,136           | 25,022,832           | 25,311,042           | 409,124               | 25,720,166           | 434,906                    | 1.7%                            | 844,030             | 3.4%         |
| Administration and Fiscal                          | 4,875,657            | 4,280,113            | 4,866,106            | 6,858,887            | 5,036,067            | 36,316                | 5,072,383            | 169,961                    | 3.5%                            | 206,277             | 4.2%         |
| <b>Operating Expenditures</b>                      | <b>57,325,084</b>    | <b>55,713,204</b>    | <b>59,272,791</b>    | <b>63,488,686</b>    | <b>60,733,988</b>    | <b>447,684</b>        | <b>61,181,672</b>    | <b>1,461,197</b>           | <b>2.5%</b>                     | <b>1,908,881</b>    | <b>3.2%</b>  |
| <b>Capital Expenses</b>                            |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |              |
| Debt Charges                                       | 16,526,927           | 17,244,781           | 19,123,195           | 18,804,174           | 20,402,870           | -                     | 20,402,870           | 1,279,675                  | 6.7%                            | 1,279,675           | 6.7%         |
| Transfers to Reserve                               | 15,144,160           | 17,842,255           | 19,366,646           | 19,366,646           | 22,213,146           | -                     | 22,213,146           | 2,846,501                  | 14.7%                           | 2,846,501           | 14.7%        |
| Transfers to Vehicle Reserve                       | 425,500              | 521,100              | 534,100              | 534,100              | 547,500              | -                     | 547,500              | 13,400                     | 2.5%                            | 13,400              | 2.5%         |
| Transfers to Gas Tax Reserve                       | 4,740,900            | 4,740,889            | 4,740,889            | 4,740,889            | 4,740,889            | -                     | 4,740,889            | -                          | 0.0%                            | -                   | 0.0%         |
| Transfers from Reserve                             | (6,018,541)          | (6,244,795)          | (6,047,682)          | (6,047,682)          | (6,250,809)          | -                     | (6,250,809)          | (203,127)                  | 3.4%                            | (203,127)           | 3.4%         |
| <b>Capital Financing Expenditures</b>              | <b>30,818,946</b>    | <b>34,104,230</b>    | <b>37,717,148</b>    | <b>37,398,127</b>    | <b>41,653,596</b>    | <b>-</b>              | <b>41,653,596</b>    | <b>3,936,449</b>           | <b>10.4%</b>                    | <b>3,936,449</b>    | <b>10.4%</b> |
| Recoveries from Capital Projects                   | (2,925,519)          | (3,356,325)          | (3,807,879)          | (3,807,879)          | (3,880,066)          | -                     | (3,880,066)          | (72,188)                   | 1.9%                            | (72,188)            | 1.9%         |
| <b>Total Gross Expenditures</b>                    | <b>85,218,511</b>    | <b>86,461,109</b>    | <b>93,182,060</b>    | <b>97,078,934</b>    | <b>98,507,517</b>    | <b>447,684</b>        | <b>98,955,201</b>    | <b>5,325,457</b>           | <b>5.7%</b>                     | <b>5,773,141</b>    | <b>6.2%</b>  |
| <b>Other Revenues</b>                              |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |              |
| Gas Tax Revenue                                    | (4,740,900)          | (4,740,889)          | (4,740,900)          | (4,740,900)          | (4,740,900)          | -                     | (4,740,900)          | -                          | 0.0%                            | -                   | 0.0%         |
| Service Extension                                  | (67,636)             | (67,636)             | (49,100)             | (49,100)             | -                    | -                     | -                    | 49,100                     | -100.0%                         | 49,100              | -100.0%      |
| Fees for Service                                   | (479,321)            | (547,491)            | (652,032)            | (483,137)            | (598,100)            | -                     | (598,100)            | 53,932                     | -8.3%                           | 53,932              | -8.3%        |
| Sewer Discharge Agreements                         | (888,876)            | (836,430)            | (967,000)            | (912,742)            | (881,692)            | -                     | (881,692)            | 85,308                     | -8.8%                           | 85,308              | -8.8%        |
| Interest Earnings                                  | (1,500,000)          | (1,808,500)          | (1,800,000)          | (1,800,000)          | (1,800,000)          | -                     | (1,800,000)          | -                          | 0.0%                            | -                   | 0.0%         |
| <b>Total Other Revenues</b>                        | <b>(7,676,733)</b>   | <b>(8,000,946)</b>   | <b>(8,209,032)</b>   | <b>(7,985,879)</b>   | <b>(8,020,692)</b>   | <b>-</b>              | <b>(8,020,692)</b>   | <b>188,340</b>             | <b>-2.3%</b>                    | <b>188,340</b>      | <b>-2.3%</b> |
| <b>Net Program Impact</b>                          | <b>\$ 77,541,778</b> | <b>\$ 78,460,164</b> | <b>\$ 84,973,028</b> | <b>\$ 89,379,427</b> | <b>\$ 90,486,825</b> | <b>\$ 447,684</b>     | <b>\$ 90,934,509</b> | <b>\$ 5,513,797</b>        | <b>6.5%</b>                     | <b>\$ 5,961,481</b> | <b>7.0%</b>  |
| <b>Rate % Increase</b>                             | <b>6.2%</b>          | <b>4.6%</b>          | <b>4.5%</b>          | <b>4.5%</b>          | <b>5.8%</b>          | <b>0.5%</b>           | <b>6.4%</b>          |                            |                                 |                     |              |
| <b>Growth Impact:</b>                              |                      |                      |                      |                      |                      |                       |                      |                            |                                 |                     |              |
| Customer Growth                                    | 0.0%                 | 1.4%                 | 1.7%                 | 1.7%                 | 1.6%                 | 0.0%                  | 1.6%                 |                            |                                 |                     |              |
| Consumption Growth                                 | 0.0%                 | 0.0%                 | 0.5%                 | 0.5%                 | 0.0%                 | 0.0%                  | 0.0%                 |                            |                                 |                     |              |
| <b>Annual Wastewater Consumption m<sup>3</sup></b> | <b>52,788,966</b>    | <b>49,800,873</b>    | <b>52,555,568</b>    | <b>50,560,414</b>    | <b>52,555,568</b>    |                       | <b>52,555,568</b>    |                            |                                 |                     |              |
| <b>Residential Bill (274 m<sup>3</sup> p.a.)</b>   | <b>\$ 413.74</b>     | <b>\$ 432.97</b>     | <b>\$ 452.45</b>     | <b>\$ 452.45</b>     | <b>\$ 478.86</b>     | <b>\$ 2.39</b>        | <b>\$ 481.25</b>     | <b>\$ 26.41</b>            | <b>5.8%</b>                     | <b>\$ 28.80</b>     | <b>6.4%</b>  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

## Divisional Summary

|                                       | 2012                 | 2013                 | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              |                                 |              |  |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---------------------------------|--------------|--|
|                                       | Actual               | Actual               | Approved Budget*     | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |  |
| <b>Wastewater</b>                     |                      |                      |                      |                      |                      |                       |                      |                            |              |                                 |              |  |
| Personnel Services                    | \$ 14,807,912        | \$ 15,305,787        | \$ 15,858,490        | \$ 15,718,490        | \$ 16,263,140        | \$ 359,710            | \$ 16,622,850        | \$ 404,650                 | 2.6%         | \$ 764,360                      | 4.8%         |  |
| Materials & Supplies                  | 10,834,955           | 11,508,020           | 11,924,864           | 12,396,725           | 12,366,021           | 6,337                 | 12,372,358           | 441,157                    | 3.7%         | 447,494                         | 3.8%         |  |
| Purchased Services                    | 22,703,389           | 20,634,577           | 21,583,227           | 21,729,820           | 22,309,211           | -                     | 22,309,211           | 725,984                    | 3.4%         | 725,984                         | 3.4%         |  |
| Financial & Rent Expenses             | 168,982              | 169,643              | 237,630              | 239,930              | 240,130              | -                     | 240,130              | 2,500                      | 1.1%         | 2,500                           | 1.1%         |  |
| Grants & Assistance                   | 47,986               | 81,088               | 41,000               | 3,602,558            | 145,000              | -                     | 145,000              | 104,000                    | 253.7%       | 104,000                         | 253.7%       |  |
| <b>Total Direct Costs</b>             | <b>48,563,223</b>    | <b>47,699,115</b>    | <b>49,645,211</b>    | <b>53,687,523</b>    | <b>51,323,502</b>    | <b>366,047</b>        | <b>51,689,549</b>    | <b>1,678,291</b>           | <b>3.4%</b>  | <b>2,044,338</b>                | <b>4.1%</b>  |  |
| Allocated Charges / Recoveries        | 918,298              | 792,381              | 1,560,937            | 1,707,604            | 1,298,552            | 81,638                | 1,380,190            | (262,385)                  | -16.8%       | (180,748)                       | -11.6%       |  |
| Corporate Support                     | 4,297,992            | 4,085,208            | 4,156,764            | 4,156,764            | 4,184,367            | -                     | 4,184,367            | 27,603                     | 0.7%         | 27,603                          | 0.7%         |  |
| Transfer to Reserves - Operating      | 4,111,030            | (172,234)            | 130,000              | 128,917              | 47,500               | -                     | 47,500               | (82,500)                   | -63.5%       | (82,500)                        | -63.5%       |  |
| Transfer from Reserves - Operating    | (3,490,977)          | (47,591)             | (28,000)             | -                    | -                    | -                     | -                    | 28,000                     | -100.0%      | 28,000                          | -100.0%      |  |
| <b>Gross Operating Expenditures</b>   | <b>54,399,566</b>    | <b>52,356,879</b>    | <b>55,464,912</b>    | <b>59,680,808</b>    | <b>56,853,921</b>    | <b>447,684</b>        | <b>57,301,605</b>    | <b>1,389,009</b>           | <b>2.5%</b>  | <b>1,836,693</b>                | <b>3.3%</b>  |  |
| Transfer to Reserves - Capital        | 15,569,660           | 18,363,355           | 19,900,746           | 19,900,746           | 22,760,646           | -                     | 22,760,646           | 2,859,901                  | 14.4%        | 2,859,901                       | 14.4%        |  |
| Transfer to Gas Tax Reserve           | 4,740,900            | 4,740,889            | 4,740,889            | 4,740,889            | 4,740,889            | -                     | 4,740,889            | -                          | 0.0%         | -                               | 0.0%         |  |
| Transfer from Reserves - Capital      | (6,018,541)          | (6,244,795)          | (6,047,682)          | (6,047,682)          | (6,250,809)          | -                     | (6,250,809)          | (203,127)                  | 3.4%         | (203,127)                       | 3.4%         |  |
| Debt Charges                          | 16,526,927           | 17,244,781           | 19,123,195           | 18,804,174           | 20,402,870           | -                     | 20,402,870           | 1,279,675                  | 6.7%         | 1,279,675                       | 6.7%         |  |
| <b>Capital Financing Expenditures</b> | <b>30,818,946</b>    | <b>34,104,230</b>    | <b>37,717,148</b>    | <b>37,398,127</b>    | <b>41,653,596</b>    | <b>-</b>              | <b>41,653,596</b>    | <b>3,936,449</b>           | <b>10.4%</b> | <b>3,936,449</b>                | <b>10.4%</b> |  |
| <b>Total Gross Expenditures</b>       | <b>85,218,511</b>    | <b>86,461,109</b>    | <b>93,182,060</b>    | <b>97,078,934</b>    | <b>98,507,517</b>    | <b>447,684</b>        | <b>98,955,201</b>    | <b>5,325,457</b>           | <b>5.7%</b>  | <b>5,773,141</b>                | <b>6.2%</b>  |  |
| Subsidy Revenue                       | (4,740,900)          | (4,740,889)          | (4,740,900)          | (4,740,900)          | (4,740,900)          | -                     | (4,740,900)          | -                          | 0.0%         | -                               | 0.0%         |  |
| Other Revenue                         | (2,935,833)          | (3,260,057)          | (3,468,132)          | (3,244,979)          | (3,279,792)          | -                     | (3,279,792)          | 188,340                    | -5.4%        | 188,340                         | -5.4%        |  |
| <b>Total Revenue</b>                  | <b>(7,676,733)</b>   | <b>(8,000,946)</b>   | <b>(8,209,032)</b>   | <b>(7,985,879)</b>   | <b>(8,020,692)</b>   | <b>-</b>              | <b>(8,020,692)</b>   | <b>188,340</b>             | <b>-2.3%</b> | <b>188,340</b>                  | <b>-2.3%</b> |  |
| <b>Net Program Impact</b>             | <b>\$ 77,541,778</b> | <b>\$ 78,460,164</b> | <b>\$ 84,973,028</b> | <b>\$ 89,379,427</b> | <b>\$ 90,486,825</b> | <b>\$ 447,684</b>     | <b>\$ 90,934,509</b> | <b>\$ 5,513,797</b>        | <b>6.5%</b>  | <b>\$ 5,961,481</b>             | <b>7.0%</b>  |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

# Base Budget Change Report

| Wastewater                            | 2014                 |                      | 2015                 |                       |                      | Change in Budget           |              | Comments  |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------------|--------------|---|
|                                       | Approved Budget*     | Projected Actual     | Base Budget          | Strategic Investments | Requested Budget     | 2015 Base to 2014 Approved |              |   |
| Personnel Services                    | \$ 15,858,490        | \$ 15,718,490        | \$ 16,263,140        | \$ 359,710            | \$ 16,622,850        | \$ 404,650                 | 2.6%         | Includes in-year staff resource increase for the 2012 Allocation Program (LPS95-13 / FN-29-13 / PW-56-13)   |
| Materials & Supplies                  | 11,924,864           | 12,396,725           | 12,366,021           | 6,337                 | 12,372,358           | 441,157                    | 3.7%         | Hydro increase of \$425,000 due to both rate and volume increases and \$54,000 increase in chemical costs   |
| Purchased Services                    | 21,583,227           | 21,729,820           | 22,309,211           | -                     | 22,309,211           | 725,984                    | 3.4%         | \$343,000 increase in facility maintenance, \$106,000 increase for biosolids haulage per PW-57-13, and \$181,000 increase for property taxes on additional facilities and billing charges, \$29K moved to grants to consolidate Ex-Gratia grant funding |
| Financial and Rent Expenses           | 237,630              | 239,930              | 240,130              | -                     | 240,130              | 2,500                      | 1.1%         |   |
| Grants & Assistance                   | 41,000               | 3,602,558            | 145,000              | -                     | 145,000              | 104,000                    | 253.7%       | Ex-Gratia grants increase of \$50,000 and \$29,000 moved from purchased services to consolidate grant funding   |
| <b>Total Direct Costs</b>             | <b>49,645,211</b>    | <b>53,687,523</b>    | <b>51,323,502</b>    | <b>366,047</b>        | <b>51,689,549</b>    | <b>1,678,291</b>           | <b>3.4%</b>  |   |
| Allocated Charges/Recoveries          | 1,560,937            | 1,707,604            | 1,298,552            | 81,638                | 1,380,190            | (262,385)                  | -16.8%       | Increased recoveries from capital for the 2012 Allocation Program staff   |
| Corporate Support                     | 4,156,764            | 4,156,764            | 4,184,367            | -                     | 4,184,367            | 27,603                     | 0.7%         | In accordance with corporate support cost allocation framework  |
| Transfer to Reserves - Operating      | 130,000              | 128,917              | 47,500               | -                     | 47,500               | (82,500)                   | -63.5%       | Decrease due to expiration of local improvement agreements and discontinuation of Emergency Spills reserve per Report PW-04-14  |
| Transfer from Reserves - Operating    | (28,000)             | -                    | -                    | -                     | -                    | 28,000                     | -100.0%      | Discontinuation of Emergency Spills reserve   |
| <b>Gross Operating Expenditures</b>   | <b>55,464,912</b>    | <b>59,680,808</b>    | <b>56,853,921</b>    | <b>447,684</b>        | <b>57,301,605</b>    | <b>1,389,009</b>           | <b>2.5%</b>  |   |
| Transfer to Reserves - Capital        | 19,900,746           | 19,900,746           | 22,760,646           | -                     | 22,760,646           | 2,859,901                  | 14.4%        | Increase required to support the growing State of Good Repair Capital Program and the purchase of new vehicles  |
| Transfer to Gas Tax Reserve           | 4,740,889            | 4,740,889            | 4,740,889            | -                     | 4,740,889            | -                          | 0.0%         |   |
| Transfer from Reserves - Capital      | (6,047,682)          | (6,047,682)          | (6,250,809)          | -                     | (6,250,809)          | (203,127)                  | 3.4%         | Recovery from development charges to fund growth-related debt charges   |
| Debt Charges                          | 19,123,195           | 18,804,174           | 20,402,870           | -                     | 20,402,870           | 1,279,675                  | 6.7%         | Increase for previously issued debt and debt planned in 2015  |
| <b>Capital Financing Expenditures</b> | <b>37,717,148</b>    | <b>37,398,127</b>    | <b>41,653,596</b>    | <b>-</b>              | <b>41,653,596</b>    | <b>3,936,448</b>           | <b>10.4%</b> |   |
| <b>Total Gross Expenditures</b>       | <b>93,182,060</b>    | <b>97,078,934</b>    | <b>98,507,517</b>    | <b>447,684</b>        | <b>98,955,201</b>    | <b>5,325,457</b>           | <b>5.7%</b>  |   |
| Subsidy Revenue                       | (4,740,900)          | (4,740,900)          | (4,740,900)          | -                     | (4,740,900)          | -                          | 0.0%         |   |
| Other Revenue                         | (3,468,132)          | (3,244,979)          | (3,279,792)          | -                     | (3,279,792)          | 188,340                    | -5.4%        | Reductions in Sewer Discharge Agreement revenue to reflect actual trends, Emergency Spills revenue discontinuation and local improvement revenue expiry   |
| <b>Total Revenue</b>                  | <b>(8,209,032)</b>   | <b>(7,985,879)</b>   | <b>(8,020,692)</b>   | <b>-</b>              | <b>(8,020,692)</b>   | <b>188,340</b>             | <b>-2.3%</b> |   |
| <b>Net Program Expenditures</b>       | <b>\$ 84,973,028</b> | <b>\$ 89,379,427</b> | <b>\$ 90,486,825</b> | <b>\$ 447,684</b>     | <b>\$ 90,934,509</b> | <b>\$ 5,513,797</b>        | <b>6.5%</b>  |   |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

# Strategic Investments

## Customer Response and Programming Supervisor

### Program Details

|             |   |
|-------------|---|
| Department  | Public Works                                  |
| Division    | Wastewater                                    |
| Program     | Wastewater Collection<br>/ Water Distribution |
| Cost Centre | 235000 / 224000                               |

### Complement Details

|                 |   |
|-----------------|---|
| Position Title  | Supervisor Customer Response<br>and Programming |
| FTE Impact      | 1.0   |
| Personnel Group | OCT/MMSG  |

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ 121,420        | \$ 121,420        |
| Materials & Supplies                | 3,215             | 780               |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>124,635</b>    | <b>122,200</b>    |
| Allocated Charges/Recoveries        | -                 | -                 |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>124,635</b>    | <b>122,200</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | -                 | -                 |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | -                 | -                 |
| <b>Net Program Expenditures</b>     | <b>\$ 124,635</b> | <b>\$ 122,200</b> |

### Business Case

#### Recommendation:

Approve one Supervisor of Customer Response and Programming position to lead a number of programs in the water distribution and wastewater collection areas.

#### Need:

There are currently a number of programs in the water and wastewater linear systems that involve a high degree of customer interaction. These program areas include: Basement Flooding response, Water Efficiency and Water Festival, Meters, Locates, Bulk Water Stations, pipe construction and repair restoration, Outdoor Water Use and general water and wastewater program inquiries and information. This supervisor position will be responsible for ensuring that Public Works continues to not only meet but to exceed expectations of customer service for residents and businesses in Halton Region by focusing on being responsive to customer needs in these areas.

As a result of increasing storm frequencies and intensities, impacts of basement flooding to Halton residents have continued to rise in recent years. Accordingly, there is a greater demand for enhanced customer service and ability to deliver on the Basement Flooding Prevention Program. Additionally, the Region Wide Basement Flooding Mitigation Project (as outlined in PPW-08-14), will provide recommendations on the public side as well as private side remedies that will significantly impact the overall components of the Basement Flooding Mitigation Program including a need to further enhance communication for private side requirements. The new Supervisor will be responsible for overseeing and managing the delivery of this program to Halton citizens.

In addition, One Call legislation was intended to simplify and provide a single call centre to minimize damages to underground facilities and promote safe excavation practices through the operation of the One Call Centre for all of Ontario. This has resulted in a significant increase in the number of locate requests (a 74% increase over previous years) that must be dealt with by the Region. Although contracted services are being leveraged to respond to these locate requests, a significant portion of the locate requests must be dealt with by Regional staff. The new Supervisor will be responsible for overseeing the front line staff charged with organizing and management of the calls.

#### Implications:

Without the additional resource to lead and oversee the various areas related to customer response and programming it would be difficult to sustain the current level of customer satisfaction and to support residents and businesses with an enhanced Basement Flooding Prevention Program and address new requirements such as the One Call legislation.

#### Alternatives:

Continue with the status quo, which is that each program area deals individually with their customer response and programming. This may negatively impact consistency and efficiency in customer service.

#### Reference:

Planning and Public Works Committee Minutes Meeting No. 08-14.

# Strategic Investments

## Infrastructure and Systems Improvement Supervisor

### Program Details

|             |                       |
|-------------|-----------------------|
| Department  | Public Works          |
| Division    | Wastewater            |
| Program     | Wastewater Collection |
| Cost Centre | 235000                |

### Complement Details

|                 |                                       |
|-----------------|---------------------------------------|
| Position Title  | Infrastructure and Systems Supervisor |
| FTE Impact      | 1.0                                   |
| Personnel Group | OCT/MMSG                              |

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ 137,940        | \$ 137,940        |
| Materials & Supplies                | 2,882             | 780               |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>140,822</b>    | <b>138,720</b>    |
| Allocated Charges/Recoveries        | -                 | -                 |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>140,822</b>    | <b>138,720</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>          |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | <b>-</b>          | <b>-</b>          |
| <b>Net Program Expenditures</b>     | <b>\$ 140,822</b> | <b>\$ 138,720</b> |

### Business Case

#### Recommendation:

Approve an Infrastructure and Systems Improvement Supervisor to oversee water and wastewater systems performance and improvements.

#### Need:

An Infrastructure and Systems Improvement Supervisor is required to ensure that Halton's water and wastewater systems are operating efficiently and providing appropriate service delivery. This position will also allow Halton to proactively identify and develop opportunities for system performance improvements. Both Halton's water and wastewater systems have grown significantly in size and complexity over time and accordingly the need to manage and maintain system performance is crucial. The Supervisor will ensure that relevant water and wastewater system performance data is collected, reviewed and critically assessed and that research needs are identified and undertaken.

In addition to supporting the ongoing Basement Flooding Prevention Program, this position will be responsible for overseeing and coordinating studies and investigations necessary to optimize system performance in conjunction with operations personnel to address and mitigate existing and future risks of basement flooding. Recent storm events have highlighted the need to continuously review and identify improvements in the existing wastewater collection system in order to reduce the likelihood of future basement flooding due to sewer backup. Weather patterns have changed over the past few decades with more localized storm events of greater intensity occurring at greater frequency. In order to effectively mitigate future risk, analysis of the sewer system is necessary to identify critical infrastructure and operational improvements.

Further, the 2012 Allocation Program requires the construction of water and wastewater capital projects of approximately \$1 billion. Operational input and system integration is critical to successfully deliver these projects. The Supervisor of Infrastructure and Systems Improvement will oversee a group of technical staff and engineers to assist with the integration and commissioning of major and minor capital projects into existing water and wastewater systems.

#### Implications:

Without a Supervisor to coordinate the necessary studies and analyses, it will be difficult to proactively mitigate system performance issues that can severely impact customers, such as basement flooding and sewer back-ups. There will be limited capacity to proactively identify and resolve system issues that are becoming increasingly problematic given the increasing trend of significant rainfall events.

#### Alternatives:

Continue with the status quo where the required staff would be coming together from other areas of PW to specifically focus on systems improvements.

# Strategic Investments

## Wastewater Collection Operator

### Program Details

|             |                        |
|-------------|------------------------|
| Department  | Public Works           |
| Division    | Wastewater             |
| Program     | Wastewater Collections |
| Cost Centre | 235000                 |

### Complement Details

|                 |                     |
|-----------------|---------------------|
| Position Title  | Collection Operator |
| FTE Impact      | 2.0                 |
| Personnel Group | CUPE (PW)           |

### Funding Impact

| Operating                           | 2015 Impact       | 2016 Impact       |
|-------------------------------------|-------------------|-------------------|
| Personnel Services                  | \$ 161,060        | \$ 161,060        |
| Materials & Supplies                | 1,764             | 1,504             |
| Purchased Services                  | -                 | -                 |
| Financial & Rent Expenses           | -                 | -                 |
| Grants & Assistance                 | -                 | -                 |
| <b>Total Direct Costs</b>           | <b>162,824</b>    | <b>162,564</b>    |
| Allocated Charges/Recoveries        | -                 | 13,000            |
| Corporate Support                   | -                 | -                 |
| Transfer to Reserves - Operating    | -                 | -                 |
| Transfer from Reserves - Operating  | -                 | -                 |
| <b>Gross Operating Expenditures</b> | <b>162,824</b>    | <b>175,564</b>    |
| Transfer to Reserves - Capital      | -                 | -                 |
| Transfer from Reserves - Capital    | -                 | -                 |
| Debt Charges                        | -                 | -                 |
| <b>Capital Expenditures</b>         | <b>-</b>          | <b>-</b>          |
| Subsidy Revenue                     | -                 | -                 |
| Non-Subsidy Revenue                 | -                 | -                 |
| <b>Total Revenue</b>                | <b>-</b>          | <b>-</b>          |
| <b>Net Program Expenditures</b>     | <b>\$ 162,824</b> | <b>\$ 175,564</b> |

### Business Case

#### Recommendation:

Approve two Wastewater Collection Operators to ensure Halton continues to operate the wastewater collection system at appropriate levels of service and maintain the system in a state of good repair.

#### Need:

The Region's wastewater collection system has expanded significantly in recent years without concurrent growth in operating staff resources. Since 2010, the Region has installed 100KM of new wastewater main, 50KM of additional lateral pipe and 2,500 additional manholes, as well as commissioned four new wastewater pumping stations. Further, four additional wastewater pumping stations will be operational by the fall of 2015. Many of the North wastewater pumping stations are deep wet well design (over 18 meters deep) which require four person crews for confined space entry, resulting in increased pressures on staff availability.

The significant growth in infrastructure and complexity require additional staff resources to ensure that Halton continues to operate wastewater collection system at appropriate levels of service and maintain the system in a state of good repair.

A growing need for staff resources over the recent years has led to a rising trend of staff overtime reaching 30% of total hours worked by 2013. A gap analysis undertaken by Urban & Environmental Management Inc. in 2012 highlighted that Halton Region's field staffing level per 100KM of wastewater pipe is "significantly lower" than local comparators.

#### Implications:

Without additional operators, operations and maintenance work will continue to be heavily relied on overtime and contracted services, or need to be deferred. This will negatively impact Region's ability to maintain the wastewater system in a state of good repair and to address exceptional system pressures in the events such as basement flooding.

#### Alternatives:

Defer operations and maintenance programs and/or utilize overtime and external service providers to deliver the operations and maintenance programs. This is not the preferred option due to the risk of adversely impacting infrastructure condition if preventive and corrective maintenance is not completed as recommended by industry standards (American Water Works Association) and best practices.

# Business & Technical Services

## Divisional Summary

| Business & Technical Services         | 2012             | 2013             | 2014             |                     | 2015             |                       |                  | Change in Budget           |              |                                 |              |
|---------------------------------------|------------------|------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|--------------|---------------------------------|--------------|
|                                       | Actual           | Actual           | Approved Budget* | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |              | 2015 Requested to 2014 Approved |              |
| Personnel Services                    | \$ 6,452,722     | \$ 6,697,277     | \$ 7,577,420     | \$ 6,737,420        | \$ 7,709,910     | \$ 135,550            | \$ 7,845,460     | \$ 132,490                 | 1.7%         | \$ 268,040                      | 3.5%         |
| Materials & Supplies                  | 491,487          | 450,202          | 489,650          | 460,350             | 552,690          | 3,565                 | 556,255          | 63,040                     | 12.9%        | 66,605                          | 13.6%        |
| Purchased Services                    | 405,533          | 334,683          | 708,350          | 548,850             | 550,719          | -                     | 550,719          | (157,631)                  | -22.3%       | (157,631)                       | -22.3%       |
| Financial & Rent Expenses             | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Grants & Assistance                   | -                | -                | -                | -                   | -                | -                     | -                | -                          | -            | -                               | 0.0%         |
| <b>Total Direct Costs</b>             | <b>7,349,742</b> | <b>7,482,162</b> | <b>8,775,420</b> | <b>7,746,620</b>    | <b>8,813,319</b> | <b>139,115</b>        | <b>8,952,434</b> | <b>37,899</b>              | <b>0.4%</b>  | <b>177,014</b>                  | <b>2.0%</b>  |
| Allocated Charges / Recoveries        | (7,405,570)      | (8,477,430)      | (9,938,188)      | (9,141,488)         | (9,876,206)      | (139,115)             | (10,015,322)     | 61,982                     | -0.6%        | (77,134)                        | 0.8%         |
| Corporate Support                     | 590,357          | 1,644,905        | 1,691,819        | 1,691,819           | 1,664,799        | -                     | 1,664,799        | (27,020)                   | -1.6%        | (27,020)                        | -1.6%        |
| Transfer to Reserves - Operating      | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| Transfer from Reserves - Operating    | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | 0.0%         |
| <b>Gross Operating Expenditures</b>   | <b>534,529</b>   | <b>649,637</b>   | <b>529,051</b>   | <b>296,951</b>      | <b>601,912</b>   | <b>-</b>              | <b>601,911</b>   | <b>72,861</b>              | <b>13.8%</b> | <b>72,860</b>                   | <b>13.8%</b> |
| Transfer to Reserves - Capital        | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | -            |
| Transfer to Gas Tax Reserve           | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | -            |
| Transfer from Reserves - Capital      | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | -            |
| Debt Charges                          | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | -            |
| <b>Capital Financing Expenditures</b> | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>-</b>     | <b>-</b>                        | <b>-</b>     |
| <b>Total Gross Expenditures</b>       | <b>534,529</b>   | <b>649,637</b>   | <b>529,051</b>   | <b>296,951</b>      | <b>601,912</b>   | <b>-</b>              | <b>601,911</b>   | <b>72,861</b>              | <b>13.8%</b> | <b>72,860</b>                   | <b>13.8%</b> |
| Subsidy Revenue                       | -                | -                | -                | -                   | -                | -                     | -                | -                          | 0.0%         | -                               | -            |
| Other Revenue                         | (534,529)        | (649,637)        | (529,051)        | (601,951)           | (601,912)        | -                     | (601,912)        | (72,861)                   | 13.8%        | (72,861)                        | 13.8%        |
| <b>Total Revenue</b>                  | <b>(534,529)</b> | <b>(649,637)</b> | <b>(529,051)</b> | <b>(601,951)</b>    | <b>(601,912)</b> | <b>-</b>              | <b>(601,912)</b> | <b>(72,861)</b>            | <b>13.8%</b> | <b>(72,861)</b>                 | <b>13.8%</b> |
| <b>Net Program Impact</b>             | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ (305,000)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                | <b>0.0%</b>  | <b>\$ -</b>                     | <b>0.0%</b>  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

## Base Budget Change Report

| Business & Technical Services       | 2014             |                     | 2015             |                       |                  | Change in Budget           |              | Comments   |
|-------------------------------------|------------------|---------------------|------------------|-----------------------|------------------|----------------------------|--------------|--|
|                                     | Approved Budget* | Projected Actual    | Base Budget      | Strategic Investments | Requested Budget | 2015 Base to 2014 Approved |              |  |
| Personnel Services                  | \$ 7,577,420     | \$ 6,737,420        | \$ 7,709,910     | \$ 135,550            | \$ 7,845,460     | \$ 132,490                 | 1.7%         | Increase in travel expenses to reflect actual spending trend<br>Decrease in professional consulting services and special projects to reflect actual spending trend |
| Materials & Supplies                | 489,650          | 460,350             | 552,690          | 3,565                 | 556,255          | 63,040                     | 12.9%        |  |
| Purchased Services                  | 708,350          | 548,850             | 550,719          | -                     | 550,719          | (157,631)                  | -22.3%       |  |
| Financial and Rent Expenses         | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| Grants & Assistance                 | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| <b>Total Direct Costs</b>           | <b>8,775,420</b> | <b>7,746,620</b>    | <b>8,813,319</b> | <b>139,115</b>        | <b>8,952,434</b> | <b>37,899</b>              | <b>0.4%</b>  |  |
| Allocated Charges/Recoveries        | (9,938,188)      | (9,141,488)         | (9,876,206)      | (139,115)             | (10,015,322)     | 61,982                     | -0.6%        |  |
| Corporate Support                   | 1,691,819        | 1,691,819           | 1,664,799        | -                     | 1,664,799        | -27,020                    | -1.6%        |  |
| Transfer to Reserves - Operating    | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| Transfer from Reserves - Operating  | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| <b>Gross Operating Expenditures</b> | <b>529,051</b>   | <b>296,951</b>      | <b>601,912</b>   | <b>-</b>              | <b>601,911</b>   | <b>72,861</b>              | <b>13.8%</b> |  |
| Transfer to Reserves - Capital      | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| Transfer from Reserves - Capital    | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| Debt Charges                        | -                | -                   | -                | -                     | -                | -                          | 0.0%         |  |
| <b>Capital Expenditures</b>         | <b>-</b>         | <b>-</b>            | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>                   | <b>0.0%</b>  |  |
| <b>Total Gross Expenditures</b>     | <b>529,051</b>   | <b>296,951</b>      | <b>601,912</b>   | <b>-</b>              | <b>601,911</b>   | <b>72,861</b>              | <b>13.8%</b> |  |
| Subsidy Revenue                     | -                | -                   | -                | -                     | -                | -                          | 0.0%         | Increase to better reflect actual revenue trends for permit and inspection fees  |
| Other Revenue                       | (529,051)        | (601,951)           | (601,912)        | -                     | (601,912)        | (72,861)                   | 13.8%        |  |
| <b>Total Revenue</b>                | <b>(529,051)</b> | <b>(601,951)</b>    | <b>(601,912)</b> | <b>-</b>              | <b>(601,912)</b> | <b>(72,861)</b>            | <b>13.8%</b> |  |
| <b>Net Program Expenditures</b>     | <b>\$ -</b>      | <b>\$ (305,000)</b> | <b>\$ -</b>      | <b>\$ -</b>           | <b>\$ -</b>      | <b>\$ -</b>                |              |  |

\*Adjusted to reflect changed accounting treatment for Engineering & Inspection fee revenues as per Report No. LPS77-13, and realignment of operating costs with maintenance activities.

# Strategic Investments

## Asset Planning Manager

### Program Details

|             |                               |
|-------------|-------------------------------|
| Department  | Public Works                  |
| Division    | Business & Technical Services |
| Program     | Asset Planning                |
| Cost Centre | 260000                        |

### Complement Details

|                 |                         |
|-----------------|-------------------------|
| Position Title  | Manager, Asset Planning |
| FTE Impact      | 1.0                     |
| Personnel Group | OCT/MMSG                |

### Funding Impact

| Operating                           | 2015 Impact      | 2016 Impact      |
|-------------------------------------|------------------|------------------|
| Personnel Services                  | \$ 135,550       | \$ 135,550       |
| Materials & Supplies                | 3,565            | 780              |
| Purchased Services                  | -                | -                |
| Financial & Rent Expenses           | -                | -                |
| Grants & Assistance                 | -                | -                |
| <b>Total Direct Costs</b>           | <b>139,115</b>   | <b>136,330</b>   |
| Allocated Charges/Recoveries        | (48,101)         | (48,101)         |
| Corporate Support                   | -                | -                |
| Transfer to Reserves - Operating    | -                | -                |
| Transfer from Reserves - Operating  | -                | -                |
| <b>Gross Operating Expenditures</b> | <b>91,014</b>    | <b>88,229</b>    |
| Transfer to Reserves - Capital      | -                | -                |
| Transfer from Reserves - Capital    | -                | -                |
| Debt Charges                        | -                | -                |
| <b>Capital Expenditures</b>         | -                | -                |
| Subsidy Revenue                     | -                | -                |
| Non-Subsidy Revenue                 | -                | -                |
| <b>Total Revenue</b>                | -                | -                |
| <b>Net Program Expenditures</b>     | <b>\$ 91,014</b> | <b>\$ 88,229</b> |

### Business Case

#### Recommendation:

Approve an Asset Planning Manager to lead Public Work's asset management planning activities.

#### Need:

Halton Region's initial Corporate Asset Management Plan (Report PW-55-13/LPS91-13/FN-27-13 - Halton Region Corporate Asset Management Plan, 2013) was presented to Regional Council in November 2013. The plan documented the infrastructure that the Region owns, operates and maintains to deliver its core services and the practices in place to efficiently manage these assets.

It is estimated that 90% of the Region's assets are the responsibility of the Public Works department, with an approximate historical value of \$4 billion. The inventory of assets to be managed and reported on has been steadily increasing at a rate of approximately \$200 million per year over the last three years. As well, the requirement to report on these assets has also become more complex due to PSAB 3150 Tangible Capital Assets reporting. Also there is a requirement for municipalities to demonstrate that they are appropriately managing their assets in order to qualify for funding from other levels for government.

The 2013 Asset Management Plan noted that asset management is not static and, as more data is collected and practices evolve, the plan is enhanced. Due to the size and growth of the Region's infrastructure asset inventory, it has been identified that a dedicated team with leadership is needed to effectively manage Public Works assets going forward. This position will centralize the function and manage a team of five staff.

#### Implications:

The Asset Management work will establish a long-term asset management plan that will result in a sustainable financial plan, based on balancing risks, levels of service and optimizing utilization of assets. Effectively managing an inventory of assets that is as large and complex as those in Public Works requires a dedicated team of professionals to ensure that Halton Region is making the best decisions regarding the design, construction, maintenance, renewal, replacement, expansion and disposal of infrastructure assets.

#### Alternatives:

Maintain the current practice of asset management activities that are being undertaken by a number of staff embedded across the department.

#### Reference:

Report PW-55-13/LPS91-13/FN-27-13 - Halton Region Corporate Asset Management Plan, 2013 Ontario Ministry of Infrastructure, Building Together-Guide for Municipal Asset Management Plans



# Budget and Business Plan 2015

## Fees & Charges - Water & Wastewater





# Fees & Charges

| Department<br>Division                                   |                        | Public Works<br>Water |                         |  |                                  |                           |
|--|------------------------|-----------------------|-------------------------|--|----------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Water Main Taps</b>                                   |                        |                       |                         |  |                                  |                           |
| 20mm to 50mm   | 58                     | \$ 375.42             | \$ 382.55               | Exempt                                   | 1.9%                             | Inflation                 |
| 100mm & larger   | 58                     | \$ 700.12             | \$ 713.42               | Exempt                                   | 1.9%                             | Inflation                 |
| Standby time for Watermain Taps (Refundable)             | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| 2 Bacterial Tests - After 30 days by System Operations   | -                      | Actual Cost           | Actual Cost             | HST                                      |                                  |                           |
| Fire hydrant relocation                                  | -                      | \$ 6,962.26           | \$ 7,094.54             | Exempt                                   | 1.9%                             | Inflation                 |
| Fire hydrant relocation investigation                    | -                      | \$ 345.00             | \$ 352.00               | HST                                      | 1.9%                             | Inflation                 |
| Standby time for Fire Hydrant Relocation (Refundable)    | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| <b>Tenant Water Service</b>                              |                        |                       |                         |  |                                  |                           |
| Water deposit (minimum)                                  | -                      | \$ 100.00             | \$ 100.00               | Exempt                                   | 0.0%                             |                           |
| Bulk Water - Perm. Sites Coin / .25 m <sup>3</sup>       | -                      | \$ 0.50               | \$ 0.50                 | Exempt                                   | 0.0%                             |                           |
| Bulk Water - Perm. Sites Invoice / m <sup>3</sup>        | 293,642                | \$ 2.20               | \$ 2.31                 | Exempt                                   | 4.9%                             | Increased water rates     |
| Bulk Water Rates - Mobile Stations / m <sup>3</sup>      |                        | \$ 2.20               | \$ 2.31                 | Exempt                                   | 4.9%                             | Increased water rates     |
| Bulk Water Rates - Hydrant Meter Rental / m <sup>3</sup> |                        | \$ 2.20               | \$ 2.31                 | Exempt                                   | 4.9%                             | Increased water rates     |
| Thaw water service on private property                   | -                      | Actual Cost           | Actual Cost             | Exempt                                   |                                  |                           |
| <b>Water Service</b>                                     |                        |                       |                         |  |                                  |                           |
| Shut off - Regular Hours                                 | 350                    | \$ 162.36             | \$ 165.44               | Exempt                                   | 1.9%                             | Inflation                 |
| Turn on - Regular Hours                                  |                        |                       |                         |  |                                  |                           |
| On/off same day - Regular Hours                          |                        |                       |                         |  |                                  |                           |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division  |                        | Public Works<br>Water |                         |  |                                  |                           |
|---|------------------------|-----------------------|-------------------------|--|----------------------------------|---------------------------|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Shut off - After Hours  | 70                     | \$ 276.36             | \$ 281.62               | Exempt                                   | 1.9%                             | Inflation                 |
| Turn on - After Hours   |                        |                       |                         |  |                                  |                           |
| On/off same day - After Hours   |                        |                       |                         |  |                                  |                           |
| Water service cleaning  | -                      | \$ 218.79             | \$ 222.95               | Exempt                                   | 1.9%                             | Inflation                 |
| Testing and Inspection Report (per consultant report/per device/annually) | 6,400                  | \$ 50.00              | \$ 50.95                | HST                                      | 1.9%                             | Inflation                 |
| Backflow Prevention/Cross-Connection Initial Survey (Hazard review)       | 100                    | \$ 100.00             | \$ 101.90               | HST                                      | 1.9%                             | Inflation                 |
| <b>Water Meter Installations by Region</b>                                |                        |                       |                         |  |                                  |                           |
| 20mm  | 2,768                  | \$ 371.50             | \$ 378.56               | Exempt                                   | 1.9%                             | Inflation                 |
| 25mm  | 65                     | \$ 380.13             | \$ 387.35               | Exempt                                   | 1.9%                             |                           |
| <b>Water Meter Purchase, Seal and Connect by Region only</b>              |                        |                       |                         |  |                                  |                           |
| 40mm  | 40                     | \$ 609.00             | \$ 620.57               | Exempt                                   | 1.9%                             | Inflation                 |
| 50mm  | 20                     | \$ 807.70             | \$ 823.05               | Exempt                                   | 1.9%                             |                           |
| 75mm  | 12                     | \$ 1,466.09           | \$ 1,493.95             | Exempt                                   | 1.9%                             |                           |
| 100mm   | 4                      | \$ 2,541.65           | \$ 2,589.94             | Exempt                                   | 1.9%                             |                           |
| 150mm (turbine vs compound)   | -                      | \$ 4,710.92           | \$ 4,800.42             | Exempt                                   | 1.9%                             |                           |
| 200mm   | -                      | \$ 7,085.05           | \$ 7,219.66             | Exempt                                   | 1.9%                             |                           |
| 250mm   | -                      | \$ 9,461.31           | \$ 9,641.08             | Exempt                                   | 1.9%                             |                           |
| <b>Note: Cost of meter includes construction water</b>                    |                        |                       |                         |  |                                  |                           |
| Frozen water meter repair (15 mm - 25 mm inclusive)                       | 35                     | \$ 331.42             | \$ 337.72               | Exempt                                   | 1.9%                             | Inflation                 |
| Frozen water meter repair (40 mm and larger)                              | -                      | Actual Cost           | Actual Cost             | Exempt                                   |                                  |                           |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division                                       |                        | Public Works<br>Water |                         |  |                                  |                           |
|--|------------------------|-----------------------|-------------------------|--|----------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Water Meter Calibration Testing</b>                       |                        |                       |                         |  |                                  |                           |
| 15mm to 25mm   | -                      | Actual Cost           | Actual Cost             | HST                                      |                                  |                           |
| 40mm to 250mm  | -                      | Actual Cost           | Actual Cost             | HST                                      |                                  |                           |
| Hydrant meter rental (monthly charge)                        | -                      | \$ 597.67             | \$ 609.03               | Exempt                                   | 1.9%                             | Inflation                 |
| Hydrant Meter relocation during rental period                | -                      | \$ 426.08             | \$ 434.17               | Exempt                                   | 1.9%                             | Inflation                 |
| Hydrant meter replacement (if lost by lessee)                | -                      | Actual Cost           | Actual Cost             | HST                                      |                                  |                           |
| Penalty for failure to respond to meter maintenance requests | -                      | \$ 169.27             | \$ 172.49               | Exempt                                   | 1.9%                             | Inflation                 |
| <b>Water Meter Deposit (Refundable)</b>                      |                        |                       |                         |  |                                  |                           |
| 1 Water Meter  | -                      | \$ 500.00             | \$ 500.00               | Exempt                                   | 0.0%                             |                           |
| 2 - 20 Water Meters (\$ each)                                | -                      | \$ 200.00             | \$ 200.00               | Exempt                                   | 0.0%                             |                           |
| 21 - 50 Water Meters (\$ each)                               | -                      | \$ 150.00             | \$ 150.00               | Exempt                                   | 0.0%                             |                           |
| 51 & Up Water Meters (\$ each)                               | -                      | \$ 100.00             | \$ 100.00               | Exempt                                   | 0.0%                             |                           |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division   |                        | Public Works<br>Wastewater |                         |  |                                  |                           |
|--|------------------------|----------------------------|-------------------------|--|----------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee      | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Wastewater / Regional Storm Lateral Disconnect By Region - no maintenance hole removal @ property line by Region | -                      | \$ 4,588.94                | \$ 4,676.13             | Exempt                                   | 1.9%                             | Inflation                 |
| Wastewater / Regional Storm main taps (all sizes)  | 65                     | \$ 569.98                  | \$ 580.81               | Exempt                                   | 1.9%                             | Inflation                 |
| Standby time for Wastewater / Regional Storm Main Taps (Refundable)  | -                      | \$ 300.00                  | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Wastewater / Regional Storm lateral TV inspection  | 111                    | \$ 269.00                  | \$ 274.00               | HST                                      | 1.9%                             | Inflation                 |
| Standby time for Wastewater / Regional Storm TV Inspection (Refundable)  | -                      | \$ 300.00                  | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Wastewater lateral blockage clearing on private property   | 163                    | \$ 334.04                  | \$ 340.38               | Exempt                                   | 1.9%                             | Inflation                 |
| Septic tank disposal (per 500 gal)   | 16,134                 | \$ 12.20                   | \$ 12.43                | Exempt                                   | 1.9%                             | Inflation                 |
| Sewer Discharge Abatement application  | 5                      | \$ 913.50                  | \$ 930.86               | HST                                      | 1.9%                             | Inflation                 |
| Sewer Discharge Agreement / 1000 m <sup>3</sup>  | 2,185                  | \$ 396.06                  | \$ 403.59               | Exempt                                   | 1.9%                             | Inflation                 |
| Residential audit  | 18                     | \$ 43.74                   | \$ 44.57                | Exempt                                   | 1.9%                             | Inflation                 |
| Commercial/industrial institutional audit  | 29                     | \$ 152.03                  | \$ 154.92               | Exempt                                   | 1.9%                             | Inflation                 |
| Compliance program application annual fee (inspection)   | 28                     | \$ 1,974.88                | \$ 2,012.40             | HST                                      | 1.9%                             | Inflation                 |
| Sampling & Analysis Fee  | 47                     | \$ 394.98                  | \$ 402.48               | HST                                      | 1.9%                             | Inflation                 |
| Sampling & Analysis Fee each additional lab analysis   | -                      | \$172.73 or actual cost    | \$176.01 or actual cost | HST                                      | 1.9%                             | Inflation                 |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division   |                        |                       |                         |  |                                  |                           |
|--|------------------------|-----------------------|-------------------------|--|----------------------------------|---------------------------|
| Public Works<br>Water & Wastewater Permits   |                        |                       |                         |  |                                  |                           |
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Water Permits</b>   |                        |                       |                         |  |                                  |                           |
| 20 mm or 25 mm Water Service Inspection Public side  | 138                    | \$ 405.00             | \$ 413.00               | HST                                      | 1.9%                             | Inflation                 |
| 40 mm or 50 mm Water Service Inspection - includes (2) bacterial tests and (1) swabbing Public side  | 15                     | \$ 1,263.00           | \$ 1,287.00             | HST                                      | 1.9%                             | Inflation                 |
| 100 mm or larger Water service inspection - includes (2) bacterial and (1) pressure test Public side | 60                     | \$ 1,565.00           | \$ 1,595.00             | HST                                      | 1.9%                             | Inflation                 |
| Inspect disconnection of old domestic water service 15mm to 50mm                                     | 35                     | \$ 269.00             | \$ 274.00               | HST                                      | 1.9%                             | Inflation                 |
| Inspect disconnection of old water service 100mm and larger  | 20                     | \$ 1,447.00           | \$ 1,474.00             | HST                                      | 1.9%                             | Inflation                 |
| Standby time for Watermain Disconnect (Refundable)   | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Standby time for Water Service inspection (Refundable)   | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Meter Chamber Inspection   | 1                      | \$ 269.00             | \$ 274.00               | HST                                      | 1.9%                             | Inflation                 |
| Standby time for Meter Chamber inspection (Refundable)   | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Pressure Test  | 60                     | \$ 375.00             | \$ 382.00               | HST                                      | 1.9%                             | Inflation                 |
| Bacterial Test   | 200                    | \$ 325.00             | \$ 331.00               | HST                                      | 1.9%                             | Inflation                 |
| Swabbing Test  | 120                    | \$ 209.00             | \$ 213.00               | HST                                      | 1.9%                             | Inflation                 |
| Standby time for each or combination of: Bacterial/Pressure Test/Swabbing (Refundable)               | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Fire hydrant relocation inspection   | -                      | \$ 1,447.00           | \$ 1,474.00             | HST                                      | 1.9%                             | Inflation                 |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division   |                        |                       |                         |  |                                  |                           |
|--|------------------------|-----------------------|-------------------------|--|----------------------------------|---------------------------|
| Public Works<br>Water & Wastewater Permits   |                        |                       |                         |  |                                  |                           |
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Residential Permit Application - Water</b><br>Application includes:<br>Plan Review<br>Records Research<br>Permits Cost Estimate<br>Permit Issuance                        | 120                    | \$ 179.66             | \$ 183.07               | Exempt                                   | 1.9%                             | Inflation                 |
| <b>Commercial/Industrial/Institutional Permit Application - Water</b><br>Application includes:<br>Plan Review<br>Records Research<br>Permit Cost Estimate<br>Permit Issuance | 175                    | \$ 269.45             | \$ 274.57               | Exempt                                   | 1.9%                             | Inflation                 |
| <b>Wastewater Permits</b>  |                        |                       |                         |  |                                  |                           |
| Wastewater / Regional Storm lateral inspection-<br>includes all sizes  | 160                    | \$ 765.00             | \$ 780.00               | HST                                      | 1.9%                             | Inflation                 |
| Wastewater / Regional Storm maintenance hole<br>inspection   | 26                     | \$ 180.00             | \$ 183.00               | HST                                      | 1.9%                             | Inflation                 |
| Standby time for Wastewater / Regional Storm<br>inspection (Refundable)  | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |
| Wastewater / Regional Storm Lateral Disconnect<br>Inspection - including maintenance hole removal at<br>property line (by owner)   | 25                     | \$ 630.00             | \$ 642.00               | HST                                      | 1.9%                             | Inflation                 |
| Standby time for Wastewatermain / Regional Storm<br>Disconnect / Manhole removal (Refundable)  | -                      | \$ 300.00             | \$ 300.00               | Exempt                                   | 0.0%                             |                           |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division  |                        | Public Works<br>Water & Wastewater Permits |                         |  |                                  |                           |
|---|------------------------|--|-------------------------|--|----------------------------------|---------------------------|
| Service Offered   | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                      | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Residential Permit Application - Wastewater</b><br>Application includes:<br>Plan Review<br>Records Research<br>Permits Cost Estimate<br>Permit Issuance                        | 80                     | \$ 179.66                                  | \$ 183.07               | Exempt                                   | 1.9%                             | Inflation                 |
| <b>Industrial/Commercial/Institutional Permit Application - Wastewater</b><br>Application includes:<br>Plan Review<br>Records Research<br>Permit Cost Estimate<br>Permit Issuance | 115                    | \$ 269.45                                  | \$ 274.57               | Exempt                                   | 1.9%                             | Inflation                 |

\* 2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division   |                        | Public Works<br>Business & Technical Services |                         |  |                                  |                           |
|--|------------------------|---|-------------------------|--|----------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                         | 2015<br>Proposed<br>Fee | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Water and Wastewater Linear Design Standard  | 2                      | \$ 49.13                                      | \$ 50.06                | HST                                      | 1.9%                             | Inflation                 |
| Subscription Fee for Water and Wastewater Linear Design Standard (3 yr subscription & updates) | 2                      | \$ 30.63                                      | \$ 31.21                | HST                                      | 1.9%                             | Inflation                 |
| Water and Wastewater Facilities Design Manual and Consultants procedure Manual - Facilities    | 2                      | \$ 61.44                                      | \$ 62.61                | HST                                      | 1.9%                             | Inflation                 |
| Guide for Facility Project Delivery  | 2                      | \$ 24.50                                      | \$ 24.97                | HST                                      | 1.9%                             | Inflation                 |
| Uniform Traffic Signal Specifications (incl. CD)   | 2                      | \$ 67.56                                      | \$ 68.84                | HST                                      | 1.9%                             | Inflation                 |
| Guide for Production Engineering Contract Documents (CAD Standards Manual with CD)             | 2                      | \$ 49.13                                      | \$ 50.06                | HST                                      | 1.9%                             | Inflation                 |
| <b>Tender Documents inclusive of Contract Documents &amp; Specifications (non-refundable):</b> |                        |   |                         |  |                                  |                           |
| Large drawings ≥ 50 sheets   | -                      | \$ 170.17                                     | \$ 173.41               | HST                                      | 1.9%                             | Inflation                 |
| Large drawings < 50 sheets   | -                      | \$ 85.02                                      | \$ 86.63                | HST                                      | 1.9%                             | Inflation                 |
| Each additional sets of drawings:  |                        |   |                         |  |                                  |                           |
| Large drawings ≥ 50 sheets   | -                      | \$ 113.46                                     | \$ 115.61               | HST                                      | 1.9%                             | Inflation                 |
| Large drawings < 50 sheets   | -                      | \$ 56.67                                      | \$ 57.74                | HST                                      | 1.9%                             | Inflation                 |
| 11 x 17 drawings package   | -                      | \$ 28.34                                      | \$ 28.88                | HST                                      | 1.9%                             | Inflation                 |
| Each Additional Contract Document & Specification set  | -                      | \$ 28.34                                      | \$ 28.88                | HST                                      | 1.9%                             | Inflation                 |
| Halton Urban Structure Plan  | -                      | \$ 47.42                                      | \$ 48.32                | HST                                      | 1.9%                             | Inflation                 |
| Sustainable Halton Miscellaneous Documentation   | -                      | \$ 115.15                                     | \$ 117.34               | HST                                      | 1.9%                             | Inflation                 |
| Miscellaneous Environmental Assessments and Studies for Water & Wastewater Infrastructure      | -                      | \$ 86.34                                      | \$ 87.98                | HST                                      | 1.9%                             | Inflation                 |

\*2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division   |                        | Public Works<br>Business & Technical Services |   |  |                                  |                           |
|--|------------------------|---|---|--|----------------------------------|---------------------------|
| Service Offered  | 2015<br>Est #<br>Units | 2014<br>Actual<br>Fee                         | 2015<br>Proposed<br>Fee                   | Applicable<br>Taxes (HST or<br>Exempt) * | 2015 / 2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| Transportation Studies, Master Plan & Miscellaneous Documents  | -                      | \$ 57.58                                      | \$ 58.67                                  | HST                                      | 1.9%                             | Inflation                 |
| Halton Water & Wastewater Master Plan Review (2002)  | -                      | \$ 355.85                                     | \$ 362.61                                 | HST                                      | 1.9%                             | Inflation                 |
| South Halton Water & Wastewater Master Plan Update (2008)  | -                      | \$ 172.73                                     | \$ 176.01                                 | HST                                      | 1.9%                             | Inflation                 |
| Halton Water & Wastewater Master Plan Review (2011)  | -                      | \$ 355.85                                     | \$ 362.61                                 | HST                                      | 1.9%                             | Inflation                 |
| Aerial Photos (24 x36)   | 400                    | \$ 12.25                                      | \$ 12.48                                  | HST                                      | 1.9%                             | Inflation                 |
| Digital Orthophotography- 1km x1km   | 3                      | \$ 61.44                                      | \$ 62.61                                  | HST                                      | 1.9%                             | Inflation                 |
| Digital Terrain Model 1km x 1km  | 4                      | \$ 61.44                                      | \$ 62.61                                  | HST                                      | 1.9%                             | Inflation                 |
| License for GIS Vector files Water or Wastewater for Single Asset Layer                                  | -                      | \$ 115.15                                     | \$ 117.34                                 | HST                                      | 1.9%                             | Inflation                 |
| License for GIS Vector files Water or Wastewater for Additional Asset Layers (per each additional layer) | -                      | \$ 57.58                                      | \$ 58.67                                  | HST                                      | 1.9%                             | Inflation                 |
| Print of "As Constructed" Plan and Profile Sheet Large drawings  | 50                     | \$ 12.25                                      | \$ 12.48                                  | HST                                      | 1.9%                             | Inflation                 |
| Print of "As Constructed" Plan and Profile Sheet 11" x 17"   | -                      | \$ 3.63                                       | \$ 3.70                                   | HST                                      | 1.9%                             | Inflation                 |
| Water and Sewer Operating Maps   | 10                     | \$ 12.25                                      | \$ 12.48                                  | HST                                      | 1.9%                             | Inflation                 |
| All Custom Maps( including aerial photography) - Time @ Shop Rate  | 3                      | Time @ \$47.30<br>hr +<br>\$3.81 / lin ft     | Time @ \$48.20<br>hr +<br>\$3.88 / lin ft | HST                                      | 1.9%                             | Inflation                 |

\*2015 Proposed fee exclusive of applicable taxes.

| Department<br>Division                         |                    | Public Works<br>Water & Wastewater |  |                                |                           |
|--|--------------------|------------------------------------|--|--------------------------------|---------------------------|
| Service Offered                                | 2014 Actual<br>Fee | 2015<br>Proposed<br>Fee            | Applicable<br>Taxes (HST<br>or Exempt) * | 2015/2014<br>Fee %<br>Increase | Basis for<br>Fee Increase |
| <b>Connection Charges - Water</b>              |                    |                                    |  |                                |                           |
| Residential Water Lateral                      | Actual             | Actual                             | Exempt                                   |                                |                           |
| Non-Residential Water Lateral                  | Actual             | Actual                             | Exempt                                   |                                |                           |
| Residential Water Connection / SDE             | \$ 3,753.85        | \$ 3,802.65                        | Exempt                                   | 1.3%                           | index per By-law 152-12   |
| Non-Residential Water Connection / sq.ft.      | \$ 1.33            | \$ 1.35                            | Exempt                                   | 1.3%                           | index per By-law 152-12   |
| <b>Connection Charges - Wastewater</b>         |                    |                                    |  |                                |                           |
| Residential Wastewater Lateral                 | Actual             | Actual                             | Exempt                                   |                                |                           |
| Non-Residential Wastewater Lateral             | Actual             | Actual                             | Exempt                                   |                                |                           |
| Residential Wastewater Connection / SDE        | \$ 4,358.74        | \$ 4,415.40                        | Exempt                                   | 1.3%                           | index per By-law 152-12   |
| Non-Residential Wastewater Connection / sq.ft. | \$ 1.76            | \$ 1.78                            | Exempt                                   | 1.3%                           | index per By-law 152-12   |

\* 2015 Proposed fee exclusive of applicable taxes

| <b>Regional Municipality of Halton<br/>2015 Water Rates</b> |                     |                           |                                    |
|---|---------------------|---------------------------|------------------------------------|
| <b>Monthly Service Charge</b>                               |                     | <b>Residential</b>        | <b>Commercial /<br/>Industrial</b> |
| <b>Meter Size</b>   |                     |                           |                                    |
| 20 mm or less   |                     | \$ 25.84                  | \$ 25.84                           |
| 25 mm   |                     | \$ 45.02                  | \$ 83.73                           |
| 40 mm   |                     | \$ 80.05                  | \$ 137.48                          |
| 50 mm   |                     | \$ 186.45                 | \$ 300.73                          |
| 75 mm   |                     | \$ 339.53                 | \$ 536.09                          |
| 100 mm  |                     | \$ 587.96                 | \$ 916.67                          |
| 150 mm  |                     | \$ 1,508.60               | \$ 2,329.23                        |
| 200 mm  |                     | \$ 2,429.23               | \$ 3,742.03                        |
| 250 mm  |                     | \$ 2,990.19               | \$ 4,675.11                        |
| <b>Monthly Usage Charge</b>                                 |                     |                           |                                    |
| (per cubic meter)   |                     |                           |                                    |
| <b>From</b>   | <b>To</b>           |                           |                                    |
| 0m <sup>3</sup>   | - 25m <sup>3</sup>  | First 25m <sup>3</sup> at | \$ 2.1247 \$ 2.1247                |
| 26m <sup>3</sup>  | - 45m <sup>3</sup>  | Next 20m <sup>3</sup> at  | \$ 2.2740 \$ 2.2740                |
| 46m <sup>3</sup>  | - 60m <sup>3</sup>  | Next 15m <sup>3</sup> at  | \$ 2.4456 \$ 2.4456                |
| 61m <sup>3</sup>  | - 460m <sup>3</sup> | Next 400m <sup>3</sup> at | \$ 1.1997 \$ 2.3471                |
| Greater than 460m <sup>3</sup>                              |                     | Balance at                | \$ 0.9773 \$ 2.1247                |

**Regional Municipality of Halton  
2015 Monthly Water Rates & Wastewater Surcharge**

| Meter Size *(1) | Residential |             | Commercial / Industrial |             |
|-----------------|-------------|-------------|-------------------------|-------------|
|                 | Water       | Wastewater  | Water                   | Wastewater  |
| 20 mm or less   | \$ 11.95    | \$ 13.89    | \$ 11.95                | \$ 13.89    |
| 25 mm           | \$ 20.73    | \$ 24.29    | \$ 35.30                | \$ 48.43    |
| 40 mm           | \$ 36.77    | \$ 43.28    | \$ 58.09                | \$ 79.39    |
| 50 mm           | \$ 85.54    | \$ 100.91   | \$ 127.01               | \$ 173.72   |
| 75 mm           | \$ 156.08   | \$ 183.45   | \$ 226.26               | \$ 309.83   |
| 100 mm          | \$ 269.89   | \$ 318.07   | \$ 386.98               | \$ 529.69   |
| 150 mm          | \$ 692.48   | \$ 816.12   | \$ 983.16               | \$ 1,346.07 |
| 200 mm          | \$ 1,114.87 | \$ 1,314.36 | \$ 1,579.59             | \$ 2,162.44 |
| 250 mm          | \$ 1,394.85 | \$ 1,595.34 | \$ 1,973.69             | \$ 2,701.42 |

| Usage Charge *(2)<br>(per cubic meter) |                     |                           | Residential |            | Commercial / Industrial |            |
|--|---------------------|---------------------------|-------------|------------|-------------------------|------------|
| From                                   | To                  |                           | Water       | Wastewater | Water                   | Wastewater |
| 0m <sup>3</sup>                        | - 25m <sup>3</sup>  | First 25m <sup>3</sup> at | \$ 0.9773   | \$ 1.1474  | \$ 0.9773               | \$ 1.1474  |
| 26m <sup>3</sup>                       | - 45m <sup>3</sup>  | Next 20m <sup>3</sup> at  | \$ 1.1266   | \$ 1.1474  | \$ 1.1266               | \$ 1.1474  |
| 46m <sup>3</sup>                       | - 60m <sup>3</sup>  | Next 15m <sup>3</sup> at  | \$ 1.2982   | \$ 1.1474  | \$ 1.2982               | \$ 1.1474  |
| 61m <sup>3</sup>                       | - 460m <sup>3</sup> | Next 400m <sup>3</sup> at | \$ 1.1997   |            | \$ 1.1997               | \$ 1.1474  |
| Greater than 460m <sup>3</sup>         |                     | Balance at                | \$ 0.9773   |            | \$ 0.9773               | \$ 1.1474  |

**Notes:** \*(1) Monthly Charge Per Metered Service

\*(2) Progressive usage rate; all consumption billed progressively through consumption blocks up to total billable

# Budget and Business Plan 2015

## Capital Budget





# Budget and Business Plan 2015

## Tax - Capital



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

**2015 - 2024 TAX CAPITAL BUDGET (Uninflated \$000's)**

|  | GROSS COST     | SUBSIDY/ RECOVERY | NET REGIONAL RESPONS | DEVELOPMENT CHARGES |               | GENERAL RESERVES & OTHER | CAPITAL INVEST. RESERVE | DEBENTURES    |               |
|--|----------------|-------------------|----------------------|---------------------|---------------|--------------------------|-------------------------|---------------|---------------|
|  |                |                   |                      | NON-RESIDENTIAL     | RESIDENTIAL   |                          |                         | GROWTH        | REGIONAL      |
| <b>2015 Finance</b>                        |                |                   |                      |                     |               |                          |                         |               |               |
| Financial Planning & Budgets               | 1,700          | -                 | 1,700                | 295                 | 497           | 908                      | -                       | -             | -             |
| Information Technology                     | 2,899          | 50                | 2,849                | -                   | -             | 2,849                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>4,599</b>   | <b>50</b>         | <b>4,549</b>         | <b>295</b>          | <b>497</b>    | <b>3,757</b>             | -                       | -             | -             |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |               |               |
| Paramedic Services                         | 1,648          | -                 | 1,648                | 12                  | 58            | 1,578                    | -                       | -             | -             |
| Health -Other                              | 164            | 1                 | 164                  | -                   | -             | 164                      | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>1,812</b>   | <b>1</b>          | <b>1,812</b>         | <b>12</b>           | <b>58</b>     | <b>1,742</b>             | -                       | -             | -             |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |               |               |
| Planning                                   | 8,103          | -                 | 8,103                | 92                  | 1,155         | 6,856                    | -                       | -             | -             |
| Asset Management                           | 3,093          | -                 | 3,093                | -                   | -             | 3,093                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>11,196</b>  | -                 | <b>11,196</b>        | <b>92</b>           | <b>1,155</b>  | <b>9,949</b>             | -                       | -             | -             |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |               |               |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -             | -             |
| Services for Seniors                       | 500            | -                 | 500                  | -                   | -             | 500                      | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>550</b>     | -                 | <b>550</b>           | -                   | -             | <b>550</b>               | -                       | -             | -             |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |               |               |
| Transportation                             | 101,673        | -                 | 101,673              | -                   | 43,855        | 57,818                   | -                       | -             | -             |
| Waste Management                           | 9,982          | -                 | 9,982                | -                   | -             | 9,982                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>111,655</b> | -                 | <b>111,655</b>       | -                   | <b>43,855</b> | <b>67,800</b>            | -                       | -             | -             |
| Halton Regional Police Service             | 82,285         | 9,100             | 73,185               | 88                  | 149           | 10,429                   | -                       | 45,126        | 17,393        |
| <b>TOTAL 2015</b>                          | <b>212,097</b> | <b>9,151</b>      | <b>202,947</b>       | <b>487</b>          | <b>45,715</b> | <b>94,226</b>            | -                       | <b>45,126</b> | <b>17,393</b> |
| <b>2016 Finance</b>                        |                |                   |                      |                     |               |                          |                         |               |               |
| Financial Planning & Budgets               | 600            | -                 | 600                  | 222                 | 372           | 6                        | -                       | -             | -             |
| Information Technology                     | 2,992          | -                 | 2,992                | -                   | -             | 2,992                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>3,592</b>   | -                 | <b>3,592</b>         | <b>222</b>          | <b>372</b>    | <b>2,998</b>             | -                       | -             | -             |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |               |               |
| Paramedic Services                         | 2,695          | -                 | 2,695                | 153                 | 776           | 1,766                    | -                       | -             | -             |
| Health -Other                              | 340            | 1                 | 340                  | -                   | -             | 340                      | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>3,036</b>   | <b>1</b>          | <b>3,035</b>         | <b>153</b>          | <b>776</b>    | <b>2,106</b>             | -                       | -             | -             |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |               |               |
| Planning                                   | 12,448         | -                 | 12,448               | 266                 | 2,048         | 10,134                   | -                       | -             | -             |
| Asset Management                           | 4,857          | -                 | 4,857                | -                   | -             | 4,857                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>17,305</b>  | -                 | <b>17,305</b>        | <b>266</b>          | <b>2,048</b>  | <b>14,991</b>            | -                       | -             | -             |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |               |               |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -             | -             |
| Services for Seniors                       | 600            | -                 | 600                  | -                   | -             | 600                      | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>650</b>     | -                 | <b>650</b>           | -                   | -             | <b>650</b>               | -                       | -             | -             |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |               |               |
| Transportation                             | 153,266        | -                 | 153,266              | -                   | 78,441        | 74,825                   | -                       | -             | -             |
| Waste Management                           | 2,112          | -                 | 2,112                | -                   | -             | 2,112                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>155,378</b> | -                 | <b>155,378</b>       | -                   | <b>78,441</b> | <b>76,937</b>            | -                       | -             | -             |
| Halton Regional Police Service             | 23,347         | 1,900             | 21,447               | 88                  | 149           | 10,605                   | -                       | 7,964         | 2,641         |
| <b>TOTAL 2016</b>                          | <b>203,308</b> | <b>1,901</b>      | <b>201,407</b>       | <b>730</b>          | <b>81,785</b> | <b>108,287</b>           | -                       | <b>7,964</b>  | <b>2,641</b>  |



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

**2015 - 2024 TAX CAPITAL BUDGET (Uninflated \$000's)**

|  | GROSS COST     | SUBSIDY/ RECOVERY | NET REGIONAL RESPONS | DEVELOPMENT CHARGES |               | GENERAL RESERVES & OTHER | CAPITAL INVEST. RESERVE | DEBENTURES |          |
|--|----------------|-------------------|----------------------|---------------------|---------------|--------------------------|-------------------------|------------|----------|
|  |                |                   |                      | NON-RESIDENTIAL     | RESIDENTIAL   |                          |                         | GROWTH     | REGIONAL |
| <b>2017 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 300            | -                 | 300                  | 111                 | 186           | 3                        | -                       | -          | -        |
| Information Technology                     | 3,228          | 50                | 3,178                | -                   | -             | 3,178                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>3,528</b>   | <b>50</b>         | <b>3,478</b>         | <b>111</b>          | <b>186</b>    | <b>3,181</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 1,595          | -                 | 1,595                | 13                  | 67            | 1,515                    | -                       | -          | -        |
| Health -Other                              | 249            | 1                 | 248                  | -                   | -             | 248                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>1,844</b>   | <b>1</b>          | <b>1,843</b>         | <b>13</b>           | <b>67</b>     | <b>1,763</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 12,953         | -                 | 12,953               | 249                 | 2,119         | 10,585                   | -                       | -          | -        |
| Asset Management                           | 3,567          | -                 | 3,567                | -                   | -             | 3,567                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>16,520</b>  | -                 | <b>16,520</b>        | <b>249</b>          | <b>2,119</b>  | <b>14,152</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 137,517        | -                 | 137,517              | -                   | 75,465        | 62,052                   | -                       | -          | -        |
| Waste Management                           | 8,969          | -                 | 8,969                | -                   | -             | 8,969                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>146,486</b> | -                 | <b>146,486</b>       | -                   | <b>75,465</b> | <b>71,021</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 3,795          | -                 | 3,795                | 88                  | 149           | 3,558                    | -                       | -          | -        |
| <b>TOTAL 2017</b>                          | <b>172,873</b> | <b>51</b>         | <b>172,823</b>       | <b>461</b>          | <b>77,986</b> | <b>94,376</b>            | -                       | -          | -        |
| <b>2018 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 300            | -                 | 300                  | 111                 | 186           | 3                        | -                       | -          | -        |
| Information Technology                     | 3,333          | -                 | 3,333                | -                   | -             | 3,333                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>3,633</b>   | -                 | <b>3,633</b>         | <b>111</b>          | <b>186</b>    | <b>3,336</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 2,645          | -                 | 2,645                | 13                  | 67            | 2,565                    | -                       | -          | -        |
| Health -Other                              | 846            | 1                 | 846                  | -                   | -             | 846                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>3,491</b>   | <b>1</b>          | <b>3,491</b>         | <b>13</b>           | <b>67</b>     | <b>3,411</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 10,453         | -                 | 10,453               | 65                  | 1,909         | 8,480                    | -                       | -          | -        |
| Asset Management                           | 3,360          | -                 | 3,360                | -                   | -             | 3,360                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>13,813</b>  | -                 | <b>13,813</b>        | <b>65</b>           | <b>1,909</b>  | <b>11,840</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 89,269         | -                 | 89,269               | -                   | 45,899        | 43,370                   | -                       | -          | -        |
| Waste Management                           | 2,764          | -                 | 2,764                | -                   | -             | 2,764                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>92,033</b>  | -                 | <b>92,033</b>        | -                   | <b>45,899</b> | <b>46,134</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 5,038          | -                 | 5,038                | 88                  | 149           | 4,801                    | -                       | -          | -        |
| <b>TOTAL 2018</b>                          | <b>118,708</b> | <b>1</b>          | <b>118,707</b>       | <b>277</b>          | <b>48,209</b> | <b>70,221</b>            | -                       | -          | -        |



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

**2015 - 2024 TAX CAPITAL BUDGET (Uninflated \$000's)**

|  | GROSS COST     | SUBSIDY/ RECOVERY | NET REGIONAL RESPONS | DEVELOPMENT CHARGES |               | GENERAL RESERVES & OTHER | CAPITAL INVEST. RESERVE | DEBENTURES |          |
|--|----------------|-------------------|----------------------|---------------------|---------------|--------------------------|-------------------------|------------|----------|
|  |                |                   |                      | NON-RESIDENTIAL     | RESIDENTIAL   |                          |                         | GROWTH     | REGIONAL |
| <b>2019 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 300            | -                 | 300                  | 111                 | 186           | 3                        | -                       | -          | -        |
| Information Technology                     | 3,470          | 55                | 3,415                | -                   | -             | 3,415                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>3,770</b>   | <b>55</b>         | <b>3,715</b>         | <b>111</b>          | <b>186</b>    | <b>3,418</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 1,476          | -                 | 1,476                | 15                  | 75            | 1,386                    | -                       | -          | -        |
| Health -Other                              | 211            | 1                 | 210                  | -                   | -             | 210                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>1,687</b>   | <b>1</b>          | <b>1,686</b>         | <b>15</b>           | <b>75</b>     | <b>1,596</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 12,483         | -                 | 12,483               | 434                 | 2,529         | 9,520                    | -                       | -          | -        |
| Asset Management                           | 3,780          | -                 | 3,780                | -                   | -             | 3,780                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>16,263</b>  | -                 | <b>16,263</b>        | <b>434</b>          | <b>2,529</b>  | <b>13,300</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 91,978         | -                 | 91,978               | -                   | 39,197        | 52,781                   | -                       | -          | -        |
| Waste Management                           | 1,316          | -                 | 1,316                | -                   | -             | 1,316                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>93,294</b>  | -                 | <b>93,294</b>        | -                   | <b>39,197</b> | <b>54,097</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 3,728          | -                 | 3,728                | 88                  | 149           | 3,491                    | -                       | -          | -        |
| <b>TOTAL 2019</b>                          | <b>119,442</b> | <b>56</b>         | <b>119,386</b>       | <b>648</b>          | <b>42,136</b> | <b>76,602</b>            | -                       | -          | -        |
| <b>2020 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 300            | -                 | 300                  | 111                 | 186           | 3                        | -                       | -          | -        |
| Information Technology                     | 3,655          | -                 | 3,655                | -                   | -             | 3,655                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>3,955</b>   | -                 | <b>3,955</b>         | <b>111</b>          | <b>186</b>    | <b>3,658</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 2,095          | -                 | 2,095                | 16                  | 79            | 2,000                    | -                       | -          | -        |
| Health -Other                              | 275            | 1                 | 275                  | -                   | -             | 275                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>2,371</b>   | <b>1</b>          | <b>2,370</b>         | <b>16</b>           | <b>79</b>     | <b>2,275</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 12,603         | -                 | 12,603               | 185                 | 2,110         | 10,308                   | -                       | -          | -        |
| Asset Management                           | 4,947          | -                 | 4,947                | -                   | -             | 4,947                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>17,550</b>  | -                 | <b>17,550</b>        | <b>185</b>          | <b>2,110</b>  | <b>15,255</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 105,824        | -                 | 105,824              | -                   | 52,428        | 53,396                   | -                       | -          | -        |
| Waste Management                           | 15,873         | -                 | 15,873               | -                   | -             | 15,873                   | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>121,697</b> | -                 | <b>121,697</b>       | -                   | <b>52,428</b> | <b>69,269</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 5,466          | -                 | 5,466                | 88                  | 149           | 5,229                    | -                       | -          | -        |
| <b>TOTAL 2020</b>                          | <b>151,739</b> | <b>1</b>          | <b>151,738</b>       | <b>399</b>          | <b>54,953</b> | <b>96,386</b>            | -                       | -          | -        |



**CAPITAL BUDGET  
TAX-CAPITAL**

**2015  
BUDGET & BUSINESS PLAN**

**2015 - 2024 TAX CAPITAL BUDGET (Uninflated \$000's)**

|  | GROSS COST     | SUBSIDY/ RECOVERY | NET REGIONAL RESPONS | DEVELOPMENT CHARGES |               | GENERAL RESERVES & OTHER | CAPITAL INVEST. RESERVE | DEBENTURES |          |
|--|----------------|-------------------|----------------------|---------------------|---------------|--------------------------|-------------------------|------------|----------|
|  |                |                   |                      | NON-RESIDENTIAL     | RESIDENTIAL   |                          |                         | GROWTH     | REGIONAL |
| <b>2021 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 800            | -                 | 800                  | 295                 | 497           | 8                        | -                       | -          | -        |
| Information Technology                     | 4,836          | 55                | 4,781                | -                   | -             | 4,781                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>5,636</b>   | <b>55</b>         | <b>5,581</b>         | <b>295</b>          | <b>497</b>    | <b>4,789</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 2,169          | -                 | 2,169                | 17                  | 84            | 2,069                    | -                       | -          | -        |
| Health -Other                              | 453            | 1                 | 452                  | -                   | -             | 452                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>2,621</b>   | <b>1</b>          | <b>2,621</b>         | <b>17</b>           | <b>84</b>     | <b>2,521</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 11,803         | -                 | 11,803               | 240                 | 2,204         | 9,360                    | -                       | -          | -        |
| Asset Management                           | 3,625          | -                 | 3,625                | -                   | -             | 3,625                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>15,428</b>  | -                 | <b>15,428</b>        | <b>240</b>          | <b>2,204</b>  | <b>12,985</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 109,103        | -                 | 109,103              | -                   | 56,757        | 52,346                   | -                       | -          | -        |
| Waste Management                           | 2,607          | -                 | 2,607                | -                   | -             | 2,607                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>111,710</b> | -                 | <b>111,710</b>       | -                   | <b>56,757</b> | <b>54,953</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 5,181          | -                 | 5,181                | 88                  | 149           | 4,944                    | -                       | -          | -        |
| <b>TOTAL 2021</b>                          | <b>141,276</b> | <b>56</b>         | <b>141,221</b>       | <b>640</b>          | <b>59,690</b> | <b>80,891</b>            | -                       | -          | -        |
| <b>2022 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 600            | -                 | 600                  | 222                 | 372           | 6                        | -                       | -          | -        |
| Information Technology                     | 4,552          | -                 | 4,552                | -                   | -             | 4,552                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>5,152</b>   | -                 | <b>5,152</b>         | <b>222</b>          | <b>372</b>    | <b>4,558</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 1,379          | -                 | 1,379                | 17                  | 84            | 1,279                    | -                       | -          | -        |
| Health -Other                              | 218            | 1                 | 218                  | -                   | -             | 218                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>1,597</b>   | <b>1</b>          | <b>1,596</b>         | <b>17</b>           | <b>84</b>     | <b>1,496</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 10,853         | -                 | 10,853               | 55                  | 1,893         | 8,905                    | -                       | -          | -        |
| Asset Management                           | 3,935          | -                 | 3,935                | -                   | -             | 3,935                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>14,788</b>  | -                 | <b>14,788</b>        | <b>55</b>           | <b>1,893</b>  | <b>12,840</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 121,119        | -                 | 121,119              | -                   | 63,020        | 58,099                   | -                       | -          | -        |
| Waste Management                           | 2,004          | -                 | 2,004                | -                   | -             | 2,004                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>123,123</b> | -                 | <b>123,123</b>       | -                   | <b>63,020</b> | <b>60,103</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 3,710          | -                 | 3,710                | 88                  | 149           | 3,473                    | -                       | -          | -        |
| <b>TOTAL 2022</b>                          | <b>149,070</b> | <b>1</b>          | <b>149,069</b>       | <b>382</b>          | <b>65,518</b> | <b>83,170</b>            | -                       | -          | -        |



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

**2015 - 2024 TAX CAPITAL BUDGET (Uninflated \$000's)**

|  | GROSS COST     | SUBSIDY/ RECOVERY | NET REGIONAL RESPONS | DEVELOPMENT CHARGES |               | GENERAL RESERVES & OTHER | CAPITAL INVEST. RESERVE | DEBENTURES |          |
|--|----------------|-------------------|----------------------|---------------------|---------------|--------------------------|-------------------------|------------|----------|
|  |                |                   |                      | NON-RESIDENTIAL     | RESIDENTIAL   |                          |                         | GROWTH     | REGIONAL |
| <b>2023 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 300            | -                 | 300                  | 111                 | 186           | 3                        | -                       | -          | -        |
| Information Technology                     | 5,152          | 55                | 5,097                | -                   | -             | 5,097                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>5,452</b>   | <b>55</b>         | <b>5,397</b>         | <b>111</b>          | <b>186</b>    | <b>5,100</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 1,866          | -                 | 1,866                | 17                  | 84            | 1,766                    | -                       | -          | -        |
| Health -Other                              | 231            | 1                 | 230                  | -                   | -             | 230                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>2,096</b>   | <b>1</b>          | <b>2,096</b>         | <b>17</b>           | <b>84</b>     | <b>1,996</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 11,903         | -                 | 11,903               | 65                  | 1,909         | 9,930                    | -                       | -          | -        |
| Asset Management                           | 3,802          | -                 | 3,802                | -                   | -             | 3,802                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>15,705</b>  | -                 | <b>15,705</b>        | <b>65</b>           | <b>1,909</b>  | <b>13,732</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 117,066        | -                 | 117,066              | -                   | 63,630        | 53,436                   | -                       | -          | -        |
| Waste Management                           | 1,088          | -                 | 1,088                | -                   | -             | 1,088                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>118,154</b> | -                 | <b>118,154</b>       | -                   | <b>63,630</b> | <b>54,524</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 3,819          | -                 | 3,819                | 88                  | 149           | 3,582                    | -                       | -          | -        |
| <b>TOTAL 2023</b>                          | <b>145,926</b> | <b>56</b>         | <b>145,871</b>       | <b>280</b>          | <b>65,957</b> | <b>79,634</b>            | -                       | -          | -        |
| <b>2024 Finance</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Financial Planning & Budgets               | 300            | -                 | 300                  | 111                 | 186           | 3                        | -                       | -          | -        |
| Information Technology                     | 4,836          | -                 | 4,836                | -                   | -             | 4,836                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>5,136</b>   | -                 | <b>5,136</b>         | <b>111</b>          | <b>186</b>    | <b>4,839</b>             | -                       | -          | -        |
| <b>Health</b>                              |                |                   |                      |                     |               |                          |                         |            |          |
| Paramedic Services                         | 5,305          | -                 | 5,305                | 17                  | 84            | 5,205                    | -                       | -          | -        |
| Health -Other                              | 337            | 1                 | 337                  | -                   | -             | 337                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>5,642</b>   | <b>1</b>          | <b>5,642</b>         | <b>17</b>           | <b>84</b>     | <b>5,542</b>             | -                       | -          | -        |
| <b>Legislative &amp; Planning Services</b> |                |                   |                      |                     |               |                          |                         |            |          |
| Planning                                   | 13,183         | -                 | 13,183               | 65                  | 1,909         | 11,210                   | -                       | -          | -        |
| Asset Management                           | 3,802          | -                 | 3,802                | -                   | -             | 3,802                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>16,985</b>  | -                 | <b>16,985</b>        | <b>65</b>           | <b>1,909</b>  | <b>15,012</b>            | -                       | -          | -        |
| <b>Social &amp; Community Services</b>     |                |                   |                      |                     |               |                          |                         |            |          |
| Childrens Services                         | 50             | -                 | 50                   | -                   | -             | 50                       | -                       | -          | -        |
| Services for Seniors                       | 650            | -                 | 650                  | -                   | -             | 650                      | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>700</b>     | -                 | <b>700</b>           | -                   | -             | <b>700</b>               | -                       | -          | -        |
| <b>Public Works</b>                        |                |                   |                      |                     |               |                          |                         |            |          |
| Transportation                             | 145,302        | -                 | 145,302              | -                   | 76,752        | 68,550                   | -                       | -          | -        |
| Waste Management                           | 2,714          | -                 | 2,714                | -                   | -             | 2,714                    | -                       | -          | -        |
| <b>Sub-total</b>                           | <b>148,016</b> | -                 | <b>148,016</b>       | -                   | <b>76,752</b> | <b>71,264</b>            | -                       | -          | -        |
| Halton Regional Police Service             | 3,754          | -                 | 3,754                | 88                  | 149           | 3,517                    | -                       | -          | -        |
| <b>TOTAL 2024</b>                          | <b>180,233</b> | <b>1</b>          | <b>180,233</b>       | <b>280</b>          | <b>79,079</b> | <b>100,873</b>           | -                       | -          | -        |



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

**2015 - 2024 TAX CAPITAL BUDGET (Uninflated \$000's)**

|  | GROSS COST       | SUBSIDY/ RECOVERY | NET REGIONAL RESPONS | DEVELOPMENT CHARGES |                | GENERAL RESERVES & OTHER | CAPITAL INVEST. RESERVE | DEBENTURES    |               |
|--|------------------|-------------------|----------------------|---------------------|----------------|--------------------------|-------------------------|---------------|---------------|
|  |                  |                   |                      | NON-RESIDENTIAL     | RESIDENTIAL    |                          |                         | GROWTH        | REGIONAL      |
| <b>TOTAL Finance</b>                       |                  |                   |                      |                     |                |                          |                         |               |               |
| Financial Planning & Budgets               | 5,500            | -                 | 5,500                | 1,700               | 2,854          | 946                      | -                       | -             | -             |
| Information Technology                     | 38,952           | 265               | 38,687               | -                   | -              | 38,687                   | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>44,452</b>    | <b>265</b>        | <b>44,187</b>        | <b>1,700</b>        | <b>2,854</b>   | <b>39,633</b>            | -                       | -             | -             |
| <b>Health</b>                              |                  |                   |                      |                     |                |                          |                         |               |               |
| Paramedic Services                         | 22,873           | -                 | 22,873               | 288                 | 1,456          | 21,129                   | -                       | -             | -             |
| Health -Other                              | 3,325            | 5                 | 3,320                | -                   | -              | 3,320                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>26,197</b>    | <b>5</b>          | <b>26,192</b>        | <b>288</b>          | <b>1,456</b>   | <b>24,448</b>            | -                       | -             | -             |
| <b>Legislative &amp; Planning Services</b> |                  |                   |                      |                     |                |                          |                         |               |               |
| Planning                                   | 116,785          | -                 | 116,785              | 1,715               | 19,784         | 95,286                   | -                       | -             | -             |
| Asset Management                           | 38,768           | -                 | 38,768               | -                   | -              | 38,768                   | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>155,553</b>   | -                 | <b>155,553</b>       | <b>1,715</b>        | <b>19,784</b>  | <b>134,054</b>           | -                       | -             | -             |
| <b>Social &amp; Community Services</b>     |                  |                   |                      |                     |                |                          |                         |               |               |
| Childrens Services                         | 500              | -                 | 500                  | -                   | -              | 500                      | -                       | -             | -             |
| Services for Seniors                       | 6,300            | -                 | 6,300                | -                   | -              | 6,300                    | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>6,800</b>     | -                 | <b>6,800</b>         | -                   | -              | <b>6,800</b>             | -                       | -             | -             |
| <b>Public Works</b>                        |                  |                   |                      |                     |                |                          |                         |               |               |
| Transportation                             | 1,172,117        | -                 | 1,172,117            | -                   | 595,444        | 576,673                  | -                       | -             | -             |
| Waste Management                           | 49,429           | -                 | 49,429               | -                   | -              | 49,429                   | -                       | -             | -             |
| <b>Sub-total</b>                           | <b>1,221,546</b> | -                 | <b>1,221,546</b>     | -                   | <b>595,444</b> | <b>626,102</b>           | -                       | -             | -             |
| Halton Regional Police Service             | 140,123          | 11,000            | 129,123              | 880                 | 1,490          | 53,629                   | -                       | 53,090        | 20,034        |
| <b>TOTAL 2015-2024</b>                     | <b>1,594,671</b> | <b>11,270</b>     | <b>1,583,401</b>     | <b>4,583</b>        | <b>621,028</b> | <b>884,666</b>           | -                       | <b>53,090</b> | <b>20,034</b> |

Note: Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

# Budget and Business Plan 2015

## Transportation



# CAPITAL BUDGET

2015

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

| 2015 TRANSPORTATION SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |  |            |             |                         |       |            |                 |            |          |
|--|-----------|--|------------|-------------|-------------------------|-------|------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | REGIONAL RESPONSIBILITY |       |            |                 |            |          |
|  |           |  |            |             | DEVEL. CHGS.            |       | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|  |           |  |            |             | NON-RES                 | RES   |            |                 | GROWTH     | REGIONAL |
| <b><u>Expansion Activities</u></b>                               |           |  |            |             |                         |       |            |                 |            |          |
| PR-2079D   | 3981      | Trafalgar Rd - Widening - 4 to 6 lanes from Dundas Street to Highway 407 (OAK) (Regional Rd 3)                                       | 663        |             |                         | 362   | 301        |                 |            |          |
| PR-2079B   | 5347      | Trafalgar Rd - Widening - 4 to 6 lanes from Leighland Avenue/Iroquois Shore Rd to Upper Middle Road (OAK) (Regional Rd 3)            | 150        |             |                         | 78    | 72         |                 |            |          |
| PR-2672B   | 3982      | Dundas St - Widening from 4 to 6-Lanes (excluding CNR & Bronte Creek Bridges) from Appleby Line to Tremaine Rd (BUR) (Regional Rd 5) | 297        |             |                         | 169   | 128        |                 |            |          |
| PR-2259B   | 5436      | Dundas Street - Widening - 4 to 6-lanes from Neyagawa Blvd. to Oak Park Blvd. (OAK) (Regional Road 5)                                | 800        |             |                         | 423   | 377        |                 |            |          |
| PR-2670B   | 3586      | Britannia Rd - Widening 2 to 4-lanes from Regional Rd. 25 to James Snow Parkway (MIL) (Regional Rd 6)                                | 14,094     |             |                         | 6,134 | 7,960      |                 |            |          |
| PR-2669B   | 3587      | Britannia Rd - Widening - 2 to 4-lanes from James Snow Parkway to Trafalgar Rd (MIL) (Regional Rd 6)                                 | 1,463      |             |                         | 734   | 729        |                 |            |          |
| PR-2668  | 3916      | Britannia Road - Widening - 2 to 4-lanes from Trafalgar Road to Highway 407 (MIL) (Regional Road 6)                                  | 10,933     |             |                         | 5,023 | 5,910      |                 |            |          |
| PR-2667B   | 3985      | Britannia Rd - Widening - 2 to 6-Lanes from Tremaine Rd to Regional Rd 25 (MIL) (Regional Rd 6)                                      | 5,445      |             |                         | 2,876 | 2,569      |                 |            |          |
| PR-2320B   | 5396      | Steeles Ave. - Widening - 2 to 4-lanes from Industrial Drive to Martin Street (MIL) (Regional Road 8)                                | 757        |             |                         | 340   | 417        |                 |            |          |
| PR-2369B   | 5652      | Steeles Avenue - Widening - 2 to 4 lanes from James Snow Parkway to Trafalgar Road (MIL) (Regional Road 8)                           | 9,100      |             |                         | 4,852 | 4,248      |                 |            |          |
| PR-2876  | 3593      | Ninth Line North - Widening 2 to 4-lanes from Steeles Ave to 10 Side Rd (HHS) (Regional Rd 13)                                       | 4,231      |             |                         | 1,980 | 2,251      |                 |            |          |
|  |           |  |            |             |                         |       |            |                 |            |          |



# CAPITAL BUDGET

2015

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

| 2015 TRANSPORTATION SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |  |            |             |                         |       |            |                 |            |          |
|--|-----------|--|------------|-------------|-------------------------|-------|------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | REGIONAL RESPONSIBILITY |       |            |                 |            |          |
|  |           |  |            |             | DEVEL. CHGS.            |       | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|  |           |  |            |             | NON-RES                 | RES   |            |                 | GROWTH     | REGIONAL |
|  | 7221      | Ford Drive Improvements at North Service Road connection (OAK)   | 475        |             |                         | 218   | 257        |                 |            |          |
| PR-2738  | 3989      | Winston Churchill Blvd - Widening - 2 to 4-Lanes from Steeles Ave to No. 10 Sideroad - Halton's share (HHS) (Regional Rd 19) | 1,169      |             |                         | 354   | 815        |                 |            |          |
| PR-2921  | 5837      | Norval Bypass (HHS) (Regional Road 19)   | 772        |             |                         | 479   | 293        |                 |            |          |
| PR-2959  | 6448      | Winston Churchill Boulevard- Widening 4 to lanes from Highway 401 to Steeles Avenue (EA Funds) (HHS) (Regional Road 19)      | 425        |             |                         | 211   | 214        |                 |            |          |
| PR-2312B   | 5653      | Regional Road 25 - Widening - 2 to 4 lanes from Highway 401 to No. 5 Side Road (MIL) (Regional Road 25)                      | 825        |             |                         | 435   | 390        |                 |            |          |
| PR-2263F   | 5273      | NNOTC - New 4 lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 27)                                   | 9,107      |             |                         | 5,647 | 3,460      |                 |            |          |
| PR-2538  | 5275      | NNOTC - New 4-lane road from Trafalgar Road to Ninth Line (OAK) (Regional Road 27)   | 5,985      |             |                         | 3,711 | 2,274      |                 |            |          |
| PR-2263E   | 5413      | NNOTC - New 4 lane bridge over 16 Mile Creek (OAK) (Regional Road 27)  | 2,545      |             |                         | 1,578 | 967        |                 |            |          |
| PR-2310B   | 2657      | Upper Middle Road - Widening 2 to 4-lanes from Winston Park Dr. to Winston Churchill Blvd. (OAK) (Reg. Rd. 38)               | 1,613      |             |                         | 767   | 846        |                 |            |          |
| PR-2665B   | 3936      | Upper Middle Road - Widening - 4 to 6 lanes from Grand Blvd. to Ninth Line/Ford Drive (OAK) (Regional Rd 38)                 | 6,389      |             |                         | 2,888 | 3,501      |                 |            |          |
| PR-2770B   | 5272      | Upper Middle Road - Widening 4 to 6 lanes from Neyagawa Blvd. to Trafalgar Road (OAK) (Regional Road 38)                     | 314        |             |                         | 170   | 144        |                 |            |          |
|  | 7222      | New Burlington Signal System (BUR)   | 251        |             |                         | 78    | 173        |                 |            |          |
| PR-2957  | 6990      | Advanced Road Weather Information Systems (REG)  | 110        |             |                         |       | 110        |                 |            |          |
|  |           |  |            |             |                         |       |            |                 |            |          |



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| 2015 TRANSPORTATION SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |   |               |             |                         |               |               |                 |            |          |
|--|-----------|---|---------------|-------------|-------------------------|---------------|---------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST    | SUBY/ RECOV | REGIONAL RESPONSIBILITY |               |               |                 |            |          |
|  |           |   |               |             | DEVEL. CHGS.            |               | GEN RESERV    | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |               |             | NON-RES                 | RES           |               |                 | GROWTH     | REGIONAL |
|  |           | <b>Sub-total</b>  | <b>77,913</b> |             |                         | <b>39,507</b> | <b>38,406</b> |                 |            |          |
| <b><u>Maintenance Activities</u></b>                             |           |   |               |             |                         |               |               |                 |            |          |
| PR-2887  | 6853      | Centre-median Landscaping Improvements (REG)  | 151           |             |                         |               | 151           |                 |            |          |
| PR-2890  | 6856      | Traffic Signal Interconnect (REG)   | 154           |             |                         |               | 154           |                 |            |          |
| PR-2891  | 6857      | Operational Improvements (REG)  | 515           |             |                         |               | 515           |                 |            |          |
| PR-2073  | 4743      | Retrofit Noise Attenuation Barriers - Various Locations (REG)                       | 981           |             |                         |               | 981           |                 |            |          |
| PR-2389  | 5641      | Traffic Signal Controller, timer and signing upgrades - various intersections (REG) | 617           |             |                         | 191           | 426           |                 |            |          |
| PR-2515  | 5746      | Misc Street Lighting Replacement (REG) (Various Regional Roads)                     | 129           |             |                         |               | 129           |                 |            |          |
| PR-2280  | 5173      | Misc Bridges/Culverts Rehabilitation & Replacement Program (REG)                    | 823           |             |                         |               | 823           |                 |            |          |
| PR-2662  | 6106      | Retaining Wall Repairs - Various Locations (Reg) (REG)                              | 77            |             |                         |               | 77            |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>3,447</b>  |             |                         | <b>191</b>    | <b>3,256</b>  |                 |            |          |
| <b><u>Non-Infrastructure Solutions</u></b>                       |           |   |               |             |                         |               |               |                 |            |          |
| PR-2730  | 5428      | Campbellville Traffic Operations Study (MIL)  | 150           |             |                         |               | 150           |                 |            |          |
| PR-2415  | 5643      | Traffic Operations & Safety Related Studies (CROSAP) (REG)                          | 165           |             |                         |               | 165           |                 |            |          |



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| 2015 TRANSPORTATION SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |   |              |             |                         |            |              |                 |            |          |
|--|-----------|---|--------------|-------------|-------------------------|------------|--------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST   | SUBY/ RECOV | REGIONAL RESPONSIBILITY |            |              |                 |            |          |
|  |           |   |              |             | DEVEL. CHGS.            |            | GEN RESERV   | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |              |             | NON-RES                 | RES        |              |                 | GROWTH     | REGIONAL |
| PR-2315  | 5431      | Traffic and Screen Line Counts & Studies (REG)                                    | 154          |             |                         | 48         | 106          |                 |            |          |
| PR-1322  | 1441      | Misc. R.O.W Purchases and Road Dedication Engineering & Surveys (REG)             | 206          |             |                         |            | 206          |                 |            |          |
| PR-2316  | 5432      | Road Needs Study Update (REG)   | 55           |             |                         |            | 55           |                 |            |          |
| PR-2192  | 5017      | Transportation Infrastructure Management System (REG)                             | 103          |             |                         |            | 103          |                 |            |          |
| PR-2146  | 4858      | Intelligent Transportation Systems Study (REG)                                    | 150          |             |                         |            | 150          |                 |            |          |
| PR-2262  | 5194      | MTO Highway Studies (REG)   | 129          |             |                         | 80         | 49           |                 |            |          |
| PR-2258  | 5196      | Smart Commute Travel Demand Management Initiative (REG)                           | 360          |             |                         | 112        | 248          |                 |            |          |
| PR-2319  | 5425      | Speed Reduction Education & Enforcement Campaign (SREEC) (REG)                    | 51           |             |                         |            | 51           |                 |            |          |
| PR-2877  | 6832      | Data Management Group (REG)   | 154          |             |                         | 95         | 59           |                 |            |          |
|  | 6833      | Transportation Tomorrow Survey (REG)  | 30           |             |                         | 19         | 11           |                 |            |          |
| PR-2874  | 6838      | Growth Management Studies (REG)   | 515          |             |                         | 319        | 196          |                 |            |          |
| PR-2878  | 6858      | Cordon Count Data (REG)   | 51           |             |                         | 32         | 19           |                 |            |          |
| PR-30002   | 6885      | Vehicle Replacements - Transportation (REG)                                       | 40           |             |                         |            | 40           |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>2,313</b> |             |                         | <b>705</b> | <b>1,608</b> |                 |            |          |
| <b>Renewal/Rehabilitation Activities</b>                         |           |   |              |             |                         |            |              |                 |            |          |
| PR-3012  | 5838      | Trafalgar Road at Derry Road - Southbound Right Turn Lane (MIL) (Regional Road 3) | 1,200        |             |                         | 372        | 828          |                 |            |          |



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| 2015 TRANSPORTATION SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |   |              |             |                         |              |              |                 |            |          |
|--|-----------|---|--------------|-------------|-------------------------|--------------|--------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST   | SUBY/ RECOV | REGIONAL RESPONSIBILITY |              |              |                 |            |          |
|  |           |   |              |             | DEVEL. CHGS.            |              | GEN RESERV   | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |              |             | NON-RES                 | RES          |              |                 | GROWTH     | REGIONAL |
|  | 7224      | Regional Road 25 - Slope Repairs along 16 Mile Creek from Louis St. Laurent Avenue to Derry Road (MIL) Regional Road 25 | 900          |             |                         | 486          | 414          |                 |            |          |
|  | 7223      | Upper Middle Road at Dorval Drive - Intersection Improvements (eastbound right turn) (OAK) (Regional Road 38)           | 1,002        |             |                         | 311          | 691          |                 |            |          |
| PR-2888  | 6854      | New Traffic Signals (Development) (2012-2031) (REG)   | 1,690        |             |                         | 1,048        | 642          |                 |            |          |
| PR-2889  | 6855      | New Signalized Intersections (REG)  | 1,235        |             |                         | 383          | 852          |                 |            |          |
|  | 7220      | Stormwater Management Pump Stations - Rehabilitation (REG)  | 150          |             |                         |              | 150          |                 |            |          |
| PR-3035  | 7142      | Miscellaneous Works Related to Road Resurfacing (Region-Wide) (REG)   | 450          |             |                         |              | 450          |                 |            |          |
| PR-2314  | 5426      | Active Transportation Initiatives (REG)   | 103          |             |                         | 32           | 71           |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>6,730</b> |             |                         | <b>2,632</b> | <b>4,098</b> |                 |            |          |
| <b>Replacement Activities</b>                                    |           |   |              |             |                         |              |              |                 |            |          |
| PR-2596B   | 5736      | Guelph Line Reconstruction from 1km north of Derry Road to Conservation Road (MIL) (Regional Road 1)                    | 7,552        |             |                         |              | 7,552        |                 |            |          |
| PR-2829  | 6445      | Guelph Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 1)                                       | 494          |             |                         | 153          | 341          |                 |            |          |
| PR-3038  | 6844      | Campbellville Road - Reconstruction from Milborough Line to Guelph Line (MIL) (Regional Road 9)                         | 1,126        |             |                         |              | 1,126        |                 |            |          |
| PR-1437C   | 5169      | 10 Side Road at Street BB - Second T intersection between Eighth & Ninth Line (HHS) (Regional Road 10)                  | 750          |             |                         | 461          | 289          |                 |            |          |



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| 2015 TRANSPORTATION SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |   |                |             |                         |               |               |                 |            |          |
|--|-----------|---|----------------|-------------|-------------------------|---------------|---------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST     | SUBY/ RECOV | REGIONAL RESPONSIBILITY |               |               |                 |            |          |
|  |           |   |                |             | DEVEL. CHGS.            |               | GEN RESERV    | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |                |             | NON-RES                 | RES           |               |                 | GROWTH     | REGIONAL |
| PR-2867  | 6449      | Appleby Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 20)         | 663            |             |                         | 206           | 457           |                 |            |          |
| PR-2418  | 5622      | Tremaine Road Reconstruction from Dundas Street to No. 1 Side Road (OAK) (Regional Road 22) | 685            |             |                         |               | 685           |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>11,270</b>  |             |                         | <b>820</b>    | <b>10,450</b> |                 |            |          |
|  |           | <b>Total</b>  | <b>101,673</b> |             |                         | <b>43,855</b> | <b>57,818</b> |                 |            |          |
|  |           | <b>Summary</b>  |                |             |                         |               |               |                 |            |          |
|  |           | Expansion Activities  | 77,913         |             |                         | 39,507        | 38,406        |                 |            |          |
|  |           | Maintenance Activities  | 3,447          |             |                         | 191           | 3,256         |                 |            |          |
|  |           | Non-Infrastructure Solutions  | 2,313          |             |                         | 705           | 1,608         |                 |            |          |
|  |           | Renewal/Rehabilitation Activities   | 6,730          |             |                         | 2,632         | 4,098         |                 |            |          |
|  |           | Replacement Activities  | 11,270         |             |                         | 820           | 10,450        |                 |            |          |
|  |           | <b>Grand Total</b>  | <b>101,673</b> |             |                         | <b>43,855</b> | <b>57,818</b> |                 |            |          |



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| 2015-2024 TRANSPORTATION FORECAST           |          |  |            |                           |      |        |        |      |      |       |      |       |       |
|---|----------|--|------------|---------------------------|------|--------|--------|------|------|-------|------|-------|-------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |      |        |        |      |      |       |      |       |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |        |        |      |      |       |      |       |       |
|   |          |  |            | 2015                      | 2016 | 2017   | 2018   | 2019 | 2020 | 2021  | 2022 | 2023  | 2024  |
| <b>Expansion Activities</b>                 |          |  |            |                           |      |        |        |      |      |       |      |       |       |
| PR-2322                                     | 2659     | Guelph Line - Widening - 4 to 6 lanes from Mainway to Upper Middle Road (BUR) (Reg. Rd. 1)               | 9,609      |                           |      | 1,138  | 725    | 725  | 183  | 6,838 |      |       |       |
|   |          | EA   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Design   | 1,138      |                           |      | 1,138  |        |      |      |       |      |       |       |
|   |          | Property   | 1,450      |                           |      |        | 725    | 725  |      |       |      |       |       |
|   |          | Utility Relocate   | 183        |                           |      |        |        |      | 183  |       |      |       |       |
|   |          | Construction   | 6,838      |                           |      |        |        |      |      | 6,838 |      |       |       |
|   | 6805     | Guelph Line - Widening from 4 to 6 Lanes from Upper Middle Road to Dundas Street (BUR)                   | 4,362      |                           |      |        |        |      |      |       | 772  | 1,630 | 1,960 |
|   |          | EA   | 772        |                           |      |        |        |      |      |       | 772  |       |       |
|   |          | Design   | 1,630      |                           |      |        |        |      |      |       |      | 1,630 |       |
|   |          | Property   | 1,960      |                           |      |        |        |      |      |       |      |       | 1,960 |
|   |          | Utility Relocate   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Construction   |            |                           |      |        |        |      |      |       |      |       |       |
|   | 3979     | Trafalgar Rd - Widening 4 to 6-Lanes & Bus Lanes from Upper Middle Rd to Dundas St (OAK) (Regional Rd 3) | 11,212     |                           |      | 11,212 |        |      |      |       |      |       |       |
|   |          | EA   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Design   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Property   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Utility Relocate   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Construction   | 11,212     |                           |      | 11,212 |        |      |      |       |      |       |       |
|   | 3981     | Trafalgar Rd - Widening - 4 to 6 lanes from Dundas Street to Highway 407 (OAK) (Regional Rd 3)           | 26,428     | 663                       |      | 3,070  | 22,695 |      |      |       |      |       |       |
|   |          | EA   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Design   |            |                           |      |        |        |      |      |       |      |       |       |
|   |          | Property   | 663        | 663                       |      |        |        |      |      |       |      |       |       |
|   |          | Utility Relocate   | 470        |                           |      | 470    |        |      |      |       |      |       |       |
|   |          | Construction   | 25,295     |                           |      | 2,600  | 22,695 |      |      |       |      |       |       |



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|---|----------|---|------------|---------------------------|-------|-------|------|--------|--------|------|------|------|-------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |       |       |      |        |        |      |      |      |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |      |        |        |      |      |      |       |
|   |          |   |            | 2015                      | 2016  | 2017  | 2018 | 2019   | 2020   | 2021 | 2022 | 2023 | 2024  |
| PR-2079B                                    | 5347     | Trafalgar Rd - Widening - 4 to 6 lanes from Leighland Avenue/Iroquois Shore Rd to Upper Middle Road (OAK) (Regional Rd 3) | 9,728      | 150                       | 9,578 |       |      |        |        |      |      |      |       |
|   |          | EA  | 150        | 150                       |       |       |      |        |        |      |      |      |       |
|   |          | Design  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Property  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Utility Relocate  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Construction  | 9,578      |                           | 9,578 |       |      |        |        |      |      |      |       |
|   | 6823     | Trafalgar Road - Widening from 4 to 6 Lanes from Highway 407 to Britannia Road (MIL) (Regional Road 3)                    | 6,699      |                           |       |       |      |        |        |      | 772  |      | 5,927 |
|   |          | EA  | 772        |                           |       |       |      |        |        |      | 772  |      |       |
|   |          | Design  | 3,492      |                           |       |       |      |        |        |      |      |      | 3,492 |
|   |          | Property  | 2,435      |                           |       |       |      |        |        |      |      |      | 2,435 |
|   |          | Utility Relocate  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Construction  |            |                           |       |       |      |        |        |      |      |      |       |
|   | 6827     | Trafalgar Road Widening from 4 to 6 lanes from Britannia Road to Steeles Avenue (MIL) (Regional Road 3)                   | 772        |                           |       |       |      |        |        |      |      |      | 772   |
|   |          | EA  | 772        |                           |       |       |      |        |        |      |      |      | 772   |
|   |          | Design  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Property  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Utility Relocate  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Construction  |            |                           |       |       |      |        |        |      |      |      |       |
|   | 6984     | Trafalgar Road Widening 2 to 4 lanes from 10 Side Road to Highway 7 (HHS) (Regional Road 3)                               | 63,577     |                           |       | 1,977 |      | 20,080 | 41,520 |      |      |      |       |
|   |          | EA  |            |                           |       |       |      |        |        |      |      |      |       |
|   |          | Design  | 977        |                           |       | 977   |      |        |        |      |      |      |       |
|   |          | Property  | 10,201     |                           |       | 1,000 |      | 9,201  |        |      |      |      |       |
|   |          | Utility Relocate  | 10,879     |                           |       |       |      | 10,879 |        |      |      |      |       |
|   |          | Construction  | 41,520     |                           |       |       |      |        | 41,520 |      |      |      |       |



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|---|----------|---|------------|---------------------------|------|-------|-------|--------|-------|-------|------|--------|-------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |      |       |       |        |       |       |      |        |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |       |        |       |       |      |        |       |
|   |          |   |            | 2015                      | 2016 | 2017  | 2018  | 2019   | 2020  | 2021  | 2022 | 2023   | 2024  |
|   | 6985     | Trafalgar Road Widening - 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) (Regional Road 3)      | 26,238     |                           |      | 2,497 | 1,885 | 21,856 |       |       |      |        |       |
|   |          | EA  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Design  | 1,311      |                           |      | 1,311 |       |        |       |       |      |        |       |
|   |          | Property  | 2,372      |                           |      | 1,186 | 1,186 |        |       |       |      |        |       |
|   |          | Utility Relocate  | 699        |                           |      |       | 699   |        |       |       |      |        |       |
|   |          | Construction  | 21,856     |                           |      |       |       | 21,856 |       |       |      |        |       |
|   | 5839     | James Snow Parkway Widening 4 to 6 Lanes from Highway 401 to Britannia Road (MIL) (Regional Road 4)     | 34,590     |                           |      | 772   |       |        | 4,051 | 4,201 |      | 25,566 |       |
|   |          | EA  | 772        |                           |      | 772   |       |        |       |       |      |        |       |
|   |          | Design  | 4,051      |                           |      |       |       | 4,051  |       |       |      |        |       |
|   |          | Property  | 3,371      |                           |      |       |       |        |       | 3,371 |      |        |       |
|   |          | Utility Relocate  | 830        |                           |      |       |       |        |       | 830   |      |        |       |
|   |          | Construction  | 25,566     |                           |      |       |       |        |       |       |      | 25,566 |       |
|   | 6806     | James Snow Parkway - New 6 Lane Road from Highway 407 to Britannia Road (MIL) (Regional Road 4)         | 1,029      |                           |      |       |       |        |       |       |      |        | 1,029 |
|   |          | EA  | 1,029      |                           |      |       |       |        |       |       |      |        | 1,029 |
|   |          | Design  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Property  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Utility Relocate  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Construction  |            |                           |      |       |       |        |       |       |      |        |       |
|   | 6807     | James Snow Parkway - Widening from 4 to 6 Lanes from Highway 401 to Highway 401 (MIL) (Regional Road 4) | 772        |                           |      |       |       |        |       |       |      | 772    |       |
|   |          | EA  | 772        |                           |      |       |       |        |       |       |      | 772    |       |
|   |          | Design  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Property  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Utility Relocate  |            |                           |      |       |       |        |       |       |      |        |       |
|   |          | Construction  |            |                           |      |       |       |        |       |       |      |        |       |



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|---|----------|--|------------|---------------------------|-------|-------|-------|-------|------|------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |       |       |       |       |      |      |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |       |       |      |      |      |      |      |
|   |          |  |            | 2015                      | 2016  | 2017  | 2018  | 2019  | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2672                                     | 3982     | Dundas St - Widening from 4 to 6-Lanes (excluding CNR & Bronte Creek Bridges) from Appleby Line to Tremaine Rd (BUR) (Regional Rd 5) | 12,839     | 297                       | 6,271 | 6,271 |       |       |      |      |      |      |      |
|   |          | EA   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Design   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Property   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Utility Relocate   | 297        | 297                       |       |       |       |       |      |      |      |      |      |
|   |          | Construction   | 12,542     |                           | 6,271 | 6,271 |       |       |      |      |      |      |      |
| PR-2671                                     | 3983     | Dundas St - Widening from 4 to 6-Lanes from Tremaine Rd to Bronte Rd (OAK) (Regional Rd 5)   | 12,128     |                           | 6,064 | 6,064 |       |       |      |      |      |      |      |
|   |          | EA   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Design   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Property   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Construction   | 12,128     |                           | 6,064 | 6,064 |       |       |      |      |      |      |      |
|   | 3984     | Dundas St - Widening - 4 to 6-Lanes from Guelph Line to North Hampton (BUR) (Regional Rd 5)  | 13,620     |                           | 4,175 |       |       | 9,445 |      |      |      |      |      |
|   |          | EA   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Design   | 1,568      |                           | 1,568 |       |       |       |      |      |      |      |      |
|   |          | Property   | 2,372      |                           | 2,372 |       |       |       |      |      |      |      |      |
|   |          | Utility Relocate   | 235        |                           | 235   |       |       |       |      |      |      |      |      |
|   |          | Construction   | 9,445      |                           |       |       |       | 9,445 |      |      |      |      |      |
| PR-2550                                     | 5180     | Dundas Street - 4 to 6-lane widening from North Hampton to Appleby Line (BUR) (Regional Road 5)                                      | 12,609     |                           | 5,665 |       | 6,944 |       |      |      |      |      |      |
|   |          | EA   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Design   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Property   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |       |       |       |      |      |      |      |      |
|   |          | Construction   | 12,609     |                           | 5,665 |       | 6,944 |       |      |      |      |      |      |



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|---|----------|--|------------|---------------------------|-------|--------|------|------|------|------|--------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |       |        |      |      |      |      |        |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |        |      |      |      |      |        |      |      |
|   |          |  |            | 2015                      | 2016  | 2017   | 2018 | 2019 | 2020 | 2021 | 2022   | 2023 | 2024 |
|   | 5385     | Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Road (BUR) (Regional Road 5)           | 43,218     |                           | 3,100 | 40,118 |      |      |      |      |        |      |      |
|   |          | EA   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Design   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Property   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Utility Relocate   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Construction   | 43,218     |                           | 3,100 | 40,118 |      |      |      |      |        |      |      |
|   | 5388     | Dundas Street - Widening - 4 to 6-lanes from Guelph Line to Halton/Hamilton Boundary (BUR) (Regional Road 5) | 26,415     |                           | 4,487 | 1,790  |      |      |      |      | 20,138 |      |      |
|   |          | EA   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Design   | 3,214      |                           | 3,214 |        |      |      |      |      |        |      |      |
|   |          | Property   | 2,546      |                           | 1,273 | 1,273  |      |      |      |      |        |      |      |
|   |          | Utility Relocate   | 517        |                           |       | 517    |      |      |      |      |        |      |      |
|   |          | Construction   | 20,138     |                           |       |        |      |      |      |      | 20,138 |      |      |
| PR-2259                                     | 5436     | Dundas Street - Widening - 4 to 6-lanes from Neyagawa Blvd. to Oak Park Blvd. (OAK) (Regional Road 5)        | 2,000      | 800                       | 1,200 |        |      |      |      |      |        |      |      |
|   |          | EA   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Design   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Property   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Utility Relocate   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Construction   | 2,000      | 800                       | 1,200 |        |      |      |      |      |        |      |      |
| PR-2670                                     | 3586     | Britannia Rd - Widening 2 to 4-lanes from Regional Rd. 25 to James Snow Parkway (MIL) (Regional Rd 6)        | 14,094     | 14,094                    |       |        |      |      |      |      |        |      |      |
|   |          | EA   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Design   | 1,546      | 1,546                     |       |        |      |      |      |      |        |      |      |
|   |          | Property   | 1,690      | 1,690                     |       |        |      |      |      |      |        |      |      |
|   |          | Utility Relocate   |            |                           |       |        |      |      |      |      |        |      |      |
|   |          | Construction   | 10,858     | 10,858                    |       |        |      |      |      |      |        |      |      |



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|---|----------|--|------------|---------------------------|-------|------|------|------|------|------|------|-------|-------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |       |      |      |      |      |      |      |       |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |      |      |      |      |      |       |       |
|   |          |  |            | 2015                      | 2016  | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023  | 2024  |
| PR-2669                                     | 3587     | Britannia Rd - Widening - 2 to 4-lanes from James Snow Parkway to Trafalgar Rd (MIL) (Regional Rd 6)     | 9,993      | 1,463                     | 8,530 |      |      |      |      |      |      |       |       |
|   |          | EA   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Design   | 1,463      | 1,463                     |       |      |      |      |      |      |      |       |       |
|   |          | Property   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Utility Relocate   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Construction   | 8,530      | 8,530                     |       |      |      |      |      |      |      |       |       |
| PR-2668                                     | 3916     | Britannia Road - Widening - 2 to 4-lanes from Trafalgar Road to Highway 407 (MIL) (Regional Road 6)      | 10,933     | 10,933                    |       |      |      |      |      |      |      |       |       |
|   |          | EA   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Design   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Property   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Utility Relocate   | 113        | 113                       |       |      |      |      |      |      |      |       |       |
|   |          | Construction   | 10,820     | 10,820                    |       |      |      |      |      |      |      |       |       |
| PR-2667                                     | 3985     | Britannia Rd - Widening - 2 to 6-Lanes from Tremaine Rd to Regional Rd 25 (MIL) (Regional Rd 6)          | 5,445      | 5,445                     |       |      |      |      |      |      |      |       |       |
|   |          | EA   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Design   | 542        | 542                       |       |      |      |      |      |      |      |       |       |
|   |          | Property   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Utility Relocate   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Construction   | 4,903      | 4,903                     |       |      |      |      |      |      |      |       |       |
|   | 6802     | Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6) | 10,255     |                           |       |      |      |      |      |      |      | 7,100 | 3,155 |
|   |          | EA   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Design   | 7,100      |                           |       |      |      |      |      |      |      | 7,100 |       |
|   |          | Property   | 3,155      |                           |       |      |      |      |      |      |      |       | 3,155 |
|   |          | Utility Relocate   |            |                           |       |      |      |      |      |      |      |       |       |
|   |          | Construction   |            |                           |       |      |      |      |      |      |      |       |       |



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|---|----------|---|------------|---------------------------|-------|------|------|-------|-------|-------|-------|-------|--------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |       |      |      |       |       |       |       |       |        |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |      |       |       |       |       |       |        |
|   |          |   |            | 2015                      | 2016  | 2017 | 2018 | 2019  | 2020  | 2021  | 2022  | 2023  | 2024   |
| PR-2320                                     | 5396     | Steeles Ave. - Widening - 2 to 4-lanes from Industrial Drive to Martin Street (MIL) (Regional Road 8)       | 6,957      | 757                       | 6,200 |      |      |       |       |       |       |       |        |
|   |          | EA  |            |                           |       |      |      |       |       |       |       |       |        |
|   |          | Design  |            |                           |       |      |      |       |       |       |       |       |        |
|   |          | Property  |            |                           |       |      |      |       |       |       |       |       |        |
|   |          | Utility Relocate  | 757        | 757                       |       |      |      |       |       |       |       |       |        |
|   |          | Construction  | 6,200      |                           | 6,200 |      |      |       |       |       |       |       |        |
|   | 5652     | Steeles Avenue - Widening - 2 to 4 lanes from James Snow Parkway to Trafalgar Road (MIL) (Regional Road 8)  | 9,100      | 9,100                     |       |      |      |       |       |       |       |       |        |
|   |          | EA  |            |                           |       |      |      |       |       |       |       |       |        |
|   |          | Design  | 1,000      | 1,000                     |       |      |      |       |       |       |       |       |        |
|   |          | Property  |            |                           |       |      |      |       |       |       |       |       |        |
|   |          | Utility Relocate  |            |                           |       |      |      |       |       |       |       |       |        |
|   |          | Construction  | 8,100      | 8,100                     |       |      |      |       |       |       |       |       |        |
|   | 6819     | Steeles Avenue - Widening from 2 to 4 Lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)  | 14,966     |                           |       | 772  |      | 1,402 | 3,111 | 212   | 9,469 |       |        |
|   |          | EA  | 772        |                           |       | 772  |      |       |       |       |       |       |        |
|   |          | Design  | 1,402      |                           |       |      |      | 1,402 |       |       |       |       |        |
|   |          | Property  | 3,111      |                           |       |      |      |       | 3,111 |       |       |       |        |
|   |          | Utility Relocate  | 212        |                           |       |      |      |       |       | 212   |       |       |        |
|   |          | Construction  | 9,469      |                           |       |      |      |       |       |       | 9,469 |       |        |
|   | 6821     | Steeles Avenue - Widening from 4 to 6 Lanes from Regional Road 25 to Trafalgar Road (MIL) (Regional Road 8) | 41,509     |                           |       |      |      | 772   |       | 6,138 |       | 7,929 | 26,670 |
|   |          | EA  | 772        |                           |       |      |      | 772   |       |       |       |       |        |
|   |          | Design  | 6,138      |                           |       |      |      |       |       | 6,138 |       |       |        |
|   |          | Property  | 6,929      |                           |       |      |      |       |       |       |       | 6,929 |        |
|   |          | Utility Relocate  | 1,000      |                           |       |      |      |       |       |       |       | 1,000 |        |
|   |          | Construction  | 26,670     |                           |       |      |      |       |       |       |       |       | 26,670 |



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|---|----------|---|------------|---------------------------|--------|--------|------|------|------|-------|-------|-------|-------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |        |        |      |      |      |       |       |       |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |        |        |      |      |      |       |       |       |       |
|   |          |   |            | 2015                      | 2016   | 2017   | 2018 | 2019 | 2020 | 2021  | 2022  | 2023  | 2024  |
|   | 6822     | Steeles Avenue - Widening from 4 to 6 Lanes (with RBL) from Trafalgar Road to Winston Churchill Boulevard (HHS) (Regional Road 8) | 4,633      |                           |        |        |      |      |      |       |       | 772   | 3,861 |
|   |          | EA  | 772        |                           |        |        |      |      |      |       |       | 772   |       |
|   |          | Design  | 3,861      |                           |        |        |      |      |      |       |       |       | 3,861 |
|   |          | Property  |            |                           |        |        |      |      |      |       |       |       |       |
|   |          | Utility Relocate  |            |                           |        |        |      |      |      |       |       |       |       |
|   |          | Construction  |            |                           |        |        |      |      |      |       |       |       |       |
|   | 3593     | Ninth Line North - Widening 2 to 4-lanes from Steeles Ave to 10 Side Rd (HHS) (Regional Rd 13)                                    | 30,239     | 4,231                     | 12,804 | 13,204 |      |      |      |       |       |       |       |
|   |          | EA  |            |                           |        |        |      |      |      |       |       |       |       |
|   |          | Design  |            |                           |        |        |      |      |      |       |       |       |       |
|   |          | Property  | 3,344      | 3,344                     |        |        |      |      |      |       |       |       |       |
|   |          | Utility Relocate  | 887        | 887                       |        |        |      |      |      |       |       |       |       |
|   |          | Construction  | 26,008     |                           | 12,804 | 13,204 |      |      |      |       |       |       |       |
|   | 6808     | Ninth Line - Widening from 2 to 4 Lanes from Burnhamthrope Road to Highway 407 (OAK) (Regional Road 13)                           | 14,029     |                           | 772    |        |      |      |      | 1,450 | 1,906 | 150   | 9,751 |
|   |          | EA  |            |                           |        |        |      |      |      |       |       |       |       |
|   |          | Design  | 1,450      |                           |        |        |      |      |      | 1,450 |       |       |       |
|   |          | Property  | 1,906      |                           |        |        |      |      |      |       | 1,906 |       |       |
|   |          | Utility Relocate  | 150        |                           |        |        |      |      |      |       |       | 150   |       |
|   |          | Construction  | 10,523     |                           | 772    |        |      |      |      |       |       |       | 9,751 |
|   | 6809     | Ninth Line - Widening from 2 to 4 Lanes from Dundas Street to Burnhamthorpe Road (OAK) (Regional Road 13)                         | 10,193     |                           | 772    |        |      |      |      |       | 1,430 | 3,069 | 900   |
|   |          | EA  |            |                           |        |        |      |      |      |       |       |       |       |
|   |          | Design  | 1,430      |                           |        |        |      |      |      |       | 1,430 |       |       |
|   |          | Property  | 3,969      |                           |        |        |      |      |      |       |       | 3,069 | 900   |
|   |          | Utility Relocate  | 310        |                           |        |        |      |      |      |       |       |       | 310   |
|   |          | Construction  | 4,484      |                           | 772    |        |      |      |      |       |       |       | 3,712 |



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|---|----------|---|------------|---------------------------|------|------|------|------|-------|-------|-------|--------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |      |      |      |      |       |       |       |        |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |       |       |       |        |      |
|   |          |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020  | 2021  | 2022  | 2023   | 2024 |
|   | 7221     | Ford Drive Improvements at North Service Road connection (OAK)  | 475        | 475                       |      |      |      |      |       |       |       |        |      |
|   |          | EA  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Design  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Property  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Utility Relocate  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Construction  | 475        | 475                       |      |      |      |      |       |       |       |        |      |
|   | 6824     | Brant Street Widening from 4 to 6 lanes from North Service Road to Dundas Street (BUR) (Regional Road 18)                                   | 25,028     |                           |      | 772  |      |      |       | 2,196 | 7,048 | 15,012 |      |
|   |          | EA  | 772        |                           |      | 772  |      |      |       |       |       |        |      |
|   |          | Design  | 2,196      |                           |      |      |      |      |       | 2,196 |       |        |      |
|   |          | Property  | 6,671      |                           |      |      |      |      |       |       | 6,671 |        |      |
|   |          | Utility Relocate  | 377        |                           |      |      |      |      |       |       | 377   |        |      |
|   |          | Construction  | 15,012     |                           |      |      |      |      |       |       |       | 15,012 |      |
|   | 3989     | Winston Churchill Blvd - Widening - 2 to 4 Lanes from Steeles Ave to No. 10 Sideroad - Halton's share (HHS) (Regional Rd 19)                | 10,892     | 1,169                     |      | 768  |      |      | 1,238 | 7,717 |       |        |      |
|   |          | EA  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Design  | 1,169      | 1,169                     |      |      |      |      |       |       |       |        |      |
|   |          | Property  | 768        |                           |      | 768  |      |      |       |       |       |        |      |
|   |          | Utility Relocate  | 1,238      |                           |      |      |      |      | 1,238 |       |       |        |      |
|   |          | Construction  | 7,717      |                           |      |      |      |      |       | 7,717 |       |        |      |
| PR-2666                                     | 5438     | Winston Churchill Boulevard - Widening - 4 to 6 lanes from Dundas Street to Upper Middle Road/QEW - Halton's share (OAK) (Regional Road 19) | 283        |                           |      |      |      |      |       |       |       | 283    |      |
|   |          | EA  | 283        |                           |      |      |      |      |       |       |       | 283    |      |
|   |          | Design  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Property  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Utility Relocate  |            |                           |      |      |      |      |       |       |       |        |      |
|   |          | Construction  |            |                           |      |      |      |      |       |       |       |        |      |



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|---|----------|---|------------|---------------------------|------|------|-------|------|-------|--------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |      |      |       |      |       |        |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |       |      |       |        |      |      |      |
|   |          |   |            | 2015                      | 2016 | 2017 | 2018  | 2019 | 2020  | 2021   | 2022 | 2023 | 2024 |
|   | 5837     | Norval Bypass (HHS) (Regional Road 19)  | 22,773     | 772                       |      |      | 1,424 |      | 3,983 | 16,594 |      |      |      |
|   |          | EA  | 772        | 772                       |      |      |       |      |       |        |      |      |      |
|   |          | Design  | 1,424      |                           |      |      | 1,424 |      |       |        |      |      |      |
|   |          | Property  | 3,852      |                           |      |      |       |      | 3,852 |        |      |      |      |
|   |          | Utility Relocate  | 131        |                           |      |      |       |      | 131   |        |      |      |      |
|   |          | Construction  | 16,594     |                           |      |      |       |      |       | 16,594 |      |      |      |
|   | 6448     | Winston Churchill Boulevard- Widening 4 to lanes from Highway 401 to Steeles Avenue (EA Funds) (HHS) (Regional Road 19)                             | 3,213      | 425                       |      |      |       | 421  |       | 2,367  |      |      |      |
|   |          | EA  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Design  | 425        | 425                       |      |      |       |      |       |        |      |      |      |
|   |          | Property  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Utility Relocate  | 421        |                           |      |      |       | 421  |       |        |      |      |      |
|   |          | Construction  | 2,367      |                           |      |      |       |      |       | 2,367  |      |      |      |
|   | 6846     | Winston Churchill Boulevard - Widening from 4 to 6 lanes from 2km South of Embleton Road to Embleton Road (Halton's Share) (HHS) (Regional Road 19) | 232        |                           |      |      |       |      |       |        | 232  |      |      |
|   |          | EA  | 232        |                           |      |      |       |      |       |        | 232  |      |      |
|   |          | Design  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Property  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Utility Relocate  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Construction  |            |                           |      |      |       |      |       |        |      |      |      |
|   | 6847     | Winston Churchill Boulevard Widening 5-7 lanes from Steeles Avenue to 2 km South of Embleton Road (Halton's Share) (Regional Road 19)               | 232        |                           |      |      |       |      |       |        | 232  |      |      |
|   |          | EA  | 232        |                           |      |      |       |      |       |        | 232  |      |      |
|   |          | Design  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Property  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Utility Relocate  |            |                           |      |      |       |      |       |        |      |      |      |
|   |          | Construction  |            |                           |      |      |       |      |       |        |      |      |      |



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|---|----------|--|------------|---------------------------|------|-------|-------|-------|-------|--------|--------|--------|--------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |      |       |       |       |       |        |        |        |        |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |       |       |       |        |        |        |        |
|   |          |  |            | 2015                      | 2016 | 2017  | 2018  | 2019  | 2020  | 2021   | 2022   | 2023   | 2024   |
|   | 6812     | Appleby Line - Widening from 4 to 6 lanes from Fairview Street to Taywood Drive (BUR) (Regional Road 20)   | 44,756     |                           |      |       | 772   |       | 5,216 |        | 3,600  |        | 35,168 |
|   |          | EA   | 772        |                           |      |       | 772   |       |       |        |        |        |        |
|   |          | Design   | 5,216      |                           |      |       |       |       | 5,216 |        |        |        |        |
|   |          | Property   | 2,923      |                           |      |       |       |       |       |        | 2,923  |        |        |
|   |          | Utility Relocate   | 677        |                           |      |       |       |       |       |        | 677    |        |        |
|   |          | Construction   | 35,168     |                           |      |       |       |       |       |        |        |        | 35,168 |
|   | 5845     | Tremaine Road - Widening 4 to 6 Lanes from Highway 401 to Derry Road (MIL) (Regional Road 22)              | 70,749     |                           |      | 2,172 | 1,600 | 5,400 | 633   | 14,200 | 21,444 | 25,300 |        |
|   |          | EA   | 772        |                           |      | 772   |       |       |       |        |        |        |        |
|   |          | Design   | 6,400      |                           |      | 1,400 | 1,600 | 3,400 |       |        |        |        |        |
|   |          | Property   | 15,666     |                           |      |       |       | 2,000 | 633   | 13,033 |        |        |        |
|   |          | Utility Relocate   | 1,167      |                           |      |       |       |       |       | 1,167  |        |        |        |
|   |          | Construction   | 46,744     |                           |      |       |       |       |       |        | 21,444 | 25,300 |        |
|   | 6830     | Tremaine Road - Widening from 2 to 4 lanes from Dundas Street to Lower Base Line (OAK) (Regional Road 22)  | 14,305     |                           |      |       |       | 515   |       | 9,685  | 3,505  | 600    |        |
|   |          | EA   | 515        |                           |      |       |       | 515   |       |        |        |        |        |
|   |          | Design   | 4,200      |                           |      |       |       |       |       | 4,200  |        |        |        |
|   |          | Property   | 5,485      |                           |      |       |       |       |       | 5,485  |        |        |        |
|   |          | Utility Relocate   | 605        |                           |      |       |       |       |       |        | 605    |        |        |
|   |          | Construction   | 3,500      |                           |      |       |       |       |       |        | 2,900  | 600    |        |
|   | 6834     | Tremaine Road - Widening from 2 to 4 lanes from Lower Base Line to Britannia Road (MIL) (Regional Road 22) | 6,437      |                           |      |       |       |       | 515   | 2,862  | 2,613  | 447    |        |
|   |          | EA   | 515        |                           |      |       |       |       | 515   |        |        |        |        |
|   |          | Design   | 2,862      |                           |      |       |       |       |       | 2,862  |        |        |        |
|   |          | Property   | 2,613      |                           |      |       |       |       |       |        | 2,613  |        |        |
|   |          | Utility Relocate   | 447        |                           |      |       |       |       |       |        |        | 447    |        |
|   |          | Construction   |            |                           |      |       |       |       |       |        |        |        |        |



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|---|----------|---|------------|---------------------------|------|------|------|------|------|------|--------|-------|--------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |      |      |      |      |      |      |        |       |        |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |        |       |        |
|   |          |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022   | 2023  | 2024   |
| PR-2312B                                    | 5653     | Regional Road 25 - Widening - 2 to 4 lanes from Highway 401 to No. 5 Side Road (MIL) (Regional Road 25)   | 825        | 825                       |      |      |      |      |      |      |        |       |        |
|   |          | EA  |            |                           |      |      |      |      |      |      |        |       |        |
|   |          | Design  |            |                           |      |      |      |      |      |      |        |       |        |
|   |          | Property  |            |                           |      |      |      |      |      |      |        |       |        |
|   |          | Utility Relocate  |            |                           |      |      |      |      |      |      |        |       |        |
|   |          | Construction  | 825        | 825                       |      |      |      |      |      |      |        |       |        |
|   | 6811     | Regional Road 25 - Widening from 2 to 4 Lanes from 5 Side Road to 10 Side Road (HHS) (Regional Road 25)   | 11,795     |                           |      |      |      | 515  | 989  |      | 4,132  |       | 6,159  |
|   |          | EA  | 515        |                           |      |      |      | 515  |      |      |        |       |        |
|   |          | Design  | 989        |                           |      |      |      |      | 989  |      |        |       |        |
|   |          | Property  | 3,700      |                           |      |      |      |      |      |      | 3,700  |       |        |
|   |          | Utility Relocate  | 432        |                           |      |      |      |      |      |      | 432    |       |        |
|   |          | Construction  | 6,159      |                           |      |      |      |      |      |      |        |       | 6,159  |
|   | 6814     | Regional Road 25 - Widening from 4 to 6 Lanes from Highway 407 to Britannia Road (MIL) (Regional Road 25) | 30,652     |                           |      |      |      |      |      | 772  | 10,120 | 860   | 18,900 |
|   |          | EA  | 772        |                           |      |      |      |      |      | 772  |        |       |        |
|   |          | Design  | 5,594      |                           |      |      |      |      |      |      | 5,594  |       |        |
|   |          | Property  | 4,526      |                           |      |      |      |      |      |      | 4,526  |       |        |
|   |          | Utility Relocate  | 860        |                           |      |      |      |      |      |      |        | 860   |        |
|   |          | Construction  | 18,900     |                           |      |      |      |      |      |      |        |       | 18,900 |
|   | 6815     | Regional Road 25 - Widening from 4 to 6 Lanes from Britannia Road to Derry Road (MIL) (Regional Road 25)  | 5,831      |                           |      |      |      |      |      |      | 772    | 2,273 | 2,786  |
|   |          | EA  | 772        |                           |      |      |      |      |      |      | 772    |       |        |
|   |          | Design  | 2,273      |                           |      |      |      |      |      |      |        | 2,273 |        |
|   |          | Property  | 2,786      |                           |      |      |      |      |      |      |        |       | 2,786  |
|   |          | Utility Relocate  |            |                           |      |      |      |      |      |      |        |       |        |
|   |          | Construction  |            |                           |      |      |      |      |      |      |        |       |        |



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| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |        |        |        |       |       |       |        |        |        |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |        |        |        |       |       |       |        |        |        |
|   |          |   |            | 2015                      | 2016   | 2017   | 2018   | 2019  | 2020  | 2021  | 2022   | 2023   | 2024   |
|   | 6817     | Regional Road 25 - Widening from 4 to 6 Lanes from Steeles Avenue to 5 Side Road (MIL) (Regional Road 25) | 29,209     |                           |        |        | 772    | 3,408 | 1,670 | 403   | 22,956 |        |        |
|   |          | EA  | 772        |                           |        |        | 772    |       |       |       |        |        |        |
|   |          | Design  | 3,408      |                           |        |        |        | 3,408 |       |       |        |        |        |
|   |          | Property  | 1,670      |                           |        |        |        |       | 1,670 |       |        |        |        |
|   |          | Utility Relocate  | 403        |                           |        |        |        |       |       | 403   |        |        |        |
|   |          | Construction  | 22,956     |                           |        |        |        |       |       |       | 22,956 |        |        |
|   | 6818     | Bronte Road - Widening from 4 to 6 Lanes from Speers Road to Highway 407 (OAK) (Regional Road 25)         | 45,108     |                           |        |        |        | 772   | 1,903 | 3,000 | 9,265  | 15,084 | 15,084 |
|   |          | EA  | 772        |                           |        |        |        | 772   |       |       |        |        |        |
|   |          | Design  | 6,703      |                           |        |        |        |       | 1,903 | 3,000 | 1,800  |        |        |
|   |          | Property  | 6,497      |                           |        |        |        |       |       |       | 6,497  |        |        |
|   |          | Utility Relocate  | 968        |                           |        |        |        |       |       |       | 968    |        |        |
|   |          | Construction  | 30,168     |                           |        |        |        |       |       |       |        | 15,084 | 15,084 |
| PR-2263B                                    | 5273     | NNOTC - New 4 lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 27)                | 41,405     | 9,107                     | 206    | 18,997 | 13,095 |       |       |       |        |        |        |
|   |          | EA  |            |                           |        |        |        |       |       |       |        |        |        |
|   |          | Design  |            |                           |        |        |        |       |       |       |        |        |        |
|   |          | Property  | 28,259     | 9,056                     | 206    | 18,997 |        |       |       |       |        |        |        |
|   |          | Utility Relocate  | 51         | 51                        |        |        |        |       |       |       |        |        |        |
|   |          | Construction  | 13,095     |                           |        |        | 13,095 |       |       |       |        |        |        |
|   | 5274     | NNOTC - New 4 lane road from Neyagawa Blvd. to Trafalgar Road (OAK) (Regional Road 27)                    | 16,332     |                           | 16,332 |        |        |       |       |       |        |        |        |
|   |          | EA  |            |                           |        |        |        |       |       |       |        |        |        |
|   |          | Design  |            |                           |        |        |        |       |       |       |        |        |        |
|   |          | Property  |            |                           |        |        |        |       |       |       |        |        |        |
|   |          | Utility Relocate  |            |                           |        |        |        |       |       |       |        |        |        |
|   |          | Construction  | 16,332     |                           | 16,332 |        |        |       |       |       |        |        |        |



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|---|----------|--|------------|---------------------------|-------|--------|--------|------|------|------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |       |        |        |      |      |      |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |        |        |      |      |      |      |      |      |
|   |          |  |            | 2015                      | 2016  | 2017   | 2018   | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2538                                     | 5275     | NNOTC - New 4-lane road from Trafalgar Road to Ninth Line (OAK) (Regional Road 27)                             | 5,985      | 5,985                     |       |        |        |      |      |      |      |      |      |
|   |          | EA   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Design   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Property   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Utility Relocate   | 1,740      | 1,740                     |       |        |        |      |      |      |      |      |      |
|   |          | Construction   | 4,245      | 4,245                     |       |        |        |      |      |      |      |      |      |
|   | 5413     | NNOTC - New 4 lane bridge over 16 Mile Creek (OAK) (Regional Road 27)  | 45,231     | 2,545                     |       | 16,686 | 26,000 |      |      |      |      |      |      |
|   |          | EA   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Design   | 2,545      | 2,545                     |       |        |        |      |      |      |      |      |      |
|   |          | Property   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Construction   | 42,686     |                           |       | 16,686 | 26,000 |      |      |      |      |      |      |
|   | 6239     | NNOTC - New 4 lane road from Regional Road 25 to Sixteen Mile Creek (OAK)                                      | 7,841      |                           | 7,841 |        |        |      |      |      |      |      |      |
|   |          | EA   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Design   | 755        |                           | 755   |        |        |      |      |      |      |      |      |
|   |          | Property   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Construction   | 7,086      |                           | 7,086 |        |        |      |      |      |      |      |      |
| PR-2310                                     | 2657     | Upper Middle Road - Widening 2 to 4-lanes from Winston Park Dr. to Winston Churchill Blvd. (OAK) (Reg. Rd. 38) | 3,226      | 1,613                     | 1,613 |        |        |      |      |      |      |      |      |
|   |          | EA   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Design   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Property   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |        |        |      |      |      |      |      |      |
|   |          | Construction   | 3,226      | 1,613                     | 1,613 |        |        |      |      |      |      |      |      |



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| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |        |      |      |      |      |      |       |       |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |        |      |      |      |      |      |       |       |      |
|   |          |  |            | 2015                      | 2016   | 2017 | 2018 | 2019 | 2020 | 2021 | 2022  | 2023  | 2024 |
| PR-2665                                     | 3936     | Upper Middle Road - Widening - 4 to 6 lanes from Grand Blvd. to Ninth Line/Ford Drive (OAK) (Regional Rd 38)   | 6,389      | 6,389                     |        |      |      |      |      |      |       |       |      |
|   |          | EA   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Design   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Property   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Utility Relocate   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Construction   | 6,389      | 6,389                     |        |      |      |      |      |      |       |       |      |
|   | 5272     | Upper Middle Road - Widening 4 to 6 lanes from Neyagawa Blvd. to Trafalgar Road (OAK) (Regional Road 38)       | 11,144     | 314                       | 10,830 |      |      |      |      |      |       |       |      |
|   |          | EA   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Design   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Property   |            |                           |        |      |      |      |      |      |       |       |      |
|   |          | Utility Relocate   | 314        | 314                       |        |      |      |      |      |      |       |       |      |
|   |          | Construction   | 10,830     |                           | 10,830 |      |      |      |      |      |       |       |      |
|   | 6825     | Upper Middle Road - Widening from 4 to 6 Lanes from Appleby Line to Burloak Drive (BUR) (Regional Road 38)     | 4,669      |                           |        |      |      |      |      | 772  | 1,627 | 1,973 | 297  |
|   |          | EA   | 772        |                           |        |      |      |      |      | 772  |       |       |      |
|   |          | Design   | 1,627      |                           |        |      |      |      |      |      | 1,627 |       |      |
|   |          | Property   | 1,973      |                           |        |      |      |      |      |      |       | 1,973 |      |
|   |          | Utility Relocate   | 297        |                           |        |      |      |      |      |      |       |       | 297  |
|   |          | Construction   |            |                           |        |      |      |      |      |      |       |       |      |
|   | 6826     | Upper Middle Road - Widening from 4 to 6 Lanes from Trafalgar Road to Grand Boulevard (OAK) (Regional Road 38) | 5,313      |                           |        |      |      |      |      | 772  | 1,932 | 2,317 | 292  |
|   |          | EA   | 772        |                           |        |      |      |      |      | 772  |       |       |      |
|   |          | Design   | 1,932      |                           |        |      |      |      |      |      | 1,932 |       |      |
|   |          | Property   | 2,317      |                           |        |      |      |      |      |      |       | 2,317 |      |
|   |          | Utility Relocate   | 292        |                           |        |      |      |      |      |      |       |       | 292  |
|   |          | Construction   |            |                           |        |      |      |      |      |      |       |       |      |



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| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |      |      |      |      |      |      |      |      |       |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |       |       |
|   |          |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024  |       |
|   | 6828     | Upper Middle Road - Widening from 4 to 6 Lanes from Bronte Road to Neyagawa Boulevard (OAK) (Regional Road 38)         | 10,557     |                           |      |      |      |      |      |      |      | 772  | 4,130 | 5,655 |
|   |          | EA   | 772        |                           |      |      |      |      |      |      |      | 772  |       |       |
|   |          | Design   | 4,130      |                           |      |      |      |      |      |      |      |      | 4,130 |       |
|   |          | Property   | 5,655      |                           |      |      |      |      |      |      |      |      |       | 5,655 |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   | 6829     | Upper Middle Road - Widening from 4 to 6 Lanes from Ninth Line to Winston Churchill Boulevard (OAK) (Regional Road 38) | 772        |                           |      |      |      |      |      |      |      |      |       | 772   |
|   |          | EA   | 772        |                           |      |      |      |      |      |      |      |      |       | 772   |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   | 6757     | "5 1/2 Line" New 6 Lane Road & Interchange from Britannia Road to Steeles Avenue (MIL)                                 | 5,277      |                           |      |      |      |      |      |      |      |      | 1,029 | 4,248 |
|   |          | EA   | 1,029      |                           |      |      |      |      |      |      |      |      | 1,029 |       |
|   |          | Design   | 4,248      |                           |      |      |      |      |      |      |      |      |       | 4,248 |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   | 6990     | Advanced Road Weather Information Systems (REG)  | 110        | 110                       |      |      |      |      |      |      |      |      |       |       |
|   |          | Study  |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |       |       |
|   |          | Construction   | 110        | 110                       |      |      |      |      |      |      |      |      |       |       |



# CAPITAL BUDGET

2015

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

| 2015-2024 TRANSPORTATION FORECAST           |          |   |                |                           |                |                |               |               |               |               |                |                |                |
|---|----------|---|----------------|---------------------------|----------------|----------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |                |                           |                |                |               |               |               |               |                |                |                |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION                           | GROSS COST     | GROSS EXPENDITURE BY YEAR |                |                |               |               |               |               |                |                |                |
|   |          |   |                | 2015                      | 2016           | 2017           | 2018          | 2019          | 2020          | 2021          | 2022           | 2023           | 2024           |
|   | 7222     | New Burlington Signal System (BUR)            | 251            | 251                       |                |                |               |               |               |               |                |                |                |
|   |          | Study   |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Design  |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Property                                      |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Utility Relocate                              |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Construction                                  | 251            | 251                       |                |                |               |               |               |               |                |                |                |
|   |          | <b>Sub-Total</b>                              | <b>987,488</b> | <b>77,913</b>             | <b>106,440</b> | <b>128,280</b> | <b>75,912</b> | <b>66,549</b> | <b>75,909</b> | <b>98,566</b> | <b>112,729</b> | <b>108,433</b> | <b>136,757</b> |
| <b>Maintenance Activities</b>               |          |   |                |                           |                |                |               |               |               |               |                |                |                |
| PR-2416                                     | 5642     | Bridge Inspections / Evaluation Studies (REG) | 375            |                           | 105            |                | 105           |               | 55            |               | 55             |                | 55             |
|   |          | Pre-Engineering                               | 375            |                           | 105            |                | 105           |               | 55            |               | 55             |                | 55             |
|   |          | Design  |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Property                                      |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Utility Relocate                              |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Construction                                  |                |                           |                |                |               |               |               |               |                |                |                |
|   | 6853     | Centre-median Landscaping Improvements (REG)  | 610            | 151                       | 51             | 51             | 51            | 51            | 51            | 51            | 51             | 51             | 51             |
|   |          | EA  |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Design  |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Property                                      |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Utility Relocate                              |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Construction                                  | 610            | 151                       | 51             | 51             | 51            | 51            | 51            | 51            | 51             | 51             | 51             |
|   | 6856     | Traffic Signal Interconnect (REG)             | 1,540          | 154                       | 154            | 154            | 154           | 154           | 154           | 154           | 154            | 154            | 154            |
|   |          | EA  |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Design  |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Property                                      |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Utility Relocate                              |                |                           |                |                |               |               |               |               |                |                |                |
|   |          | Construction                                  | 1,540          | 154                       | 154            | 154            | 154           | 154           | 154           | 154           | 154            | 154            | 154            |



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| 2015-2024 TRANSPORTATION FORECAST           |          |   |            |                           |      |      |      |      |      |      |      |      |      |
|---|----------|---|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |      |      |      |      |      |      |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|   |          |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|   | 6857     | Operational Improvements (REG)  | 5,150      | 515                       | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  |
|   |          | EA  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction  | 5,150      | 515                       | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  |
| PR-2043                                     | 4370     | Emergency Diversion Route Signing for Road Closure Action Plan (REG) Region Wide    | 565        |                           |      | 154  |      | 257  | 154  |      |      |      |      |
|   |          | EA  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction  | 565        |                           |      | 154  |      | 257  | 154  |      |      |      |      |
| PR-2073                                     | 4743     | Retrofit Noise Attenuation Barriers - Various Locations (REG)                       | 9,810      | 981                       | 981  | 981  | 981  | 981  | 981  | 981  | 981  | 981  | 981  |
|   |          | EA  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction  | 9,810      | 981                       | 981  | 981  | 981  | 981  | 981  | 981  | 981  | 981  | 981  |
| PR-2389                                     | 5641     | Traffic Signal Controller, timer and signing upgrades - various intersections (REG) | 6,170      | 617                       | 617  | 617  | 617  | 617  | 617  | 617  | 617  | 617  | 617  |
|   |          | EA  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction  | 6,170      | 617                       | 617  | 617  | 617  | 617  | 617  | 617  | 617  | 617  | 617  |



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| 2015-2024 TRANSPORTATION FORECAST           |          |  |               |                           |              |              |              |              |              |              |              |              |              |
|---|----------|--|---------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |               |                           |              |              |              |              |              |              |              |              |              |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |              |              |              |              |              |
|   |          |  |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         |
| PR-2515                                     | 5746     | Misc Street Lighting Replacement (REG) (Various Regional Roads)  | 1,290         | 129                       | 129          | 129          | 129          | 129          | 129          | 129          | 129          | 129          | 129          |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 1,290         | 129                       | 129          | 129          | 129          | 129          | 129          | 129          | 129          | 129          | 129          |
| PR-2280                                     | 5173     | Misc Bridges/Culverts Rehabilitation & Replacement Program (REG) | 8,230         | 823                       | 823          | 823          | 823          | 823          | 823          | 823          | 823          | 823          | 823          |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 8,230         | 823                       | 823          | 823          | 823          | 823          | 823          | 823          | 823          | 823          | 823          |
| PR-2662                                     | 6106     | Retaining Wall Repairs - Various Locations (Reg) (REG)           | 770           | 77                        | 77           | 77           | 77           | 77           | 77           | 77           | 77           | 77           | 77           |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 770           | 77                        | 77           | 77           | 77           | 77           | 77           | 77           | 77           | 77           | 77           |
|   |          | <b>Sub-Total</b>   | <b>34,510</b> | <b>3,447</b>              | <b>3,452</b> | <b>3,501</b> | <b>3,452</b> | <b>3,604</b> | <b>3,556</b> | <b>3,347</b> | <b>3,402</b> | <b>3,347</b> | <b>3,402</b> |
| <b>Non-Infrastructure Solutions</b>         |          |  |               |                           |              |              |              |              |              |              |              |              |              |
|   | 5428     | Campbellville Traffic Operations Study (MIL)                     | 150           | 150                       |              |              |              |              |              |              |              |              |              |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 150           | 150                       |              |              |              |              |              |              |              |              |              |



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| 2015-2024 TRANSPORTATION FORECAST           |          |  |            |                           |      |      |      |      |      |      |      |      |      |
|---|----------|--|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |      |      |      |      |      |      |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|   |          |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|   | 4858     | Intelligent Transportation Systems Study (REG)             | 150        | 150                       |      |      |      |      |      |      |      |      |      |
|   |          | Study  | 150        | 150                       |      |      |      |      |      |      |      |      |      |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
| PR-2415                                     | 5643     | Traffic Operations & Safety Related Studies (CROSAP) (REG) | 1,650      | 165                       | 165  | 165  | 165  | 165  | 165  | 165  | 165  | 165  | 165  |
|   |          | Study  | 1,650      | 165                       | 165  | 165  | 165  | 165  | 165  | 165  | 165  | 165  | 165  |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
| PR-2526                                     | 5644     | Region Wide Traffic Operations Study Update (REG)          | 1,030      |                           |      |      |      | 515  |      |      |      |      | 515  |
|   |          | Study  | 1,030      |                           |      |      |      | 515  |      |      |      |      | 515  |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
| PR-2315                                     | 5431     | Traffic and Screen Line Counts & Studies (REG)             | 1,746      | 154                       | 257  | 154  | 154  | 154  | 154  | 257  | 154  | 154  | 154  |
|   |          | Study  | 1,746      | 154                       | 257  | 154  | 154  | 154  | 154  | 257  | 154  | 154  | 154  |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |



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| 2015-2024 TRANSPORTATION FORECAST           |          |   |            |                           |       |      |      |      |      |      |       |      |      |
|---|----------|---|------------|---------------------------|-------|------|------|------|------|------|-------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |       |      |      |      |      |      |       |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |      |      |      |      |       |      |      |
|   |          |   |            | 2015                      | 2016  | 2017 | 2018 | 2019 | 2020 | 2021 | 2022  | 2023 | 2024 |
| PR-1322                                     | 1441     | Misc. R.O.W Purchases and Road Dedication Engineering & Surveys (REG) | 2,060      | 206                       | 206   | 206  | 206  | 206  | 206  | 206  | 206   | 206  | 206  |
|   |          | Engineering   | 100        | 10                        | 10    | 10   | 10   | 10   | 10   | 10   | 10    | 10   | 10   |
|   |          | Design  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Property  | 1,960      | 196                       | 196   | 196  | 196  | 196  | 196  | 196  | 196   | 196  | 196  |
|   |          | Utility Relocate  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Construction  |            |                           |       |      |      |      |      |      |       |      |      |
| PR-2316                                     | 5432     | Road Needs Study Update (REG)   | 550        | 55                        | 55    | 55   | 55   | 55   | 55   | 55   | 55    | 55   | 55   |
|   |          | Study   | 550        | 55                        | 55    | 55   | 55   | 55   | 55   | 55   | 55    | 55   | 55   |
|   |          | Design  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Property  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Utility Relocate  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Construction  |            |                           |       |      |      |      |      |      |       |      |      |
| PR-2414                                     | 5444     | Transportation Master Plan Study (REG)                                | 2,058      |                           | 1,029 |      |      |      |      |      | 1,029 |      |      |
|   |          | Study   | 2,058      |                           | 1,029 |      |      |      |      |      | 1,029 |      |      |
|   |          | Design  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Property  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Utility Relocate  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Construction  |            |                           |       |      |      |      |      |      |       |      |      |
| PR-2192                                     | 5017     | Transportation Infrastructure Management System (REG)                 | 1,030      | 103                       | 103   | 103  | 103  | 103  | 103  | 103  | 103   | 103  | 103  |
|   |          | Study   | 1,030      | 103                       | 103   | 103  | 103  | 103  | 103  | 103  | 103   | 103  | 103  |
|   |          | Design  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Property  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Utility Relocate  |            |                           |       |      |      |      |      |      |       |      |      |
|   |          | Construction  |            |                           |       |      |      |      |      |      |       |      |      |



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|---|----------|--|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |      |      |      |      |      |      |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|   |          |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2262                                     | 5194     | MTO Highway Studies (REG)                                      | 1,290      | 129                       | 129  | 129  | 129  | 129  | 129  | 129  | 129  | 129  | 129  |
|   |          | Study  | 1,290      | 129                       | 129  | 129  | 129  | 129  | 129  | 129  | 129  | 129  | 129  |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
| PR-2258                                     | 5196     | Smart Commute Travel Demand Management Initiative (REG)        | 2,205      | 360                       | 270  | 280  | 185  | 185  | 185  | 185  | 185  | 185  | 185  |
|   |          | Study  | 2,205      | 360                       | 270  | 280  | 185  | 185  | 185  | 185  | 185  | 185  | 185  |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
| PR-2319                                     | 5425     | Speed Reduction Education & Enforcement Campaign (SREEC) (REG) | 510        | 51                        | 51   | 51   | 51   | 51   | 51   | 51   | 51   | 51   | 51   |
|   |          | Study  | 510        | 51                        | 51   | 51   | 51   | 51   | 51   | 51   | 51   | 51   | 51   |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
|   | 6831     | Active Transportation Master Plan (REG)                        | 360        |                           |      |      |      |      |      |      |      | 360  |      |
|   |          | Study  | 360        |                           |      |      |      |      |      |      |      | 360  |      |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |
|   | 6832     | Data Management Group (REG)                                    | 1,540      | 154                       | 154  | 154  | 154  | 154  | 154  | 154  | 154  | 154  | 154  |
|   |          | Study  | 1,540      | 154                       | 154  | 154  | 154  | 154  | 154  | 154  | 154  | 154  | 154  |
|   |          | Design   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Property   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |      |      |      |      |      |      |      |      |      |
|   |          | Construction   |            |                           |      |      |      |      |      |      |      |      |      |



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|--|----------|---|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PR NO  | UNIQ ID# | PROJECT DESCRIPTION                                       | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|  |          |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|  | 6833     | Transportation Tomorrow Survey (REG)                      | 236        | 30                        | 103  |      |      |      |      |      | 103  |      |      |
|  |          | Study   | 236        | 30                        | 103  |      |      |      |      |      | 103  |      |      |
|  |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Construction  |            |                           |      |      |      |      |      |      |      |      |      |
|  | 6835     | Urban Design Guidelines (REG)                             | 308        |                           | 154  |      |      |      |      |      | 154  |      |      |
|  |          | Study   | 308        |                           | 154  |      |      |      |      |      | 154  |      |      |
|  |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Construction  |            |                           |      |      |      |      |      |      |      |      |      |
|  | 6836     | Regional Road 25/Third Line Alignment Options Study (MIL) | 515        |                           |      |      | 515  |      |      |      |      |      |      |
|  |          | Study   | 515        |                           |      |      | 515  |      |      |      |      |      |      |
|  |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Construction  |            |                           |      |      |      |      |      |      |      |      |      |
|  | 6837     | Development Charge Background Study (REG)                 | 926        |                           | 463  |      |      |      |      |      | 463  |      |      |
|  |          | Study   | 926        |                           | 463  |      |      |      |      |      | 463  |      |      |
|  |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Construction  |            |                           |      |      |      |      |      |      |      |      |      |
|  | 6838     | Growth Management Studies (REG)                           | 5,150      | 515                       | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  |
|  |          | Study   | 5,150      | 515                       | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  | 515  |
|  |          | Design  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Property  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Utility Relocate  |            |                           |      |      |      |      |      |      |      |      |      |
|  |          | Construction  |            |                           |      |      |      |      |      |      |      |      |      |



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| 2015-2024 TRANSPORTATION FORECAST           |          |  |               |                           |              |              |              |              |              |              |              |              |              |    |
|---|----------|--|---------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |               |                           |              |              |              |              |              |              |              |              |              |    |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |              |              |              |              |              |    |
|   |          |  |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         |    |
|   | 6858     | Cordon Count Data (REG)  | 614           | 51                        | 103          | 51           | 51           | 51           | 51           | 51           | 103          | 51           | 51           | 51 |
|   |          | Study  | 614           | 51                        | 103          | 51           | 51           | 51           | 51           | 51           | 103          | 51           | 51           | 51 |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Construction   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   | 6885     | Vehicle Replacements - Transportation (REG)  | 240           | 40                        | 40           |              | 40           |              |              | 40           | 40           |              | 40           |    |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Miscellaneous  | 240           | 40                        | 40           |              | 40           |              |              | 40           | 40           |              | 40           |    |
|   |          | <b>Sub-Total</b>   | <b>24,318</b> | <b>2,313</b>              | <b>3,797</b> | <b>1,863</b> | <b>2,323</b> | <b>2,283</b> | <b>1,808</b> | <b>3,712</b> | <b>2,128</b> | <b>1,808</b> | <b>2,283</b> |    |
| <b>Renewal/Rehabilitation Activities</b>    |          |  |               |                           |              |              |              |              |              |              |              |              |              |    |
|   | 5838     | Trafalgar Road at Derry Road - Southbound Right Turn Lane (MIL)<br>(Regional Road 3) | 1,200         | 1,200                     |              |              |              |              |              |              |              |              |              |    |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Construction   | 1,200         | 1,200                     |              |              |              |              |              |              |              |              |              |    |
|   | 6447     | Brant Street at Plains Road (Intersection Improvements) (BUR)<br>(Regional Road 18)  | 257           |                           | 257          |              |              |              |              |              |              |              |              |    |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |    |
|   |          | Construction   | 257           |                           | 257          |              |              |              |              |              |              |              |              |    |



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|---|----------|---|------------|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |       |       |       |       |       |       |       |       |       |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |       |       |       |       |       |       |       |
|   |          |   |            | 2015                      | 2016  | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  |
|   | 7224     | Regional Road 25 - Slope Repairs along 16 Mile Creek from Louis St. Laurent Avenue to Derry Road (MIL) Regional Road 25 | 900        | 900                       |       |       |       |       |       |       |       |       |       |
|   |          | EA  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Design  | 250        | 250                       |       |       |       |       |       |       |       |       |       |
|   |          | Property  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Utility Relocate  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Construction  | 650        | 650                       |       |       |       |       |       |       |       |       |       |
|   | 7223     | Upper Middle Road at Dorval Drive - Intersection Improvements (eastbound right turn) (OAK) (Regional Road 38)           | 1,002      | 1,002                     |       |       |       |       |       |       |       |       |       |
|   |          | EA  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Design  | 151        | 151                       |       |       |       |       |       |       |       |       |       |
|   |          | Property  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Utility Relocate  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Construction  | 851        | 851                       |       |       |       |       |       |       |       |       |       |
|   | 6854     | New Traffic Signals (Development) (2012-2031) (REG)   | 16,900     | 1,690                     | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 |
|   |          | EA  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Design  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Property  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Utility Relocate  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Construction  | 16,900     | 1,690                     | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 | 1,690 |
|   | 6855     | New Signalized Intersections (REG)  | 9,260      | 1,235                     | 617   | 1,235 | 617   | 1,235 | 617   | 1,235 | 617   | 1,235 | 617   |
|   |          | EA  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Design  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Property  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Utility Relocate  |            |                           |       |       |       |       |       |       |       |       |       |
|   |          | Construction  | 9,260      | 1,235                     | 617   | 1,235 | 617   | 1,235 | 617   | 1,235 | 617   | 1,235 | 617   |



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|---|----------|--|---------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |               |                           |              |              |              |              |              |              |              |              |              |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |              |              |              |              |              |
|   |          |  |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         |
|   | 7220     | Stormwater Management Pump Stations - Rehabilitation (REG)   | 150           | 150                       |              |              |              |              |              |              |              |              |              |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 150           | 150                       |              |              |              |              |              |              |              |              |              |
|   | 7142     | Miscellaneous Works Related to Road Resurfacing (Region-Wide) (REG)                                  | 4,500         | 450                       | 450          | 450          | 450          | 450          | 450          | 450          | 450          | 450          | 450          |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 4,500         | 450                       | 450          | 450          | 450          | 450          | 450          | 450          | 450          | 450          | 450          |
|   | 5426     | Active Transportation Initiatives (REG)  | 1,030         | 103                       | 103          | 103          | 103          | 103          | 103          | 103          | 103          | 103          | 103          |
|   |          | Study  | 1,030         | 103                       | 103          | 103          | 103          | 103          | 103          | 103          | 103          | 103          | 103          |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Construction   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | <b>Sub-Total</b>   | <b>35,199</b> | <b>6,730</b>              | <b>3,117</b> | <b>3,478</b> | <b>2,860</b> | <b>3,478</b> | <b>2,860</b> | <b>3,478</b> | <b>2,860</b> | <b>3,478</b> | <b>2,860</b> |
| <b>Replacement Activities</b>               |          |  |               |                           |              |              |              |              |              |              |              |              |              |
| PR-2596                                     | 5736     | Guelph Line Reconstruction from 1km north of Derry Road to Conservation Road (MIL) (Regional Road 1) | 7,552         | 7,552                     |              |              |              |              |              |              |              |              |              |
|   |          | EA   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Design   |               |                           |              |              |              |              |              |              |              |              |              |
|   |          | Property   | 275           | 275                       |              |              |              |              |              |              |              |              |              |
|   |          | Utility Relocate   | 567           | 567                       |              |              |              |              |              |              |              |              |              |
|   |          | Construction   | 6,710         | 6,710                     |              |              |              |              |              |              |              |              |              |



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|---|----------|---|------------|---------------------------|--------|------|------|-------|--------|-------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |        |      |      |       |        |       |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |        |      |      |       |        |       |      |      |      |
|   |          |   |            | 2015                      | 2016   | 2017 | 2018 | 2019  | 2020   | 2021  | 2022 | 2023 | 2024 |
|   | 6445     | Guelph Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 1)                               | 5,619      | 494                       | 5,125  |      |      |       |        |       |      |      |      |
|   |          | EA  | 151        | 151                       |        |      |      |       |        |       |      |      |      |
|   |          | Design  | 343        | 343                       |        |      |      |       |        |       |      |      |      |
|   |          | Property  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Utility Relocate  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Construction  | 5,125      |                           | 5,125  |      |      |       |        |       |      |      |      |
|   | 3991     | Trafalgar Rd - Grade Separation at CN Crossing north of Maple Ave (HHS) (Regional Rd 3)                         | 25,957     |                           | 1,294  |      |      | 8,731 | 15,932 |       |      |      |      |
|   |          | EA  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Design  | 1,294      |                           | 1,294  |      |      |       |        |       |      |      |      |
|   |          | Property  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Utility Relocate  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Construction  | 24,663     |                           |        |      |      | 8,731 | 15,932 |       |      |      |      |
|   | 5376     | Trafalgar Rd - Grade Separation at GEXR Crossing south of Hwy 7 (HHS) (Regional Road 3)                         | 6,066      |                           |        | 307  |      |       |        | 5,759 |      |      |      |
|   |          | EA  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Design  | 307        |                           |        | 307  |      |       |        |       |      |      |      |
|   |          | Property  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Utility Relocate  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Construction  | 5,759      |                           |        |      |      |       |        | 5,759 |      |      |      |
|   | 5384     | Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Road (BUR) (Regional Road 5) | 16,979     |                           | 16,979 |      |      |       |        |       |      |      |      |
|   |          | EA  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Design  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Property  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Utility Relocate  |            |                           |        |      |      |       |        |       |      |      |      |
|   |          | Construction  | 16,979     |                           | 16,979 |      |      |       |        |       |      |      |      |



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|---|----------|--|------------|---------------------------|-------|------|-------|-------|------|------|------|------|------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |  |            |                           |       |      |       |       |      |      |      |      |      |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |       |       |      |      |      |      |      |
|   |          |  |            | 2015                      | 2016  | 2017 | 2018  | 2019  | 2020 | 2021 | 2022 | 2023 | 2024 |
|   | 5181     | Steeles Avenue grade separation at CN crossing west of Bronte Street (MIL) (Regional Road 8)           | 9,085      |                           | 9,085 |      |       |       |      |      |      |      |      |
|   |          | EA   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Design   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Property   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Construction   | 9,085      |                           | 9,085 |      |       |       |      |      |      |      |      |
|   | 6844     | Campbellville Road - Reconstruction from Milborough Line to Guelph Line (MIL) (Regional Road 9)        | 8,636      | 1,126                     | 177   |      |       | 7,333 |      |      |      |      |      |
|   |          | EA   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Design   | 1,126      | 1,126                     |       |      |       |       |      |      |      |      |      |
|   |          | Property   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Utility Relocate   | 177        |                           | 177   |      |       |       |      |      |      |      |      |
|   |          | Construction   | 7,333      |                           |       |      |       | 7,333 |      |      |      |      |      |
|   | 5169     | 10 Side Road at Street BB - Second T intersection between Eighth & Ninth Line (HHS) (Regional Road 10) | 750        | 750                       |       |      |       |       |      |      |      |      |      |
|   |          | EA   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Design   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Property   | 750        | 750                       |       |      |       |       |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Construction   |            |                           |       |      |       |       |      |      |      |      |      |
|   | 3634     | Winston Churchill Blvd - 2 lane Reconstruction from 10 Side Road to Highway 7 (HHS) (Regional Road 19) | 1,017      |                           |       |      | 1,017 |       |      |      |      |      |      |
|   |          | EA   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Design   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Property   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Utility Relocate   |            |                           |       |      |       |       |      |      |      |      |      |
|   |          | Construction   | 1,017      |                           |       |      | 1,017 |       |      |      |      |      |      |



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|---|----------|---|------------------|---------------------------|----------------|----------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |                  |                           |                |                |               |               |                |                |                |                |                |
| PR NO                                       | UNIQ ID# | PROJECT DESCRIPTION   | GROSS COST       | GROSS EXPENDITURE BY YEAR |                |                |               |               |                |                |                |                |                |
|   |          |   |                  | 2015                      | 2016           | 2017           | 2018          | 2019          | 2020           | 2021           | 2022           | 2023           | 2024           |
|   | 5312     | Winston Churchill Blvd - 2 lane Reconstruction from Highway 7 to Old Pine Rd (HHS) (Regional Road 19) | 1,622            |                           | 1,622          |                |               |               |                |                |                |                |                |
|   |          | EA  |                  |                           |                |                |               |               |                |                |                |                |                |
|   |          | Design  |                  |                           |                |                |               |               |                |                |                |                |                |
|   |          | Property  |                  |                           |                |                |               |               |                |                |                |                |                |
|   |          | Utility Relocate  |                  |                           |                |                |               |               |                |                |                |                |                |
|   |          | Construction  | 1,622            | 1,622                     |                |                |               |               |                |                |                |                |                |
|   | 6449     | Appleby Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 20)                   | 2,100            | 663                       | 1,437          |                |               |               |                |                |                |                |                |
|   |          | EA  |                  |                           |                |                |               |               |                |                |                |                |                |
|   |          | Design  | 42               | 42                        |                |                |               |               |                |                |                |                |                |
|   |          | Property  | 276              | 276                       |                |                |               |               |                |                |                |                |                |
|   |          | Utility Relocate  | 345              | 345                       |                |                |               |               |                |                |                |                |                |
|   |          | Construction  | 1,437            | 1,437                     |                |                |               |               |                |                |                |                |                |
| PR-2418                                     | 5622     | Tremaine Road Reconstruction from Dundas Street to No. 1 Side Road (OAK) (Regional Road 22)           | 5,219            | 685                       | 741            | 88             | 3,705         |               |                |                |                |                |                |
|   |          | EA  |                  |                           |                |                |               |               |                |                |                |                |                |
|   |          | Design  | 685              | 685                       |                |                |               |               |                |                |                |                |                |
|   |          | Property  | 741              |                           | 741            |                |               |               |                |                |                |                |                |
|   |          | Utility Relocate  | 88               |                           |                | 88             |               |               |                |                |                |                |                |
|   |          | Construction  | 3,705            |                           |                |                | 3,705         |               |                |                |                |                |                |
|   |          | <b>Sub-Total</b>  | <b>90,602</b>    | <b>11,270</b>             | <b>36,460</b>  | <b>395</b>     | <b>4,722</b>  | <b>16,064</b> | <b>21,691</b>  |                |                |                |                |
|   |          | <b>Total Required Financing</b>   | <b>1,172,117</b> | <b>101,673</b>            | <b>153,266</b> | <b>137,517</b> | <b>89,269</b> | <b>91,978</b> | <b>105,824</b> | <b>109,103</b> | <b>121,119</b> | <b>117,066</b> | <b>145,302</b> |





# Budget and Business Plan 2015

## Waste Management Services



# CAPITAL BUDGET

2015

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

| 2015 WASTE MANAGEMENT SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |           |   |              |             |                         |     |              |                 |            |          |
|--|-----------|---|--------------|-------------|-------------------------|-----|--------------|-----------------|------------|----------|
| PROJECT NUMBER   | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST   | SUBY/ RECOV | REGIONAL RESPONSIBILITY |     |              |                 |            |          |
|  |           |   |              |             | DEVEL. CHGS.            |     | GEN RESERV   | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |              |             | NON-RES                 | RES |              |                 | GROWTH     | REGIONAL |
| <b>Expansion Activities</b>  |           |   |              |             |                         |     |              |                 |            |          |
| PR-2832  | 3684      | Halton Waste Management Site - Cell 3 East Construction (REG) | 8,850        |             |                         |     | 8,850        |                 |            |          |
| PR-2741  | 6222      | Landfill Gas System (MIL)                                     | 65           |             |                         |     | 65           |                 |            |          |
|  | 7226      | Traffic Movement Study - Halton Waste Mgt Site - Roads (REG)  | 75           |             |                         |     | 75           |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>8,990</b> |             |                         |     | <b>8,990</b> |                 |            |          |
| <b>Non-Infrastructure Solutions</b>                                |           |   |              |             |                         |     |              |                 |            |          |
| PR-2368  | 5479      | Halton Waste Management Site - Purchase Buffer Lands (MIL)    | 500          |             |                         |     | 500          |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>500</b>   |             |                         |     | <b>500</b>   |                 |            |          |
| <b>Renewal/Rehabilitation Activities</b>                           |           |   |              |             |                         |     |              |                 |            |          |
|  | 6992      | Halton Waste Management Site - Scales Upgrade - 2015 (REG)    | 300          |             |                         |     | 300          |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>300</b>   |             |                         |     | <b>300</b>   |                 |            |          |
| <b>Replacement Activities</b>                                      |           |   |              |             |                         |     |              |                 |            |          |
| PR-2901  | 6888      | Vehicle Replacements - Waste Management (REG)                 | 192          |             |                         |     | 192          |                 |            |          |
|  |           |   |              |             |                         |     |              |                 |            |          |



# CAPITAL BUDGET

2015

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

| 2015 WASTE MANAGEMENT SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |              |                                   |               |                |                         |     |               |                    |            |          |
|--|--------------|-----------------------------------|---------------|----------------|-------------------------|-----|---------------|--------------------|------------|----------|
| PROJECT<br>NUMBER  | UNIQUE<br>ID | PROJECT DESCRIPTION               | GROSS<br>COST | SUBY/<br>RECOV | REGIONAL RESPONSIBILITY |     |               |                    |            |          |
|  |              |                                   |               |                | DEVEL. CHGS.            |     | GEN<br>RESERV | CAP INVT<br>RESERV | DEBENTURES |          |
|  |              |                                   |               |                | NON-RES                 | RES |               |                    | GROWTH     | REGIONAL |
|  |              | <b>Sub-total</b>                  | <b>192</b>    |                |                         |     | <b>192</b>    |                    |            |          |
|  |              | <b>Total</b>                      | <b>9,982</b>  |                |                         |     | <b>9,982</b>  |                    |            |          |
|  |              | <b>Summary</b>                    |               |                |                         |     |               |                    |            |          |
|  |              | Expansion Activities              | 8,990         |                |                         |     | 8,990         |                    |            |          |
|  |              | Non-Infrastructure Solutions      | 500           |                |                         |     | 500           |                    |            |          |
|  |              | Renewal/Rehabilitation Activities | 300           |                |                         |     | 300           |                    |            |          |
|  |              | Replacement Activities            | 192           |                |                         |     | 192           |                    |            |          |
|  |              | <b>Grand Total</b>                | <b>9,982</b>  |                |                         |     | <b>9,982</b>  |                    |            |          |



# CAPITAL BUDGET

2015

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

| 2015-2024 WASTE MANAGEMENT FORECAST                          |         |  |               |                           |            |              |              |            |               |            |            |           |              |
|--|---------|--|---------------|---------------------------|------------|--------------|--------------|------------|---------------|------------|------------|-----------|--------------|
| PROJECT FORECAST LISTING WASTE MANAGEMENT 2015 (000 DOLLARS) |         |  |               |                           |            |              |              |            |               |            |            |           |              |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST    | GROSS EXPENDITURE BY YEAR |            |              |              |            |               |            |            |           |              |
|  |         |  |               | 2015                      | 2016       | 2017         | 2018         | 2019       | 2020          | 2021       | 2022       | 2023      | 2024         |
| <b>Expansion Activities</b>                                  |         |  |               |                           |            |              |              |            |               |            |            |           |              |
| PR-2741  | 6222    | Landfill Gas System (MIL)  | 1,380         | 65                        | 185        | 25           | 40           | 55         | 205           | 175        | 550        | 50        | 30           |
| PR-2832  | 3684    | Halton Waste Management Site - Cell 3 East Construction (REG)                                | 8,850         | 8,850                     |            |              |              |            |               |            |            |           |              |
| PR-1742  | 3687    | Halton Waste Management Site - Litter Control Fence (REG)                                    | 210           |                           | 50         |              |              |            |               | 100        |            |           | 60           |
|  | 5629    | Halton Waste Management Site- Cell 4 West (REG)  | 16,170        |                           |            |              | 2,000        |            | 14,170        |            |            |           |              |
|  | 6998    | Buildings Assessment for Household Hazardous Waste - Study (REG)                             | 35            |                           |            | 15           |              |            |               |            | 20         |           |              |
|  | 7141    | Halton Waste Management Site - Final Cover - Erosion Control & Vegetation - Cell 3 (REG)     | 700           |                           | 100        |              | 180          |            |               | 200        |            |           | 220          |
|  | 7215    | Halton Waste Management Site - Cell 4 East Construction (REG)                                | 2,200         |                           |            |              |              |            |               |            |            |           | 2,200        |
|  | 7216    | Halton Waste Management Site - Yard Waste Composting Facility Expansion - Construction (REG) | 300           |                           |            |              |              | 300        |               |            |            |           |              |
|  | 7217    | Halton Waste Management Site - Yard Waste Composting Facility Capacity - Study (REG)         | 50            |                           |            |              | 50           |            |               |            |            |           |              |
|  | 7226    | Traffic Movement Study - Halton Waste Mgt Site - Roads (REG)                                 | 75            | 75                        |            |              |              |            |               |            |            |           |              |
|  | 7228    | Transfer Station - Organics - Study (REG)  | 100           |                           | 100        |              |              |            |               |            |            |           |              |
|  | 7229    | Transfer Station - Organics - Construction (REG)   | 7,100         |                           |            | 7,100        |              |            |               |            |            |           |              |
|  |         | <b>Sub-total</b>   | <b>37,170</b> | <b>8,990</b>              | <b>435</b> | <b>7,140</b> | <b>2,270</b> | <b>355</b> | <b>14,375</b> | <b>475</b> | <b>570</b> | <b>50</b> | <b>2,510</b> |
| <b>Maintenance Activities</b>                                |         |  |               |                           |            |              |              |            |               |            |            |           |              |



# CAPITAL BUDGET

2015

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

| 2015-2024 WASTE MANAGEMENT FORECAST                          |         |   |              |                           |            |            |            |            |      |            |            |            |      |
|--|---------|---|--------------|---------------------------|------------|------------|------------|------------|------|------------|------------|------------|------|
| PROJECT FORECAST LISTING WASTE MANAGEMENT 2015 (000 DOLLARS) |         |   |              |                           |            |            |            |            |      |            |            |            |      |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST   | GROSS EXPENDITURE BY YEAR |            |            |            |            |      |            |            |            |      |
|  |         |   |              | 2015                      | 2016       | 2017       | 2018       | 2019       | 2020 | 2021       | 2022       | 2023       | 2024 |
|  | 6994    | Closed Landfill Environmental Management Plan - 2017-2018 (REG)           | 425          |                           |            | 125        | 300        |            |      |            |            |            |      |
|  | 6995    | Closed Landfill Environmental Management Plan - 2022-2023 (REG)           | 425          |                           |            |            |            |            |      |            | 125        | 300        |      |
|  | 6999    | Building Assessment for Household Hazardous Waste - Repairs ()            | 175          |                           |            |            | 75         |            |      |            |            | 100        |      |
|  |         | <b>Sub-total</b>  | <b>1,025</b> |                           |            | <b>125</b> | <b>375</b> |            |      |            | <b>125</b> | <b>400</b> |      |
| <b>Non-Infrastructure Solutions</b>                          |         |   |              |                           |            |            |            |            |      |            |            |            |      |
| PR-2368  | 5479    | Halton Waste Management Site - Purchase Buffer Lands (MIL)                | 2,500        | 500                       |            | 500        |            | 500        |      |            | 500        |            | 500  |
|  | 6996    | Solid Waste Management Strategy 2016 (REG)                                | 250          |                           | 250        |            |            |            |      |            |            |            |      |
|  | 6997    | Solid Waste Management Strategy 2021 (REG)                                | 300          |                           |            |            |            |            |      | 300        |            |            |      |
|  |         | <b>Sub-total</b>  | <b>3,050</b> | <b>500</b>                | <b>250</b> | <b>500</b> |            | <b>500</b> |      | <b>800</b> |            | <b>500</b> |      |
| <b>Renewal/Rehabilitation Activities</b>                     |         |   |              |                           |            |            |            |            |      |            |            |            |      |
|  | 7001    | Bayview Closed Landfill SCADA - 2018 (BUR)                                | 100          |                           |            |            | 100        |            |      |            |            |            |      |
|  | 7000    | Armstrong Closed Landfill SCADA - 2017 (HHGEO)                            | 100          |                           |            | 100        |            |            |      |            |            |            |      |
| PR-3025  | 7009    | Road 7 Upgrade & Resurfacing (MIL)  | 250          |                           | 250        |            |            |            |      |            |            |            |      |
|  | 7218    | Oakville 4th Line (Closed) Landfill - Pump Station Upgrades (OAK)         | 100          |                           |            |            |            |            |      |            |            |            | 100  |
|  | 6880    | Halton Waste Management Site - Roads 5 and 6 Upgrades and Surfacing (REG) | 520          |                           |            |            |            |            | 120  | 400        |            |            |      |



# CAPITAL BUDGET

2015

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

| 2015-2024 WASTE MANAGEMENT FORECAST                          |         |  |               |                           |              |              |              |              |               |              |              |              |              |
|--|---------|--|---------------|---------------------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|
| PROJECT FORECAST LISTING WASTE MANAGEMENT 2015 (000 DOLLARS) |         |  |               |                           |              |              |              |              |               |              |              |              |              |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |               |              |              |              |              |
|  |         |  |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020          | 2021         | 2022         | 2023         | 2024         |
|  | 6992    | Halton Waste Management Site - Scales Upgrade - 2015 (REG) | 300           | 300                       |              |              |              |              |               |              |              |              |              |
|  | 6993    | Halton Waste Management Site - Scales Upgrade - 2019 (REG) | 100           |                           |              |              |              | 100          |               |              |              |              |              |
|  | 7219    | Halton Waste Management Site - Scales Upgrade - 2023 (REG) | 100           |                           |              |              |              |              |               |              |              | 100          |              |
|  |         | <b>Sub-total</b>   | <b>1,570</b>  | <b>300</b>                | <b>250</b>   | <b>100</b>   | <b>100</b>   | <b>100</b>   | <b>120</b>    | <b>400</b>   |              | <b>100</b>   | <b>100</b>   |
| <b>Replacement Activities</b>                                |         |  |               |                           |              |              |              |              |               |              |              |              |              |
| PR-2901  | 6888    | Vehicle Replacements - Waste Management (REG)              | 1,789         | 192                       | 402          | 224          | 19           | 361          | 78            | 62           | 309          | 38           | 104          |
|  | 6980    | Interim Transfer Station Relocation - HWMS (REG)           | 1,300         |                           |              |              |              |              | 1,300         |              |              |              |              |
|  | 7002    | GPS System Landfill Equipment Replacement - 2016 (REG)     | 75            |                           | 75           |              |              |              |               |              |              |              |              |
|  | 7003    | GPS System Landfill Equipment Replacement - 2021 (REG)     | 100           |                           |              |              |              |              |               | 100          |              |              |              |
|  | 7004    | Equipment Replacement - Compactor - 2017 (REG)             | 880           |                           |              | 880          |              |              |               |              |              |              |              |
|  | 7005    | Equipment Replacement - Bulldozer - 2016 (REG)             | 700           |                           | 700          |              |              |              |               |              |              |              |              |
|  | 7006    | Equipment Replacement - Bulldozer - 2021 (REG)             | 770           |                           |              |              |              |              |               | 770          |              |              |              |
|  | 7094    | Equipment Replacement - Compactor - 2022 (REG)             | 1,000         |                           |              |              |              |              |               |              | 1,000        |              |              |
|  |         | <b>Sub-total</b>   | <b>6,614</b>  | <b>192</b>                | <b>1,177</b> | <b>1,104</b> | <b>19</b>    | <b>361</b>   | <b>1,378</b>  | <b>932</b>   | <b>1,309</b> | <b>38</b>    | <b>104</b>   |
|  |         | <b>Total Required Financing</b>                            | <b>49,429</b> | <b>9,982</b>              | <b>2,112</b> | <b>8,969</b> | <b>2,764</b> | <b>1,316</b> | <b>15,873</b> | <b>2,607</b> | <b>2,004</b> | <b>1,088</b> | <b>2,714</b> |





# Budget and Business Plan 2015

## Other Regional Programs





# CAPITAL BUDGET

CORPORATE ADMINISTRATION-CAPITAL  
OTHER

2015

BUDGET & BUSINESS PLAN

| 2015 CORPORATE ADMINISTRATION - OTHER |           |                                       |            |             |                             |                         |     |            |                 |            |          |
|---------------------------------------|-----------|---------------------------------------|------------|-------------|-----------------------------|-------------------------|-----|------------|-----------------|------------|----------|
| PROJECT LISTING 2015 (000 DOLLARS)    |           |                                       |            |             |                             |                         |     |            |                 |            |          |
| PROJECT NUMBER                        | UNIQUE ID | PROJECT DESCRIPTION                   | GROSS COST | SUBY/ RECOV | NET REGIONAL RESPONSIBILITY | REGIONAL RESPONSIBILITY |     |            |                 |            |          |
|                                       |           |                                       |            |             |                             | DEVEL. CHGS.            |     | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|                                       |           |                                       |            |             |                             | NON-RES                 | RES |            |                 | GROWTH     | REGIONAL |
| <b>Finance</b>                        |           |                                       |            |             |                             |                         |     |            |                 |            |          |
| <b>Information Technology</b>         |           |                                       |            |             |                             |                         |     |            |                 |            |          |
| T5420A                                | CST000003 | Customer Access                       | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| T5420E                                | CST000004 | Enterprise Systems (ERP)              | 450        |             | 450                         |                         |     | 450        |                 |            |          |
| T5420F                                | CST000005 | Application Development & Maintenance | 100        |             | 100                         |                         |     | 100        |                 |            |          |
| T5460A                                | CST000006 | Technology - Replacement Servers      | 145        |             | 145                         |                         |     | 145        |                 |            |          |
| T5460B                                | CST000007 | Technology - Replacement Network      | 120        |             | 120                         |                         |     | 120        |                 |            |          |
| T5450A                                | CST000008 | Technology Infrastructure - New       | 60         |             | 60                          |                         |     | 60         |                 |            |          |
| T5440A                                | CST000010 | Microcomputer - Replacement           | 273        |             | 273                         |                         |     | 273        |                 |            |          |
| T5470B                                | CST000015 | Long Term Care Systems                | 150        |             | 150                         |                         |     | 150        |                 |            |          |
| T5410D                                | CST000021 | GIS Growth Licensing                  | 30         |             | 30                          |                         |     | 30         |                 |            |          |
| T5410F                                | CST000023 | Customer Service Growth Licensing     | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| T5410H                                | CST000024 | Collaboration & Doc. Mngt Licensing   | 20         |             | 20                          |                         |     | 20         |                 |            |          |
| T5430C                                | CST000031 | Voice New                             | 11         |             | 11                          |                         |     | 11         |                 |            |          |
| T5450B                                | CST000033 | New Servers                           | 72         |             | 72                          |                         |     | 72         |                 |            |          |
| T5480A                                | CST000038 | Water Lab Information System          | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| T5480C                                | CST000040 | W/WW Application Maintenance          | 140        |             | 140                         |                         |     | 140        |                 |            |          |
| T5440C                                | CST000041 | Voice Replacement                     | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| T5420M                                | CST000042 | GIS Systems                           | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| T5420N                                | CST000043 | Landfill Systems                      | 20         |             | 20                          |                         |     | 20         |                 |            |          |
| T5410I                                | CST000045 | Region Aerial Photography             | 100        | 50          | 50                          |                         |     | 50         |                 |            |          |
| T5440D                                | CST000047 | PS Mobile Computer Replace            | 291        |             | 291                         |                         |     | 291        |                 |            |          |
| T5420V                                | CST000079 | Web Content Management Replacement    | 300        |             | 300                         |                         |     | 300        |                 |            |          |
| T5480K                                | CST000082 | Maint. Work Management Replacement    | 110        |             | 110                         |                         |     | 110        |                 |            |          |
| T5471H                                | CST000092 | PS Wireless                           | 7          |             | 7                           |                         |     | 7          |                 |            |          |
| T5472C                                | CST000096 | LTC- Production Kitchen Repl.         | 20         |             | 20                          |                         |     | 20         |                 |            |          |
| T5471I                                | CST000100 | HRPS Information Sys. Repl.           | 30         |             | 30                          |                         |     | 30         |                 |            |          |
| T5420U                                | CST000101 | Capital Budget Replacement            | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| T5473A                                | CST000102 | Right of Way Coordination             | 150        |             | 150                         |                         |     | 150        |                 |            |          |



# CAPITAL BUDGET

CORPORATE ADMINISTRATION-CAPITAL  
OTHER

2015

BUDGET & BUSINESS PLAN

| 2015 CORPORATE ADMINISTRATION - OTHER |           |                                |              |             |                             |                         |            |              |                 |            |          |
|---------------------------------------|-----------|--------------------------------|--------------|-------------|-----------------------------|-------------------------|------------|--------------|-----------------|------------|----------|
| PROJECT LISTING 2015 (000 DOLLARS)    |           |                                |              |             |                             |                         |            |              |                 |            |          |
| PROJECT NUMBER                        | UNIQUE ID | PROJECT DESCRIPTION            | GROSS COST   | SUBY/ RECOV | NET REGIONAL RESPONSIBILITY | REGIONAL RESPONSIBILITY |            |              |                 |            |          |
|                                       |           |                                |              |             |                             | DEVEL. CHGS.            |            | GEN RESERV   | CAP INVT RESERV | DEBENTURES |          |
|                                       |           |                                |              |             |                             | NON-RES                 | RES        |              |                 | GROWTH     | REGIONAL |
| <b>Division Sub-total</b>             |           |                                | <b>2,899</b> | <b>50</b>   | <b>2,849</b>                |                         |            | <b>2,849</b> |                 |            |          |
| <b>Other</b>                          |           |                                |              |             |                             |                         |            |              |                 |            |          |
| T5219A                                | CSB000009 | Growth Studies                 | 800          |             | 800                         | 295                     | 497        | 8            |                 |            |          |
| T5225A                                | CSB000014 | 2012 Development Charge Appeal | 900          |             | 900                         |                         |            | 900          |                 |            |          |
| <b>Division Sub-total</b>             |           |                                | <b>1,700</b> |             | <b>1,700</b>                | <b>295</b>              | <b>497</b> | <b>908</b>   |                 |            |          |
| <b>Department Sub-total</b>           |           |                                | <b>4,599</b> | <b>50</b>   | <b>4,549</b>                | <b>295</b>              | <b>497</b> | <b>3,757</b> |                 |            |          |
| <b>Health Other</b>                   |           |                                |              |             |                             |                         |            |              |                 |            |          |
| T6501A                                | HO000001  | Air Quality Program            | 164          | 1           | 164                         |                         |            | 164          |                 |            |          |
| <b>Division Sub-total</b>             |           |                                | <b>164</b>   | <b>1</b>    | <b>164</b>                  |                         |            | <b>164</b>   |                 |            |          |
| <b>Paramedic Services</b>             |           |                                |              |             |                             |                         |            |              |                 |            |          |
| T6715A                                | HAM000007 | PS Stations                    | 300          |             | 300                         |                         |            | 300          |                 |            |          |
|                                       | HAM000014 | PS Vehicles                    | 1,274        |             | 1,274                       | 12                      | 58         | 1,204        |                 |            |          |
| T6719A                                | HAM000015 | Defibrillators                 | 74           |             | 74                          |                         |            | 74           |                 |            |          |
| <b>Division Sub-total</b>             |           |                                | <b>1,648</b> |             | <b>1,648</b>                | <b>12</b>               | <b>58</b>  | <b>1,578</b> |                 |            |          |
| <b>Department Sub-total</b>           |           |                                | <b>1,812</b> | <b>1</b>    | <b>1,812</b>                | <b>12</b>               | <b>58</b>  | <b>1,742</b> |                 |            |          |

# CAPITAL BUDGET

CORPORATE ADMINISTRATION-CAPITAL  
OTHER

2015

BUDGET & BUSINESS PLAN

| 2015 CORPORATE ADMINISTRATION - OTHER      |            |   |               |             |                             |                         |              |              |                 |            |          |
|--|------------|---|---------------|-------------|-----------------------------|-------------------------|--------------|--------------|-----------------|------------|----------|
| PROJECT LISTING 2015 (000 DOLLARS)         |            |   |               |             |                             |                         |              |              |                 |            |          |
| PROJECT NUMBER                             | UNIQUE ID  | PROJECT DESCRIPTION                         | GROSS COST    | SUBY/ RECOV | NET REGIONAL RESPONSIBILITY | REGIONAL RESPONSIBILITY |              |              |                 |            |          |
|  |            |   |               |             |                             | DEVEL. CHGS.            |              | GEN RESERV   | CAP INVT RESERV | DEBENTURES |          |
|  |            |   |               |             |                             | NON-RES                 | RES          |              |                 | GROWTH     | REGIONAL |
| <b>Legislative &amp; Planning Services</b> |            |   |               |             |                             |                         |              |              |                 |            |          |
| <b>Asset Management</b>                    |            |   |               |             |                             |                         |              |              |                 |            |          |
| T5013A                                     | CSA000001  | HRC - Rehab & Replacement                   | 1,050         |             | 1,050                       |                         |              | 1,050        |                 |            |          |
| T5014A                                     | CSA000002  | Facility Office Space Accommodation         | 500           |             | 500                         |                         |              | 500          |                 |            |          |
| T5016A                                     | CSA000004  | Region - Accessibility and Security         | 51            |             | 51                          |                         |              | 51           |                 |            |          |
| T5018A                                     | CSA000007  | Museum - Rehab & Replacement                | 50            |             | 50                          |                         |              | 50           |                 |            |          |
| T5020A                                     | CSA000009  | PS - Rehab & Replacement                    | 60            |             | 60                          |                         |              | 60           |                 |            |          |
| T5021A                                     | CSA000011  | Landfill - Rehab & Replacement              | 60            |             | 60                          |                         |              | 60           |                 |            |          |
| T5022A                                     | CSA000012  | LTCs - Rehab & Replacement                  | 900           |             | 900                         |                         |              | 900          |                 |            |          |
| T5024A                                     | CSA000015  | Region - Building Condition Assessments     | 107           |             | 107                         |                         |              | 107          |                 |            |          |
| T5025A                                     | CSA000016  | NOC - Rehab & Replacement                   | 30            |             | 30                          |                         |              | 30           |                 |            |          |
| T5026A                                     | CSA000020  | Energy Program                              | 100           |             | 100                         |                         |              | 100          |                 |            |          |
| T5029A                                     | CSA000022  | Building Automation System - Replacement    | 30            |             | 30                          |                         |              | 30           |                 |            |          |
| T5032A                                     | CSA000027  | WOC - Rehab & Replacement                   | 50            |             | 50                          |                         |              | 50           |                 |            |          |
|  | CSA000037  | Replacement Vehicles - Asset Mgmt           | 70            |             | 70                          |                         |              | 70           |                 |            |          |
|  | CSA000039  | Equipment - Building Sciences Investigation | 35            |             | 35                          |                         |              | 35           |                 |            |          |
| <b>Division Sub-total</b>                  |            |   | <b>3,093</b>  |             | <b>3,093</b>                |                         |              | <b>3,093</b> |                 |            |          |
| <b>Planning</b>                            |            |   |               |             |                             |                         |              |              |                 |            |          |
| T8019A                                     | PPLN000002 | OMB Hearings                                | 500           |             | 500                         |                         |              | 500          |                 |            |          |
| T8022A                                     | PPLN000009 | Forest Management Program                   | 103           |             | 103                         |                         |              | 103          |                 |            |          |
|  | PPLN000016 | Regional Official Plan Update               | 500           |             | 500                         | 92                      | 155          | 253          |                 |            |          |
| T7103B                                     | PPLN000028 | CHS - Assisted Housing Development          | 7,000         |             | 7,000                       |                         | 1,000        | 6,000        |                 |            |          |
| <b>Division Sub-total</b>                  |            |   | <b>8,103</b>  |             | <b>8,103</b>                | <b>92</b>               | <b>1,155</b> | <b>6,856</b> |                 |            |          |
| <b>Department Sub-total</b>                |            |   | <b>11,196</b> |             | <b>11,196</b>               | <b>92</b>               | <b>1,155</b> | <b>9,949</b> |                 |            |          |



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| 2015 CORPORATE ADMINISTRATION - OTHER  |           |   |            |             |                             |                         |     |            |                 |            |          |
|--|-----------|---|------------|-------------|-----------------------------|-------------------------|-----|------------|-----------------|------------|----------|
| PROJECT LISTING 2015 (000 DOLLARS)     |           |   |            |             |                             |                         |     |            |                 |            |          |
| PROJECT NUMBER                         | UNIQUE ID | PROJECT DESCRIPTION                     | GROSS COST | SUBY/ RECOV | NET REGIONAL RESPONSIBILITY | REGIONAL RESPONSIBILITY |     |            |                 |            |          |
|  |           |   |            |             |                             | DEVEL. CHGS.            |     | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |            |             |                             | NON-RES                 | RES |            |                 | GROWTH     | REGIONAL |
| <b>Social &amp; Community Services</b> |           |   |            |             |                             |                         |     |            |                 |            |          |
| <b>Childrens Services</b>              |           |   |            |             |                             |                         |     |            |                 |            |          |
| T7009A                                 | SCS000002 | Capital Improvement Support             | 50         |             | 50                          |                         |     | 50         |                 |            |          |
| <b>Division Sub-total</b>              |           |   | <b>50</b>  |             | <b>50</b>                   |                         |     | <b>50</b>  |                 |            |          |
| <b>Services for Seniors</b>            |           |   |            |             |                             |                         |     |            |                 |            |          |
| T7200B                                 | SNR000012 | Allendale Equipment Replacement         | 175        |             | 175                         |                         |     | 175        |                 |            |          |
| T7200C                                 | SNR000013 | Post Inn Equipment Replacement          | 200        |             | 200                         |                         |     | 200        |                 |            |          |
| T7200D                                 | SNR000014 | Creek Way Village Equipment Replacement | 125        |             | 125                         |                         |     | 125        |                 |            |          |
| <b>Division Sub-total</b>              |           |   | <b>500</b> |             | <b>500</b>                  |                         |     | <b>500</b> |                 |            |          |
| <b>Department Sub-total</b>            |           |   | <b>550</b> |             | <b>550</b>                  |                         |     | <b>550</b> |                 |            |          |

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| 2015 CORPORATE ADMINISTRATION - OTHER |           |  |               |             |                             |                         |              |               |                 |            |          |
|---------------------------------------|-----------|--|---------------|-------------|-----------------------------|-------------------------|--------------|---------------|-----------------|------------|----------|
| PROJECT LISTING 2015 (000 DOLLARS)    |           |  |               |             |                             |                         |              |               |                 |            |          |
| PROJECT NUMBER                        | UNIQUE ID | PROJECT DESCRIPTION                        | GROSS COST    | SUBY/ RECOV | NET REGIONAL RESPONSIBILITY | REGIONAL RESPONSIBILITY |              |               |                 |            |          |
|                                       |           |  |               |             |                             | DEVEL. CHGS.            |              | GEN RESERV    | CAP INVT RESERV | DEBENTURES |          |
|                                       |           |  |               |             |                             | NON-RES                 | RES          |               |                 | GROWTH     | REGIONAL |
|                                       |           | <b>Total</b>                               | <b>18,157</b> | <b>51</b>   | <b>18,107</b>               | <b>399</b>              | <b>1,710</b> | <b>15,998</b> |                 |            |          |
|                                       |           | <b>Summary</b>                             |               |             |                             |                         |              |               |                 |            |          |
|                                       |           | <b>Finance</b>                             |               |             |                             |                         |              |               |                 |            |          |
|                                       |           | <b>Financial Planning &amp; Budgets</b>    | <b>1,700</b>  |             | <b>1,700</b>                | <b>295</b>              | <b>497</b>   | <b>908</b>    |                 |            |          |
|                                       |           | <b>Information Technology</b>              | <b>2,899</b>  | <b>50</b>   | <b>2,849</b>                |                         |              | <b>2,849</b>  |                 |            |          |
|                                       |           | <b>Health</b>                              |               |             |                             |                         |              |               |                 |            |          |
|                                       |           | <b>Health - Other</b>                      | <b>164</b>    | <b>1</b>    | <b>164</b>                  |                         |              | <b>164</b>    |                 |            |          |
|                                       |           | <b>Paramedic Services</b>                  | <b>1,648</b>  |             | <b>1,648</b>                | <b>12</b>               | <b>58</b>    | <b>1,578</b>  |                 |            |          |
|                                       |           | <b>Legislative &amp; Planning Services</b> |               |             |                             |                         |              |               |                 |            |          |
|                                       |           | <b>Asset Management</b>                    | <b>3,093</b>  |             | <b>3,093</b>                |                         |              | <b>3,093</b>  |                 |            |          |
|                                       |           | <b>Planning</b>                            | <b>8,103</b>  |             | <b>8,103</b>                | <b>92</b>               | <b>1,155</b> | <b>6,856</b>  |                 |            |          |
|                                       |           | <b>Social &amp; Community Services</b>     |               |             |                             |                         |              |               |                 |            |          |
|                                       |           | <b>Childrens Services</b>                  | <b>50</b>     |             | <b>50</b>                   |                         |              | <b>50</b>     |                 |            |          |
|                                       |           | <b>Services for Seniors</b>                | <b>500</b>    |             | <b>500</b>                  |                         |              | <b>500</b>    |                 |            |          |
|                                       |           | <b>Grand Total</b>                         | <b>18,157</b> | <b>51</b>   | <b>18,107</b>               | <b>399</b>              | <b>1,710</b> | <b>15,998</b> |                 |            |          |

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| 2015-2024 TAX BUDGET ITEMS FORECAST<br>PROJECT FORECAST LISTING 2015-2024 (000 DOLLARS) |                               |  |            |                           |      |      |      |      |      |      |      |      |      |
|---|-------------------------------|--|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PR NO   | UNIQUE ID                     | PROJECT DESCRIPTION                      | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|   |                               |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| <b>Finance</b>  |                               |  |            |                           |      |      |      |      |      |      |      |      |      |
|   | <b>Information Technology</b> |  |            |                           |      |      |      |      |      |      |      |      |      |
| T5410A  | CST000001                     | Desktop Growth Licensing                 | 592        |                           | 56   | 58   | 58   | 62   | 65   | 68   | 75   | 75   | 75   |
| T5410B  | CST000002                     | ERP Growth Licensing                     | 360        |                           |      | 45   | 45   | 45   | 45   | 45   | 45   | 45   | 45   |
| T5420A  | CST000003                     | Customer Access                          | 1,170      | 50                        | 100  | 75   | 75   |      | 145  | 175  | 150  | 50   | 350  |
| T5420E  | CST000004                     | Enterprise Systems (ERP)                 | 2,836      | 450                       | 242  | 253  | 183  | 143  | 253  | 283  | 283  | 283  | 463  |
| T5420F  | CST000005                     | Application Development & Maintenance    | 2,047      | 100                       | 105  | 176  | 210  | 216  | 240  | 250  | 250  | 250  | 250  |
| T5460A  | CST000006                     | Technology - Replacement Servers         | 1,570      | 145                       | 135  | 121  | 150  | 165  | 149  | 139  | 150  | 192  | 224  |
| T5460B  | CST000007                     | Technology - Replacement Network         | 3,170      | 120                       | 180  | 200  | 305  | 390  | 280  | 405  | 500  | 255  | 535  |
| T5450A  | CST000008                     | Technology Infrastructure - New          | 1,506      | 60                        | 79   | 99   | 127  | 131  | 159  | 178  | 171  | 201  | 301  |
| T5440A  | CST000010                     | Microcomputer - Replacement              | 6,957      | 273                       | 683  | 802  | 649  | 654  | 870  | 921  | 649  | 654  | 802  |
| T5470B  | CST000015                     | Long Term Care Systems                   | 630        | 150                       |      |      |      | 75   | 80   | 80   | 80   | 80   | 85   |
| T5410D  | CST000021                     | GIS Growth Licensing                     | 317        | 30                        | 30   | 25   | 30   | 30   | 32   | 35   | 35   | 35   | 35   |
| T5410E  | CST000022                     | Security Infrastructure Growth Licensing | 228        |                           | 21   | 22   | 23   | 24   | 25   | 26   | 28   | 29   | 30   |
| T5410F  | CST000023                     | Customer Service Growth Licensing        | 760        | 50                        | 90   | 90   | 90   | 90   | 70   | 70   | 70   | 70   | 70   |
| T5410H  | CST000024                     | Collaboration & Doc. Mngt Licensing      | 518        | 20                        | 35   | 40   | 45   | 50   | 55   | 60   | 65   | 70   | 78   |
| T5420J  | CST000025                     | Colaboration & Doc. Mngt Systems         | 560        |                           | 50   | 60   | 65   | 70   | 75   | 90   | 25   | 50   | 75   |
| T5430C  | CST000031                     | Voice New                                | 277        | 11                        | 12   | 25   | 26   | 26   | 26   | 35   | 36   | 40   | 40   |
| T5440B  | CST000032                     | Printers Replacement                     | 1,271      |                           |      | 35   | 141  | 252  | 186  | 174  | 70   | 151  | 262  |
| T5450B  | CST000033                     | New Servers                              | 1,182      | 72                        | 70   | 90   | 141  | 115  | 115  | 135  | 148  | 148  | 148  |
| T5460F  | CST000037                     | Computer Room Envelope                   | 525        |                           |      | 50   | 100  | 125  | 25   | 75   | 50   |      | 100  |
| T5480A  | CST000038                     | Water Lab Information System             | 600        | 50                        | 25   | 25   | 25   | 25   | 25   | 200  | 100  | 100  | 25   |
| T5480C  | CST000040                     | W/WW Application Maintenance             | 970        | 140                       | 90   | 90   | 90   | 90   | 90   | 90   | 90   | 100  | 100  |
| T5440C  | CST000041                     | Voice Replacement                        | 1,246      | 50                        | 201  |      | 50   |      | 126  | 164  | 240  | 340  | 75   |



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|---|-----------|---|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PR NO   | UNIQUE ID | PROJECT DESCRIPTION                     | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|   |           |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| T5420M  | CST000042 | GIS Systems                             | 390        | 50                        | 25   | 30   | 25   | 30   | 30   | 50   | 50   | 50   | 50   |
| T5420N  | CST000043 | Landfill Systems                        | 265        | 20                        | 20   | 25   | 25   | 25   | 30   | 30   | 30   | 30   | 30   |
| T5410I  | CST000045 | Region Aerial Photography               | 530        | 100                       |      | 100  |      | 110  |      | 110  |      | 110  |      |
| T5440D  | CST000047 | PS Mobile Computer Replace              | 986        | 291                       |      |      |      | 296  | 26   | 26   | 15   | 301  | 31   |
| T5410J  | CST000049 | PS Growth Licensing                     | 60         |                           | 9    | 4    | 4    | 4    | 9    |      |      | 13   | 17   |
| T5420Q  | CST000054 | Asset Reporting System                  | 375        |                           | 150  | 50   |      |      |      |      |      | 75   | 100  |
| T5440E  | CST000060 | PW Mobile System-Replacement            | 750        |                           |      | 150  | 200  |      |      | 200  | 200  |      |      |
| T5460G  | CST000069 | SCADA Infrastructure/Server Replacement | 296        |                           |      |      | 105  | 16   | 4    | 42   | 8    | 105  | 16   |
| T5471E  | CST000070 | HRPS Dispensing system replacement      | 250        |                           |      |      |      |      |      | 250  |      |      |      |
| T5471F  | CST000072 | HRPS - ePCR System Replacement          | 490        |                           | 240  |      |      |      |      |      |      | 250  |      |
| T5420R  | CST000077 | 311 - Replacement                       | 200        |                           |      | 100  | 100  |      |      |      |      |      |      |
| T5420V  | CST000079 | Web Content Management Replacement      | 975        | 300                       | 25   | 50   | 50   |      | 200  |      | 50   | 200  | 100  |
| T5470D  | CST000080 | AMS Property Management Replacement     | 200        |                           |      |      |      |      |      |      |      | 100  | 100  |
| T5480K  | CST000082 | Maint. Work Management Replacement      | 880        | 110                       | 170  | 200  |      |      |      | 200  | 200  |      |      |
| T5471H  | CST000092 | PS Wireless                             | 416        | 7                         | 20   | 14   | 16   | 148  | 16   | 17   | 16   | 12   | 150  |
| T5480L  | CST000093 | PW CMMS Growth Licensing                | 520        |                           | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 40   |
| T5472C  | CST000096 | LTC- Production Kitchen Repl.           | 331        | 20                        |      |      | 10   |      | 141  | 150  | 10   |      |      |
| T5420Y  | CST000097 | DATS Replacement                        | 500        |                           |      |      |      |      |      |      | 350  | 150  |      |
| T5480J  | CST000098 | Physical Security System Replacement    | 300        |                           | 50   | 50   | 100  |      |      |      | 50   | 50   |      |
| T5471I  | CST000100 | HRPS Information Sys. Repl.             | 135        | 30                        |      |      |      |      |      |      |      | 75   | 30   |
| T5420U  | CST000101 | Capital Budget Replacement              | 450        | 50                        |      |      |      |      |      |      | 200  | 200  |      |
| T5473A  | CST000102 | Right of Way Coordination               | 150        | 150                       |      |      |      |      |      |      |      |      |      |
| T5410Q  | CST000103 | DATS License Growth                     | 62         |                           | 19   | 14   | 10   | 3    | 3    | 3    | 3    | 3    | 4    |



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|---|---------------------------|--|---------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| PR NO   | UNIQUE ID                 | PROJECT DESCRIPTION                        | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |              |              |              |              |              |
|   |                           |  |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         |
| T5473B  | CST000104                 | Right of Way Coordination Replacement      | 150           |                           |              |              |              |              |              |              |              | 150          |              |
|   | <b>Other</b>              |  |               |                           |              |              |              |              |              |              |              |              |              |
| T5219A  | CSB000009                 | Growth Studies                             | 4,600         | 800                       | 600          | 300          | 300          | 300          | 300          | 800          | 600          | 300          | 300          |
| T5225A  | CSB000014                 | 2012 Development Charge Appeal             | 900           | 900                       |              |              |              |              |              |              |              |              |              |
|   |                           | <b>Finance</b>                             | <b>44,453</b> | <b>4,599</b>              | <b>3,592</b> | <b>3,528</b> | <b>3,633</b> | <b>3,770</b> | <b>3,955</b> | <b>5,636</b> | <b>5,152</b> | <b>5,452</b> | <b>5,136</b> |
|   |                           | <b>Health</b>                              |               |                           |              |              |              |              |              |              |              |              |              |
|   | <b>Other</b>              |  |               |                           |              |              |              |              |              |              |              |              |              |
| T6501A  | HO000001                  | Air Quality Program                        | 3,246         | 164                       | 340          | 249          | 807          | 211          | 275          | 453          | 218          | 231          | 298          |
|   | HO000005                  | Public Health Vehicle                      | 78            |                           |              |              | 39           |              |              |              |              |              | 39           |
|   | <b>Paramedic Services</b> |  |               |                           |              |              |              |              |              |              |              |              |              |
| T6715A  | HAM000007                 | PS Stations                                | 300           | 300                       |              |              |              |              |              |              |              |              |              |
| T6717A  | HAM000012                 | PS Stations                                | 1,000         |                           | 1,000        |              |              |              |              |              |              |              |              |
|   | HAM000014                 | PS Vehicles                                | 17,022        | 1,274                     | 1,620        | 1,518        | 1,069        | 1,436        | 2,013        | 2,043        | 1,336        | 1,672        | 3,041        |
| T6719A  | HAM000015                 | Defibrillators                             | 4,401         | 74                        | 76           | 77           | 1,576        | 40           | 82           | 125          | 43           | 44           | 2,264        |
|   | HAM000016                 | PS Master Plan                             | 150           |                           |              |              |              |              |              |              |              | 150          |              |
|   |                           | <b>Health</b>                              | <b>26,197</b> | <b>1,812</b>              | <b>3,036</b> | <b>1,844</b> | <b>3,491</b> | <b>1,687</b> | <b>2,370</b> | <b>2,621</b> | <b>1,597</b> | <b>2,097</b> | <b>5,642</b> |
|   |                           | <b>Legislative &amp; Planning Services</b> |               |                           |              |              |              |              |              |              |              |              |              |
|   | <b>Asset Management</b>   |  |               |                           |              |              |              |              |              |              |              |              |              |
| T5013A  | CSA000001                 | HRC - Rehab & Replacement                  | 12,750        | 1,050                     | 1,100        | 1,150        | 1,200        | 1,250        | 1,300        | 1,350        | 1,400        | 1,450        | 1,500        |
| T5014A  | CSA000002                 | Facility Office Space Accommodation        | 5,850         | 500                       | 550          | 600          | 600          | 600          | 600          | 600          | 600          | 600          | 600          |
| T5016A  | CSA000004                 | Region - Accessibility and Security        | 1,051         | 51                        | 100          | 100          | 100          | 200          | 100          | 100          | 100          | 100          | 100          |
| T5018A  | CSA000007                 | Museum - Rehab & Replacement               | 640           | 50                        | 50           | 60           | 60           | 60           | 60           | 75           | 75           | 75           | 75           |
| T5020A  | CSA000009                 | PS - Rehab & Replacement                   | 820           | 60                        | 70           | 70           | 80           | 80           | 80           | 90           | 90           | 100          | 100          |
| T5021A  | CSA000011                 | Landfill - Rehab & Replacement             | 720           | 60                        | 60           | 60           | 70           | 70           | 70           | 80           | 80           | 80           | 90           |



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|---|------------|---|----------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PR NO   | UNIQUE ID  | PROJECT DESCRIPTION                         | GROSS COST     | GROSS EXPENDITURE BY YEAR |               |               |               |               |               |               |               |               |               |
|   |            |   |                | 2015                      | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |
| T5022A  | CSA000012  | LTCs - Rehab & Replacement                  | 9,000          | 900                       | 900           | 900           | 900           | 900           | 900           | 900           | 900           | 900           | 900           |
| T5024A  | CSA000015  | Region - Building Condition Assessments     | 1,557          | 107                       | 100           | 350           | 100           | 100           | 100           | 100           | 400           | 100           | 100           |
| T5025A  | CSA000016  | NOC - Rehab & Replacement                   | 600            | 30                        | 40            | 40            | 40            | 100           | 100           | 60            | 60            | 60            | 70            |
| T5026A  | CSA000020  | Energy Program                              | 1,000          | 100                       | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           |
| T5029A  | CSA000022  | Building Automation System - Replacement    | 710            | 30                        | 40            | 40            | 50            | 150           | 200           | 50            | 50            | 50            | 50            |
| T5032A  | CSA000027  | WOC - Rehab & Replacement                   | 740            | 50                        | 60            | 60            | 60            | 100           | 100           | 70            | 80            | 80            | 80            |
|   | CSA000030  | HRC Child Care Centre                       | 1,650          |                           | 1,650         |               |               |               |               |               |               |               |               |
|   | CSA000034  | Relocation to HRC                           | 1,200          |                           |               |               |               |               | 1,200         |               |               |               |               |
|   | CSA000037  | Replacement Vehicles - Asset Mgmt           | 395            | 70                        | 37            | 37            |               | 70            | 37            |               |               | 107           | 37            |
|   | CSA000039  | Equipment - Building Sciences Investigation | 85             | 35                        |               |               |               |               |               | 50            |               |               |               |
|   |            | <b>Planning</b>                             |                |                           |               |               |               |               |               |               |               |               |               |
| T8019A  | PPLN000002 | OMB Hearings                                | 16,500         | 500                       | 3,000         | 3,000         | 1,000         | 1,000         | 2,500         | 1,000         | 1,000         | 2,000         | 1,500         |
| T8022A  | PPLN000009 | Forest Management Program                   | 1,030          | 103                       | 103           | 103           | 103           | 103           | 103           | 103           | 103           | 103           | 103           |
|   | PPLN000016 | Regional Official Plan Update               | 2,500          | 500                       | 1,000         | 1,000         |               |               |               |               |               |               |               |
|   | PPLN000017 | Regional Official Plan Implementation       | 1,300          |                           | 250           | 350           | 350           | 350           |               |               |               |               |               |
| T8026A  | PPLN000018 | Black Creek Subwatershed No. 10 Study       | 95             |                           | 95            |               |               |               |               |               |               |               |               |
|   | PPLN000022 | Regional Official Plan Update               | 4,000          |                           |               |               |               | 2,000         | 1,000         | 1,000         |               |               |               |
|   | PPLN000024 | Vehicle Replacements - Planning             | 60             |                           |               |               |               | 30            |               |               |               |               | 30            |
|   | PPLN000025 | Regional Official Plan Imp (2020)           | 1,300          |                           |               |               |               |               |               | 300           | 300           | 350           | 350           |
| T7103B  | PPLN000028 | CHS - Assisted Housing Development          | 90,000         | 7,000                     | 8,000         | 8,500         | 9,000         | 9,000         | 9,000         | 9,400         | 9,450         | 9,450         | 11,200        |
|   |            | <b>Legislative &amp; Planning Services</b>  | <b>155,553</b> | <b>11,196</b>             | <b>17,305</b> | <b>16,520</b> | <b>13,813</b> | <b>16,263</b> | <b>17,550</b> | <b>15,428</b> | <b>14,788</b> | <b>15,705</b> | <b>16,985</b> |
|   |            | <b>Social &amp; Community Services</b>      |                |                           |               |               |               |               |               |               |               |               |               |
|   |            | <b>Childrens Services</b>                   |                |                           |               |               |               |               |               |               |               |               |               |



**CAPITAL BUDGET**  
**CORPORATE ADMINISTRATION-CAPITAL**  
**OTHER**

**2015**

**BUDGET & BUSINESS PLAN**

| 2015-2024 TAX BUDGET ITEMS FORECAST<br>PROJECT FORECAST LISTING 2015-2024 (000 DOLLARS) |           |   |                |                           |               |               |               |               |               |               |               |               |               |
|---|-----------|---|----------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PR NO   | UNIQUE ID | PROJECT DESCRIPTION                     | GROSS COST     | GROSS EXPENDITURE BY YEAR |               |               |               |               |               |               |               |               |               |
|   |           |   |                | 2015                      | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |
| T7009A  | SCS000002 | Capital Improvement Support             | 500            | 50                        | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            |
|   |           | <b>Services for Seniors</b>             |                |                           |               |               |               |               |               |               |               |               |               |
| T7200B  | SNR000012 | Allendale Equipment Replacement         | 2,209          | 175                       | 210           | 228           | 228           | 228           | 228           | 228           | 228           | 228           | 228           |
| T7200C  | SNR000013 | Post Inn Equipment Replacement          | 2,520          | 200                       | 240           | 260           | 260           | 260           | 260           | 260           | 260           | 260           | 260           |
| T7200D  | SNR000014 | Creek Way Village Equipment Replacement | 1,571          | 125                       | 150           | 162           | 162           | 162           | 162           | 162           | 162           | 162           | 162           |
|   |           | <b>Social &amp; Community Services</b>  | <b>6,800</b>   | <b>550</b>                | <b>650</b>    | <b>700</b>    |
|   |           | <b>Total Required Financing</b>         | <b>233,003</b> | <b>18,157</b>             | <b>24,583</b> | <b>22,592</b> | <b>21,637</b> | <b>22,420</b> | <b>24,575</b> | <b>24,385</b> | <b>22,237</b> | <b>23,954</b> | <b>28,463</b> |



# Budget and Business Plan 2015

## Halton Regional Police Service





# CAPITAL BUDGET

HALTON REGIONAL POLICE SERVICE-CAPITAL  
OTHER

2015

BUDGET & BUSINESS PLAN

| 2015 CORPORATE ADMINISTRATION - OTHER  |           |   |               |              |                             |                         |            |               |                |               |               |
|--|-----------|---|---------------|--------------|-----------------------------|-------------------------|------------|---------------|----------------|---------------|---------------|
| PROJECT LISTING 2015 (000 DOLLARS)     |           |   |               |              |                             |                         |            |               |                |               |               |
| PROJECT NUMBER                         | UNIQUE ID | PROJECT DESCRIPTION                     | GROSS COST    | SUBY/ RECOV  | NET REGIONAL RESPONSIBILITY | REGIONAL RESPONSIBILITY |            |               |                |               |               |
|  |           |   |               |              |                             | DEVEL. CHGS.            |            | GEN RESERV    | CAP INVT RESRV | DEBENTURES    |               |
|  |           |   |               |              |                             | NON-RES                 | RES        |               |                | GROWTH        | REGIONAL      |
| <b>Halton Regional Police Services</b> |           |   |               |              |                             |                         |            |               |                |               |               |
| T6838C                                 | PO000002  | Business Applications                   | 295           |              | 295                         |                         |            | 295           |                |               |               |
| T6865A                                 | PO000013  | Facilities - Building Projects/Upgrades | 200           |              | 200                         |                         |            | 200           |                |               |               |
|  | PO000016  | Mobile Command Unit                     | 800           |              | 800                         |                         |            | 800           |                |               |               |
| T6866A                                 | PO000034  | 1 District (Georgetown/Milton)          | 2,000         |              | 2,000                       |                         |            | 2,000         |                |               |               |
| T6836D                                 | PO000043  | End User Computer Hardware              | 200           |              | 200                         |                         |            | 200           |                |               |               |
| T6872A                                 | PO000045  | New HQ/Central Services Facility        | 74,019        | 9,100        | 64,919                      |                         |            | 2,400         |                | 45,126        | 17,393        |
| T6844G                                 | PO000046  | Network to End User Infrastructure      | 785           |              | 785                         |                         |            | 785           |                |               |               |
| T6844E                                 | PO000047  | Network Infrastructure                  | 250           |              | 250                         |                         |            | 250           |                |               |               |
|  | PO000056  | Police Vehicles                         | 2,101         |              | 2,101                       | 88                      | 149        | 1,864         |                |               |               |
| T6873A                                 | PO000058  | Mobile Speech Recognition               | 485           |              | 485                         |                         |            | 485           |                |               |               |
|  | PO000061  | Conducted Energy Weapons                | 500           |              | 500                         |                         |            | 500           |                |               |               |
|  | PO000062  | Portal Re-design & Implementation       | 400           |              | 400                         |                         |            | 400           |                |               |               |
|  | PO000063  | Media Services Storage & Retrieval      | 250           |              | 250                         |                         |            | 250           |                |               |               |
|  |           | <b>Total</b>                            | <b>82,285</b> | <b>9,100</b> | <b>73,185</b>               | <b>88</b>               | <b>149</b> | <b>10,429</b> |                | <b>45,126</b> | <b>17,393</b> |
| <b>Summary</b>                         |           |   |               |              |                             |                         |            |               |                |               |               |
|  |           | <b>Halton Regional Police Services</b>  | <b>82,285</b> | <b>9,100</b> | <b>73,185</b>               | <b>88</b>               | <b>149</b> | <b>10,429</b> |                | <b>45,126</b> | <b>17,393</b> |
|  |           | <b>Grand Total</b>                      | <b>82,285</b> | <b>9,100</b> | <b>73,185</b>               | <b>88</b>               | <b>149</b> | <b>10,429</b> |                | <b>45,126</b> | <b>17,393</b> |



# CAPITAL BUDGET

## HALTON REGIONAL POLICE SERVICE-CAPITAL OTHER

# 2015

## BUDGET & BUSINESS PLAN

| 2015-2024 TAX BUDGET ITEMS FORECAST<br>PROJECT FORECAST LISTING 2015-2024 (000 DOLLARS) |           |   |            |                           |        |       |       |       |       |       |       |       |       |  |
|---|-----------|---|------------|---------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|--|
| PR NO   | UNIQUE ID | PROJECT DESCRIPTION                       | GROSS COST | GROSS EXPENDITURE BY YEAR |        |       |       |       |       |       |       |       |       |  |
|   |           |   |            | 2015                      | 2016   | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  |  |
| <b>Halton Regional Police Services</b>  |           |   |            |                           |        |       |       |       |       |       |       |       |       |  |
| T6838C  | PO000002  | Business Applications                     | 1,245      | 295                       | 525    | 425   |       |       |       |       |       |       |       |  |
| T6850A  | PO000006  | Automated Finger Printing System          | 200        |                           |        |       | 200   |       |       |       |       |       |       |  |
| T6865A  | PO000013  | Facilities - Building Projects/Upgrades   | 2,000      | 200                       | 200    | 200   | 200   | 200   | 200   | 200   | 200   | 200   | 200   |  |
|   | PO000014  | Tactical Response Vehicle                 | 200        |                           | 200    |       |       |       |       |       |       |       |       |  |
|   | PO000016  | Mobile Command Unit                       | 800        | 800                       |        |       |       |       |       |       |       |       |       |  |
| T6866A  | PO000034  | 1 District (Georgetown/Milton)            | 19,505     | 2,000                     | 17,505 |       |       |       |       |       |       |       |       |  |
| T6848A  | PO000042  | Boat Replacement (Whaler)                 | 100        |                           |        | 50    |       |       |       |       |       | 50    |       |  |
| T6836D  | PO000043  | End User Computer Hardware                | 600        | 200                       | 200    | 200   |       |       |       |       |       |       |       |  |
| T6869A  | PO000044  | Search & Rescue Vessel (Hyke)             | 100        |                           |        |       | 100   |       |       |       |       |       |       |  |
| T6872A  | PO000045  | New HQ/Central Services Facility          | 74,019     | 74,019                    |        |       |       |       |       |       |       |       |       |  |
| T6844G  | PO000046  | Network to End User Infrastructure        | 2,285      | 785                       | 750    | 750   |       |       |       |       |       |       |       |  |
| T6844E  | PO000047  | Network Infrastructure                    | 750        | 250                       | 250    | 250   |       |       |       |       |       |       |       |  |
|   | PO000050  | Tech. Proj. to Support Business Plan      | 11,200     |                           |        |       | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |  |
| T6814E  | PO000051  | MWS Replacement                           | 1,300      |                           |        |       |       |       | 1,300 |       |       |       |       |  |
| T6849B  | PO000052  | Radio Sys - Motorola P25 - Infrastructure | 2,000      |                           |        |       | 1,000 |       |       | 1,000 |       |       |       |  |
| T6834A  | PO000054  | Facilities - Security System              | 1,000      |                           |        |       |       |       | 500   | 500   |       |       |       |  |
|   | PO000056  | Police Vehicles                           | 19,584     | 2,101                     | 2,117  | 1,920 | 1,938 | 1,928 | 1,866 | 1,881 | 1,910 | 1,969 | 1,954 |  |
| T6873A  | PO000058  | Mobile Speech Recognition                 | 485        | 485                       |        |       |       |       |       |       |       |       |       |  |
|   | PO000061  | Conducted Energy Weapons                  | 500        | 500                       |        |       |       |       |       |       |       |       |       |  |
|   | PO000062  | Portal Re-design & Implementation         | 400        | 400                       |        |       |       |       |       |       |       |       |       |  |
|   | PO000063  | Media Services Storage & Retrieval        | 250        | 250                       |        |       |       |       |       |       |       |       |       |  |
|   | PO000064  | Vehicle & Body-worn Cameras               | 1,600      |                           | 1,600  |       |       |       |       |       |       |       |       |  |



**CAPITAL BUDGET**

HALTON REGIONAL POLICE SERVICE-CAPITAL  
OTHER

**2015**

**BUDGET & BUSINESS PLAN**

| 2015-2024 TAX BUDGET ITEMS FORECAST<br>PROJECT FORECAST LISTING 2015-2024 (000 DOLLARS) |           |                          |            |                           |        |       |       |       |       |       |       |       |       |
|---|-----------|--------------------------|------------|---------------------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|
| PR NO   | UNIQUE ID | PROJECT DESCRIPTION      | GROSS COST | GROSS EXPENDITURE BY YEAR |        |       |       |       |       |       |       |       |       |
|   |           |                          |            | 2015                      | 2016   | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  |
|   |           | Total Required Financing | 140,123    | 82,285                    | 23,347 | 3,795 | 5,038 | 3,728 | 5,466 | 5,181 | 3,710 | 3,819 | 3,754 |





# Budget and Business Plan 2015

## Water & Wastewater - Capital





**CAPITAL BUDGET**  
**WATER/WASTEWATER - CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

2015 - 2024 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

|                                      | GROSS COST     | SUBSIDY/ RECOVERY | NET REG RESP   | DEVELOPMENT CHARGES |                | GENERAL RESERVES & OTHERS | CAPITAL INVEST. RESERVE | DEBENTURES   |               |
|--------------------------------------|----------------|-------------------|----------------|---------------------|----------------|---------------------------|-------------------------|--------------|---------------|
|                                      |                |                   |                | NON-RESIDENTIAL     | RESIDENTIAL    |                           |                         | GROWTH       | REG           |
| <b>2015 Non-Development Programs</b> |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 27,052         | -                 | 27,052         | -                   | -              | 27,052                    | -                       | -            | -             |
| Wastewater                           | 31,450         | -                 | 31,450         | -                   | -              | 31,450                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>58,502</b>  | <b>-</b>          | <b>58,502</b>  | <b>-</b>            | <b>-</b>       | <b>58,502</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 109,439        | -                 | 109,439        | -                   | 66,418         | -                         | 24,781                  | 73           | 18,167        |
| Wastewater                           | 26,003         | -                 | 26,003         | -                   | 18,447         | -                         | 6,830                   | 726          | -             |
| <b>Sub-total</b>                     | <b>135,442</b> | <b>-</b>          | <b>135,442</b> | <b>-</b>            | <b>84,865</b>  | <b>-</b>                  | <b>31,611</b>           | <b>799</b>   | <b>18,167</b> |
| <b>TOTAL 2015</b>                    | <b>193,944</b> | <b>-</b>          | <b>193,944</b> | <b>-</b>            | <b>84,865</b>  | <b>58,502</b>             | <b>31,611</b>           | <b>799</b>   | <b>18,167</b> |
| <b>2016 Non-Development Programs</b> |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 28,305         | -                 | 28,305         | -                   | -              | 28,305                    | -                       | -            | -             |
| Wastewater                           | 28,280         | -                 | 28,280         | -                   | -              | 28,280                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>56,585</b>  | <b>-</b>          | <b>56,585</b>  | <b>-</b>            | <b>-</b>       | <b>56,585</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 61,558         | -                 | 61,558         | -                   | 32,619         | 150                       | 9,531                   | 2,763        | 16,495        |
| Wastewater                           | 6,481          | -                 | 6,481          | -                   | 4,153          | 330                       | 1,998                   | -            | -             |
| <b>Sub-total</b>                     | <b>68,039</b>  | <b>-</b>          | <b>68,039</b>  | <b>-</b>            | <b>36,772</b>  | <b>480</b>                | <b>11,529</b>           | <b>2,763</b> | <b>16,495</b> |
| <b>TOTAL 2016</b>                    | <b>124,624</b> | <b>-</b>          | <b>124,624</b> | <b>-</b>            | <b>36,772</b>  | <b>57,065</b>             | <b>11,529</b>           | <b>2,763</b> | <b>16,495</b> |
| <b>2017 Non-Development Programs</b> |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 29,603         | -                 | 29,603         | -                   | -              | 29,603                    | -                       | -            | -             |
| Wastewater                           | 29,895         | -                 | 29,895         | -                   | -              | 29,895                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>59,498</b>  | <b>-</b>          | <b>59,498</b>  | <b>-</b>            | <b>-</b>       | <b>59,498</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 142,339        | -                 | 142,339        | -                   | 103,872        | -                         | 35,116                  | -            | 3,351         |
| Wastewater                           | 7,647          | -                 | 7,647          | -                   | 5,326          | -                         | 2,321                   | -            | -             |
| <b>Sub-total</b>                     | <b>149,986</b> | <b>-</b>          | <b>149,986</b> | <b>-</b>            | <b>109,198</b> | <b>-</b>                  | <b>37,437</b>           | <b>-</b>     | <b>3,351</b>  |
| <b>TOTAL 2017</b>                    | <b>209,484</b> | <b>-</b>          | <b>209,484</b> | <b>-</b>            | <b>109,198</b> | <b>59,498</b>             | <b>37,437</b>           | <b>-</b>     | <b>3,351</b>  |
| <b>2018 Non-Development Programs</b> |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 31,496         | -                 | 31,496         | -                   | -              | 31,496                    | -                       | -            | -             |
| Wastewater                           | 31,586         | -                 | 31,586         | -                   | -              | 31,586                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>63,082</b>  | <b>-</b>          | <b>63,082</b>  | <b>-</b>            | <b>-</b>       | <b>63,082</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |                |                           |                         |              |               |
| Water                                | 45,735         | -                 | 45,735         | -                   | 29,093         | -                         | 10,936                  | -            | 5,706         |
| Wastewater                           | 35,997         | -                 | 35,997         | -                   | 25,048         | -                         | 10,949                  | -            | -             |
| <b>Sub-total</b>                     | <b>81,732</b>  | <b>-</b>          | <b>81,732</b>  | <b>-</b>            | <b>54,141</b>  | <b>-</b>                  | <b>21,885</b>           | <b>-</b>     | <b>5,706</b>  |
| <b>TOTAL 2018</b>                    | <b>144,814</b> | <b>-</b>          | <b>144,814</b> | <b>-</b>            | <b>54,141</b>  | <b>63,082</b>             | <b>21,885</b>           | <b>-</b>     | <b>5,706</b>  |

**CAPITAL BUDGET**  
**WATER/WASTEWATER - CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

2015 - 2024 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

|                                      | GROSS COST     | SUBSIDY/ RECOVERY | NET REG RESP   | DEVELOPMENT CHARGES |               | GENERAL RESERVES & OTHERS | CAPITAL INVEST. RESERVE | DEBENTURES   |               |
|--------------------------------------|----------------|-------------------|----------------|---------------------|---------------|---------------------------|-------------------------|--------------|---------------|
|                                      |                |                   |                | NON-RESIDENTIAL     | RESIDENTIAL   |                           |                         | GROWTH       | REG           |
| <b>2019 Non-Development Programs</b> |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 33,487         | -                 | 33,487         | -                   | -             | 33,487                    | -                       | -            | -             |
| Wastewater                           | 33,611         | -                 | 33,611         | -                   | -             | 33,611                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>67,098</b>  | <b>-</b>          | <b>67,098</b>  | <b>-</b>            | <b>-</b>      | <b>67,098</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 49,523         | -                 | 49,523         | -                   | 21,176        | -                         | 8,115                   | -            | 20,232        |
| Wastewater                           | 76,172         | -                 | 76,172         | -                   | 53,643        | -                         | 22,529                  | -            | -             |
| <b>Sub-total</b>                     | <b>125,695</b> | <b>-</b>          | <b>125,695</b> | <b>-</b>            | <b>74,819</b> | <b>-</b>                  | <b>30,644</b>           | <b>-</b>     | <b>20,232</b> |
| <b>TOTAL 2019</b>                    | <b>192,793</b> | <b>-</b>          | <b>192,793</b> | <b>-</b>            | <b>74,819</b> | <b>67,098</b>             | <b>30,644</b>           | <b>-</b>     | <b>20,232</b> |
| <b>2020 Non-Development Programs</b> |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 35,593         | -                 | 35,593         | -                   | -             | 35,593                    | -                       | -            | -             |
| Wastewater                           | 35,910         | -                 | 35,910         | -                   | -             | 35,910                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>71,503</b>  | <b>-</b>          | <b>71,503</b>  | <b>-</b>            | <b>-</b>      | <b>71,503</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 12,143         | -                 | 12,143         | -                   | 6,376         | -                         | 2,269                   | -            | 3,498         |
| Wastewater                           | 96,168         | -                 | 96,168         | -                   | 66,695        | -                         | 28,782                  | 691          | -             |
| <b>Sub-total</b>                     | <b>108,311</b> | <b>-</b>          | <b>108,311</b> | <b>-</b>            | <b>73,071</b> | <b>-</b>                  | <b>31,051</b>           | <b>691</b>   | <b>3,498</b>  |
| <b>TOTAL 2020</b>                    | <b>179,814</b> | <b>-</b>          | <b>179,814</b> | <b>-</b>            | <b>73,071</b> | <b>71,503</b>             | <b>31,051</b>           | <b>691</b>   | <b>3,498</b>  |
| <b>2021 Non-Development Programs</b> |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 35,852         | -                 | 35,852         | -                   | -             | 35,852                    | -                       | -            | -             |
| Wastewater                           | 36,136         | -                 | 36,136         | -                   | -             | 36,136                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>71,988</b>  | <b>-</b>          | <b>71,988</b>  | <b>-</b>            | <b>-</b>      | <b>71,988</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 12,594         | -                 | 12,594         | -                   | 9,273         | -                         | 3,321                   | -            | -             |
| Wastewater                           | 4,498          | -                 | 4,498          | -                   | 3,004         | -                         | 1,494                   | -            | -             |
| <b>Sub-total</b>                     | <b>17,092</b>  | <b>-</b>          | <b>17,092</b>  | <b>-</b>            | <b>12,277</b> | <b>-</b>                  | <b>4,815</b>            | <b>-</b>     | <b>-</b>      |
| <b>TOTAL 2021</b>                    | <b>89,080</b>  | <b>-</b>          | <b>89,080</b>  | <b>-</b>            | <b>12,277</b> | <b>71,988</b>             | <b>4,815</b>            | <b>-</b>     | <b>-</b>      |
| <b>2022 Non-Development Programs</b> |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 37,351         | -                 | 37,351         | -                   | -             | 37,351                    | -                       | -            | -             |
| Wastewater                           | 37,165         | -                 | 37,165         | -                   | -             | 37,165                    | -                       | -            | -             |
| <b>Sub-total</b>                     | <b>74,516</b>  | <b>-</b>          | <b>74,516</b>  | <b>-</b>            | <b>-</b>      | <b>74,516</b>             | <b>-</b>                | <b>-</b>     | <b>-</b>      |
| <b>Development Programs</b>          |                |                   |                |                     |               |                           |                         |              |               |
| Water                                | 56,132         | -                 | 56,132         | -                   | 41,690        | -                         | 13,398                  | 1,044        | -             |
| Wastewater                           | 8,135          | -                 | 8,135          | -                   | 5,488         | -                         | 2,647                   | -            | -             |
| <b>Sub-total</b>                     | <b>64,267</b>  | <b>-</b>          | <b>64,267</b>  | <b>-</b>            | <b>47,178</b> | <b>-</b>                  | <b>16,045</b>           | <b>1,044</b> | <b>-</b>      |
| <b>TOTAL 2022</b>                    | <b>138,783</b> | <b>-</b>          | <b>138,783</b> | <b>-</b>            | <b>47,178</b> | <b>74,516</b>             | <b>16,045</b>           | <b>1,044</b> | <b>-</b>      |

**CAPITAL BUDGET**  
**WATER/WASTEWATER - CAPITAL**

**2015**  
**BUDGET & BUSINESS PLAN**

2015 - 2024 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

|                                       | GROSS COST       | SUBSIDY/ RECOVERY | NET REG RESP     | DEVELOPMENT CHARGES |                | GENERAL RESERVES & OTHERS | CAPITAL INVEST. RESERVE | DEBENTURES   |               |
|---------------------------------------|------------------|-------------------|------------------|---------------------|----------------|---------------------------|-------------------------|--------------|---------------|
|                                       |                  |                   |                  | NON-RESIDENTIAL     | RESIDENTIAL    |                           |                         | GROWTH       | REG           |
| <b>2023 Non-Development Programs</b>  |                  |                   |                  |                     |                |                           |                         |              |               |
| Water                                 | 37,420           | -                 | 37,420           | -                   | -              | 37,420                    | -                       | -            | -             |
| Wastewater                            | 36,953           | -                 | 36,953           | -                   | -              | 36,953                    | -                       | -            | -             |
| <b>Sub-total</b>                      | <b>74,373</b>    | -                 | <b>74,373</b>    | -                   | -              | <b>74,373</b>             | -                       | -            | -             |
| <b>Development Programs</b>           |                  |                   |                  |                     |                |                           |                         |              |               |
| Water                                 | 39,034           | -                 | 39,034           | -                   | 28,823         | -                         | 10,211                  | -            | -             |
| Wastewater                            | 18,721           | -                 | 18,721           | -                   | 13,199         | -                         | 4,823                   | 699          | -             |
| <b>Sub-total</b>                      | <b>57,755</b>    | -                 | <b>57,755</b>    | -                   | <b>42,022</b>  | -                         | <b>15,034</b>           | <b>699</b>   | -             |
| <b>TOTAL 2023</b>                     | <b>132,128</b>   | -                 | <b>132,128</b>   | -                   | <b>42,022</b>  | <b>74,373</b>             | <b>15,034</b>           | <b>699</b>   | -             |
| <b>2024 Non-Development Programs</b>  |                  |                   |                  |                     |                |                           |                         |              |               |
| Water                                 | 38,340           | -                 | 38,340           | -                   | -              | 38,340                    | -                       | -            | -             |
| Wastewater                            | 37,645           | -                 | 37,645           | -                   | -              | 37,645                    | -                       | -            | -             |
| <b>Sub-total</b>                      | <b>75,985</b>    | -                 | <b>75,985</b>    | -                   | -              | <b>75,985</b>             | -                       | -            | -             |
| <b>Development Programs</b>           |                  |                   |                  |                     |                |                           |                         |              |               |
| Water                                 | 30,596           | -                 | 30,596           | -                   | 25,362         | -                         | 5,234                   | -            | -             |
| Wastewater                            | 50,721           | -                 | 50,721           | -                   | 35,854         | -                         | 14,867                  | -            | -             |
| <b>Sub-total</b>                      | <b>81,317</b>    | -                 | <b>81,317</b>    | -                   | <b>61,216</b>  | -                         | <b>20,101</b>           | -            | -             |
| <b>TOTAL 2024</b>                     | <b>157,302</b>   | -                 | <b>157,302</b>   | -                   | <b>61,216</b>  | <b>75,985</b>             | <b>20,101</b>           | -            | -             |
| <b>TOTAL Non-Development Programs</b> |                  |                   |                  |                     |                |                           |                         |              |               |
| Water                                 | 334,499          | -                 | 334,499          | -                   | -              | 334,499                   | -                       | -            | -             |
| Wastewater                            | 338,631          | -                 | 338,631          | -                   | -              | 338,631                   | -                       | -            | -             |
| <b>Sub-total</b>                      | <b>673,130</b>   | -                 | <b>673,130</b>   | -                   | -              | <b>673,130</b>            | -                       | -            | -             |
| <b>Development Programs</b>           |                  |                   |                  |                     |                |                           |                         |              |               |
| Water                                 | 559,093          | -                 | 559,093          | -                   | 364,702        | 150                       | 122,912                 | 3,880        | 67,449        |
| Wastewater                            | 330,543          | -                 | 330,543          | -                   | 230,857        | 330                       | 97,240                  | 2,116        | -             |
| <b>Sub-total</b>                      | <b>889,636</b>   | -                 | <b>889,636</b>   | -                   | <b>595,559</b> | <b>480</b>                | <b>220,152</b>          | <b>5,996</b> | <b>67,449</b> |
| <b>TOTAL 2015-2024</b>                | <b>1,562,766</b> | -                 | <b>1,562,766</b> | -                   | <b>595,559</b> | <b>673,610</b>            | <b>220,152</b>          | <b>5,996</b> | <b>67,449</b> |

Note: Schedule may not add due to rounding.



# Budget and Business Plan 2015

## Water Non-Development



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT                            |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)                  |            |             |                         |     |            |                 |            |          |
|--|-----------|--|------------|-------------|-------------------------|-----|------------|-----------------|------------|----------|
| PROJECT NUMBER                             | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | REGIONAL RESPONSIBILITY |     |            |                 |            |          |
|  |           |  |            |             | DEVEL. CHGS.            |     | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|  |           |  |            |             | NON-RES                 | RES |            |                 | GROWTH     | REGIONAL |
| <b><u>Disposal Activities</u></b>          |           |  |            |             |                         |     |            |                 |            |          |
|  | 7227      | Replace Asbestos insulation around pipes within plants (REG)             | 100        |             |                         |     | 100        |                 |            |          |
|  |           | <b>Sub-total</b>   | <b>100</b> |             |                         |     | <b>100</b> |                 |            |          |
| <b><u>Expansion Activities</u></b>         |           |  |            |             |                         |     |            |                 |            |          |
|  | 7196      | Equipment replacement at Regional Environmental Laboratory - Water (BUR) | 33         |             |                         |     | 33         |                 |            |          |
|  | 7007      | Vehicle - New - Water (REG)  | 115        |             |                         |     | 115        |                 |            |          |
|  |           | <b>Sub-total</b>   | <b>148</b> |             |                         |     | <b>148</b> |                 |            |          |
| <b><u>Maintenance Activities</u></b>       |           |  |            |             |                         |     |            |                 |            |          |
|  | 7162      | Frozen Water Service Lowering/Relocation (REG)                           | 374        |             |                         |     | 374        |                 |            |          |
|  |           | <b>Sub-total</b>   | <b>374</b> |             |                         |     | <b>374</b> |                 |            |          |
| <b><u>Non-Infrastructure Solutions</u></b> |           |  |            |             |                         |     |            |                 |            |          |
|  | 6848      | Low Pressure Resolution, Meagan Drive Area (HHGEO)                       | 50         |             |                         |     | 50         |                 |            |          |
|  | 7186      | Trunk Watermain Condition Assessment - Davis Road Feedermain (OAK)       | 350        |             |                         |     | 350        |                 |            |          |
|  |           |  |            |             |                         |     |            |                 |            |          |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT                          |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)   |              |             |                         |     |              |                 |            |          |
|--|-----------|---|--------------|-------------|-------------------------|-----|--------------|-----------------|------------|----------|
| PROJECT NUMBER                           | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST   | SUBY/ RECOV | REGIONAL RESPONSIBILITY |     |              |                 |            |          |
|  |           |   |              |             | DEVEL. CHGS.            |     | GEN RESERV   | CAP INVT RESERV | DEBENTURES |          |
|  |           |   |              |             | NON-RES                 | RES |              |                 | GROWTH     | REGIONAL |
| PR-1660B                                 | 5538      | WPP Optimization Program (REG)  | 200          |             |                         |     | 200          |                 |            |          |
| PR-2541B                                 | 6970      | Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM) | 50           |             |                         |     | 50           |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>650</b>   |             |                         |     | <b>650</b>   |                 |            |          |
| <b>Renewal/Rehabilitation Activities</b> |           |   |              |             |                         |     |              |                 |            |          |
| PR-1907                                  | 5244      | Corrosion Protection Program (REG)  | 1,000        |             |                         |     | 1,000        |                 |            |          |
|  |           | <b>Sub-total</b>  | <b>1,000</b> |             |                         |     | <b>1,000</b> |                 |            |          |
| <b>Replacement Activities</b>            |           |   |              |             |                         |     |              |                 |            |          |
|  | 5993      | 200mm WM on Flatt Rd. from Waterdown Rd. to 35 meter west of Flatt Rd. intersection (BUR) (RR)  | 195          |             |                         |     | 195          |                 |            |          |
| PR-2944                                  | 6252      | 300mm WM on Brant St. from Faversham Av. to Amherst Heights Dr. (BUR)                           | 905          |             |                         |     | 905          |                 |            |          |
| PR-2931                                  | 6277      | 300mm WM on Heathfield Dr. from Centennial Dr. to Lansdown Dr. (BUR)                            | 496          |             |                         |     | 496          |                 |            |          |
|  | 6284      | 150mm WM on Ireson Rd. from Waterdown Rd. to End (BUR)  | 35           |             |                         |     | 35           |                 |            |          |
| PR-3028                                  | 6355      | 300mm WM on Morris Dr. from Harvester Rd. to End (BUR) (RR)                                     | 103          |             |                         |     | 103          |                 |            |          |
|  | 656       | 150mm WM on Wilton from Robert St. to Lakeshore Rd. (BUR)                                       | 54           |             |                         |     | 54           |                 |            |          |
|  | 6745      | 200mm,300mm WM on Stinson Avenue from New St. to Fairleigh Pl (BUR) (RR)                        | 37           |             |                         |     | 37           |                 |            |          |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

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| NON-DEVELOPMENT |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |            |             |              |     | REGIONAL RESPONSIBILITY |                 |            |          |
|-----------------|-----------|--|------------|-------------|--------------|-----|-------------------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV              | CAP INVT RESERV | DEBENTURES |          |
|                 |           |  |            |             | NON-RES      | RES |                         |                 | GROWTH     | REGIONAL |
| PR-2871C        | 6767      | 300mm WM on New Street from Drury Lane to Martha Street (BUR) (RR) (WWM)   | 1,014      |             |              |     | 1,014                   |                 |            |          |
|                 | 6774      | 300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)  | 31         |             |              |     | 31                      |                 |            |          |
| PR-2980         | 6776      | 300mm WM on Palmer Drive from Centennial Drive to Headon Road (BUR) (RR)   | 854        |             |              |     | 854                     |                 |            |          |
| PR-2905         | 6898      | 200mm WM on Bellview Crescent from Bellview Street to End (BUR) (RR) (WWM)   | 967        |             |              |     | 967                     |                 |            |          |
| PR-2871C        | 6901      | 300mm WM on New Street from Drury Lane to Guelph Line (BUR) (RR)   | 1,412      |             |              |     | 1,412                   |                 |            |          |
| PR-2952         | 6923      | 400mm WM on Appleby Line from Mainway to North Service Road (BUR) (RR)   | 50         |             |              |     | 50                      |                 |            |          |
|                 | 6926      | 300mm WM on Brant Street from Upper Middle Rd to Faversham Ave (BUR)   | 1,069      |             |              |     | 1,069                   |                 |            |          |
| PR-2992         | 6953      | 300mm WM on North Service Road from Cumberland Ave to Walkers Line (BUR) (RR)  | 1,645      |             |              |     | 1,645                   |                 |            |          |
| PR-3029         | 7026      | 600mm WM on Easement north of Glenwood School Drive, from Guelph Line to 100 m West (BUR) (RR)   | 508        |             |              |     | 508                     |                 |            |          |
| PR-3029         | 7027      | 300mm WM on Glenwood School Drive from Guelph Line to Queensway Drive, 400mm WM on Harvester Road from Guelph Line to South Service Road/Laurentian Drive (BUR) (RR) | 1,038      |             |              |     | 1,038                   |                 |            |          |
|                 | 7042      | 150mm WM on Douglas Street from Johnston Drive to 90m Westerly (BUR)   | 168        |             |              |     | 168                     |                 |            |          |
|                 |           |  |            |             |              |     |                         |                 |            |          |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |            |             | REGIONAL RESPONSIBILITY |     |            |                 |            |          |
|-----------------|-----------|--|------------|-------------|-------------------------|-----|------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | DEVEL. CHGS.            |     | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|                 |           |  |            |             | NON-RES                 | RES |            |                 | GROWTH     | REGIONAL |
|                 | 7102      | 300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR)   | 224        |             |                         |     | 224        |                 |            |          |
| PR-3033         | 7155      | 150mm WM on Kirstie Court from Cavendish Dr. to End (BUR)  | 309        |             |                         |     | 309        |                 |            |          |
|                 | 7185      | Burlington WPP - Replacement of High Lift Pump #5 and increase to 90 MLD, replace Low Lift Pump #5, install VFD's (BUR)  | 1,590      |             |                         |     | 1,590      |                 |            |          |
|                 | 7188      | 250mm WM on Havendale Blvd. from Rosseau Pl. to End (North) (BUR)  | 101        |             |                         |     | 101        |                 |            |          |
|                 | 7190      | 300mm WM on Brant Street from north of Upper Middle Rd to Hazelton/Greenbank Trail, Relocate and abandon easement watermain (BUR)  | 1,422      |             |                         |     | 1,422      |                 |            |          |
| PR-2972         | 5468      | 150mm WM on Willow Street from Agnes St to Church St 150mm WM on Willow Street from Mill St to River St 150mm WM on River Street from Willow St to Main St N (HHACT) (WWM) | 237        |             |                         |     | 237        |                 |            |          |
|                 | 6004      | 150mm WM on Dale Gt. from Prince Charles Cr. to McIntyre Cr. (HHGEO) (RR)  | 16         |             |                         |     | 16         |                 |            |          |
| PR-2937B        | 6067      | 200mm WM on Sherman Ct from Delrex Blvd. to End (HHGEO) (RR)   | 265        |             |                         |     | 265        |                 |            |          |
| PR-3002         | 6089      | 200mm WM on Stockman Cr. from Delrex Blvd. to End (HHGEO) (RR) (WWM)   | 632        |             |                         |     | 632        |                 |            |          |
| PR-3002         | 6254      | 150mm WM on Lucinda Pl. from Delrex Blvd. to End (HHGEO) (RR) (WWM)  | 219        |             |                         |     | 219        |                 |            |          |
| PR-3002         | 6302      | 150mm WM on Hale Dr. from Delrex Blvd. to Delrex Blvd., 150mm WM on Allen Rd. from Hale Dr. to Rexway Dr (HHGEO) (RR) (WWM)  | 400        |             |                         |     | 400        |                 |            |          |
|                 | 6314      | 150mm WM on McIntyre Cr. from Rexway Dr. to End (HHGEO) (RR)   | 184        |             |                         |     | 184        |                 |            |          |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

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| NON-DEVELOPMENT |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |            |             |              |     | REGIONAL RESPONSIBILITY |                 |            |          |
|-----------------|-----------|--|------------|-------------|--------------|-----|-------------------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV              | CAP INVT RESERV | DEBENTURES |          |
|                 |           |  |            |             | NON-RES      | RES |                         |                 | GROWTH     | REGIONAL |
| PR-3001         | 6795      | 150mm WM on Rexway Drive from Delrex Blvd. to Heslop Court (HHGEO) (RR)  | 68         |             |              |     | 68                      |                 |            |          |
|                 | 7138      | 300mm WM on Guelph Street from Norval Standpipe to Adamson Street (HHGEO)  | 290        |             |              |     | 290                     |                 |            |          |
| PR-2937B        | 7156      | 150mm WM on Airedale Court from Irwin Cres. to End (HHGEO) (RR) (WWM)  | 340        |             |              |     | 340                     |                 |            |          |
| PR-2627         | 5495      | 200mm WM on Ashbrook Court from Oak St. to End (MIL) (RR)  | 36         |             |              |     | 36                      |                 |            |          |
|                 | 6250      | 300mm WM on Harrop Dr. from Steeles Avenue to Highway 401 (MIL)  | 129        |             |              |     | 129                     |                 |            |          |
|                 | 6259      | 200mm WM on Wilson St. from Main St. to Woodward Ave. (MIL) (RR)   | 152        |             |              |     | 152                     |                 |            |          |
|                 | 6266      | 150mm WM on Parkway Dr. from Commercial St. to Maplewood Cres., 150mm WM on Thomas St. from Heslop Rd. to Parkway Dr. (MIL) (RR) | 66         |             |              |     | 66                      |                 |            |          |
|                 | 6271      | 300mm WM on Ontario St. South from Laurier Ave. to Derry Road (MIL) (RR)   | 70         |             |              |     | 70                      |                 |            |          |
|                 | 6335      | 150mm WM on McNabb Cr. from Joyce Blvd. to Joyce Blvd. (MIL) (RR)  | 148        |             |              |     | 148                     |                 |            |          |
|                 | 7015      | 150mm WM on Hemlock Drive from Maple Ave to Maple Ave (MIL) (RR)   | 116        |             |              |     | 116                     |                 |            |          |
|                 | 7175      | 300mm WM on Bronte Street from Barton Street to Derry Road (MIL) (RR)  | 267        |             |              |     | 267                     |                 |            |          |
|                 | 5511      | Transfer of Services and abandon watermain on Maurice Dr. rear-yard easement (between Rebecca St and Lakeshore Rd. W.) (OAK)     | 155        |             |              |     | 155                     |                 |            |          |



# CAPITAL BUDGET

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## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |            |             |              |     |            | REGIONAL RESPONSIBILITY |            |          |  |
|-----------------|-----------|--|------------|-------------|--------------|-----|------------|-------------------------|------------|----------|--|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV | CAP INVT RESERV         | DEBENTURES |          |  |
|                 |           |  |            |             | NON-RES      | RES |            |                         | GROWTH     | REGIONAL |  |
| PR-3013         | 6124      | 200mm WM on Caesar Avenue from Maple Avenue to End (OAK)   | 215        |             |              |     | 215        |                         |            |          |  |
| PR-2979         | 6255      | 200mm WM on Allan St. from Randall St. to Lakeshore Rd (OAK) (RR)  | 460        |             |              |     | 460        |                         |            |          |  |
|                 | 6299      | 150mm WM on Oxford Ave. from Oakdale Dr. to Culham St (OAK) (RR)   | 72         |             |              |     | 72         |                         |            |          |  |
| PR-2798         | 6300      | 150mm WM on Trafalgar Rd. from Freestone Lane to 100 m North of Lawson Rd. (OAK) (WWM)                               | 120        |             |              |     | 120        |                         |            |          |  |
|                 | 6749      | 300mm WM on Speers Road from Woody Road to Kerr Street (OAK)   | 123        |             |              |     | 123        |                         |            |          |  |
|                 | 6759      | 300mm WM on Speers Road from Fourth Line to Morden Road (OAK) (WWM)  | 1,520      |             |              |     | 1,520      |                         |            |          |  |
| PR-2945         | 6924      | 300mm WM on Trafalgar Road from Leighland Ave to Upper Middle Rd (OAK) (RR)  | 222        |             |              |     | 222        |                         |            |          |  |
|                 | 6925      | 300mm WM on Trafalgar Road from Upper Middle Rd to Riverstone Drive (OAK) (RR)                                       | 180        |             |              |     | 180        |                         |            |          |  |
| PR-3013         | 7028      | 150mm WM on Bohemia Cres from Caesar Ave to Maple Ave<br>150mm WM on Maple Ave from Watson Ave to Chartwell Rd (OAK) | 1,128      |             |              |     | 1,128      |                         |            |          |  |
| PR-3006         | 7035      | 300mm WM on South Service Road West, both branches from Progress Ct to 500m East (OAK)                               | 604        |             |              |     | 604        |                         |            |          |  |
| PR-2798         | 7036      | 600mm WM on Rebecca Street from Kerr Street to Forsythe Drive (OAK) (WWM)  | 550        |             |              |     | 550        |                         |            |          |  |
|                 | 7166      | Construction - 200mm WM on Arkendo Drive from Lakeshore Road to End (OAK)  | 750        |             |              |     | 750        |                         |            |          |  |
|                 | 6889      | Vehicle Replacements (Existing)- Water (REG)   | 819        |             |              |     | 819        |                         |            |          |  |
|                 |           |  |            |             |              |     |            |                         |            |          |  |



# CAPITAL BUDGET

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## WATER-CAPITAL

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| NON-DEVELOPMENT |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |               |             |                         |     |               |                 |            |          |
|-----------------|-----------|---|---------------|-------------|-------------------------|-----|---------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION                                     | GROSS COST    | SUBY/ RECOV | REGIONAL RESPONSIBILITY |     |               |                 |            |          |
|                 |           |   |               |             | DEVEL. CHGS.            |     | GEN RESERV    | CAP INVT RESERV | DEBENTURES |          |
|                 |           |   |               |             | NON-RES                 | RES |               |                 | GROWTH     | REGIONAL |
|                 |           | <b>Sub-total</b>  | <b>24,780</b> |             |                         |     | <b>24,780</b> |                 |            |          |
|                 |           | <b>Total</b>  | <b>27,052</b> |             |                         |     | <b>27,052</b> |                 |            |          |
|                 |           | <b>Summary</b>  |               |             |                         |     |               |                 |            |          |
|                 |           | Disposal Activities                                     | 100           |             |                         |     | 100           |                 |            |          |
|                 |           | Expansion Activities                                    | 148           |             |                         |     | 148           |                 |            |          |
|                 |           | Maintenance Activities                                  | 374           |             |                         |     | 374           |                 |            |          |
|                 |           | Non-Infrastructure Solutions                            | 650           |             |                         |     | 650           |                 |            |          |
|                 |           | Renewal/Rehabilitation Activities                       | 1,000         |             |                         |     | 1,000         |                 |            |          |
|                 |           | Replacement Activities                                  | 24,780        |             |                         |     | 24,780        |                 |            |          |
|                 |           | <b>Grand Total</b>                                      | <b>27,052</b> |             |                         |     | <b>27,052</b> |                 |            |          |



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| NON-DEVELOPMENT               |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)             |              |                           |            |              |              |      |            |            |           |            |           |
|-------------------------------|---------|---|--------------|---------------------------|------------|--------------|--------------|------|------------|------------|-----------|------------|-----------|
| PR NO                         | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST   | GROSS EXPENDITURE BY YEAR |            |              |              |      |            |            |           |            |           |
|                               |         |   |              | 2015                      | 2016       | 2017         | 2018         | 2019 | 2020       | 2021       | 2022      | 2023       | 2024      |
| <b>Disposal Activities</b>    |         |   |              |                           |            |              |              |      |            |            |           |            |           |
|                               | 6849    | Decommissioning of Walkers Line Well and Surge tank (MIL)                           | 150          |                           | 150        |              |              |      |            |            |           |            |           |
|                               | 7165    | Construction - Disconnection of Valves at Morrison Road and Old Cornwall Road (OAK) | 120          |                           |            |              | 120          |      |            |            |           |            |           |
| PR-2502                       | 5668    | Permanent Bulk Water Station Program (REG)  | 27           |                           | 27         |              |              |      |            |            |           |            |           |
|                               | 7227    | Replace Asbestos insulation around pipes within plants (REG)                        | 100          | 100                       |            |              |              |      |            |            |           |            |           |
|                               |         | <b>Sub-total</b>  | <b>397</b>   | <b>100</b>                | <b>177</b> |              | <b>120</b>   |      |            |            |           |            |           |
| <b>Expansion Activities</b>   |         |   |              |                           |            |              |              |      |            |            |           |            |           |
|                               | 6235    | PRV at intersection of Forestvale Drive and Westhaven Drive (BUR)                   | 75           |                           |            |              | 75           |      |            |            |           |            |           |
|                               | 7196    | Equipment replacement at Regional Environmental Laboratory - Water (BUR)            | 33           | 33                        |            |              |              |      |            |            |           |            |           |
|                               | 7201    | Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)       | 2,840        |                           | 1,020      | 1,820        |              |      |            |            |           |            |           |
|                               | 7199    | 300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)                 | 206          |                           |            |              |              |      | 30         | 176        |           |            |           |
|                               | 7007    | Vehicle - New - Water (REG)   | 837          | 115                       | 91         | 105          | 37           |      | 70         | 115        | 71        | 196        | 37        |
|                               |         | <b>Sub-total</b>  | <b>3,991</b> | <b>148</b>                | <b>91</b>  | <b>1,125</b> | <b>1,932</b> |      | <b>100</b> | <b>291</b> | <b>71</b> | <b>196</b> | <b>37</b> |
| <b>Maintenance Activities</b> |         |   |              |                           |            |              |              |      |            |            |           |            |           |
|                               | 7162    | Frozen Water Service Lowering/Relocation (REG)                                      | 945          | 374                       | 256        | 315          |              |      |            |            |           |            |           |
|                               |         | <b>Sub-total</b>  | <b>945</b>   | <b>374</b>                | <b>256</b> | <b>315</b>   |              |      |            |            |           |            |           |



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| NON-DEVELOPMENT                          |          |  | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |                           |            |            |            |            |            |            |            |            |            |
|--|----------|--|---|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| PR NO                                    | UNIQU ID | PROJECT DESCRIPTION  | GROSS COST  | GROSS EXPENDITURE BY YEAR |            |            |            |            |            |            |            |            |            |
|  |          |  |   | 2015                      | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       |
| <b>Non-Infrastructure Solutions</b>      |          |  |   |                           |            |            |            |            |            |            |            |            |            |
| PR-2771                                  | 6197     | Microbial Protection Plan Implementation (Acton Wells) (HHACT)   | 200   |                           | 200        |            |            |            |            |            |            |            |            |
|  | 6848     | Low Pressure Resolution, Meagan Drive Area (HHGEO)   | 50  | 50                        |            |            |            |            |            |            |            |            |            |
|  | 7186     | Trunk Watermain Condition Assessment - Davis Road Feedermain (OAK)   | 350   | 350                       |            |            |            |            |            |            |            |            |            |
|  | 3520     | Unspecified Water Studies (REG)  | 1,200   |                           |            |            |            | 200        | 200        | 200        | 200        | 200        | 200        |
| PR-1660B                                 | 5538     | WPP Optimization Program (REG)   | 2,000   | 200                       | 200        | 200        | 200        | 200        | 200        | 200        | 200        | 200        | 200        |
| PR-2541B                                 | 6970     | Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM)                          | 200   | 50                        | 50         | 50         | 50         |            |            |            |            |            |            |
|  | 7125     | Water Distribution Security of Supply Improvements (REG)   | 100   |                           | 100        |            |            |            |            |            |            |            |            |
|  | 7203     | SCADA Master Plan Review for Water Purification Plants and Distribution Systems - 2018 (REG)                             | 100   |                           |            |            | 100        |            |            |            |            |            |            |
|  |          | <b>Sub-total</b>   | <b>4,200</b>  | <b>650</b>                | <b>550</b> | <b>250</b> | <b>350</b> | <b>400</b> | <b>400</b> | <b>400</b> | <b>400</b> | <b>400</b> | <b>400</b> |
| <b>Renewal/Rehabilitation Activities</b> |          |  |   |                           |            |            |            |            |            |            |            |            |            |
|  | 7121     | Installation of Waterproofing Membrane on Cell No.1 & No.2 at Bailie Reservoir (BUR)                                     | 621   |                           |            | 621        |            |            |            |            |            |            |            |
|  | 7051     | Non-structural lining of 500mm CPP WM on James Snow Parkway from Holgate Cres. W. to east side of Boston Church Rd (MIL) | 2,420   |                           |            |            |            | 2,420      |            |            |            |            |            |
|  | 7123     | Zone 5 Elevated Storage Tank Structural Upgrades (MIL)   | 600   |                           |            |            |            |            | 600        |            |            |            |            |
|  | 7124     | Trafalgar Road Elevated Storage Tank Structural Upgrades (OAK)   | 600   |                           |            |            |            |            |            |            |            | 600        |            |



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| NON-DEVELOPMENT                             |         |   |               |                           |              |              |              |              |              |              |               |               |               |
|---|---------|---|---------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|
| 2015-2024 WATER FORECAST                    |         |   |               |                           |              |              |              |              |              |              |               |               |               |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |               |                           |              |              |              |              |              |              |               |               |               |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |              |              |               |               |               |
|   |         |   |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022          | 2023          | 2024          |
|   | 3519    | Water Plant and Well System Upgrades and Optimizations (REG)  | 42,504        |                           |              |              |              | 10           | 265          | 2,467        | 10,019        | 13,721        | 16,022        |
| PR-2173                                     | 5004    | Well Based Water System Upgrades (REG)  | 2,675         |                           | 175          | 300          | 300          | 625          | 300          | 325          | 200           | 200           | 250           |
| PR-1907                                     | 5244    | Corrosion Protection Program (REG)  | 10,000        | 1,000                     | 1,000        | 1,000        | 1,000        | 1,000        | 1,000        | 1,000        | 1,000         | 1,000         | 1,000         |
|   |         | <b>Sub-total</b>  | <b>59,420</b> | <b>1,000</b>              | <b>1,175</b> | <b>1,921</b> | <b>1,300</b> | <b>4,055</b> | <b>2,165</b> | <b>3,792</b> | <b>11,219</b> | <b>15,521</b> | <b>17,272</b> |
| <b>Replacement Activities</b>               |         |   |               |                           |              |              |              |              |              |              |               |               |               |
|   | 3014    | 150mm WM on Ardleigh Cres. from Cindy to Cape (BUR)   | 655           |                           |              | 96           | 559          |              |              |              |               |               |               |
|   | 4523    | 250mm WM on Parkway Dr from Moss Glen Rd to Mountain Grove AV (BUR)   | 416           |                           |              |              |              |              |              |              | 61            | 355           |               |
|   | 4525    | 250mm WM on Hampton Heath Rd from Norrie Cres (N) to Windermere Dr (BUR)  | 521           |                           |              | 76           | 445          |              |              |              |               |               |               |
|   | 4527    | 250mm WM on Brant St from Bluefields Dr to Mount Forest Dr 250mm WM on Mount Forest Dr from Brant St to Royal Dr (BUR) (RR) | 946           |                           |              |              |              |              | 138          | 808          |               |               |               |
|   | 4552    | 300mm WM on Plains Rd E. from Shadeland Ave to Kingsway Dr (BUR) (RR)   | 1,845         |                           | 269          | 1,576        |              |              |              |              |               |               |               |
|   | 4556    | 300mm WM on Drury Lane from Fairview St to New St (BUR)   | 2,366         |                           |              |              |              |              |              |              |               | 345           | 2,021         |
|   | 4569    | 300mm WM on Easement from Graham's Lane to 150m North of Fairview St (BUR)  | 519           |                           |              |              |              |              | 76           | 443          |               |               |               |
| PR-2574                                     | 4572    | 300mm WM on Spruce Ave. from Johnston Dr. to 40m West of Myers Lane (BUR)   | 194           |                           |              |              |              |              |              |              |               | 28            | 166           |
| PR-2871C                                    | 4578    | 300mm WM on New St from Guelph Line to Cumberland Ave (BUR)   | 1,464         |                           | 1,464        |              |              |              |              |              |               |               |               |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |      |      |       |      |      |      |      |      |      |
|-----------------|---------|---|------------|---------------------------|------|------|-------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |       |      |      |      |      |      |      |
|                 |         |   |            | 2015                      | 2016 | 2017 | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2801         | 4591    | 300mm WM on Harvester Rd from Appleby Line westerly to South Service Rd (BUR) (RR)  | 597        |                           |      | 87   | 510   |      |      |      |      |      |      |
|                 | 4597    | 300mm WM on Brant St from 100m North of Churchill Av to Plains Rd E. (BUR) (RR)   | 571        |                           |      |      |       |      | 83   | 488  |      |      |      |
|                 | 4598    | 300mm WM on Brant St from Mount Forest Dr to 120m South of N.Service Rd (BUR) (RR)  | 557        |                           |      |      |       |      | 81   | 476  |      |      |      |
|                 | 4600    | 300mm WM on Fairview St from Appleby Ln to Dead End of Street (BUR)   | 96         |                           |      |      |       |      |      |      |      |      | 96   |
|                 | 551     | 300mm WM on Waterdown Road from Masonry (Cooke Blvd) to North Service Road (BUR) (RR)   | 45         |                           |      |      |       |      |      |      |      |      | 45   |
|                 | 5993    | 200mm WM on Flatt Rd. from Waterdown Rd. to 35 meter west of Flatt Rd. intersection (BUR) (RR)  | 894        | 195                       | 699  |      |       |      |      |      |      |      |      |
|                 | 5997    | 200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR)  | 723        |                           |      | 106  | 617   |      |      |      |      |      |      |
|                 | 5998    | 150mm WM on Hertel Cr. from Dequincy Cr. to Royal Dr. (BUR)   | 392        |                           |      |      |       |      |      |      | 57   | 335  |      |
|                 | 6006    | 300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR)   | 1,197      |                           |      | 175  | 1,022 |      |      |      |      |      |      |
|                 | 6008    | 200mm WM on Geneva Park from Thornwood Ave. to Thornwood Ave., 150mm WM on Geneva Pl. from Geneva Park to End, 150mm WM on Windsor Ct. from Geneva Park to End (BUR) (RR) | 957        |                           |      | 140  | 817   |      |      |      |      |      |      |
|                 | 6074    | 200mm WM on Linmouth Tr. from Falmouth Tr. to Faversham Ave. (BUR)  | 659        |                           |      |      |       | 96   | 563  |      |      |      |      |
|                 | 6076    | 200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR)   | 623        |                           |      | 91   | 532   |      |      |      |      |      |      |



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| NON-DEVELOPMENT |   | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |      |      |      |       |      |       |      |      |      |
|-----------------|---|---|------------|---------------------------|------|------|------|-------|------|-------|------|------|------|
| PR NO           | UNIQ ID   | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |       |      |       |      |      |      |
|                 |   |   |            | 2015                      | 2016 | 2017 | 2018 | 2019  | 2020 | 2021  | 2022 | 2023 | 2024 |
| PR-2944         | 6081  | 300mm WM on Mountain Grove Av. from Guelph Line to Upper Middle Rd. (BUR) | 1,939      |                           |      |      | 283  | 1,656 |      |       |      |      |      |
|                 | 6085  | 200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR)         | 526        |                           |      | 77   | 449  |       |      |       |      |      |      |
|                 | 6101  | 200mm WM on Thornwood Ave. from Rexway Dr. to Rockwood Dr. (BUR)          | 599        |                           |      | 87   | 512  |       |      |       |      |      |      |
|                 | 6135  | 200mm WM on Woodvale Place from Parkgate Crescent to End (BUR)            | 363        |                           |      |      | 53   | 310   |      |       |      |      |      |
|                 | 6205  | 300mm WM on Walkers Line from Fairview St. to Fowler Court (BUR)          | 227        |                           |      |      | 227  |       |      |       |      |      |      |
|                 | 6252  | 300mm WM on Brant St. from Faversham Av. to Amherst Heights Dr. (BUR)     | 905        | 905                       |      |      |      |       |      |       |      |      |      |
|                 | 6260  | 300mm WM on Tyandaga Park Dr. from Kerns Rd. to Frontenac Pl. (BUR)       | 711        |                           |      | 104  | 607  |       |      |       |      |      |      |
|                 | 6262  | 300mm WM on Mainway from Guelph Line to Walkers Line (BUR)                | 2,704      |                           |      |      |      |       | 406  | 2,298 |      |      |      |
|                 | 6264  | 150mm WM on Braemore Pl. from Braemore Rd. to End (BUR)                   | 180        |                           |      | 26   | 154  |       |      |       |      |      |      |
|                 | 6265  | 150mm WM on Thomas Ct. from Bromley Road to End (BUR) (RR)                | 255        |                           |      | 38   | 217  |       |      |       |      |      |      |
| 6274            | 150mm WM on Wicklow Rd. from Limerick Rd. to 40 m South of Belfast St. (BUR)                              | 672   |            |                           |      | 98   | 574  |       |      |       |      |      |      |
| 6275            | 300mm WM on Amherst Heights Dr. from Brant St. to Brant St., 200mm WM on Amherst Heights Ct. to End (BUR) | 575   |            |                           |      |      | 84   | 491   |      |       |      |      |      |
| PR-2931         | 6277  | 300mm WM on Heathfield Dr. from Centennial Dr. to Lansdown Dr. (BUR)      | 496        | 496                       |      |      |      |       |      |       |      |      |      |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |      |      |      |      |      |      |      |      |  |
|-----------------|---------|--|------------|---------------------------|------|------|------|------|------|------|------|------|------|--|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |  |
|                 |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |  |
|                 | 6278    | 200mm WM on Devlin Dr. from Cavendish Dr. to Sheffield Dr. (BUR)   | 672        |                           |      |      |      |      | 98   | 574  |      |      |      |  |
|                 | 6279    | 400mm WM on South Service Rd. from Cumberland Ave. to Billings Ct, 400mm WM on Billings Court from 160m east (BUR) | 1,132      |                           | 165  | 967  |      |      |      |      |      |      |      |  |
|                 | 6280    | 300mm WM on Cumberland Av. from New St. to Rexway Dr. (BUR)  | 782        |                           |      |      |      | 114  | 668  |      |      |      |      |  |
|                 | 6284    | 150mm WM on Ireson Rd. from Waterdown Rd. to End (BUR)   | 240        | 35                        | 205  |      |      |      |      |      |      |      |      |  |
|                 | 6285    | 150mm WM on Belfast Ave. from Wicklow Rd. to Tipperary Ave. (BUR)  | 254        |                           |      |      | 37   | 217  |      |      |      |      |      |  |
|                 | 6286    | 200mm WM on Fairway Ct. from Tyandaga Park Dr. to End. (BUR)   | 266        |                           |      |      |      | 39   | 227  |      |      |      |      |  |
|                 | 6287    | 250mm WM on Regency Ct. from Prospect St. to End (BUR)   | 250        |                           |      |      |      | 36   | 214  |      |      |      |      |  |
|                 | 6290    | 150mm WM on Tamarac Dr. from Cherryhill Cr. to 273 m East (BUR)  | 349        |                           |      |      |      | 51   | 298  |      |      |      |      |  |
|                 | 6292    | 150mm WM on Blue Forest Hill from Bridle Wood to Pinedale Ave. (BUR)   | 363        |                           |      | 53   | 310  |      |      |      |      |      |      |  |
|                 | 6293    | 150mm WM on Reeves Rd. from White Pines Dr. to Cheltenham Rd. (BUR)  | 354        |                           |      |      |      | 52   | 302  |      |      |      |      |  |
|                 | 6294    | 200mm WM on Woodview Rd. from Maclaren Dr. to Rexway Dr. (BUR)   | 431        |                           |      | 63   | 368  |      |      |      |      |      |      |  |
|                 | 6295    | 200mm WM on Francis Rd. from Glenview Ave. to Plains Rd. (BUR)   | 414        |                           |      | 60   | 354  |      |      |      |      |      |      |  |
|                 | 6296    | 150mm WM on Beechwood Cr. from Cherryhill Cr. to Cherryhill Cr. (BUR)  | 439        |                           |      |      |      | 64   | 375  |      |      |      |      |  |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |      |       |      |      |      |      |      |      |
|-----------------|---------|--|------------|---------------------------|------|------|-------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |       |      |      |      |      |      |      |
|                 |         |  |            | 2015                      | 2016 | 2017 | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|                 | 6298    | 200mm WM on Dynes Rd. from Prospect St. to Woodward St. (BUR)  | 449        |                           |      |      |       |      | 65   | 384  |      |      |      |
|                 | 6303    | 200mm WM on Havendale Blvd. from Winchester Ct. to Brant St. (BUR)   | 663        |                           |      |      |       |      | 97   | 566  |      |      |      |
|                 | 6304    | 150mm WM on Verhoeven Rd. from Bromley Rd. to White Pines Dr. 150mm WM on Brewer Ct. from Verhoeven Rd. to End, 150mm WM on Broughton Cres. from Verhoeven Rd. to Verhoeven Rd. (BUR) (RR) | 1,200      |                           |      | 175  | 1,025 |      |      |      |      |      |      |
|                 | 6306    | 200mm WM on Rockwood Dr. from Jennifer Cr. to Walkers Line (BUR)   | 604        |                           |      | 88   | 516   |      |      |      |      |      |      |
|                 | 6308    | 200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR)   | 694        |                           |      | 95   | 599   |      |      |      |      |      |      |
|                 | 6311    | 300mm WM on Royal Dr. from Mount Forest Dr. to Mountainside Dr. (BUR)  | 552        |                           |      |      |       |      |      |      | 80   | 472  |      |
|                 | 6312    | 200mm WM on Bromley Rd. from Kenwood Ave. to White Pines Dr. (BUR)   | 773        |                           |      | 113  | 660   |      |      |      |      |      |      |
|                 | 6315    | 200mm WM on Cherryhill Cr. from Meadowhill Rd. to Meadowhill Rd. (BUR) (RR)  | 1,371      |                           |      | 200  | 1,171 |      |      |      |      |      |      |
|                 | 6321    | 150mm WM on Maryvale Ct. from Mountainside Dr. to Mountainside Dr. (BUR)   | 480        |                           |      |      |       |      |      |      | 70   | 410  |      |
|                 | 6323    | 150mm WM on Lani Cr. from Letita Ct. to End (BUR)  | 61         |                           |      |      |       |      |      |      |      |      | 61   |
|                 | 6325    | 150mm WM on Warwick Dr. from Warwick Ct. to Marley Rd. (BUR)   | 452        |                           |      | 66   | 386   |      |      |      |      |      |      |
|                 | 6326    | 150mm WM on Green Meadow Dr. from Heather Hills Dr. to Heather Hills Dr. (BUR) (RR)  | 515        |                           | 75   | 440  |       |      |      |      |      |      |      |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |       |      |      |      |      |      |      |      |
|-----------------|---------|--|------------|---------------------------|------|-------|------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |      |      |      |      |      |      |      |
|                 |         |  |            | 2015                      | 2016 | 2017  | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|                 | 6327    | 150mm WM on Valanna Cr. from Goodram Dr. to Goodram Dr., 200mm WM on Goodram Dr. from New St. to Spruce Ave. (BUR) | 512        |                           |      |       | 75   | 437  |      |      |      |      |      |
|                 | 6328    | 150mm WM on Turner Dr. from Bennett Rd. to Longmoor Dr. (BUR)  | 578        |                           |      |       | 84   | 494  |      |      |      |      |      |
|                 | 6329    | 200mm WM on Sinclair Cl. from Alconbury Cr. to Millway Dr. (BUR)   | 606        |                           |      |       |      | 88   | 518  |      |      |      |      |
|                 | 6334    | 150mm WM on Canterbury Dr. from Kerns Rd. to Tyandaga Park Dr. (BUR)   | 755        |                           |      |       | 110  |      | 645  |      |      |      |      |
|                 | 6337    | 300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR)  | 1,356      |                           | 198  | 1,158 |      |      |      |      |      |      |      |
|                 | 6341    | 150mm WM on Rusholme Cr. from Bentworth Dr. to Palmer Dr. (BUR)  | 87         |                           |      |       |      |      |      |      |      |      | 87   |
|                 | 6342    | 200mm WM on Beaufort Dr. from Somerset Dr. to End (BUR)  | 549        |                           |      | 549   |      |      |      |      |      |      |      |
|                 | 6351    | 150mm WM on Hereford Cr. from Sandringham Dr. to Mountain Grove Ave. (BUR)   | 479        |                           |      |       |      | 70   | 409  |      |      |      |      |
| PR-3028         | 6355    | 300mm WM on Morris Dr. from Harvester Rd. to End (BUR) (RR)  | 705        | 103                       | 602  |       |      |      |      |      |      |      |      |
|                 | 656     | 150mm WM on Wilton from Robert St. to Lakeshore Rd. (BUR)  | 368        | 54                        | 314  |       |      |      |      |      |      |      |      |
|                 | 659     | 150mm WM on First St. from Guelph Line to Rossmore Blvd. (BUR)   | 572        |                           |      |       |      |      |      |      |      | 83   | 489  |
|                 | 6745    | 200mm,300mm WM on Stinson Avenue from New St. to Fairleigh Pl (BUR) (RR)   | 253        | 37                        | 216  |       |      |      |      |      |      |      |      |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |       |       |      |       |      |      |      |      |      |
|-----------------|---------|--|------------|---------------------------|-------|-------|------|-------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |      |       |      |      |      |      |      |
|                 |         |  |            | 2015                      | 2016  | 2017  | 2018 | 2019  | 2020 | 2021 | 2022 | 2023 | 2024 |
|                 | 6746    | 300mm WM on Longmoor Dr from North Of hydro Corridor to 114 meters south 150mm,200mm WM on Longmoor Dr from 114 meters south of Hydro Corridor to Appleby Line (BUR) | 1,548      |                           |       |       | 226  | 1,322 |      |      |      |      |      |
| PR-2871C        | 6767    | 300mm WM on New Street from Drury Lane to Martha Street (BUR) (RR) (WWM)   | 1,014      | 1,014                     |       |       |      |       |      |      |      |      |      |
|                 | 6774    | 300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)  | 213        | 31                        | 182   |       |      |       |      |      |      |      |      |
| PR-2980         | 6776    | 300mm WM on Palmer Drive from Centennial Drive to Headon Road (BUR) (RR)   | 854        | 854                       |       |       |      |       |      |      |      |      |      |
|                 | 6859    | Burlington Zone 2 System Improvements, Ester Drive Area (BUR)  | 264        |                           | 40    | 224   |      |       |      |      |      |      |      |
| PR-2905         | 6898    | 200mm WM on Bellview Crescent from Bellview Street to End (BUR) (RR) (WWM)   | 967        | 967                       |       |       |      |       |      |      |      |      |      |
| PR-2871C        | 6901    | 300mm WM on New Street from Drury Lane to Guelph Line (BUR) (RR)   | 1,412      | 1,412                     |       |       |      |       |      |      |      |      |      |
| PR-2952         | 6923    | 400mm WM on Appleby Line from Mainway to North Service Road (BUR) (RR)   | 1,005      | 50                        | 955   |       |      |       |      |      |      |      |      |
|                 | 6926    | 300mm WM on Brant Street from Upper Middle Rd to Faversham Ave (BUR)   | 1,069      | 1,069                     |       |       |      |       |      |      |      |      |      |
|                 | 6927    | 400mm WM on Appleby Line from Paletta Ct to Fairview St (BUR) (RR)   | 992        |                           |       |       |      |       |      |      | 145  | 847  |      |
| PR-2946B        | 6946    | 300mm WM on Waterdown Road from Mountainbrow Rd to Waterdown BS (BUR) (RR)   | 2,054      |                           | 2,054 |       |      |       |      |      |      |      |      |
|                 | 6951    | 400mm WM on South Service Road from Paletta Ct to 875m West 400mm WM on Paletta Ct from South Service Road to East End (BUR) (RR)                                    | 1,988      |                           | 290   | 1,698 |      |       |      |      |      |      |      |



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| NON-DEVELOPMENT |         |  | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |                           |      |      |      |       |      |      |       |      |      |
|-----------------|---------|--|---|---------------------------|------|------|------|-------|------|------|-------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST  | GROSS EXPENDITURE BY YEAR |      |      |      |       |      |      |       |      |      |
|                 |         |  |   | 2015                      | 2016 | 2017 | 2018 | 2019  | 2020 | 2021 | 2022  | 2023 | 2024 |
| PR-2992         | 6953    | 300mm WM on North Service Road from Cumberland Ave to Walkers Line (BUR) (RR)  | 1,645   | 1,645                     |      |      |      |       |      |      |       |      |      |
| PR-2896B        | 7025    | Brant Street Pump Station Upgrades/Replacement (BUR)   | 2,400   |                           |      |      |      |       |      |      | 2,400 |      |      |
| PR-3029         | 7026    | 600mm WM on Easement north of Glenwood School Drive, from Guelph Line to 100 m West (BUR) (RR)   | 508   | 508                       |      |      |      |       |      |      |       |      |      |
| PR-3029         | 7027    | 300mm WM on Glenwood School Drive from Guelph Line to Queensway Drive, 400mm WM on Harvester Road from Guelph Line to South Service Road/Laurentian Drive (BUR) (RR) | 1,038   | 1,038                     |      |      |      |       |      |      |       |      |      |
| PR-2871C        | 7029    | 300mm WM on James Street from Martha St to Elizabeth St (BUR) (RR)   | 711   |                           |      |      | 104  | 607   |      |      |       |      |      |
| PR-2981         | 7030    | 300mm WM on Lakeshore Road West from Maple Ave to South of Joseph Brant Hospital (BUR) (RR)  | 362   |                           | 362  |      |      |       |      |      |       |      |      |
|                 | 7031    | 300mm WM on Lakeshore Road West from South of Joseph Brant Hospital to South End (BUR) (RR)  | 747   |                           | 109  | 638  |      |       |      |      |       |      |      |
|                 | 7034    | 200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)   | 625   |                           |      |      | 91   | 534   |      |      |       |      |      |
|                 | 7037    | 600mm WM on Queensway Drive from Brenda Crescent to Guelph Line Easement (BUR)   | 2,571   |                           |      | 375  |      | 2,196 |      |      |       |      |      |
|                 | 7038    | 150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)  | 956   |                           | 140  | 816  |      |       |      |      |       |      |      |
|                 | 7039    | 150mm WM on Agincourt Crescent from Canterbury Dr to Canterbury Dr (BUR)   | 457   |                           |      |      |      | 67    | 390  |      |       |      |      |
|                 | 7042    | 150mm WM on Douglas Street from Johnston Drive to 90m Westerly (BUR)   | 168   | 168                       |      |      |      |       |      |      |       |      |      |



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| NON-DEVELOPMENT |         |  | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |                           |       |      |      |      |      |      |      |      |      |
|-----------------|---------|--|---|---------------------------|-------|------|------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST  | GROSS EXPENDITURE BY YEAR |       |      |      |      |      |      |      |      |      |
|                 |         |  |   | 2015                      | 2016  | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|                 | 7046    | 400mm WM on Upper Middle Road from Mountain Grove Ave to Guelph Line (BUR)   | 808   |                           |       | 118  | 690  |      |      |      |      |      |      |
|                 | 7047    | 150mm WM on Exeter Crescent from Mountain Grove Ave to Ireland Dr (BUR)  | 435   |                           |       |      | 64   | 371  |      |      |      |      |      |
|                 | 7048    | 150mm WM on Tuck Drive from 150 S of Spruce Ave to Cosburn Cres (BUR)  | 773   |                           |       |      | 113  | 660  |      |      |      |      |      |
|                 | 7049    | 300mm WM on Harold Road from West End to 10m East of Pettit Road (BUR)   | 174   |                           |       |      |      |      |      |      | 26   | 148  |      |
|                 | 7050    | Replacement of existing chlorine solution and sample lines at Burlington WPP (BUR)   | 600   |                           |       | 600  |      |      |      |      |      |      |      |
|                 | 7096    | 300mm WM on Belvenia Rd from New Str to Longmoor Dr (BUR)  | 852   |                           |       |      | 128  | 724  |      |      |      |      |      |
|                 | 7101    | 300mm WM on South Service Road from Century Dr to Syscon Rd (BUR)  | 800   |                           |       |      | 120  | 680  |      |      |      |      |      |
|                 | 7102    | 300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR)   | 1,536   | 224                       | 1,312 |      |      |      |      |      |      |      |      |
|                 | 7104    | 300mm WM on Palmer Drive from Guelph Line to Centennial Dr (BUR) (RR)  | 1,067   |                           |       |      |      |      | 160  | 907  |      |      |      |
|                 | 7106    | 150mm WM on Autumnhill Cres from Snowhill Ct to Driftwood Dr., 150mm WM on Driftwood Dr from Autumnhill Cres to Hemlock Ct (BUR) | 365   |                           |       |      |      | 55   | 310  |      |      |      |      |
|                 | 7108    | 300mm WM on Francis Road from Cedar Avenue to Greenwood Drive (BUR)  | 482   |                           |       |      |      | 73   | 409  |      |      |      |      |
|                 | 7109    | 200mm WM on Riverside Drive from Sheldon Park to Mullin Way (BUR)  | 469   |                           |       | 71   | 398  |      |      |      |      |      |      |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |      |      |      |      |      |       |      |      |    |
|-----------------|---------|--|------------|---------------------------|------|------|------|------|------|------|-------|------|------|----|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |       |      |      |    |
|                 |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022  | 2023 | 2024 |    |
|                 | 7110    | 200mm WM on Cindy Lane from Mullin Way to Cape Ave.,<br>200mm WM on Cape Ave from Cindy Lane to Mullin Way,<br>200mm WM on Joel Ave from Ardleigh Cres to Cape Ave.<br>(BUR) | 1,080      |                           |      | 162  | 918  |      |      |      |       |      |      |    |
|                 | 7111    | 300mm WM on Coldstream Drive from Duncaster Dr to<br>Middlesmoor Dr (BUR)  | 618        |                           |      |      |      | 93   |      | 525  |       |      |      |    |
|                 | 7119    | 200mm WM on Mount Forest Drive from Tait Ave to Guelph<br>Line (BUR)   | 729        |                           |      |      |      |      | 110  | 619  |       |      |      |    |
|                 | 7120    | 300mm WM on Newlands Cres from Palmer Dr to Palmer<br>Dr., 150mm WM on Epping Rd from Newlands Cres to<br>Newlands Cres (BUR)  | 1,470      |                           |      |      |      |      |      | 221  | 1,249 |      |      |    |
|                 | 7126    | 450mm WM on North Service Road from Brant Street to<br>West of Kerns Road (BUR)  | 1,521      |                           |      |      |      |      |      | 222  | 1,299 |      |      |    |
|                 | 7128    | 150mm WM on Rossmore Blvd. from New Street to South<br>Drive (BUR)   | 520        |                           |      | 520  |      |      |      |      |       |      |      |    |
|                 | 7129    | 300mm WM on Monmouth Drive from Havendale Blvd. to<br>Mansfield Dr. (BUR)  | 599        |                           |      |      |      | 90   |      | 509  |       |      |      |    |
|                 | 7130    | 150mm WM on Manchester Drive from Middlesmoor Cres to<br>Middlesmoor Cres (BUR)  | 84         |                           |      |      |      |      |      |      |       |      |      | 84 |
|                 | 7132    | 150mm WM on Mulberry Drive from Cherryhill Cres to 100m<br>West of Meadowhill Rd., 150mm WM on Cedarbrook Cres<br>from Mulberry Dr. to 100m West of Meadowhill Rd. (BUR)     | 651        |                           |      |      |      | 98   |      | 553  |       |      |      |    |
|                 | 7133    | 150mm WM on Empress Cres from Sutherland Cres. to<br>Sutherland Cres. (BUR)  | 84         |                           |      |      |      |      |      |      |       |      |      | 84 |
|                 | 7134    | 150mm WM on Cherrywood Drive from Greenwood Dr. to<br>Vanderburgh Dr. (BUR) (RR)   | 684        |                           |      |      | 103  | 581  |      |      |       |      |      |    |
|                 | 7136    | 300mm WM on Bromley Road from Kenwood Ave to<br>Hammersmith Ct. (BUR)  | 325        |                           |      | 48   | 277  |      |      |      |       |      |      |    |



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| NON-DEVELOPMENT |         |   |   | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |      |       |       |       |       |       |       |       |      |
|-----------------|---------|---|---|---|------|-------|-------|-------|-------|-------|-------|-------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST  | GROSS EXPENDITURE BY YEAR   |      |       |       |       |       |       |       |       |      |
|                 |         |   |   | 2015  | 2016 | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  | 2023  | 2024 |
| PR-3033         | 7155    | 150mm WM on Kirstie Court from Cavendish Dr. to End (BUR)   | 309   | 309   |      |       |       |       |       |       |       |       |      |
|                 | 7185    | Burlington WPP - Replacement of High Lift Pump #5 and increase to 90 MLD, replace Low Lift Pump #5, install VFD's (BUR)   | 1,590   | 1,590   |      |       |       |       |       |       |       |       |      |
|                 | 7188    | 250mm WM on Havendale Blvd. from Rosseau Pl. to End (North) (BUR)   | 689   | 101   | 588  |       |       |       |       |       |       |       |      |
|                 | 7190    | 300mm WM on Brant Street from north of Upper Middle Rd to Hazelton/Greenbank Trail, Relocate and abandon easement watermain (BUR)   | 1,422   | 1,422   |      |       |       |       |       |       |       |       |      |
|                 | 7202    | Burlington WPP - Filter Building Structural Upgrades (BUR)  | 32,000  |   |      |       | 8,000 | 8,000 | 8,000 | 8,000 |       |       |      |
|                 | 7206    | 150mm WM on Mary St/Maplehurst Ave from Enfield Dr to Joan Dr, 150mm WM on Dorset Ave from Dorchester to Maplehurst Ave, 150mm WM on Springbank Cres from Dorset Ave to Dorset Ave, 150mm WM on Conrad Ct from Dorset Ave to End, 150mm WM on Dover Ct from | 2,609   |   |      |       |       |       |       |       | 381   | 2,228 |      |
|                 | 7207    | Burlington WPP - PLC Replacements (BUR)   | 3,750   |   |      |       |       |       |       |       | 3,750 |       |      |
|                 | 7212    | 150mm,200mm WM on Dunvegan Road from New St to Blythwood Cres (south) (BUR) (WWM)   | 772   |   |      | 113   | 659   |       |       |       |       |       |      |
|                 | 7214    | Abandon 200mm WM and Reconnect Services to 400mm WM on Maple Ave from Lakeshore Road to 150m north of Hammond St. (BUR)   | 1,400   |   | 280  | 1,120 |       |       |       |       |       |       |      |
|                 | PR-2808 | 4582  | 300mm WM on Churchill Rd. from Peel Str. to 111m Northerly (HHACTION) | 205   |      | 205   |       |       |       |       |       |       |      |



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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |      |      |      |      |       |      |       |      |
|-----------------|---------|--|------------|---------------------------|------|------|------|------|------|-------|------|-------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |       |      |       |      |
|                 |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021  | 2022 | 2023  | 2024 |
| PR-2972         | 5468    | 150mm WM on Willow Street from Agnes St to Church St<br>150mm WM on Willow Street from Mill St to River St<br>150mm WM on River Street from Willow St to Main St N (HHACT)<br>(WWM)          | 237        | 237                       |      |      |      |      |      |       |      |       |      |
| PR-2808         | 6079    | 300mm WM on School Lane from Main St. to End (HHACT)   | 206        |                           | 206  |      |      |      |      |       |      |       |      |
| PR-2808         | 6248    | 150mm WM on Peel St. from Wellington St. to Churchill Rd.<br>(HHACT)   | 660        |                           | 660  |      |      |      |      |       |      |       |      |
| PR-3003         | 6258    | 200mm WM on Mill St. West from 170 m North of Cobblehill<br>Rd. to Cameron St. (HHACT) (WWM)   | 349        |                           | 349  |      |      |      |      |       |      |       |      |
|                 | 6261    | 300mm WM on Commerce Cr. from Wallace St. to End<br>(HHACT)  | 1,380      |                           |      |      |      |      |      |       | 202  | 1,178 |      |
|                 | 6343    | 150mm WM on Rosemary Rd. from George St. to Norman<br>Ave. (HHACT)   | 713        |                           |      |      |      | 104  | 609  |       |      |       |      |
|                 | 7057    | 150mm WM on Acton Blvd from Mill Street East to<br>Macdonald Blvd (HHACT)  | 748        |                           |      |      |      | 109  | 639  |       |      |       |      |
|                 | 7058    | 150mm WM on Division Street from Wallace Street to<br>Norman Ave (HHACT)   | 739        |                           |      |      |      | 108  | 631  |       |      |       |      |
|                 | 7097    | 150mm WM on Elmore Drive from Tyler Ave to Nelson Ct<br>(HHACT)  | 280        |                           |      |      | 42   | 238  |      |       |      |       |      |
|                 | 7103    | 300mm WM on Third Line from McDonald Blvd to Acton<br>Reservoir (HHACT)  | 2,926      |                           |      |      |      |      | 439  | 2,487 |      |       |      |
| PR-2657         | 4539    | 150mm WM on Easement from Highway 7 to South of 22<br>Side Road (HHGEO)  | 550        |                           |      | 550  |      |      |      |       |      |       |      |
|                 | 4575    | 300mm WM on Mary St from Cleavenholm Dr to Princess<br>Anne Dr, 300mm WM on Cleavenholm Dr from Mary St to<br>Easement, 300mm WM on Easement from Carruthers Rd to<br>Cleavenholm Dr (HHGEO) | 112        |                           |      |      |      |      |      |       |      |       | 112  |



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| NON-DEVELOPMENT |         |   | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |                           |      |      |      |       |      |      |      |      |      |     |
|-----------------|---------|---|---|---------------------------|------|------|------|-------|------|------|------|------|------|-----|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST  | GROSS EXPENDITURE BY YEAR |      |      |      |       |      |      |      |      |      |     |
|                 |         |   |   | 2015                      | 2016 | 2017 | 2018 | 2019  | 2020 | 2021 | 2022 | 2023 | 2024 |     |
|                 | 4581    | 300mm WM on Rosetta St from River Dr to CNR, 300mm WM on Elgin St from CNR to King St (HHGEO) | 460   |                           |      |      |      |       |      |      |      |      | 46   | 414 |
|                 | 6001    | 150mm WM on Marilyn Cr. from Torino Gt. to Torino Gt (HHGEO)                                  | 608   |                           |      |      | 113  | 495   |      |      |      |      |      |     |
|                 | 6004    | 150mm WM on Dale Gt. from Prince Charles Cr. to McIntyre Cr. (HHGEO) (RR)                     | 108   | 16                        | 92   |      |      |       |      |      |      |      |      |     |
| PR-2937B        | 6067    | 200mm WM on Sherman Ct from Delrex Blvd. to End (HHGEO) (RR)                                  | 265   | 265                       |      |      |      |       |      |      |      |      |      |     |
|                 | 6070    | 200mm WM on Pennington Cr. from Mountainview Rd. to End (HHGEO)                               | 1,083   |                           |      | 158  | 925  |       |      |      |      |      |      |     |
|                 | 6080    | 200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)                           | 1,119   |                           | 163  | 956  |      |       |      |      |      |      |      |     |
|                 | 6086    | 200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)                                    | 678   |                           | 99   | 579  |      |       |      |      |      |      |      |     |
| PR-3002         | 6089    | 200mm WM on Stockman Cr. from Delrex Blvd. to End (HHGEO) (RR) (WWM)                          | 632   | 632                       |      |      |      |       |      |      |      |      |      |     |
|                 | 6092    | 300mm WM on Delrex Blvd. from Mountainview Rd. to Chelvin Dr. (HHGEO)                         | 1,409   |                           |      |      | 141  | 1,268 |      |      |      |      |      |     |
|                 | 6099    | 150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)                                 | 294   |                           | 43   | 251  |      |       |      |      |      |      |      |     |
| PR-3002         | 6254    | 150mm WM on Lucinda Pl. from Delrex Blvd. to End (HHGEO) (RR) (WWM)                           | 219   | 219                       |      |      |      |       |      |      |      |      |      |     |
|                 | 6283    | 200mm WM on Mountainview Rd. South from Sinclair Ave. to Comset Gt. (HHGEO)                   | 232   |                           |      |      | 34   | 198   |      |      |      |      |      |     |
|                 | 6288    | 150mm WM on Garnet Dr. from Rexway Dr. to Delrex Blvd. (HHGEO)                                | 324   |                           |      |      |      | 47    | 277  |      |      |      |      |     |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |       |      |       |      |      |       |      |      |      |
|-----------------|---------|---|------------|---------------------------|-------|------|-------|------|------|-------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |       |      |      |       |      |      |      |
|                 |         |   |            | 2015                      | 2016  | 2017 | 2018  | 2019 | 2020 | 2021  | 2022 | 2023 | 2024 |
| PR-3002         | 6297    | 150mm WM on Norton Cr. from House Number 25 to House Number 77 (HHGEO)  | 448        |                           |       |      |       | 65   | 383  |       |      |      |      |
|                 | 6302    | 150mm WM on Hale Dr. from Delrex Blvd. to Delrex Blvd., 150mm WM on Allen Rd. from Hale Dr. to Rexway Dr (HHGEO) (RR) (WWM) | 400        | 400                       |       |      |       |      |      |       |      |      |      |
|                 | 6313    | 150mm WM on Faludon Cr. from Delrex Blvd. to Delrex Blvd. (HHGEO)   | 852        |                           |       |      | 124   | 728  |      |       |      |      |      |
|                 | 6314    | 150mm WM on McIntyre Cr. from Rexway Dr. to End (HHGEO) (RR)  | 1,258      | 184                       | 1,074 |      |       |      |      |       |      |      |      |
|                 | 6316    | 200mm WM on Prince Charles Dr. from Windsor Road to Delrex Blvd (HHGEO)   | 1,308      |                           |       | 191  | 1,117 |      |      |       |      |      |      |
| PR-3001         | 6324    | 150mm WM on Duncan Dr. from Moultre Cr. to Moultre Cr. 150mm WM on Duncan Dr. from Moultre Cr. to Weber Dr. (HHGEO)         | 593        |                           |       | 87   | 506   |      |      |       |      |      |      |
|                 | 6339    | 300mm WM on Sargent Rd. from Mountainview Rd. to End (HHGEO)  | 1,487      |                           |       |      |       |      | 217  | 1,270 |      |      |      |
|                 | 6794    | 200mm WM on Rexway Drive from Shelley Drive to Delrex Blvd (HHGEO) (RR) (WWM)   | 436        |                           | 436   |      |       |      |      |       |      |      |      |
| PR-3001         | 6795    | 150mm WM on Rexway Drive from Delrex Blvd. to Heslop Court (HHGEO) (RR)   | 464        | 68                        | 396   |      |       |      |      |       |      |      |      |
|                 | 7055    | 150mm WM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO)                                      | 305        |                           |       | 45   | 260   |      |      |       |      |      |      |
|                 | 7113    | 300mm WM on Mountainview Road N from John St to River Drive (HHGEO)   | 326        |                           |       |      |       | 49   | 277  |       |      |      |      |
|                 | 7115    | 150mm WM on Noble Court from Rexway Drive to End (HHGEO)  | 365        |                           |       |      |       | 55   | 310  |       |      |      |      |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |       |      |      |      |      |      |       |      |
|-----------------|---------|--|------------|---------------------------|------|-------|------|------|------|------|------|-------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |      |      |      |      |      |       |      |
|                 |         |  |            | 2015                      | 2016 | 2017  | 2018 | 2019 | 2020 | 2021 | 2022 | 2023  | 2024 |
|                 | 7116    | 150mm WM on McGilvray Cres from Delrex Blvd to End.,<br>150mm WM on Easement from McGilvray Cres to Rexway<br>Dr (HHGEO) | 826        |                           |      |       |      | 124  | 702  |      |      |       |      |
|                 | 7135    | 150mm WM on Gray Gate from Sargent Road to Prince<br>Charles Drive (HHGEO)   | 111        |                           |      |       |      | 17   | 94   |      |      |       |      |
|                 | 7138    | 300mm WM on Guelph Street from Norval Standpipe to<br>Adamson Street (HHGEO)   | 1,985      | 290                       |      | 1,695 |      |      |      |      |      |       |      |
| PR-2937B        | 7156    | 150mm WM on Airedale Court from Irwin Cres. to End<br>(HHGEO) (RR) (WWM)   | 340        | 340                       |      |       |      |      |      |      |      |       |      |
| PR-3034         | 7157    | 300mm WM on Armstrong Avenue from Sinclair Rd. to 680m<br>West (HHGEO) (RR)  | 805        |                           | 805  |       |      |      |      |      |      |       |      |
|                 | 7173    | 150mm WM on Ontario Street from Wildwood Rd. to Ann St.<br>(HHGEO)   | 341        |                           |      |       |      |      | 50   | 291  |      |       |      |
|                 | 7191    | 200mm WM on Delrex Boulevard from Mountainview Rd S to<br>Sargent Rd (HHGEO)   | 1,827      |                           |      |       |      |      |      |      | 267  | 1,560 |      |
|                 | 7211    | 150mm WM on Arletta Street from Ewing Street to north End<br>(HHGEO) (WWM)   | 400        |                           | 59   | 341   |      |      |      |      |      |       |      |
| PR-2627         | 5495    | 200mm WM on Ashbrook Court from Oak St. to End (MIL)<br>(RR)   | 246        | 36                        | 210  |       |      |      |      |      |      |       |      |
| PR-2907         | 6199    | 300mm WM on McGeachie Drive from Harrop Drive to End<br>(MIL) (RR) (WWM)   | 459        |                           | 459  |       |      |      |      |      |      |       |      |
|                 | 6250    | 300mm WM on Harrop Dr. from Steeles Avenue to Highway<br>401 (MIL)   | 883        | 129                       |      |       |      |      |      |      | 754  |       |      |
|                 | 6259    | 200mm WM on Wilson St. from Main St. to Woodward Ave.<br>(MIL) (RR)  | 1,038      | 152                       | 886  |       |      |      |      |      |      |       |      |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |       |      |      |      |      |      |      |       |      |    |
|-----------------|---------|--|------------|---------------------------|-------|------|------|------|------|------|------|-------|------|----|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |      |      |      |      |      |       |      |    |
|                 |         |  |            | 2015                      | 2016  | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023  | 2024 |    |
| PR-2993         | 6266    | 150mm WM on Parkway Dr. from Commercial St. to Maplewood Cres., 150mm WM on Thomas St. from Heslop Rd. to Parkway Dr. (MIL) (RR) | 448        | 66                        | 382   |      |      |      |      |      |      |       |      |    |
|                 | 6268    | 150mm WM on Elliot Cr. from Joyce Blvd. to 664 Elliot Cr. (MIL)  | 298        |                           |       |      |      |      |      |      | 44   | 254   |      |    |
|                 | 6271    | 300mm WM on Ontario St. South from Laurier Ave. to Derry Road (MIL) (RR)   | 475        | 70                        | 405   |      |      |      |      |      |      |       |      |    |
|                 | 6322    | 150mm WM on Farmstead Dr. from Laurier Ave. to Derry Rd. (MIL)   | 500        |                           |       |      |      |      | 73   | 427  |      |       |      |    |
|                 | 6335    | 150mm WM on McNabb Cr. from Joyce Blvd. to Joyce Blvd. (MIL) (RR)  | 1,010      | 148                       | 862   |      |      |      |      |      |      |       |      |    |
|                 | 6798    | 300mm WM on Main Street from Bronte Street to James Street (MIL) (WWM) (RR)  | 597        |                           | 597   |      |      |      |      |      |      |       |      |    |
|                 | 7015    | 150mm WM on Hemlock Drive from Maple Ave to Maple Ave (MIL) (RR)   | 791        | 116                       | 675   |      |      |      |      |      |      |       |      |    |
|                 | 7098    | 150mm WM on Oriole Ct from Commercial St to End (MIL)  | 124        |                           |       | 19   | 105  |      |      |      |      |       |      |    |
|                 | 7167    | Reconstruction of Milton (M5-G) Reservoir Driveway (MIL)   | 85         |                           | 85    |      |      |      |      |      |      |       |      |    |
|                 | 7174    | 150mm WM on Vanier Dr. from Laurier Ave. to Meadowbrook Dr. (MIL)  | 75         |                           |       |      |      |      |      |      |      |       |      | 75 |
|                 | 7175    | 300mm WM on Bronte Street from Barton Street to Derry Road (MIL) (RR)  | 1,827      | 267                       | 1,560 |      |      |      |      |      |      |       |      |    |
|                 | 7200    | 200mm WM on Woodward Ave from Wilson Street to Thompson Road (MIL)   | 1,186      |                           |       |      |      |      |      |      | 173  | 1,013 |      |    |
|                 | 4562    | 300mm WM on Allan St from Pine Av to Easement North of Cornwall Rd (OAK)   | 102        |                           |       |      |      |      |      | 15   | 87   |       |      |    |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

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| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |       |      |      |      |       |      |      |      |
|-----------------|---------|--|------------|---------------------------|------|-------|------|------|------|-------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |      |      |      |       |      |      |      |
|                 |         |  |            | 2015                      | 2016 | 2017  | 2018 | 2019 | 2020 | 2021  | 2022 | 2023 | 2024 |
|                 | 4567    | 300mm WM on Shepherd Rd from Kerr St to Speers Rd (OAK) (RR)   | 387        |                           |      |       |      |      |      | 56    | 331  |      |      |
|                 | 5511    | Transfer of Services and abandon watermain on Maurice Dr. rear-yard easement (between Rebecca St and Lakeshore Rd. W.) (OAK)   | 155        | 155                       |      |       |      |      |      |       |      |      |      |
|                 | 5556    | 150mm WM on West St from Riverview St. to Victoria St. , and 150mm WM on Victoria St. from West St. to Mississaga St. (OAK)  | 490        |                           |      | 72    | 418  |      |      |       |      |      |      |
|                 | 5663    | 300mm WM on Iroquois Shore Rd from Trafalgar Rd. to Eighth Line (OAK) (RR)   | 833        |                           |      |       |      |      |      |       | 83   | 750  |      |
| PR-2983         | 6002    | 150mm WM on Saxon Rd. from Swan Dr. to Seabrook Dr. (OAK)  | 922        |                           |      | 922   |      |      |      |       |      |      |      |
|                 | 6042    | Burloak WPP - Replacement of Membranes (OAK)   | 1,500      |                           |      |       |      |      |      | 1,500 |      |      |      |
| PR-2806         | 6068    | 150mm WM on Secord Ave. from Sherin Dr. to Sandhurst Dr. (OAK)   | 550        |                           |      | 550   |      |      |      |       |      |      |      |
|                 | 6090    | 200mm WM on Acton Cr. from Constance Dr. to Wedgewood Dr. (OAK)  | 301        |                           |      | 44    | 257  |      |      |       |      |      |      |
| PR-2983         | 6095    | 200mm WM on Seabrook Dr. from Saxon Rd. to Swan Drive<br>200mm WM on Swan Drive from Seabrook Drive to Saxon Road,<br>200mm WM on Seaton from Bridge Rd to Seabrook Dr,<br>200mm WM on Saxon from Trafford Cres to Saxon Rd. (OAK) | 1,576      |                           |      | 1,576 |      |      |      |       |      |      |      |
|                 | 6096    | 200mm WM on Forest Glade Rd. from Grand Blvd. to End (OAK) (RR)  | 312        |                           |      |       | 45   | 267  |      |       |      |      |      |
|                 | 6098    | 150mm WM on Ash Rd. from Amber Rd. to Devon Rd. (OAK)  | 131        |                           |      | 19    | 112  |      |      |       |      |      |      |



# CAPITAL BUDGET

# 2015

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |      |      |      |      |      |      |      |      |
|-----------------|---------|--|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|                 |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-3013         | 6122    | 200mm WM on Birch Hill Lane from 330m South of Lakeshore Road to End (OAK)   | 363        |                           |      | 53   | 310  |      |      |      |      |      |      |
|                 | 6124    | 200mm WM on Caesar Avenue from Maple Avenue to End (OAK)   | 215        | 215                       |      |      |      |      |      |      |      |      |      |
|                 | 6125    | 200mm WM on Cedar Grove Boulevard from Chartwell Road to End (OAK)   | 468        |                           |      |      |      |      | 68   | 400  |      |      |      |
|                 | 6126    | 200mm WM on Donessle Drive from Esselmont Avenue to End 200mm WM on Esselmont Avenue from Donessle Drive to Chartwell Road (OAK) | 372        |                           |      |      |      | 54   | 318  |      |      |      |      |
|                 | 6131    | 200mm WM on Stills Lane from Devon Road to End (OAK)   | 263        |                           |      |      |      |      | 39   | 224  |      |      |      |
| PR-3005         | 6134    | 200mm WM on Wood Place from Tower Drive to End (OAK)   | 245        |                           |      | 36   | 209  |      |      |      |      |      |      |
|                 | 6232    | 300mm WM on Normandy Place from Kerr Street to End (OAK)   | 523        |                           |      | 523  |      |      |      |      |      |      |      |
| PR-2979         | 6253    | 150mm WM on David Av. from Linbrook Rd. to End (OAK)   | 190        |                           |      | 28   | 162  |      |      |      |      |      |      |
|                 | 6255    | 200mm WM on Allan St. from Randall St. to Lakeshore Rd (OAK) (RR)  | 460        | 460                       |      |      |      |      |      |      |      |      |      |
|                 | 6269    | 150mm WM on Devon Rd. from Donnybrook Rd. to Brookville Rd. (OAK)  | 317        |                           |      | 46   | 271  |      |      |      |      |      |      |
| PR-2838         | 6276    | 150mm WM on Holton Heights Dr. from Hillview Cr. to Falgarwood Dr. (OAK)   | 817        |                           |      |      | 145  | 672  |      |      |      |      |      |
|                 | 6282    | 300mm WM on North Service Rd. from 350 m East of Iroquois Shore Rd. to 200 m West of Invicta Dr. (OAK) (RR)                      | 655        |                           | 655  |      |      |      |      |      |      |      |      |
|                 | 6291    | 150mm WM on Weldon Av. from Fourth Line to Unsworth Ave. (OAK)   | 323        |                           |      | 323  |      |      |      |      |      |      |      |



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## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |      |       |      |      |      |      |      |      |      |
|-----------------|---------|---|------------|---------------------------|------|-------|------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |      |      |      |      |      |      |      |
|                 |         |   |            | 2015                      | 2016 | 2017  | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2798         | 6299    | 150mm WM on Oxford Ave. from Oakdale Dr. to Culham St (OAK) (RR)  | 494        | 72                        | 422  |       |      |      |      |      |      |      |      |
|                 | 6300    | 150mm WM on Trafalgar Rd. from Freestone Lane to 100 m North of Lawson Rd. (OAK) (WWM)                              | 120        | 120                       |      |       |      |      |      |      |      |      |      |
|                 | 6301    | 150mm WM on Selgrove Cr. from Woodhaven Park Dr. to Woodhaven Park Dr. (OAK)  | 402        |                           | 59   | 343   |      |      |      |      |      |      |      |
|                 | 6319    | 300mm WM on Leighland Ave. from Trafalgar Rd. to Sixth Line (OAK)   | 1,546      |                           | 233  | 1,313 |      |      |      |      |      |      |      |
| PR-3005         | 6332    | 150mm WM on Amber Cr. from Drummond Rd. to Wedgewood Dr. (OAK)  | 739        |                           | 108  | 631   |      |      |      |      |      |      |      |
|                 | 6333    | 200mm WM on John St. from Brock St. to Forsythe St. (OAK)   | 826        |                           | 826  |       |      |      |      |      |      |      |      |
|                 | 6336    | 150mm WM on Stanfield Dr. from Bridge Rd. to Rebecca St. (OAK)  | 898        |                           |      |       |      |      | 131  | 767  |      |      |      |
|                 | 6338    | 200mm WM on Poplar Dr. from Lavender Lane to End (OAK)  | 995        |                           |      |       |      |      |      | 145  | 850  |      |      |
|                 | 6348    | 150mm WM on Orsett St. from Sixth Line to End (OAK)   | 748        |                           | 109  | 639   |      |      |      |      |      |      |      |
|                 | 6349    | 150mm on Lakeview Dr. from Falgarwood Dr. to Falgarwood Dr. (OAK)   | 959        |                           |      |       |      |      | 140  | 819  |      |      |      |
|                 | 6386    | 150mm WM on West Street from House # 33 to House # 15<br>150mm WM on Easement from West Street to Timber Lane (OAK) | 238        |                           | 35   | 203   |      |      |      |      |      |      |      |
|                 | 6749    | 300mm WM on Speers Road from Woody Road to Kerr Street (OAK)  | 840        | 123                       | 717  |       |      |      |      |      |      |      |      |
|                 | 6759    | 300mm WM on Speers Road from Fourth Line to Morden Road (OAK) (WWM)   | 1,520      | 1,520                     |      |       |      |      |      |      |      |      |      |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT                             |         |  |            |                           |       |      |       |      |      |      |      |      |      |
|---|---------|--|------------|---------------------------|-------|------|-------|------|------|------|------|------|------|
| 2015-2024 WATER FORECAST                    |         |  |            |                           |       |      |       |      |      |      |      |      |      |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |  |            |                           |       |      |       |      |      |      |      |      |      |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |       |      |      |      |      |      |      |
|   |         |  |            | 2015                      | 2016  | 2017 | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|   | 6800    | 400mm WM on Pine Glen Rd. from 25 meters west of Falling Green Dr. to 95 meters west of Falling Green Dr. (OAK)            | 245        |                           | 36    | 209  |       |      |      |      |      |      |      |
| PR-2945                                     | 6924    | 300mm WM on Trafalgar Road from Leighland Ave to Upper Middle Rd (OAK) (RR)  | 2,360      | 222                       | 2,138 |      |       |      |      |      |      |      |      |
|   | 6925    | 300mm WM on Trafalgar Road from Upper Middle Rd to Riverstone Drive (OAK) (RR)   | 1,232      | 180                       | 1,052 |      |       |      |      |      |      |      |      |
|   | 7024    | 300mm WM on Lakeshore Road West from Solingate Dr to 80 m East of East St (OAK) (RR)                                       | 497        |                           |       |      |       | 73   | 424  |      |      |      |      |
| PR-3013                                     | 7028    | 150mm WM on Bohemia Cres from Caesar Ave to Maple Ave 150mm WM on Maple Ave from Watson Ave to Chartwell Rd (OAK)          | 1,128      | 1,128                     |       |      |       |      |      |      |      |      |      |
| PR-2838                                     | 7032    | 300mm WM on Invicta Drive from North Service Road East to 1140 North Service Rd (OAK)                                      | 384        |                           |       |      | 207   | 177  |      |      |      |      |      |
|   | 7033    | 200mm WM on Ennislaire Drive from Lakeshore Road E to Lakeshore Road E (OAK)   | 963        |                           |       |      |       | 141  | 822  |      |      |      |      |
| PR-3006                                     | 7035    | 300mm WM on South Service Road West, both branches from Progress Ct to 500m East (OAK)                                     | 604        | 604                       |       |      |       |      |      |      |      |      |      |
| PR-2798                                     | 7036    | 600mm WM on Rebecca Street from Kerr Street to Forsythe Drive (OAK) (WWM)  | 550        | 550                       |       |      |       |      |      |      |      |      |      |
|   | 7041    | 150mm WM on Lees Lane from Summerlea Dr to Pine Grove Rd (OAK)   | 1,289      |                           |       | 188  | 1,101 |      |      |      |      |      |      |
|   | 7044    | 150mm WM on Oakhill Drive from Maple Grove Dr. to Dolphin Ct., 150mm WM on Albion Ave from Oakhill Dr. to 240m North (OAK) | 685        |                           |       |      |       | 100  | 585  |      |      |      |      |
|   | 7075    | 200m, 300mm WM from Oakville W.P.P., both branches from Plant to Wilson Street (OAK)                                       | 150        |                           |       |      |       | 22   | 128  |      |      |      |      |



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# 2015

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)          |            |                           |      |      |      |      |      |      |      |      |      |
|-----------------|---------|--|------------|---------------------------|------|------|------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |      |      |
|                 |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-3010         | 7079    | 150mm WM on Churchill Ave from Leighland Ave to North Service Road (OAK)         | 394        |                           |      |      | 394  |      |      |      |      |      |      |
| PR-3030         | 7091    | 150mm WM on Water Street from William Street to Robinson Street (OAK) (WWM)      | 114        |                           | 114  |      |      |      |      |      |      |      |      |
|                 | 7099    | 300mm WM on Speers Road from Kerr St to 150m East (OAK)                          | 286        |                           |      | 42   | 244  |      |      |      |      |      |      |
|                 | 7100    | 150mm WM on Weaver Ave from Wedgewood Dr to End (OAK)                            | 225        |                           |      | 30   | 195  |      |      |      |      |      |      |
|                 | 7105    | 300mm WM on Mississaga Street from Rebecca St to Lakeshore Road W (OAK)          | 1,171      |                           |      | 176  | 995  |      |      |      |      |      |      |
|                 | 7107    | 150mm WM on Howard Ave from Carson Lane to Esplande Drive (OAK)                  | 260        |                           |      |      |      | 39   | 221  |      |      |      |      |
|                 | 7112    | 150mm WM on Marine Drive from Worthington Dr to Third Line (OAK)                 | 287        |                           |      |      |      | 43   | 244  |      |      |      |      |
|                 | 7114    | 300mm WM on Marlborough Court from White Oaks Blvd to Trafalgar Rd (OAK)         | 280        |                           |      |      |      | 42   | 238  |      |      |      |      |
|                 | 7117    | 150mm WM on Queens Ave from Sewell Dr to Masson Ct (OAK)                         | 203        |                           |      |      |      | 31   | 172  |      |      |      |      |
|                 | 7131    | 150mm WM on Water's Edge from Third Line to End (OAK)                            | 71         |                           |      |      |      |      |      |      |      |      | 71   |
|                 | 7137    | 300mm WM on Rimmington Drive from Munn's Ave to End (OAK)                        | 573        |                           |      |      |      | 86   | 487  |      |      |      |      |
|                 | 7139    | 150mm WM on Old Upper Middle Road from Oxford Ave to Destiny Ct (OAK)            | 352        |                           |      |      |      | 53   | 299  |      |      |      |      |
|                 | 7140    | Replacement of existing chlorine solution and sample lines at Oakville WPP (OAK) | 400        |                           |      | 400  |      |      |      |      |      |      |      |



**CAPITAL BUDGET**

**2015**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

| NON-DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |                |                           |               |               |               |               |               |               |               |               |               |
|-----------------|---------|---|----------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST     | GROSS EXPENDITURE BY YEAR |               |               |               |               |               |               |               |               |               |
|                 |         |   |                | 2015                      | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |
|                 | 7166    | Construction - 200mm WM on Arkendo Drive from Lakeshore Road to End (OAK)   | 750            | 750                       |               |               |               |               |               |               |               |               |               |
|                 | 7176    | 150mm WM on Grand Boulevard from Eighth Line to Holton Heights, 150mm WM on Hillview Crescent from Holton Heights to Holton Heights (OAK) | 1,228          |                           |               |               | 179           | 1,049         |               |               |               |               |               |
|                 | 7177    | 150mm WM on Forestwood Drive from Lavendar Ln. to Poplar Dr., 150mm WM on Rosemary Ct. from Forestwood Dr. to End (OAK)                   | 674            |                           |               |               |               |               |               | 99            | 575           |               |               |
|                 | 7178    | 150mm WM on Bomorda Drive from Leighland Ave. to Germorda Dr. (OAK)   | 302            |                           |               | 44            | 258           |               |               |               |               |               |               |
|                 | 7179    | 150mm WM on Sunnybrook Court from Solingate Dr. to End (OAK)  | 315            |                           |               |               |               | 46            | 269           |               |               |               |               |
|                 | 3518    | Watermain Replacement Projects (REG)  | 42,974         |                           |               |               |               | 10            | 735           | 2,467         | 10,019        | 13,721        | 16,022        |
|                 | 6889    | Vehicle Replacements (Existing)- Water (REG)  | 6,546          | 819                       | 712           | 498           | 459           | 489           | 522           | 737           | 781           | 725           | 804           |
|                 |         | <b>Sub-total</b>  | <b>265,546</b> | <b>24,780</b>             | <b>26,056</b> | <b>25,992</b> | <b>27,794</b> | <b>29,032</b> | <b>32,928</b> | <b>31,369</b> | <b>25,661</b> | <b>21,303</b> | <b>20,631</b> |
|                 |         | <b>Total Required Financing</b>   | <b>334,499</b> | <b>27,052</b>             | <b>28,305</b> | <b>29,603</b> | <b>31,496</b> | <b>33,487</b> | <b>35,593</b> | <b>35,852</b> | <b>37,351</b> | <b>37,420</b> | <b>38,340</b> |





# Budget and Business Plan 2015

## Water Development



# CAPITAL BUDGET

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## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

| DEVELOPMENT                        |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |            |             |              |        |            | REGIONAL RESPONSIBILITY |            |          |  |
|------------------------------------|-----------|--|------------|-------------|--------------|--------|------------|-------------------------|------------|----------|--|
| PROJECT NUMBER                     | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |        | GEN RESERV | CAP INVT RESERV         | DEBENTURES |          |  |
|                                    |           |  |            |             | NON-RES      | RES    |            |                         | GROWTH     | REGIONAL |  |
| <b><u>Expansion Activities</u></b> |           |  |            |             |              |        |            |                         |            |          |  |
| PR-2931                            | 6605      | 750 mm WM Second feed to Washburn Reservoir (Zone B1) (BUR)  | 19,593     |             |              | 2,498  |            | 972                     |            | 16,123   |  |
| PR-2605D                           | 5717      | Prospect Park WPP Expansion 2.3 to 3.5 ML/d (Zone A9G) (HHACT)   | 2,810      |             |              | 2,023  |            | 787                     |            |          |  |
|                                    | 6437      | Acton Well Field Development and Treatment (Zone A9G) (HHACT)  | 125        |             |              | 90     |            | 35                      |            |          |  |
|                                    | 6598      | 300mm WM from New Well to Reg Rd 25 (Zone A9G) (HHACT)   | 89         |             |              | 66     |            | 23                      |            |          |  |
| PR-2784B                           | 7144      | Acton Reservoir Expansion from 4.5 to 7.0 ML (Construction) (Zone A9G) (HHACT)                           | 2,900      |             |              | 2,146  |            | 754                     |            |          |  |
| PR-2990                            | 5061      | 30 ML Reservoir, near Trafalgar Road and No. 5 Siderd (Zone M4) (HHGEO)                                  | 24,952     |             |              | 18,464 |            | 6,488                   |            |          |  |
| PR-3004                            | 6440      | Cedarvale Well Field Upgrades (Zone G6G) (HHGEO)   | 1,100      |             |              | 792    |            | 308                     |            |          |  |
| PR-2991                            | 4985      | 1200mm WM on Trafalgar Rd from Britannia Rd to new Zone 4 Reservoir (Zone M4) (HHS)                      | 47,653     |             |              | 34,310 |            | 13,343                  |            |          |  |
| PR-2991                            | 6688      | 400mm WM on Trafalgar Rd from Steeles Avenue to Hwy 401 (Zone M5L) (MIL)                                 | 299        |             |              | 221    |            | 78                      |            |          |  |
| PR-2991                            | 6689      | 400 mm WM on Trafalgar Rd Hwy 401 Crossing (Zone M5L) (MIL)  | 2,261      |             |              | 1,673  |            | 588                     |            |          |  |
| PR-2991                            | 6690      | 400mm WM on Trafalgar Rd from Hwy 401 to Main St Extension (Zone M5L) (MIL)                              | 957        |             |              | 708    |            | 249                     |            |          |  |
|                                    | 6443      | 400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Construction) (OAK) | 1,828      |             |              | 1,353  |            | 475                     |            |          |  |
|                                    | 6444      | 400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (Construction) (OAK)    | 2,449      |             |              | 1,812  |            | 637                     |            |          |  |

# CAPITAL BUDGET

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## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| DEVELOPMENT    |           | 2015 WATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)               |                |             |                         |               |            |                 |            |               |
|----------------|-----------|---|----------------|-------------|-------------------------|---------------|------------|-----------------|------------|---------------|
| PROJECT NUMBER | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST     | SUBY/ RECOV | REGIONAL RESPONSIBILITY |               |            |                 |            |               |
|                |           |   |                |             | DEVEL. CHGS.            |               | GEN RESERV | CAP INVT RESERV | DEBENTURES |               |
|                |           |   |                |             | NON-RES                 | RES           |            |                 | GROWTH     | REGIONAL      |
| PR-2895        | 6663      | 400 mm WM from 9th Line on easement to Bristol Circle (Zone O3) (OAK) | 2,268          |             |                         | 151           |            |                 | 73         | 2,044         |
|                |           | <b>Sub-total</b>  | <b>109,284</b> |             |                         | <b>66,307</b> |            | <b>24,737</b>   | <b>73</b>  | <b>18,167</b> |
|                |           | <b>Non-Infrastructure Solutions</b>                                   |                |             |                         |               |            |                 |            |               |
| PR-2676B       | 7149      | Water Distribution System Analysis - 2012 (REG)                       | 110            |             |                         | 79            |            | 31              |            |               |
| PR-2677B       | 7150      | Water Supply Capacity Annual Monitoring Report - 2012 (REG)           | 45             |             |                         | 32            |            | 13              |            |               |
|                |           | <b>Sub-total</b>  | <b>155</b>     |             |                         | <b>111</b>    |            | <b>44</b>       |            |               |
|                |           | <b>Total</b>  | <b>109,439</b> |             |                         | <b>66,418</b> |            | <b>24,781</b>   | <b>73</b>  | <b>18,167</b> |
|                |           | <b>Summary</b>  |                |             |                         |               |            |                 |            |               |
|                |           | Expansion Activities  | 109,284        |             |                         | 66,307        |            | 24,737          | 73         | 18,167        |
|                |           | Non-Infrastructure Solutions  | 155            |             |                         | 111           |            | 44              |            |               |
|                |           | <b>Grand Total</b>  | <b>109,439</b> |             |                         | <b>66,418</b> |            | <b>24,781</b>   | <b>73</b>  | <b>18,167</b> |



# CAPITAL BUDGET

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| DEVELOPMENT                 |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)                          |            |                           |       |        |       |        |       |      |      |      |      |
|-----------------------------|---------|--|------------|---------------------------|-------|--------|-------|--------|-------|------|------|------|------|
| PR NO                       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |        |       |        |       |      |      |      |      |
|                             |         |  |            | 2015                      | 2016  | 2017   | 2018  | 2019   | 2020  | 2021 | 2022 | 2023 | 2024 |
| <b>Expansion Activities</b> |         |  |            |                           |       |        |       |        |       |      |      |      |      |
| PR-2163                     | 3699    | 4.5 ML North Aldershot in ground Reservoir (Zone B3A) (BUR)                                      | 5,073      |                           |       | 1,015  | 4,058 |        |       |      |      |      |      |
| PR-2695                     | 5850    | 1050mm WM on Upper Middle Road from Burloak Drive to Appleby Line (Zone B2) (Construction) (BUR) | 8,514      |                           |       | 8,514  |       |        |       |      |      |      |      |
|                             | 5881    | 400 mm WM from Waterdown pumping station along North Service Rd to King Rd (Zone B2) (BUR)       | 6,598      |                           |       | 1,320  | 5,278 |        |       |      |      |      |      |
| PR-2727B                    | 6367    | 120 ML/d Burloak Pumping Station Construction, Phase 1, 50 ML/d (Zone B2) (BUR)                  | 12,522     |                           |       | 12,522 |       |        |       |      |      |      |      |
| PR-2897                     | 6601    | 7.8 ML/d expansion at Beaufort Pumping Station (new site) (Zone B5) (BUR)                        | 1,642      |                           | 1,642 |        |       |        |       |      |      |      |      |
|                             | 6602    | 7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR)                 | 7,911      |                           |       |        | 1,583 | 6,328  |       |      |      |      |      |
| PR-2931                     | 6605    | 750 mm WM Second feed to Washburn Reservoir (Zone B1) (BUR)                                      | 19,593     | 19,593                    |       |        |       |        |       |      |      |      |      |
| PR-2898                     | 6665    | 400 mm WM between Tyandaga Reservoir and Beaufort Reservoir (Zone B4) (BUR)                      | 5,074      |                           | 5,074 |        |       |        |       |      |      |      |      |
|                             | 6669    | 4.5 ML storage expansion at Tyandaga Reservoir (existing site) (Zone B3) (BUR)                   | 4,746      |                           |       |        |       | 950    | 3,796 |      |      |      |      |
| PR-2897                     | 6670    | 2.5 ML storage expansion at Beaufort Reservoir (new site) (Zone B4) (BUR)                        | 2,158      |                           | 2,158 |        |       |        |       |      |      |      |      |
|                             | 6672    | 11.5 ML storage expansion at Brant St Reservoir (existing site) (Zone B1) (BUR)                  | 12,547     |                           |       |        | 2,509 | 10,038 |       |      |      |      |      |
|                             | 6673    | 5.5 ML storage expansion at Mount Forest Reservoir (existing site) (Zone B1) (BUR)               | 5,801      |                           |       |        | 1,160 | 4,641  |       |      |      |      |      |



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| DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)                       |            |                           |      |       |      |      |      |      |      |      |      |        |
|-------------|---------|---|------------|---------------------------|------|-------|------|------|------|------|------|------|------|--------|
| PR NO       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |      |      |      |      |      |      |      |        |
|             |         |   |            | 2015                      | 2016 | 2017  | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |        |
|             | 6699    | Burloak Treatment Plant Expansion by 55 ML/d (Design) From 165 ML/d to 220 ML/d (BUR)         | 11,849     |                           |      |       |      |      |      |      |      |      |      | 11,849 |
|             | 6704    | 200mm WM on Brock Ave from Elgin Street to Lakeshore Rd (BUR)                                 | 325        |                           |      |       |      |      |      |      |      | 325  |      |        |
|             | 6705    | 200mm WM on Regina Drive from Maple Avenue to Ecole Renaissance Schoolyard (BUR)              | 271        |                           |      |       |      |      |      |      |      | 271  |      |        |
|             | 6707    | 300mm WM on Lakeshore Rd between Nelson Avenue and Burlington Avenue (BUR)                    | 869        |                           |      |       |      |      |      |      |      |      | 869  |        |
|             | 6708    | 300mm WM on Elizabeth Street from James Street to approximately 15 m north (BUR)              | 35         |                           |      |       |      |      |      |      |      |      | 35   |        |
|             | 6709    | 300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)      | 2,678      |                           |      | 2,678 |      |      |      |      |      |      |      |        |
|             | 6710    | 300mm WM on Plains Rd East (Twinning adjacent to 6709) (BUR)                                  | 628        |                           |      | 628   |      |      |      |      |      |      |      |        |
|             | 6711    | 300mm WM on Birchwood Avenue from Plains Rd East southwards towards Fairwood Place East (BUR) | 104        |                           |      |       |      | 104  |      |      |      |      |      |        |
|             | 6712    | 300mm WM on Gallagher Rd from Plains Rd East to 160 m Northerly (BUR)                         | 239        |                           |      |       |      | 239  |      |      |      |      |      |        |
|             | 6713    | 300mm WM on Downsview Rd from Plains Rd East to Dowland Crescent (BUR)                        | 223        |                           |      |       |      | 223  |      |      |      |      |      |        |
|             | 6714    | 300mm WM on Brant from Fairview St to 180 m northerly (BUR)                                   | 342        |                           |      |       |      |      |      | 342  |      |      |      |        |
|             | 6715    | 300mm WM on Woodview Rd from Fairview St to 100 m Northerly (BUR)                             | 181        |                           |      |       |      |      |      |      |      | 181  |      |        |
|             | 6716    | 200mm WM on from end of Commerce Court north to Fairview Street (BUR)                         | 268        |                           |      |       |      |      |      |      |      | 268  |      |        |

**CAPITAL BUDGET**

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**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

| DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |       |       |       |      |      |      |       |       |      |
|-------------|---------|--|------------|---------------------------|-------|-------|-------|------|------|------|-------|-------|------|
| PR NO       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |       |      |      |      |       |       |      |
|             |         |  |            | 2015                      | 2016  | 2017  | 2018  | 2019 | 2020 | 2021 | 2022  | 2023  | 2024 |
| PR-2605D    | 6717    | 300mm WM on Fairview from Appleby to Taylor Crescent (BUR)   | 1,137      |                           |       |       |       |      |      |      |       | 1,137 |      |
|             | 6863    | Waterdown Road Pumping Station Expansion (Zones B2, B3A & B5A) (BUR)   | 5,265      |                           |       | 1,053 | 4,212 |      |      |      |       |       |      |
|             | 7014    | 400 mm WM from Waterdown Reservoir Pumping Station to new North Aldershot Reservoir (Zone B3A) (BUR)   | 2,279      |                           |       | 456   | 1,823 |      |      |      |       |       |      |
|             | 5717    | Prospect Park WPP Expansion 2.3 to 3.5 ML/d (Zone A9G) (HHACTION)  | 2,810      | 2,810                     |       |       |       |      |      |      |       |       |      |
|             | 6437    | Acton Well Field Development and Treatment (Zone A9G) (HHACTION)   | 1,235      | 125                       |       | 1,110 |       |      |      |      |       |       |      |
|             | 6590    | Acton Supply Standby Well (Zone A9G) (HHACTION)  | 1,625      |                           |       |       |       |      | 450  |      | 1,175 |       |      |
|             | 6597    | 300mm WM on Reg Rd 25 from new well connection to 640 m North of Wallace St (Zone A9G) (HHACTION)  | 1,069      |                           |       | 214   | 855   |      |      |      |       |       |      |
|             | 6598    | 300mm WM from New Well to Reg Rd 25 (Zone A9G) (HHACTION)  | 444        | 89                        |       |       | 355   |      |      |      |       |       |      |
|             | 6600    | 300 mm WM on Reg Rd 25 from new well connection to No. 32 Siderd and on No. 32 Siderd from Reg Rd 25 to 3rd Line Reservoir (Zone A9G) (HHACTION) | 337        |                           |       |       |       |      |      |      |       |       | 337  |
|             | 6604    | 150mm WM on 3rd Line from 3rd Line Reservoir to No. 32 Siderd and on No. 32 Siderd from 3rd Line to 950 m easterly (Zone A9G) (HHACTION)         | 144        |                           |       |       |       |      |      |      |       |       | 144  |
|             | 6677    | Acton Artificial Recharge Capital Works (HHACTION)   | 6,363      |                           | 1,374 | 4,989 |       |      |      |      |       |       |      |
|             | 6695    | Centralized Treatment at 3rd line Reservoir (Zone A9G) (HHACTION)  | 1,541      |                           |       |       |       |      |      |      |       |       | 308  |



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| DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)                                       |            |                           |      |       |       |       |       |      |       |       |      |
|-------------|---------|---|------------|---------------------------|------|-------|-------|-------|-------|------|-------|-------|------|
| PR NO       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |       |       |       |       |      |       |       |      |
|             |         |   |            | 2015                      | 2016 | 2017  | 2018  | 2019  | 2020  | 2021 | 2022  | 2023  | 2024 |
| PR-2784B    | 7144    | Acton Reservoir Expansion from 4.5 to 7.0 ML (Construction) (Zone A9G) (HHACT)                                | 2,900      | 2,900                     |      |       |       |       |       |      |       |       |      |
| PR-2990     | 5061    | 30 ML Reservoir, near Trafalgar Road and No. 5 Siderd (Zone M4) (HHGEO)                                       | 24,952     | 24,952                    |      |       |       |       |       |      |       |       |      |
| PR-3004     | 6440    | Cedarvale Well Field Upgrades (Zone G6G) (HHGEO)  | 1,100      | 1,100                     |      |       |       |       |       |      |       |       |      |
|             | 6603    | 400mm WM on 8th Line from 10th Siderd to existing 400mm (Zone G6L) (HHGEO)                                    | 1,623      |                           |      |       | 324   | 1,299 |       |      |       |       |      |
|             | 6606    | 750mm WM on Trafalgar from the new Zone 4 Reservoir to approximately 1,650 m north (Zone G6L) (HHGEO)         | 3,126      |                           |      |       | 625   | 2,501 |       |      |       |       |      |
|             | 6607    | 750mm WM on Trafalgar Rd from 1,650 m north of Zone 4 Reservoir to No 10 Siderd (Zone G6L) (HHGEO)            | 3,510      |                           |      |       | 702   | 2,808 |       |      |       |       |      |
|             | 6608    | 750mm WM on Trafalgar from 15th Siderd to 22nd Siderd Lake Based Reservoir (Zone G6L) (HHGEO)                 | 12,170     |                           |      |       |       |       |       |      | 2,434 | 9,736 |      |
|             | 6609    | 400mm WM on 17th Siderd from Trafalgar Rd to Main St (Zone G6L) (HHGEO)                                       | 1,744      |                           |      |       |       | 349   | 1,395 |      |       |       |      |
|             | 6610    | 600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) (HHGEO)                                      | 2,540      |                           |      |       | 508   | 2,032 |       |      |       |       |      |
|             | 6611    | 600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)   | 2,583      |                           |      |       | 516   | 2,067 |       |      |       |       |      |
|             | 6654    | 750mm WM on on Trafalgar Rd from 10th Siderd to approximately 1,700 m north of 10th Siderd (Zone G6L) (HHGEO) | 3,764      |                           |      |       |       |       |       |      | 753   | 3,011 |      |
|             | 6655    | 750mm WM on Trafalgar from 1,700 m north of 10th Siderd to 15th Siderd (Zone G6L) (HHGEO)                     | 3,376      |                           |      |       |       |       |       |      | 676   | 2,700 |      |
|             | 6693    | 20 ML/d Zone G6L pumping station at Zone 4 Reservoir (HHGEO)  | 9,000      |                           |      | 1,800 | 7,200 |       |       |      |       |       |      |



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| DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |      |      |      |       |      |       |      |        |       |       |
|-------------|---------|--|------------|---------------------------|------|------|------|-------|------|-------|------|--------|-------|-------|
| PR NO       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |       |      |       |      |        |       |       |
|             |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019  | 2020 | 2021  | 2022 | 2023   | 2024  |       |
| PR-2991     | 6694    | 10 ML Zone G6L Storage at 22nd Siderd (HHGEO)  | 10,905     |                           |      |      |      |       |      |       |      | 2,181  | 8,724 |       |
|             | 6696    | 20 ML/d Zone M5L pumping station at Zone M4L Reservoir (HHGEO)   | 2,000      |                           |      |      |      |       |      |       |      | 400    | 1,600 |       |
|             | 6697    | 20 ML storage expansion at Zone M4 Reservoir (HHGEO)   | 20,712     |                           |      |      |      |       |      | 4,142 |      | 16,570 |       |       |
|             | 6735    | 300 mm replacement on Guelph Street between Mountainview Rd North and Sinclair Ave (HHGEO)   | 1,424      |                           |      |      |      | 1,424 |      |       |      |        |       |       |
|             | 4985    | 1200mm WM on Trafalgar Rd from Britannia Rd to new Zone 4 Reservoir (Zone M4) (HHS)  | 47,653     | 47,653                    |      |      |      |       |      |       |      |        |       |       |
|             | 6641    | 400 mm WM in the 401 growth corridor north of Steeles Ave parallel to Hornby Rd (Zone M5L) (HHS)                                     | 1,083      |                           |      |      |      |       |      |       | 216  |        | 867   |       |
|             | 6642    | 400 mm WM in the 401 growth corridor north of Steeles from Hornby Rd to Trafalgar Rd (Zone M5L) (HHS)                                | 1,693      |                           |      |      |      |       |      |       | 339  |        | 1,354 |       |
|             | 6643    | 400 mm WM in the 401 growth corridor north of Steeles from Trafalgar Rd to approximately 400m east of 8th Line (Zone M5L) (HHS)      | 2,479      |                           |      |      |      |       |      |       | 493  |        | 1,986 |       |
|             | 6644    | 400mm WM in the 401 growth corridor from Steeles Ave to approximately 300 m north (Zone M5L) (HHS)                                   | 1,067      |                           |      |      |      |       |      |       | 213  |        | 854   |       |
|             | 6645    | 400mm WM in the 401 growth corridor north of Steeles Ave. from 1,000 m west of 9th Line to 900 m east of 9th Line (Zone M5L) (HHS)   | 1,806      |                           |      |      |      |       |      |       |      |        | 361   | 1,445 |
|             | 6646    | 400mm WM in the 401 growth corridor from Steeles Ave to approximately 330 m north (Zone M5L) (HHS)                                   | 1,038      |                           |      |      |      |       |      |       |      |        | 208   | 830   |
|             | 6647    | 400mm WM in the 401 growth corridor north of Steeles Ave. from 600 m west of 10th Line to 1,000 m east of 10th Line (Zone M5L) (HHS) | 1,999      |                           |      |      |      |       |      |       |      |        | 400   | 1,599 |



**CAPITAL BUDGET**

**2015**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

| DEVELOPMENT |         | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |       |       |      |      |      |       |      |      |       |       |
|-------------|---------|--|------------|---------------------------|-------|-------|------|------|------|-------|------|------|-------|-------|
| PR NO       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |      |      |      |       |      |      |       |       |
|             |         |  |            | 2015                      | 2016  | 2017  | 2018 | 2019 | 2020 | 2021  | 2022 | 2023 | 2024  |       |
| PR-2692     | 6648    | 400mm WM in the 401 growth corridor from Steeles Ave to 340 m north (Zone M5L) (HHS)                               | 1,414      |                           |       |       |      |      |      |       |      |      | 283   | 1,131 |
|             | 5862    | 400 mm WM loop from 5th Line running east then south on new Milton Business Park Roads to Derry Rd (Zone M4) (MIL) | 2,815      |                           | 2,815 |       |      |      |      |       |      |      |       |       |
| PR-3039     | 5875    | 900mm WM on Derry Rd from 5th Line to Trafalgar Rd (Zone M4) (MIL)   | 7,658      |                           | 7,658 |       |      |      |      |       |      |      |       |       |
|             | 5876    | 600mm WM on Thompson Road from Britannia Rd to Louis St. Laurent Ave (Zone M4) (MIL)                               | 2,181      |                           | 2,181 |       |      |      |      |       |      |      |       |       |
|             | 6318    | 300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)                                    | 1,062      |                           |       | 1,062 |      |      |      |       |      |      |       |       |
|             | 6618    | 400mm WM on new roadway south of Britannia Rd from 4th Line to 5th Line (Zone M4) (MIL)                            | 2,164      |                           |       |       |      |      |      |       | 433  |      | 1,731 |       |
|             | 6619    | 400mm WM on new roadway south of Britannia Rd from 5th Line to 6th Line (Zone M4) (MIL)                            | 1,458      |                           |       |       |      |      | 292  | 1,166 |      |      |       |       |
|             | 6620    | 400mm WM on 6th Line from Britannia Rd to 600 m south (Zone M4) (MIL)  | 1,008      |                           |       |       |      |      |      |       | 201  |      | 807   |       |
|             | 6621    | 400mm WM on 6th Line from Britannia Rd to 1,500 m north (Zone M4) (MIL)  | 2,583      |                           |       |       |      |      |      |       | 516  |      | 2,067 |       |
|             | 6622    | 400mm WM on 6th Line from Derry Rd to new Rd 1,500 m south (Zone M4) (MIL)   | 3,114      |                           |       |       |      |      |      |       | 623  |      | 2,491 |       |
|             | 6623    | 400mm WM on 5th Line from Britannia Rd to 1500 m north of Britannia Rd (Zone M4) (MIL)                             | 1,902      |                           |       |       |      |      |      |       | 380  |      | 1,522 |       |
|             | 6624    | 400mm WM on 4th Line from Britannia Rd to 650 m south (Zone M4) (MIL)  | 677        |                           |       |       |      |      |      |       | 135  |      | 542   |       |



# CAPITAL BUDGET

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## WATER-CAPITAL

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| DEVELOPMENT |          | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)                         |            |                           |      |      |      |      |      |      |      |       |       |     |
|-------------|----------|---|------------|---------------------------|------|------|------|------|------|------|------|-------|-------|-----|
| PR NO       | UNIQU ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |      |       |       |     |
|             |          |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023  | 2024  |     |
|             | 6625     | 400mm WM on Lower Base Line (East) from 4th Line to 5th Line (Zone M4) (MIL)                    | 508        |                           |      |      |      |      |      |      |      |       |       | 508 |
|             | 6626     | 400mm WM on 5th Line from Britannia Rd to 650 m south (Zone M4) (MIL)                           | 688        |                           |      |      |      |      |      |      | 138  | 550   |       |     |
|             | 6627     | 400mm WM on 4th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL) | 434        |                           |      |      |      |      |      |      |      |       |       | 434 |
|             | 6628     | 400mm WM on 5th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL) | 577        |                           |      |      |      |      |      |      |      |       |       | 577 |
|             | 6629     | 600mm WM on Louis St. Laurent Ave from 5th Line to 6th Line (Zone M4) (MIL)                     | 2,480      |                           |      |      |      |      |      |      | 496  | 1,984 |       |     |
|             | 6630     | 600mm WM on Louis St. Laurent Ave from 6th Line to Trafalgar Rd (Zone M4) (MIL)                 | 4,076      |                           |      |      |      |      |      |      | 815  | 3,261 |       |     |
|             | 6631     | 400mm WM on Louis St. Laurent Ave from Trafalgar Rd to 8th Line (Zone M4) (MIL)                 | 2,549      |                           |      |      |      |      |      |      |      | 510   | 2,039 |     |
|             | 6632     | 400mm WM on Britannia Rd from Trafalgar Rd to 600 m east (Zone M4) (MIL)                        | 1,001      |                           |      |      |      |      |      |      |      | 200   | 801   |     |
|             | 6633     | 400mm WM on Britannia Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)            | 218        |                           |      |      |      |      |      |      |      |       |       | 218 |
|             | 6634     | 400mm WM on new Milton Rd from Trafalgar Rd to approximately 700 m east (Zone M4) (MIL)         | 1,469      |                           |      |      |      |      |      |      |      | 293   | 1,176 |     |
|             | 6635     | 400mm WM on 8th Line from Derry Rd. to approximately 1,600 m south (Zone M4) (MIL)              | 551        |                           |      |      |      |      |      |      |      |       |       | 551 |
|             | 6636     | 400mm WM on 8th Line from Britannia Rd to approximately 1,500 north (Zone M4) (MIL)             | 438        |                           |      |      |      |      |      |      |      |       |       | 438 |
|             | 6637     | 400mm WM on new roadway from Britannia Rd to approx. 1,200 m south (Zone M4) (MIL)              | 1,570      |                           |      |      |      |      |      |      |      | 314   | 1,256 |     |



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## BUDGET & BUSINESS PLAN

| DEVELOPMENT                                 |         |   |            |                           |      |      |      |      |      |      |       |       |      |
|---|---------|---|------------|---------------------------|------|------|------|------|------|------|-------|-------|------|
| 2015-2024 WATER FORECAST                    |         |   |            |                           |      |      |      |      |      |      |       |       |      |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |            |                           |      |      |      |      |      |      |       |       |      |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |      |      |       |       |      |
|   |         |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022  | 2023  | 2024 |
|   | 6638    | 400mm WM on Derry Rd from Trafalgar Rd to 500 m east (Zone M4) (MIL)  | 547        |                           |      |      |      |      |      |      |       | 109   | 438  |
|   | 6639    | 400mm WM on Derry Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)  | 881        |                           |      |      |      |      |      |      |       | 176   | 705  |
|   | 6640    | 600 mm WM on Trafalgar Rd from the Zone 4 Reservoir to 600 mm Zone M5L WM on Steeles Avenue (ID 3844) (Zone M5L) (MIL)                  | 6,463      |                           |      |      |      |      |      |      | 1,293 | 5,170 |      |
|   | 6649    | 400mm WM on Esquesing Line from James Snow Parkway to approximately 800 m north (Zone M5L) (MIL)  | 1,188      |                           |      |      |      | 238  | 950  |      |       |       |      |
|   | 6650    | 400mm WM on new roadway from Esquesing Line to Boston Church Rd (Zone M5L) (MIL)  | 2,459      |                           |      |      |      |      |      | 489  |       | 1,970 |      |
|   | 6651    | 400mm WM on new roadway from Boston Church Rd to approximately 360 m west (Zone M5L) (MIL)  | 1,216      |                           |      |      |      |      |      |      |       | 243   | 973  |
|   | 6652    | 400mm WM on new roadway from 360 m west of Boston Church Rd to No 5 Siderd (Zone M5L) (MIL)   | 1,101      |                           |      |      |      |      |      |      |       | 220   | 881  |
|   | 6653    | 400mm WM on No 5 Siderd from approximately 400 m west of 3rd Line to 3rd Line (Zone M5L) (MIL)  | 435        |                           |      |      |      |      |      |      |       | 87    | 348  |
|   | 6664    | Relining of Walkers Line Well Feedermain with 150mm pipe within existing easement from West Appleby Line to Surge Tank (Zone M5L) (MIL) | 216        |                           | 216  |      |      |      |      |      |       |       |      |
| PR-2991                                     | 6688    | 400mm WM on Trafalgar Rd from Steeles Avenue to Hwy 401 (Zone M5L) (MIL)  | 299        | 299                       |      |      |      |      |      |      |       |       |      |
| PR-2991                                     | 6689    | 400 mm WM on Trafalgar Rd Hwy 401 Crossing (Zone M5L) (MIL)   | 2,261      | 2,261                     |      |      |      |      |      |      |       |       |      |
| PR-2991                                     | 6690    | 400mm WM on Trafalgar Rd from Hwy 401 to Main St Extension (Zone M5L) (MIL)   | 957        | 957                       |      |      |      |      |      |      |       |       |      |



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## WATER-CAPITAL

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| DEVELOPMENT |          | 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)                                       |            |                           |        |        |       |      |      |       |      |      |       |       |
|-------------|----------|---|------------|---------------------------|--------|--------|-------|------|------|-------|------|------|-------|-------|
| PR NO       | UNIQU ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |        |        |       |      |      |       |      |      |       |       |
|             |          |   |            | 2015                      | 2016   | 2017   | 2018  | 2019 | 2020 | 2021  | 2022 | 2023 | 2024  |       |
|             | 6691     | 400mm WM on Main St extension from Trafalgar Rd (MIL)   | 1,886      |                           |        |        |       |      | 377  | 1,509 |      |      |       |       |
|             | 6692     | 400mm WM on Main St extension from 5th Line to approximately 2,100 m east (Zone M5L) (MIL)                    | 3,965      |                           |        |        |       |      | 793  | 3,172 |      |      |       |       |
|             | 6698     | 10 ML storage expansion at Zone M5L Reservoir (MIL)   | 10,357     |                           |        |        |       |      |      |       |      |      | 2,072 | 8,285 |
|             | 6721     | 300mm WM on Ontario Street North from Main Street East to Parkway Drive East (MIL)                            | 1,786      |                           |        | 357    | 1,429 |      |      |       |      |      |       |       |
|             | 6722     | 300mm WM on Woodward Avenue between Martin Street and Ontario Street North (MIL)                              | 1,919      |                           |        | 384    | 1,535 |      |      |       |      |      |       |       |
|             | 6723     | 400mm WM on Bronte St between Main Street West and Barton Street (MIL)  | 1,134      |                           |        | 1,134  |       |      |      |       |      |      |       |       |
|             | 5632     | 300mm WM on 9th Line from Burnhamthorpe Rd to Dundas St (Zone O4) (OAK)                                       | 2,254      |                           | 2,254  |        |       |      |      |       |      |      |       |       |
|             | 5633     | 300mm WM on Burnhamthorpe Rd from new North Oakville road to 9th Line (Zone O4) (OAK)                         | 2,342      |                           | 2,342  |        |       |      |      |       |      |      |       |       |
| PR-2695B    | 6368     | 1050 mm WM from Burloak Pumping Station north on Burloak Dr to Upper Middle Rd (Zone B2) (Construction) (OAK) | 4,515      |                           |        | 4,515  |       |      |      |       |      |      |       |       |
| PR-2581C    | 6372     | Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)  | 98,433     |                           |        | 98,433 |       |      |      |       |      |      |       |       |
|             | 6443     | 400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Construction) (OAK)      | 1,828      | 1,828                     |        |        |       |      |      |       |      |      |       |       |
|             | 6444     | 400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (Construction) (OAK)         | 2,449      | 2,449                     |        |        |       |      |      |       |      |      |       |       |
| PR-2998     | 6661     | 900 mm Second Feedermain to Davis Road Booster Pumping Station (Zone O1) (OAK)                                | 11,345     |                           | 11,345 |        |       |      |      |       |      |      |       |       |



# CAPITAL BUDGET

2015

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

| DEVELOPMENT                                 |         |   |                |                           |               |                |               |               |               |               |               |               |               |
|---|---------|---|----------------|---------------------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 2015-2024 WATER FORECAST                    |         |   |                |                           |               |                |               |               |               |               |               |               |               |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |                |                           |               |                |               |               |               |               |               |               |               |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST     | GROSS EXPENDITURE BY YEAR |               |                |               |               |               |               |               |               |               |
|   |         |   |                | 2015                      | 2016          | 2017           | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |
| PR-2895                                     | 6662    | 400mm WM on Wyecroft Rd from Burloak Dr to 3rd Line (Zone O2) (OAK)                           | 10,973         |                           |               |                | 2,195         | 8,778         |               |               |               |               |               |
|   | 6663    | 400 mm WM from 9th Line on easement to Bristol Circle (Zone O3) (OAK)                         | 2,268          | 2,268                     |               |                |               |               |               |               |               |               |               |
|   | 6680    | Oakville WPP Intake Pipe Extension (Design) (OAK)   | 1,500          |                           | 1,500         |                |               |               |               |               |               |               |               |
|   | 6681    | Oakville WPP Intake Pipe Extension (Construction) (OAK)                                       | 8,517          |                           |               | 8,517          |               |               |               |               |               |               |               |
|   | 6684    | Construction of Oakville WPP Expansion from 109 to 130 ML/d (OAK)                             | 20,844         |                           | 20,844        |                |               |               |               |               |               |               |               |
|   | 6702    | 40 ML/d expansion at the North Oakville Zone O4 Pumping Station (existing site) (OAK)         | 907            |                           |               |                |               |               |               |               |               |               | 907           |
| PR-1734                                     | 6726    | 300mm WM on Sovereign St between Bronte Rd and East Street (OAK)                              | 2,652          |                           |               |                |               | 2,652         |               |               |               |               |               |
|   | 82      | 400mm Zone 2 WM on 3rd Line from Wyecroft Rd to North Service Road (Zone O2) (OAK)            | 981            |                           |               |                | 196           | 785           |               |               |               |               |               |
|   |         | <b>Sub-total</b>  | <b>556,160</b> | <b>109,284</b>            | <b>61,403</b> | <b>142,184</b> | <b>45,580</b> | <b>49,368</b> | <b>11,988</b> | <b>12,439</b> | <b>54,504</b> | <b>38,924</b> | <b>30,486</b> |
| <b>Non-Infrastructure Solutions</b>         |         |   |                |                           |               |                |               |               |               |               |               |               |               |
| PR-2676B                                    | 6770    | Burloak Treatment Plant Expansion by 55 ML/d (Class EA Study) from 165 ML/d to 220 ML/d (BUR) | 1,323          |                           |               |                |               |               |               |               |               | 1,323         |               |
|   | 6668    | Centralized Treatment at 3rd line Reservoir Class EA Study (Zone A9G) (HHACT)                 | 150            |                           |               |                |               |               |               |               |               | 150           |               |
| PR-2677B                                    | 7149    | Water Distribution System Analysis - 2012 (REG)   | 1,100          | 110                       | 110           | 110            | 110           | 110           | 110           | 110           | 110           | 110           | 110           |
| PR-2677B                                    | 7150    | Water Supply Capacity Annual Monitoring Report - 2012 (REG)                                   | 360            | 45                        | 45            | 45             | 45            | 45            | 45            | 45            | 45            | 45            |               |
|   |         | <b>Sub-total</b>  | <b>2,933</b>   | <b>155</b>                | <b>155</b>    | <b>155</b>     | <b>155</b>    | <b>155</b>    | <b>155</b>    | <b>155</b>    | <b>155</b>    | <b>1,628</b>  | <b>110</b>    |



**CAPITAL BUDGET**

**2015**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

| DEVELOPMENT   |         |                          |            |                           |        |         |        |        |        |        |        |        |        |
|---|---------|--------------------------|------------|---------------------------|--------|---------|--------|--------|--------|--------|--------|--------|--------|
| 2015-2024 WATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |                          |            |                           |        |         |        |        |        |        |        |        |        |
| PR NO   | UNIQ ID | PROJECT DESCRIPTION      | GROSS COST | GROSS EXPENDITURE BY YEAR |        |         |        |        |        |        |        |        |        |
|   |         |                          |            | 2015                      | 2016   | 2017    | 2018   | 2019   | 2020   | 2021   | 2022   | 2023   | 2024   |
|   |         | Total Required Financing | 559,093    | 109,439                   | 61,558 | 142,339 | 45,735 | 49,523 | 12,143 | 12,594 | 56,132 | 39,034 | 30,596 |
|   |         |                          |            |                           |        |         |        |        |        |        |        |        |        |





# Budget and Business Plan 2015

## Wastewater Non-Development





# CAPITAL BUDGET

2015

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT                                 |           | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)                      |            |             |              |     |            | REGIONAL RESPONSIBILITY |            |          |  |
|---|-----------|---|------------|-------------|--------------|-----|------------|-------------------------|------------|----------|--|
| PROJECT NUMBER                                  | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV | CAP INVT RESERV         | DEBENTURES |          |  |
|   |           |   |            |             | NON-RES      | RES |            |                         | GROWTH     | REGIONAL |  |
| <b><u>Disposal Activities</u></b>               |           |   |            |             |              |     |            |                         |            |          |  |
|   | 7225      | Replace Asbestos Insulation around Pipes within Plants (REG)                      | 100        |             |              |     | 100        |                         |            |          |  |
|   |           | <b>Sub-total</b>  | <b>100</b> |             |              |     | <b>100</b> |                         |            |          |  |
| <b><u>Non-Infrastructure Solutions</u></b>      |           |   |            |             |              |     |            |                         |            |          |  |
| PR-1774   | 464       | Flow Meter Verification for all WWTPs (REG)                                       | 50         |             |              |     | 50         |                         |            |          |  |
| PR-2700   | 5929      | SCADA System Installation at Regional Wastewater Pumping Stations (REG)           | 200        |             |              |     | 200        |                         |            |          |  |
| PR-30001  | 6886      | Vehicle Replacements - (Existing) Wastewater (REG)                                | 282        |             |              |     | 282        |                         |            |          |  |
| PR-2541B  | 6969      | Study and implementation of improvements for the Regions SCADA System Std's (REG) | 50         |             |              |     | 50         |                         |            |          |  |
|   | 7008      | Vehicle - New - Wastewater (REG)  | 51         |             |              |     | 51         |                         |            |          |  |
|   |           | <b>Sub-total</b>  | <b>633</b> |             |              |     | <b>633</b> |                         |            |          |  |
| <b><u>Renewal/Rehabilitation Activities</u></b> |           |   |            |             |              |     |            |                         |            |          |  |
| PR-2710   | 6018      | Skyway - Return Activated Sludge System Upgrades (BUR)                            | 1,800      |             |              |     | 1,800      |                         |            |          |  |
| PR-2710   | 7087      | Skyway WWTP Secondary Clarifier Upgrades (BUR)                                    | 1,800      |             |              |     | 1,800      |                         |            |          |  |
|   | 7213      | Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)         | 490        |             |              |     | 490        |                         |            |          |  |



# CAPITAL BUDGET

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## WASTEWATER-CAPITAL

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| NON-DEVELOPMENT |           | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |               |             |              |     | REGIONAL RESPONSIBILITY |                 |            |          |
|-----------------|-----------|---|---------------|-------------|--------------|-----|-------------------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST    | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV              | CAP INVT RESERV | DEBENTURES |          |
|                 |           |   |               |             | NON-RES      | RES |                         |                 | GROWTH     | REGIONAL |
|                 | 6978      | Georgetown WWTP - Screening Building Rehabilitation (HHGEO)   | 200           |             |              |     | 200                     |                 |            |          |
| PR-2987         | 7081      | 400mm WWM on John Street from John Street PS Wet Well to Credit River (Overflow Pipe) (HHGEO)       | 1,755         |             |              |     | 1,755                   |                 |            |          |
| PR-2886         | 6066      | Oak SE - Replace Boiler Unit 1 and Hot Water Pumps (OAK)  | 550           |             |              |     | 550                     |                 |            |          |
| PR-2949         | 6962      | Upgrades at Belvedere SPS (OAK)   | 148           |             |              |     | 148                     |                 |            |          |
|                 | 7084      | Replacement of Water Street PS and Decommission of Navy Street PS (OAK)                             | 600           |             |              |     | 600                     |                 |            |          |
| PR-2154B        | 4829      | Digester Cleaning and Facility Upgrades at Regional Wastewater Treatment Plants (REG)               | 1,500         |             |              |     | 1,500                   |                 |            |          |
| PR-2640         | 5307      | Wastewater Manhole Capital Improvement Prgm (REG)   | 300           |             |              |     | 300                     |                 |            |          |
| PR-2830         | 5748      | Regional Inflow / Infiltration Remediation Program (REG)  | 1,047         |             |              |     | 1,047                   |                 |            |          |
|                 | 7230      | Capital upgrades to address basement flooding (REG)   | 5,000         |             |              |     | 5,000                   |                 |            |          |
|                 |           | <b>Sub-total</b>  | <b>15,190</b> |             |              |     | <b>15,190</b>           |                 |            |          |
|                 |           | <b>Replacement Activities</b>   |               |             |              |     |                         |                 |            |          |
| PR-2905         | 6198      | Replacement of sewers and removal of specialized lift station/manhole (Bellview PS) (BUR) (RR) (WM) | 1,085         |             |              |     | 1,085                   |                 |            |          |
| PR-2955         | 6462      | 200mm WWM on Edinburgh Drive from Maplewood Drive to Maplewood Drive (BUR) (RR)                     | 957           |             |              |     | 957                     |                 |            |          |
| PR-3000         | 6972      | 250mm WWM on Heritage Road from South Service Road to 573 Meters North (BUR) (RR)                   | 478           |             |              |     | 478                     |                 |            |          |



# CAPITAL BUDGET

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## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |           | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)                         |            |             |              | REGIONAL RESPONSIBILITY |            |                 |            |          |
|-----------------|-----------|--|------------|-------------|--------------|-------------------------|------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |                         | GEN RESERV | CAP INVT RESERV | DEBENTURES |          |
|                 |           |  |            |             | NON-RES      | RES                     |            |                 | GROWTH     | REGIONAL |
| PR-2994         | 7065      | 200mm WWM on Pine Street from Elizabeth Street to 80m east of Elizabeth Street (BUR) | 73         |             |              |                         | 73         |                 |            |          |
|                 | 7066      | 200mm WWM on Alma Dale Avenue from Fisher Avenue to Augustine Drive (BUR)            | 41         |             |              |                         | 41         |                 |            |          |
| PR-2871C        | 7086      | 200mm,250mm WWM on New Street from Drury Lane to Martha Street (BUR) (WM) (RR)       | 630        |             |              |                         | 630        |                 |            |          |
|                 | 7195      | PC Titrator replacement at Regional Environmental Laboratory (BUR)                   | 33         |             |              |                         | 33         |                 |            |          |
|                 | 7209      | 200mm,525mm WWM on Aldridge Crescent from Centennial Drive to Northside Road (BUR)   | 131        |             |              |                         | 131        |                 |            |          |
|                 | 6930      | 200mm,250mm WWM on Young Street from Mill Street East to Queen Street (HHACT)        | 103        |             |              |                         | 103        |                 |            |          |
| PR-2972         | 7019      | 200mm WWM on Willow Street from River Street to Agnes Street (HHACT) (WM)            | 229        |             |              |                         | 229        |                 |            |          |
| PR-2984         | 7076      | 200mm WWM on Nelson Court from Tyler Avenue to End (HHACT)                           | 436        |             |              |                         | 436        |                 |            |          |
|                 | 7182      | 200mm WWM on Jeffrey Avenue from Elmore Drive to Elizabeth Drive (HHACT)             | 325        |             |              |                         | 325        |                 |            |          |
| PR-3002         | 6407      | 200mm WWM on Hale Drive from Delrex Blvd to Delrex Blvd (HHGEO) (RR) (WM)            | 267        |             |              |                         | 267        |                 |            |          |
| PR-3002         | 6466      | 200mm WWM on Lucinda Place from Delrex Blvd to End (HHGEO) (RR)(WM)                  | 121        |             |              |                         | 121        |                 |            |          |
| PR-3002         | 6467      | 200mm WWM on Stockman Crescent from Delrex Blvd to Delrex Blvd (HHGEO) (RR)(WM)      | 441        |             |              |                         | 441        |                 |            |          |
| PR-2937B        | 6548      | 200mm WWM on Airedale Court from Irwin Crescent to End (HHGEO) (RR)                  | 521        |             |              |                         | 521        |                 |            |          |



# CAPITAL BUDGET

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## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |           | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |            |             |              |     | REGIONAL RESPONSIBILITY |                 |            |          |
|-----------------|-----------|---|------------|-------------|--------------|-----|-------------------------|-----------------|------------|----------|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV              | CAP INVT RESERV | DEBENTURES |          |
|                 |           |   |            |             | NON-RES      | RES |                         |                 | GROWTH     | REGIONAL |
| PR-2737B        | 7054      | Sanitary Lateral Transfer from Rear Lot on Cherry Street (HHGEO) (WM)   | 50         |             |              |     | 50                      |                 |            |          |
|                 | 7071      | 200mm WWM on Mill Street from 60m east of Guelph Street to 120m east of Guelph Street (HHGEO)                                   | 18         |             |              |     | 18                      |                 |            |          |
|                 | 7189      | 200mm WWM on Main Street North from north of Dayfoot Drive to Guelph Street (HHGEO)   | 37         |             |              |     | 37                      |                 |            |          |
|                 | 7197      | John Street Pumping Station Upgrades and Rehabilitation (HHGEO)   | 250        |             |              |     | 250                     |                 |            |          |
|                 | 7184      | 250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)  | 98         |             |              |     | 98                      |                 |            |          |
|                 | 7192      | 250mm WWM on Martin Street from Steeles Avenue East to Main Street East (MIL)   | 327        |             |              |     | 327                     |                 |            |          |
|                 | 7194      | 200mm WWM on Harvest Drive from Roseheath Drive to Farmstead Road (MIL)   | 100        |             |              |     | 100                     |                 |            |          |
|                 | 7204      | 250mm WWM on Bronte Street South from Heslop Road to 100m south of Anne Boulevard (MIL) (RR) (WW)                               | 63         |             |              |     | 63                      |                 |            |          |
|                 | 6419      | Oakville Southeast WWTP - Waste Gas Burner Replacement (OAK)  | 38         |             |              |     | 38                      |                 |            |          |
| PR-2904         | 6791      | 15L's WWPS (including SCADA) and onsite connections to new PS in BMC and 150mm Forcemain from new PS to Boyne Trunk Sewer (OAK) | 1,417      |             |              |     | 1,417                   |                 |            |          |
| PR-2939         | 6935      | 200mm WWM on Deane Ave from Kerr Street to Dorval Drive (OAK) (WM)  | 300        |             |              |     | 300                     |                 |            |          |
| PR-2940         | 6963      | Decommission and Relocation of Sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area (OAK)      | 1,210      |             |              |     | 1,210                   |                 |            |          |
|                 |           |   |            |             |              |     |                         |                 |            |          |

# CAPITAL BUDGET

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## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

| NON-DEVELOPMENT |           | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)   |               |             |              |     |               | REGIONAL RESPONSIBILITY |            |          |  |
|-----------------|-----------|--|---------------|-------------|--------------|-----|---------------|-------------------------|------------|----------|--|
| PROJECT NUMBER  | UNIQUE ID | PROJECT DESCRIPTION  | GROSS COST    | SUBY/ RECOV | DEVEL. CHGS. |     | GEN RESERV    | CAP INVT RESERV         | DEBENTURES |          |  |
|                 |           |  |               |             | NON-RES      | RES |               |                         | GROWTH     | REGIONAL |  |
| PR-2971         | 7017      | 200mm WWM on Hixon Street from Bronte Street to Southwood Court 200mm,300mm WWM on Nelson Street from Hixon Street to Ontario Street (OAK) (RR)  | 1,131         |             |              |     | 1,131         |                         |            |          |  |
| PR-2979         | 7067      | 200mm,300mm WWM on Reynolds Street from King Street to Randall Street (OAK) (RR)   | 703           |             |              |     | 703           |                         |            |          |  |
| PR-2986         | 7068      | 300mm WWM on Wycroft Road from 165m west of Pacific Road to 225m east of Pacific Road (OAK) (RR)   | 438           |             |              |     | 438           |                         |            |          |  |
| PR-2983         | 7078      | 200mm WWM on Jennings Crescent from Jones Street to Jones Street (OAK)   | 825           |             |              |     | 825           |                         |            |          |  |
|                 | 7085      | 450mm WWM on Easement south of Front Street from Navy Street to 80m east of Navy Street, 450mm WWM on Navy Street from Easement to William Street, 450mm WWM on William Street from Navy Street to Water Street, 450mm WWM on Water Street from William Street | 251           |             |              |     | 251           |                         |            |          |  |
| PR-2983         | 7090      | 250mm WWM on Seabourne Drive to Reroute Flows to Sherin Drive (OAK)  | 737           |             |              |     | 737           |                         |            |          |  |
| PR-2940B        | 7095      | Decommission and Relocation of Sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area Phase 2 (OAK)   | 1,350         |             |              |     | 1,350         |                         |            |          |  |
|                 | 7183      | 250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)   | 213           |             |              |     | 213           |                         |            |          |  |
|                 | 7198      | Oakville Southeast WWTP - Boiler #2 Replacement (OAK)  | 100           |             |              |     | 100           |                         |            |          |  |
|                 |           | <b>Sub-total</b>   | <b>15,527</b> |             |              |     | <b>15,527</b> |                         |            |          |  |



# CAPITAL BUDGET

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| NON-DEVELOPMENT   |              | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |               |                |                         |     |               |                    |            |          |
|-------------------|--------------|--|---------------|----------------|-------------------------|-----|---------------|--------------------|------------|----------|
| PROJECT<br>NUMBER | UNIQUE<br>ID | PROJECT DESCRIPTION  | GROSS<br>COST | SUBY/<br>RECOV | REGIONAL RESPONSIBILITY |     |               |                    |            |          |
|                   |              |  |               |                | DEVEL. CHGS.            |     | GEN<br>RESERV | CAP INVT<br>RESERV | DEBENTURES |          |
|                   |              |  |               |                | NON-RES                 | RES |               |                    | GROWTH     | REGIONAL |
|                   |              | <b>Total</b>   | <b>31,450</b> |                |                         |     | <b>31,450</b> |                    |            |          |
|                   |              | <u>Summary</u>   |               |                |                         |     |               |                    |            |          |
|                   |              | Disposal Activities  | 100           |                |                         |     | 100           |                    |            |          |
|                   |              | Non-Infrastructure Solutions                                 | 633           |                |                         |     | 633           |                    |            |          |
|                   |              | Renewal/Rehabilitation Activities                            | 15,190        |                |                         |     | 15,190        |                    |            |          |
|                   |              | Replacement Activities                                       | 15,527        |                |                         |     | 15,527        |                    |            |          |
|                   |              | <b>Grand Total</b>   | <b>31,450</b> |                |                         |     | <b>31,450</b> |                    |            |          |



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| NON-DEVELOPMENT  |         |   |               |                           |              |              |              |              |              |              |            |              |              |
|--|---------|---|---------------|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|--------------|--------------|
| 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |               |                           |              |              |              |              |              |              |            |              |              |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST    | GROSS EXPENDITURE BY YEAR |              |              |              |              |              |              |            |              |              |
|  |         |   |               | 2015                      | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022       | 2023         | 2024         |
| <b>Disposal Activities</b>   |         |   |               |                           |              |              |              |              |              |              |            |              |              |
|  | 7225    | Replace Asbestos Insulation around Pipes within Plants (REG)                          | 100           | 100                       |              |              |              |              |              |              |            |              |              |
|  |         | <b>Sub-total</b>  | <b>100</b>    | <b>100</b>                |              |              |              |              |              |              |            |              |              |
| <b>Non-Infrastructure Solutions</b>  |         |   |               |                           |              |              |              |              |              |              |            |              |              |
|  | 6948    | Construction of Fill Storage Site at Mid Halton (OAK)                                 | 200           |                           | 200          |              |              |              |              |              |            |              |              |
|  | 3515    | Future Wastewater Studies (REG)   | 4,762         |                           |              |              |              |              | 1,762        | 1,000        |            | 1,000        | 1,000        |
| PR-1774  | 464     | Flow Meter Verification for all WWTPs (REG)   | 100           | 50                        |              | 50           |              |              |              |              |            |              |              |
| PR-2185  | 4946    | SCADA Master Plan Review for Wastewater Treatment Plants and Collection Systems (REG) | 100           |                           |              |              | 100          |              |              |              |            |              |              |
| PR-2700  | 5929    | SCADA System Installation at Regional Wastewater Pumping Stations (REG)               | 2,200         | 200                       | 500          | 500          | 500          | 500          |              |              |            |              |              |
| PR-30001V  | 6886    | Vehicle Replacements - (Existing) Wastewater (REG)                                    | 5,266         | 282                       | 652          | 658          | 586          | 581          | 776          | 646          | 583        | 357          | 145          |
| PR-2541B   | 6969    | Study and implementation of improvements for the Regions SCADA System Std's (REG)     | 200           | 50                        | 50           | 50           | 50           |              |              |              |            |              |              |
|  | 7008    | Vehicle - New - Wastewater (REG)  | 1,247         | 51                        | 127          | 237          |              | 30           | 134          | 490          | 82         | 96           |              |
|  |         | <b>Sub-total</b>  | <b>14,075</b> | <b>633</b>                | <b>1,529</b> | <b>1,495</b> | <b>1,236</b> | <b>1,111</b> | <b>2,672</b> | <b>2,136</b> | <b>665</b> | <b>1,453</b> | <b>1,145</b> |
| <b>Renewal/Rehabilitation Activities</b>                                     |         |   |               |                           |              |              |              |              |              |              |            |              |              |
| PR-2710  | 6018    | Skyway - Return Activated Sludge System Upgrades (BUR)                                | 1,800         | 1,800                     |              |              |              |              |              |              |            |              |              |



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## WASTEWATER-CAPITAL

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| NON-DEVELOPMENT |          | 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |            |                           |       |        |       |       |      |      |      |      |      |
|-----------------|----------|---|------------|---------------------------|-------|--------|-------|-------|------|------|------|------|------|
| PR NO           | UNIQU ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |        |       |       |      |      |      |      |      |
|                 |          |   |            | 2015                      | 2016  | 2017   | 2018  | 2019  | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2943         | 6947     | Design and Construction of a new pumping station and forcemain in Burlington East Area in support of Pumping Station Master (BUR) | 24,929     |                           | 4,880 | 10,666 | 6,383 | 3,000 |      |      |      |      |      |
| PR-2710         | 7087     | Skyway WWTP Secondary Clarifier Upgrades (BUR)  | 1,800      | 1,800                     |       |        |       |       |      |      |      |      |      |
|                 | 7213     | Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)   | 2,490      | 490                       | 2,000 |        |       |       |      |      |      |      |      |
|                 | 6073     | Acton Plant Replacement & Improvements (HHACT)  | 4,646      |                           |       | 4,646  |       |       |      |      |      |      |      |
|                 | 6077     | Acton - Digester Replacement and Upgrades (HHACT)   | 762        |                           |       | 762    |       |       |      |      |      |      |      |
|                 | 6960     | Georgetown WWTP - Electrical Upgrades (HHGEO)   | 2,500      |                           | 500   | 2,000  |       |       |      |      |      |      |      |
|                 | 6978     | Georgetown WWTP - Screening Building Rehabilitation (HHGEO)   | 1,200      | 200                       | 1,000 |        |       |       |      |      |      |      |      |
| PR-2987         | 7081     | 400mm WWM on John Street from John Street PS Wet Well to Credit River (Overflow Pipe) (HHGEO)                                     | 1,755      | 1,755                     |       |        |       |       |      |      |      |      |      |
| PR-2607         | 5648     | Milton WWTP - Digester Facility Upgrade (MIL)   | 15,903     |                           |       | 5,301  | 5,301 | 5,301 |      |      |      |      |      |
|                 | 6414     | Milton WWTP Aeration System Modernization (Fine Pore Aeration System) (MIL)   | 1,300      |                           | 225   | 1,075  |       |       |      |      |      |      |      |
| PR-2810         | 6792     | Milton Capital Facility Plan and Upgrades (MIL)   | 230        |                           | 230   |        |       |       |      |      |      |      |      |
| PR-2886         | 6066     | Oak SE - Replace Boiler Unit 1 and Hot Water Pumps (OAK)  | 700        | 550                       | 150   |        |       |       |      |      |      |      |      |
|                 | 6945     | Retrofit the heating system at the Mid-Halton WWTP Biosolids handling facility (OAK)  | 240        |                           | 240   |        |       |       |      |      |      |      |      |
| PR-2949         | 6962     | Upgrades at Belvedere SPS (OAK)   | 148        | 148                       |       |        |       |       |      |      |      |      |      |



**CAPITAL BUDGET**

**2015**

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**BUDGET & BUSINESS PLAN**

| NON-DEVELOPMENT                             |         |   |                |                           |               |               |               |               |               |               |               |               |               |  |
|---|---------|---|----------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--|
| 2015-2024 WASTEWATER FORECAST               |         |   |                |                           |               |               |               |               |               |               |               |               |               |  |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |                |                           |               |               |               |               |               |               |               |               |               |  |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST     | GROSS EXPENDITURE BY YEAR |               |               |               |               |               |               |               |               |               |  |
|   |         |   |                | 2015                      | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |  |
|   | 7084    | Replacement of Water Street PS and Decommission of Navy Street PS (OAK)                             | 4,010          | 600                       |               | 3,410         |               |               |               |               |               |               |               |  |
|   | 3516    | Wastewater Plant Upgrades and Optimizations (REG)   | 100,257        |                           |               |               | 305           | 10,731        | 10,298        | 19,740        | 21,644        | 19,789        | 17,750        |  |
| PR-2154B                                    | 4829    | Digester Cleaning and Facility Upgrades at Regional Wastewater Treatment Plants (REG)               | 3,000          | 1,500                     | 1,500         |               |               |               |               |               |               |               |               |  |
| PR-2194                                     | 4960    | Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)                            | 350            |                           | 50            | 50            | 100           | 150           |               |               |               |               |               |  |
| PR-2640                                     | 5307    | Wastewater Manhole Capital Improvement Prgm (REG)   | 750            | 300                       | 150           | 150           | 150           |               |               |               |               |               |               |  |
| PR-1589D                                    | 5539    | Halton WWTP Optimization Program (REG)  | 500            |                           | 250           |               | 250           |               |               |               |               |               |               |  |
| PR-2830                                     | 5748    | Regional Inflow / Infiltration Remediation Program (REG)  | 1,547          | 1,047                     | 500           |               |               |               |               |               |               |               |               |  |
| PR-2906                                     | 6793    | WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)                   | 240            |                           | 80            |               | 80            |               | 80            |               |               |               |               |  |
|   | 7230    | Capital upgrades to address basement flooding (REG)   | 5,000          | 5,000                     |               |               |               |               |               |               |               |               |               |  |
|   |         | <b>Sub-total</b>  | <b>176,057</b> | <b>15,190</b>             | <b>10,560</b> | <b>15,471</b> | <b>21,052</b> | <b>19,182</b> | <b>15,679</b> | <b>19,740</b> | <b>21,644</b> | <b>19,789</b> | <b>17,750</b> |  |
| <b>Replacement Activities</b>               |         |   |                |                           |               |               |               |               |               |               |               |               |               |  |
|   | 5819    | 300mm WWM on North Service Rd. from Cumberland Ave. to Walkers Line (BUR)                           | 707            |                           |               |               |               |               |               |               | 71            | 636           |               |  |
| PR-2552                                     | 5822    | 200mm,250mm,300mm WWM on Mainway from Guelph Line to Northside Road (BUR)                           | 489            |                           |               |               |               |               | 489           |               |               |               |               |  |
| PR-2744                                     | 6195    | Replacement/Refurbishment of 300mm Forcemain for Junction Street Pump Station RMOHID# 33 (BUR)      | 368            |                           |               | 368           |               |               |               |               |               |               |               |  |
| PR-2905                                     | 6198    | Replacement of sewers and removal of specialized lift station/manhole (Bellview PS) (BUR) (RR) (WM) | 1,085          | 1,085                     |               |               |               |               |               |               |               |               |               |  |



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**BUDGET & BUSINESS PLAN**

| NON-DEVELOPMENT                             |         |  |            |                           |       |       |       |       |       |      |      |      |      |
|---|---------|--|------------|---------------------------|-------|-------|-------|-------|-------|------|------|------|------|
| 2015-2024 WASTEWATER FORECAST               |         |  |            |                           |       |       |       |       |       |      |      |      |      |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |  |            |                           |       |       |       |       |       |      |      |      |      |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |       |       |       |      |      |      |      |
|   |         |  |            | 2015                      | 2016  | 2017  | 2018  | 2019  | 2020  | 2021 | 2022 | 2023 | 2024 |
| PR-2955                                     | 6462    | 200mm WWM on Edinburgh Drive from Maplewood Drive to Maplewood Drive (BUR) (RR)                                      | 957        | 957                       |       |       |       |       |       |      |      |      |      |
| PR-2956                                     | 6591    | Design and Construction of a new trunk sewer in Burlington East Area in support of Pumping Station Master Plan (BUR) | 30,000     |                           | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |      |      |      |      |
|   | 6592    | Design and Construction of local sewers to eliminate five (5) pumping stations in Burlington East Area (BUR)         | 1,400      |                           |       |       | 200   | 1,200 |       |      |      |      |      |
| PR-3000                                     | 6972    | 250mm WWM on Heritage Road from South Service Road to 573 Meters North (BUR) (RR)                                    | 478        | 478                       |       |       |       |       |       |      |      |      |      |
| PR-2994                                     | 7065    | 200mm WWM on Pine Street from Elizabeth Street to 80m east of Elizabeth Street (BUR)                                 | 73         | 73                        |       |       |       |       |       |      |      |      |      |
|   | 7066    | 200mm WWM on Alma Dale Avenue from Fisher Avenue to Augustine Drive (BUR)  | 245        | 41                        | 204   |       |       |       |       |      |      |      |      |
| PR-2871C                                    | 7086    | 200mm,250mm WWM on New Street from Drury Lane to Martha Street (BUR) (WM) (RR)                                       | 630        | 630                       |       |       |       |       |       |      |      |      |      |
|   | 7195    | PC Titrator replacement at Regional Environmental Laboratory (BUR)   | 33         | 33                        |       |       |       |       |       |      |      |      |      |
|   | 7208    | 200mm WWM on Dunvegan Road from New Street to Blythewood Road (south-leg) (BUR) (WM)                                 | 742        |                           |       | 124   | 618   |       |       |      |      |      |      |
|   | 7209    | 200mm,525mm WWM on Aldridge Crescent from Centennial Drive to Northside Road (BUR)                                   | 782        | 131                       | 651   |       |       |       |       |      |      |      |      |
|   | 6930    | 200mm,250mm WWM on Young Street from Mill Street East to Queen Street (HHACT)  | 621        | 103                       | 518   |       |       |       |       |      |      |      |      |
| PR-2972                                     | 7019    | 200mm WWM on Willow Street from River Street to Agnes Street (HHACT) (WM)  | 229        | 229                       |       |       |       |       |       |      |      |      |      |



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| NON-DEVELOPMENT |         | 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)                  |            |                           |       |      |      |      |      |      |      |      |      |
|-----------------|---------|---|------------|---------------------------|-------|------|------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |      |      |      |      |      |      |      |
|                 |         |   |            | 2015                      | 2016  | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| PR-2984         | 7076    | 200mm WWM on Nelson Court from Tyler Avenue to End (HHACT)                                    | 436        | 436                       |       |      |      |      |      |      |      |      |      |
| PR-3003         | 7083    | 150mm,200mm WWM on Mill Street West from Birchway Place to Park Avenue (HHACT) (WM) (RR)      | 1,287      |                           | 1,287 |      |      |      |      |      |      |      |      |
|                 | 7182    | 200mm WWM on Jeffrey Avenue from Elmore Drive to Elizabeth Drive (HHACT)                      | 325        | 325                       |       |      |      |      |      |      |      |      |      |
|                 | 6093    | Georgetown Replace Disinfection Building & Outfall Structure (HHGEO)                          | 492        |                           |       |      |      |      | 492  |      |      |      |      |
| PR-3002         | 6407    | 200mm WWM on Hale Drive from Delrex Blvd to Delrex Blvd (HHGEO) (RR) (WM)                     | 267        | 267                       |       |      |      |      |      |      |      |      |      |
| PR-3001         | 6465    | 200mm WWM on Rexway Drive from Guelph Street to Delrex Blvd (HHGEO) (RR) (WM)                 | 602        |                           | 602   |      |      |      |      |      |      |      |      |
| PR-3002         | 6466    | 200mm WWM on Lucinda Place from Delrex Blvd to End (HHGEO) (RR)(WM)                           | 121        | 121                       |       |      |      |      |      |      |      |      |      |
| PR-3002         | 6467    | 200mm WWM on Stockman Crescent from Delrex Blvd to Delrex Blvd (HHGEO) (RR)(WM)               | 441        | 441                       |       |      |      |      |      |      |      |      |      |
| PR-2937B        | 6548    | 200mm WWM on Airedale Court from Irwin Crescent to End (HHGEO) (RR)                           | 521        | 521                       |       |      |      |      |      |      |      |      |      |
| PR-2737B        | 7054    | Sanitary Lateral Transfer from Rear Lot on Cherry Street (HHGEO) (WM)                         | 50         | 50                        |       |      |      |      |      |      |      |      |      |
|                 | 7071    | 200mm WWM on Mill Street from 60m east of Guelph Street to 120m east of Guelph Street (HHGEO) | 110        | 18                        | 92    |      |      |      |      |      |      |      |      |
|                 | 7082    | 200mm WWM on Arletta Street from Kennedy Street to End (HHGEO)                                | 278        |                           | 47    | 231  |      |      |      |      |      |      |      |
|                 | 7189    | 200mm WWM on Main Street North from north of Dayfoot Drive to Guelph Street (HHGEO)           | 220        | 37                        | 183   |      |      |      |      |      |      |      |      |



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| NON-DEVELOPMENT |         | 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |       |       |       |      |      |      |      |      |      |
|-----------------|---------|--|------------|---------------------------|-------|-------|-------|------|------|------|------|------|------|
| PR NO           | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |       |      |      |      |      |      |      |
|                 |         |  |            | 2015                      | 2016  | 2017  | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|                 | 7193    | Georgetown WWTP Aeration System Upgrades (HHGEO)   | 1,700      |                           | 285   | 1,415 |       |      |      |      |      |      |      |
|                 | 7197    | John Street Pumping Station Upgrades and Rehabilitation (HHGEO)  | 2,940      | 250                       |       | 1,345 | 1,345 |      |      |      |      |      |      |
| PR-2993         | 7059    | 200mm WWM on Main Street East from Bronte Street South to James Street (MIL) (WM)(RR)  | 351        |                           | 351   |       |       |      |      |      |      |      |      |
|                 | 7184    | 250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)   | 588        | 98                        | 490   |       |       |      |      |      |      |      |      |
|                 | 7192    | 250mm WWM on Martin Street from Steeles Avenue East to Main Street East (MIL)  | 1,959      | 327                       | 1,632 |       |       |      |      |      |      |      |      |
|                 | 7194    | 200mm WWM on Harvest Drive from Roseheath Drive to Farmstead Road (MIL)  | 600        | 100                       | 500   |       |       |      |      |      |      |      |      |
|                 | 7204    | 250mm WWM on Bronte Street South from Heslop Road to 100m south of Anne Boulevard (MIL) (RR) (WW)                              | 375        | 63                        | 312   |       |       |      |      |      |      |      |      |
|                 | 7205    | 200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)   | 411        |                           | 69    | 342   |       |      |      |      |      |      |      |
|                 | 6419    | Oakville Southeast WWTP - Waste Gas Burner Replacement (OAK)   | 376        | 38                        | 338   |       |       |      |      |      |      |      |      |
| PR-2904         | 6791    | 15Ls WWPS (including SCADA) and onsite connections to new PS in BMC and 150mm Forcemain from new PS to Boyne Trunk Sewer (OAK) | 1,417      | 1,417                     |       |       |       |      |      |      |      |      |      |
| PR-2939         | 6935    | 200mm WWM on Deane Ave from Kerr Street to Dorval Drive (OAK) (WM)   | 300        | 300                       |       |       |       |      |      |      |      |      |      |
| PR-2940         | 6963    | Decommission and Relocation of Sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area (OAK)     | 1,210      | 1,210                     |       |       |       |      |      |      |      |      |      |



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| NON-DEVELOPMENT |          | 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |       |       |       |      |      |      |      |      |      |
|-----------------|----------|--|------------|---------------------------|-------|-------|-------|------|------|------|------|------|------|
| PR NO           | UNIQU ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |       |      |      |      |      |      |      |
|                 |          |  |            | 2015                      | 2016  | 2017  | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|                 | 6964     | 300mm WWM on Wyecroft Road from Fourth Line to Weller Court (OAK) (RR)   | 833        |                           | 139   | 694   |       |      |      |      |      |      |      |
| PR-2971         | 7017     | 200mm WWM on Hixon Street from Bronte Street to Southwood Court 200mm,300mm WWM on Nelson Street from Hixon Street to Ontario Street (OAK) (RR)  | 1,131      | 1,131                     |       |       |       |      |      |      |      |      |      |
| PR-3032         | 7063     | BMC Administration Buildings and Serviceing Replacement (OAK)  | 2,931      |                           | 521   | 2,410 |       |      |      |      |      |      |      |
| PR-2979         | 7067     | 200mm,300mm WWM on Reynolds Street from King Street to Randall Street (OAK) (RR)   | 703        | 703                       |       |       |       |      |      |      |      |      |      |
| PR-2986         | 7068     | 300mm WWM on Wyecroft Road from 165m west of Pacific Road to 225m east of Pacific Road (OAK) (RR)  | 438        | 438                       |       |       |       |      |      |      |      |      |      |
| PR-2983         | 7078     | 200mm WWM on Jennings Crescent from Jones Street to Jones Street (OAK)   | 825        | 825                       |       |       |       |      |      |      |      |      |      |
|                 | 7085     | 450mm WWM on Easement south of Front Street from Navy Street to 80m east of Navy Street, 450mm WWM on Navy Street from Easement to William Street, 450mm WWM on William Street from Navy Street to Water Street, 450mm WWM on Water Street from William Street | 1,671      | 251                       | 1,420 |       |       |      |      |      |      |      |      |
| PR-2983         | 7090     | 250mm WWM on Seabourne Drive to Reroute Flows to Sherin Drive (OAK)  | 737        | 737                       |       |       |       |      |      |      |      |      |      |
| PR-2940B        | 7095     | Decommission and Relocation of Sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area Phase 2 (OAK)   | 1,350      | 1,350                     |       |       |       |      |      |      |      |      |      |
|                 | 7183     | 250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)   | 1,275      | 213                       |       |       | 1,062 |      |      |      |      |      |      |
|                 | 7198     | Oakville Southeast WWTP - Boiler #2 Replacement (OAK)  | 600        | 100                       | 500   |       |       |      |      |      |      |      |      |



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| NON-DEVELOPMENT                             |         |  |                |                           |               |               |               |               |               |               |               |               |               |
|---|---------|--|----------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 2015-2024 WASTEWATER FORECAST               |         |  |                |                           |               |               |               |               |               |               |               |               |               |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |  |                |                           |               |               |               |               |               |               |               |               |               |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION                        | GROSS COST     | GROSS EXPENDITURE BY YEAR |               |               |               |               |               |               |               |               |               |
|   |         |  |                | 2015                      | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          |
|   | 3514    | Wastewater Replacement Main Projects (REG) | 79,639         |                           |               |               | 73            | 6,118         | 10,578        | 14,260        | 14,785        | 15,075        | 18,750        |
|   | 7053    | SCADA Auto Dialler Replacement (REG)       | 50             |                           | 50            |               |               |               |               |               |               |               |               |
|   |         | <b>Sub-total</b>                           | <b>148,399</b> | <b>15,527</b>             | <b>16,191</b> | <b>12,929</b> | <b>9,298</b>  | <b>13,318</b> | <b>17,559</b> | <b>14,260</b> | <b>14,856</b> | <b>15,711</b> | <b>18,750</b> |
|   |         | <b>Total Required Financing</b>            | <b>338,631</b> | <b>31,450</b>             | <b>28,280</b> | <b>29,895</b> | <b>31,586</b> | <b>33,611</b> | <b>35,910</b> | <b>36,136</b> | <b>37,165</b> | <b>36,953</b> | <b>37,645</b> |



# Budget and Business Plan 2015

## Wastewater Development





# CAPITAL BUDGET

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## WASTEWATER-CAPITAL

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| DEVELOPMENT                         |           | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS)  |               |             |              |               | REGIONAL RESPONSIBILITY |                 |            |          |
|-------------------------------------|-----------|---|---------------|-------------|--------------|---------------|-------------------------|-----------------|------------|----------|
| PROJECT NUMBER                      | UNIQUE ID | PROJECT DESCRIPTION   | GROSS COST    | SUBY/ RECOV | DEVEL. CHGS. |               | GEN RESERV              | CAP INVT RESERV | DEBENTURES |          |
|                                     |           |   |               |             | NON-RES      | RES           |                         |                 | GROWTH     | REGIONAL |
| <b>Expansion Activities</b>         |           |   |               |             |              |               |                         |                 |            |          |
| PR-2977                             | 5066      | 750 mm WWM on Fifth Line from new BPII WWPS (IPFS #5898) to Louis St Laurent Ave (MIL)  | 1,377         |             |              | 978           |                         | 399             |            |          |
| PR-3023                             | 6114      | 450 mm WWM on new road from west of Thompson Rd to Thompson Rd and 525 mm WWM on Thompson Rd from north of Britannia Rd to Britannia Rd (MIL) | 1,602         |             |              | 1,137         |                         | 465             |            |          |
| PR-2978                             | 6115      | 3 x 450 mm WWFM from new WWPS (IPFS #5069) to 300 m east of R.R. 25 (Incl. portion of WWFM under 16 Mile Creek) - Construction (MIL)          | 6,121         |             |              | 4,346         |                         | 1,775           |            |          |
| PR-2977                             | 6116      | 750 mm WWM on Louis St Laurent from 5th Line to James Snow Pkwy (MIL)   | 2,468         |             |              | 1,742         |                         |                 | 726        |          |
| PR-2978                             | 6427      | New 86 ML/d WWPS on Britannia Rd between 3rd Line and 16 Mile Creek (1000 L/s) - Construction (MIL)   | 14,193        |             |              | 10,077        |                         | 4,116           |            |          |
|                                     |           | <b>Sub-total</b>  | <b>25,761</b> |             |              | <b>18,280</b> |                         | <b>6,755</b>    | <b>726</b> |          |
| <b>Non-Infrastructure Solutions</b> |           |   |               |             |              |               |                         |                 |            |          |
| PR-2209C                            | 7170      | Mid Halton WWTP Odour Control Studies (OAK)   | 87            |             |              | 60            |                         | 27              |            |          |
| PR-2678B                            | 7152      | Wastewater Collection System Analysis (REG)   | 110           |             |              | 76            |                         | 34              |            |          |
| PR-2679B                            | 7153      | Wastewater Treatment Capacity Annual Monitoring Report (REG)  | 45            |             |              | 31            |                         | 14              |            |          |
|                                     |           | <b>Sub-total</b>  | <b>242</b>    |             |              | <b>167</b>    |                         | <b>75</b>       |            |          |



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| DEVELOPMENT       |              | 2015 WASTEWATER SYSTEM<br>PROJECT LISTING 2015 (000 DOLLARS) |               |                |                         |               |               |                    |            |          |
|-------------------|--------------|--|---------------|----------------|-------------------------|---------------|---------------|--------------------|------------|----------|
| PROJECT<br>NUMBER | UNIQUE<br>ID | PROJECT DESCRIPTION  | GROSS<br>COST | SUBY/<br>RECOV | REGIONAL RESPONSIBILITY |               |               |                    |            |          |
|                   |              |  |               |                | DEVEL. CHGS.            |               | GEN<br>RESERV | CAP INVT<br>RESERV | DEBENTURES |          |
|                   |              |  |               |                | NON-RES                 | RES           |               |                    | GROWTH     | REGIONAL |
|                   |              | <b>Total</b>   | <b>26,003</b> |                |                         | <b>18,447</b> |               | <b>6,830</b>       | <b>726</b> |          |
|                   |              | <u>Summary</u>   |               |                |                         |               |               |                    |            |          |
|                   |              | Expansion Activities   | 25,761        |                | 18,280                  |               | 6,755         | 726                |            |          |
|                   |              | Non-Infrastructure Solutions                                 | 242           |                | 167                     |               | 75            |                    |            |          |
|                   |              | <b>Grand Total</b>   | <b>26,003</b> |                | <b>18,447</b>           |               | <b>6,830</b>  | <b>726</b>         |            |          |



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| DEVELOPMENT  |         |   |            |                           |            |       |      |       |      |       |      |            |            |
|--|---------|---|------------|---------------------------|------------|-------|------|-------|------|-------|------|------------|------------|
| 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |            |                           |            |       |      |       |      |       |      |            |            |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |            |       |      |       |      |       |      |            |            |
|  |         |   |            | 2015                      | 2016       | 2017  | 2018 | 2019  | 2020 | 2021  | 2022 | 2023       | 2024       |
| <b>Disposal Activities</b>   |         |   |            |                           |            |       |      |       |      |       |      |            |            |
|  | 6508    | Decommissioning of HH WWPS #3, connection to new 8th Line trunk sewer (HHS)   | 500        |                           |            |       |      |       |      |       |      | 100        | 400        |
| PR-2966  | 6542    | Decommissioning of 5 WWPSs (OAK)  | 400        |                           | 400        |       |      |       |      |       |      |            |            |
|  |         | <b>Sub-total</b>  | <b>900</b> |                           | <b>400</b> |       |      |       |      |       |      | <b>100</b> | <b>400</b> |
| <b>Expansion Activities</b>  |         |   |            |                           |            |       |      |       |      |       |      |            |            |
|  | 5907    | 300 mm WWM North Aldershot Servicing (BUR)  | 4,268      |                           |            | 4,268 |      |       |      |       |      |            |            |
| PR-3015  | 6482    | 300 mm WWM on Plains Rd West from Grand View heading due north west 300 mm WWM on Plains Rd West from Grand View heading due north west (BUR) | 129        |                           | 26         | 103   |      |       |      |       |      |            |            |
| PR-3015  | 6483    | 325 mm WWM on Plains Rd West from Grand View heading due north west (BUR)   | 82         |                           | 17         | 65    |      |       |      |       |      |            |            |
| PR-3015  | 6484    | 375 mm WWM on Plains Rd West from Grand View heading due north west (BUR)   | 91         |                           | 18         | 73    |      |       |      |       |      |            |            |
|  | 6485    | 375 mm WWM on Plains Rd West between Howard Rd and entrance to Spring Gardens (BUR)   | 588        |                           |            |       | 118  | 470   |      |       |      |            |            |
|  | 6486    | 200 mm WWM on Plains Rd West between Howard Rd and entrance to Spring Gardens (BUR)   | 61         |                           |            |       | 12   | 49    |      |       |      |            |            |
|  | 6487    | 525 mm WWM on Plains Rd West between Howard Rd and entrance to Spring Gardens (BUR)   | 2,288      |                           |            |       | 458  | 1,830 |      |       |      |            |            |
|  | 6488    | 250 mm WWM on Guelph Line between Woodward and 120m south of Prospect Street (BUR)  | 332        |                           |            |       |      |       | 67   | 265   |      |            |            |
|  | 6489    | 450 mm WWM on Appleby Line between Fairview Street and 151 m south of Harvester Rd (BUR)  | 1,445      |                           |            |       |      |       | 289  | 1,156 |      |            |            |



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| DEVELOPMENT                                 |         |  |            |                           |       |      |      |       |      |       |       |      |       |
|---|---------|--|------------|---------------------------|-------|------|------|-------|------|-------|-------|------|-------|
| 2015-2024 WASTEWATER FORECAST               |         |  |            |                           |       |      |      |       |      |       |       |      |       |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |  |            |                           |       |      |      |       |      |       |       |      |       |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |       |      |      |       |      |       |       |      |       |
|   |         |  |            | 2015                      | 2016  | 2017 | 2018 | 2019  | 2020 | 2021  | 2022  | 2023 | 2024  |
| PR-2968                                     | 6490    | 300 mm WWM on Pearl Street between Old Lakeshore Rd and Pine Street (BUR)                                | 195        |                           |       |      |      | 39    | 156  |       |       |      |       |
|   | 6491    | 525 mm WWM on Lakshore Rd between Old Lakeshore Rd entrance and Torrance Street (BUR)                    | 133        |                           |       |      |      |       |      | 27    | 106   |      |       |
|   | 6492    | 825 mm WWM on Maple Avenue East Between Lakeshore Rd and Fairview Street (BUR)                           | 6,136      |                           |       |      |      |       |      | 1,227 | 4,909 |      |       |
|   | 6509    | 450 mm WWM on Mill Street between Wilbur Street North and Wallace Street (HHACTION)                      | 262        |                           |       | 53   | 209  |       |      |       |       |      |       |
|   | 6510    | 300 mm WWM on Main Street South between Cobblehill Rd and Brock Street (HHACTION)                        | 148        |                           |       |      |      | 30    | 118  |       |       |      |       |
|   | 6511    | 600 mm WWM from Elgin Street South along Black Creek alignment to Tanners Drive (HHACTION)               | 465        |                           |       |      |      |       |      | 93    | 372   |      |       |
|   | 6512    | 525 mm WWM from Elgin Street South along Black Creek alignment to Tanners Drive (HHACTION)               | 1,594      |                           |       |      |      |       |      |       |       | 318  | 1,276 |
|   | 6565    | TP Offset Program (HHACTION)   | 2,800      |                           | 2,800 |      |      |       |      |       |       |      |       |
|   | 6493    | 300 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO) | 2,060      |                           |       |      | 412  | 1,648 |      |       |       |      |       |
|   | 6494    | 300 mm WWM on Arborglen Drive and across North Halton Golf Course towards Maple Ave (HHGEO)              | 280        |                           |       |      |      |       |      | 56    | 224   |      |       |
|   | 6495    | 300 mm WWM on Delrex Blvd between Irwin Crescent and the southern entrance to Fauldon Drive (HHGEO)      | 140        |                           |       |      |      |       |      |       |       | 28   | 112   |
|   | 6496    | Twinned 250mm WWFM from Norval WWPS to Argyll Rd (HHGEO)   | 177        |                           |       |      |      |       |      |       |       |      | 177   |
|   | 6506    | 675 mm WWM on 9th Line from Argyll Rd to 10th Side Rd - Georgetown South Connection (HHGEO)              | 3,955      |                           |       |      |      |       | 791  | 3,164 |       |      |       |



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| DEVELOPMENT  |         |   |            |                           |      |      |       |        |      |      |      |      |      |
|--|---------|---|------------|---------------------------|------|------|-------|--------|------|------|------|------|------|
| 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |            |                           |      |      |       |        |      |      |      |      |      |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |       |        |      |      |      |      |      |
|  |         |   |            | 2015                      | 2016 | 2017 | 2018  | 2019   | 2020 | 2021 | 2022 | 2023 | 2024 |
|  | 6567    | Twinned 300mm WWFM on 10th Side Rd from 9th Ln to 8th Ln (HHGEO)  | 847        |                           |      |      |       | 169    | 678  |      |      |      |      |
|  | 6568    | 900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd (HHGEO)   | 5,891      |                           |      |      | 1,178 | 4,713  |      |      |      |      |      |
|  | 6569    | 900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave (HHGEO)  | 5,870      |                           |      |      | 1,174 | 4,696  |      |      |      |      |      |
|  | 6570    | 24 MLD WWPS at 10 Side Rd/9th Line (275 L/s) (HHGEO)  | 6,795      |                           |      |      | 1,359 | 5,436  |      |      |      |      |      |
|  | 6571    | 104 ML/d WWPS on Trafalgar Rd/ Britannia Rd (1200 L/s) (HHGEO)  | 18,532     |                           |      |      | 3,707 | 14,825 |      |      |      |      |      |
|  | 6572    | 1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement (HHGEO)   | 1,755      |                           |      |      | 351   | 1,404  |      |      |      |      |      |
|  | 6586    | 750 mm WWM on 8th Line from Argyll Rd to 10th Side Rd (HHGEO)   | 1,781      |                           |      |      | 356   | 1,425  |      |      |      |      |      |
|  | 6587    | 600 mm WWM on 8th Line from Miller Rd to Argyll Rd (HHGEO)  | 1,420      |                           |      |      | 284   | 1,136  |      |      |      |      |      |
|  | 6589    | 3 ML/d WWPS on 10th Side Rd in Norval (35 L/s) (HHGEO)  | 685        |                           |      |      |       |        |      |      |      | 137  | 548  |
| PR-2977  | 5066    | 750 mm WWM on Fifth Line from new BP11 WWPS (IPFS #5898) to Louis St Laurent Ave (MIL)  | 1,377      | 1,377                     |      |      |       |        |      |      |      |      |      |
| PR-3023  | 6114    | 450 mm WWM on new road from west of Thompson Rd to Thompson Rd and 525 mm WWM on Thompson Rd from north of Britannia Rd to Britannia Rd (MIL) | 1,602      | 1,602                     |      |      |       |        |      |      |      |      |      |
| PR-2978  | 6115    | 3 x 450 mm WWFM from new WWPS (IPFS #5069) to 300 m east of R.R. 25 (Incl. portion of WWFM under 16 Mile Creek) - Construction (MIL)          | 6,121      | 6,121                     |      |      |       |        |      |      |      |      |      |



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| DEVELOPMENT                                 |          |   |            |                           |      |      |      |      |       |      |      |       |      |
|---|----------|---|------------|---------------------------|------|------|------|------|-------|------|------|-------|------|
| 2015-2024 WASTEWATER FORECAST               |          |   |            |                           |      |      |      |      |       |      |      |       |      |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |          |   |            |                           |      |      |      |      |       |      |      |       |      |
| PR NO                                       | UNIQU ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |      |       |      |      |       |      |
|   |          |   |            | 2015                      | 2016 | 2017 | 2018 | 2019 | 2020  | 2021 | 2022 | 2023  | 2024 |
| PR-2977                                     | 6116     | 750 mm WWM on Louis St Laurent from 5th Line to James Snow Pkwy (MIL)   | 2,468      | 2,468                     |      |      |      |      |       |      |      |       |      |
| PR-2978                                     | 6427     | New 86 ML/d WWPS on Britannia Rd between 3rd Line and 16 Mile Creek (1000 L/s) - Construction (MIL)                                     | 14,193     | 14,193                    |      |      |      |      |       |      |      |       |      |
|   | 6497     | 300 mm WWM on Derry Rd from 8th Line to Trafalgar Rd (MIL)  | 828        |                           |      |      |      |      |       |      | 166  | 662   |      |
|   | 6498     | 450 mm WWM on new road from 8th Line to Trafalgar Rd (MIL)  | 1,544      |                           |      |      |      |      |       |      | 309  | 1,235 |      |
|   | 6499     | 300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS (MIL)   | 1,074      |                           |      |      |      |      |       |      | 215  | 859   |      |
|   | 6507     | 1200 mm WWM on Britannia Rd to 5th Line to James Snow Pkwy (MIL)  | 3,138      |                           |      |      |      | 628  | 2,510 |      |      |       |      |
|   | 6514     | 450 mm WWM on Maple Ave between Main Street East and Turner Drive (MIL)   | 235        |                           |      | 47   | 188  |      |       |      |      |       |      |
|   | 6515     | 300 mm WWM on Childs Drive between Ontario Street South and the south entrance of Satok Crescent (MIL)                                  | 416        |                           |      |      |      |      | 83    | 333  |      |       |      |
|   | 6516     | 375 mm WWM on Nipissing Rd between Milton Mall entrance and Childs Drive (MIL)  | 206        |                           |      |      |      |      |       |      | 41   | 165   |      |
|   | 6517     | 450 mm WWM on Oak Street between Charles Street and Ontario Street South (MIL)  | 1,044      |                           |      | 209  | 835  |      |       |      |      |       |      |
|   | 6518     | 250 mm WWM on Donald Campbell Avenue between Ontario Street South and Cemetery Rd (MIL)   | 18         |                           |      |      |      |      |       |      |      |       | 18   |
|   | 6524     | 600 mm WWM on Williams Ave/Commercial Street from southern corner of Williams Ave and south down Commercial Street to Laurier Ave (MIL) | 908        |                           |      |      |      | 182  | 726   |      |      |       |      |



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| DEVELOPMENT                                 |         |   |            |                           |      |      |       |       |       |      |      |       |       |
|---|---------|---|------------|---------------------------|------|------|-------|-------|-------|------|------|-------|-------|
| 2015-2024 WASTEWATER FORECAST               |         |   |            |                           |      |      |       |       |       |      |      |       |       |
| PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |   |            |                           |      |      |       |       |       |      |      |       |       |
| PR NO                                       | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |       |       |       |      |      |       |       |
|   |         |   |            | 2015                      | 2016 | 2017 | 2018  | 2019  | 2020  | 2021 | 2022 | 2023  | 2024  |
|   | 6552    | 375 mm WWM on new road alignment in Milton Education Village from 950 m south of Louis St Laurent extension to Louis St Laurent extension (MIL)   | 2,931      |                           |      |      |       | 583   | 2,348 |      |      |       |       |
|   | 6553    | 450 mm WWM on new road in Milton Education Village from 800m north of Louis St Laurent extension to Louis St Laurent extension and on Louis St Laurent extension from 340m west of Tremaine Rd to Tremaine Rd (MIL) | 844        |                           |      |      |       | 169   | 675   |      |      |       |       |
|   | 6555    | 17 ML/d WWPS on Tremaine Rd (200 L/s) (MIL)   | 1,296      |                           |      |      |       |       |       |      |      |       | 1,296 |
|   | 6560    | 525 mm WWM on James Snow Pkwy and new road alignment from Steeles Ave to Esquesing Line (MIL)   | 1,931      |                           |      |      |       |       |       |      | 386  | 1,545 |       |
|   | 6564    | 525 mm WWM on new alignment from Esquesing Line to 3rd Line (MIL)   | 2,966      |                           |      |      |       |       |       |      | 590  | 2,376 |       |
|   | 6573    | 1050mm WWM 401 Crossing from Steeles Ave to Auburn Rd (MIL)   | 8,499      |                           |      |      | 1,700 | 6,799 |       |      |      |       |       |
|   | 6574    | 1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd (MIL)   | 2,923      |                           |      |      | 585   | 2,338 |       |      |      |       |       |
|   | 6575    | 1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd (MIL)  | 6,623      |                           |      |      | 1,324 | 5,299 |       |      |      |       |       |
|   | 6576    | 1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course (MIL)  | 4,269      |                           |      |      | 854   | 3,415 |       |      |      |       |       |
|   | 6577    | 1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS (MIL)  | 7,562      |                           |      |      | 1,513 | 6,049 |       |      |      |       |       |
|   | 6579    | Twinned 750 mm WWFM on Britannia Rd from Trafalgar Rd to 6th Line (MIL)   | 11,289     |                           |      |      | 2,258 | 9,031 |       |      |      |       |       |
|   | 6580    | 1200 mm WWM on Britannia Rd from 6th Line to 5th Line (MIL)   | 7,597      |                           |      |      |       | 1,520 | 6,077 |      |      |       |       |



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| DEVELOPMENT |         | 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)   |            |                           |      |      |      |       |      |       |      |      |       |        |
|-------------|---------|--|------------|---------------------------|------|------|------|-------|------|-------|------|------|-------|--------|
| PR NO       | UNIQ ID | PROJECT DESCRIPTION  | GROSS COST | GROSS EXPENDITURE BY YEAR |      |      |      |       |      |       |      |      |       |        |
|             |         |  |            | 2015                      | 2016 | 2017 | 2018 | 2019  | 2020 | 2021  | 2022 | 2023 | 2024  |        |
|             | 6581    | 1350mm WWM on 5th Line from Britannia Rd to Lower Base Line (MIL)  | 2,932      |                           |      |      |      |       |      |       |      |      |       | 2,932  |
|             | 6582    | 1350 mm WWM on Lower Base Line from 5th Line to 4th Line (MIL)   | 1,872      |                           |      |      |      |       |      |       |      |      |       | 1,872  |
|             | 6583    | 525 mm WWM on new road from 1400 m north of Britannia Rd to Britannia Rd (MIL)   | 5,357      |                           |      |      |      | 1,072 |      | 4,285 |      |      |       |        |
|             | 6584    | 156 ML/d WWPS at Lower Base Line and 4th Line (1805 L/s) (MIL)   | 28,402     |                           |      |      |      |       |      |       |      |      | 5,680 | 22,722 |
|             | 6585    | Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)  | 22,332     |                           |      |      |      |       |      |       |      | 447  | 4,020 | 17,865 |
|             | 6526    | 450 mm WWM on service Rd for West River WWPS from West River Street to WWPS (OAK)  | 141        |                           |      |      | 29   |       | 112  |       |      |      |       |        |
|             | 6527    | 450 mm WWM on service road to Marine Drive WWPS from Marine Drive (OAK)  | 27         |                           |      |      | 6    |       | 21   |       |      |      |       |        |
| PR-2964     | 6528    | 31.9 L/s upgrade of West River WWPS (OAK)  | 374        |                           | 374  |      |      |       |      |       |      |      |       |        |
| PR-3018     | 6529    | 375 mm WWM on Oak Park from Dundas Street East to Central Park then along Central Park to Georgian Drive (OAK)                         | 838        |                           | 168  | 670  |      |       |      |       |      |      |       |        |
|             | 6530    | 300 mm WWM on Kerr Street between Forster Park and Rebecca Street (OAK)  | 864        |                           |      |      |      |       |      |       |      | 173  | 691   |        |
|             | 6534    | 375 mm WWM on Lyons Lane between Cross Ave and due north up Lyons Lane 150 m (OAK)   | 206        |                           |      |      |      |       |      |       |      |      | 41    | 165    |
|             | 6535    | 450 mm WWM on Trafalgar Rd between 10 m north of Inglehart Street North and over Cornwall Rd and railway to connect to Cross Ave (OAK) | 1,191      |                           |      |      |      |       |      |       |      |      | 238   | 953    |



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| DEVELOPMENT                         |         | 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS)  |                |                           |              |              |               |               |               |              |              |               |               |     |
|-------------------------------------|---------|---|----------------|---------------------------|--------------|--------------|---------------|---------------|---------------|--------------|--------------|---------------|---------------|-----|
| PR NO                               | UNIQ ID | PROJECT DESCRIPTION   | GROSS COST     | GROSS EXPENDITURE BY YEAR |              |              |               |               |               |              |              |               |               |     |
|                                     |         |   |                | 2015                      | 2016         | 2017         | 2018          | 2019          | 2020          | 2021         | 2022         | 2023          | 2024          |     |
|                                     | 6537    | 675 mm WWM on Trafalgar Rd between Spruce Street until 60 m north of Cornwall Rd where it follows the side road crossing the railway line and through the Go Transit Stn car Park and heads due west and north up Argus Rd for 60 m (OAK) | 655            |                           |              |              |               |               |               |              |              |               |               | 655 |
| PR-3017                             | 6538    | Upgraded gravity sewer within UGC on North Service Rd from Truman Ave to east of Pearson Dr (OAK)   | 471            |                           | 471          |              |               |               |               |              |              |               |               |     |
| PR-2965                             | 6543    | Gravity Sewers from Decommissioned WWPS's to New Deep Trunk (OAK)   | 1,049          |                           | 1,049        |              |               |               |               |              |              |               |               |     |
| PR-2962                             | 6544    | 6 L/s upgrade of Bronte Yacht Club WWPS (OAK)   | 70             |                           | 70           |              |               |               |               |              |              |               |               |     |
|                                     | 6545    | 41 L/s upgrade of Junction Street WWPS (OAK)  | 478            |                           | 478          |              |               |               |               |              |              |               |               |     |
| PR-2963                             | 6547    | 23 L/s upgrade of Grandview Avenue WWPS (OAK)   | 267            |                           | 267          |              |               |               |               |              |              |               |               |     |
|                                     | 6588    | Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)   | 93,303         |                           |              | 1,866        | 16,794        |               | 74,643        |              |              |               |               |     |
|                                     |         | <b>Sub-total</b>  | <b>325,936</b> | <b>25,761</b>             | <b>5,738</b> | <b>7,354</b> | <b>35,704</b> | <b>75,879</b> | <b>95,875</b> | <b>3,325</b> | <b>7,742</b> | <b>18,079</b> | <b>50,479</b> |     |
| <b>Non-Infrastructure Solutions</b> |         |   |                |                           |              |              |               |               |               |              |              |               |               |     |
| PR-2967                             | 6566    | Black Creek Monitoring Program (HHACT)  | 406            |                           | 100          | 51           | 51            | 51            | 51            | 51           | 51           | 51            | 51            |     |
| PR-2209C                            | 7170    | Mid Halton WWTP Odour Control Studies (OAK)   | 870            | 87                        | 87           | 87           | 87            | 87            | 87            | 87           | 87           | 87            | 87            | 87  |
| PR-3027                             | 7012    | Halton Wastewater Master Plan (REG)   | 880            |                           |              |              |               |               |               |              | 880          |               |               |     |
| PR-2678B                            | 7152    | Wastewater Collection System Analysis (REG)   | 1,100          | 110                       | 110          | 110          | 110           | 110           | 110           | 110          | 110          | 110           | 110           | 110 |
| PR-2679B                            | 7153    | Wastewater Treatment Capacity Annual Monitoring Report (REG)  | 450            | 45                        | 45           | 45           | 45            | 45            | 45            | 45           | 45           | 45            | 45            | 45  |



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| DEVELOPMENT  |         |                          |            |                           |       |       |        |        |        |       |       |        |        |
|--|---------|--------------------------|------------|---------------------------|-------|-------|--------|--------|--------|-------|-------|--------|--------|
| 2015-2024 WASTEWATER FORECAST<br>PROJECT FORECAST LISTING 2015 (000 DOLLARS) |         |                          |            |                           |       |       |        |        |        |       |       |        |        |
| PR NO  | UNIQ ID | PROJECT DESCRIPTION      | GROSS COST | GROSS EXPENDITURE BY YEAR |       |       |        |        |        |       |       |        |        |
|  |         |                          |            | 2015                      | 2016  | 2017  | 2018   | 2019   | 2020   | 2021  | 2022  | 2023   | 2024   |
|  |         | Sub-total                | 3,706      | 242                       | 342   | 293   | 293    | 293    | 293    | 1,173 | 293   | 242    | 242    |
|  |         | Total Required Financing | 330,542    | 26,003                    | 6,480 | 7,647 | 35,997 | 76,172 | 96,168 | 4,498 | 8,135 | 18,721 | 50,721 |
|  |         |                          |            |                           |       |       |        |        |        |       |       |        |        |

