

Halton Region

Budget and Business Plan 2018



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Dear Chair and Members of Regional Council,

November 15, 2017

Re: Halton Region 2018 Budget and Business Plan

We are pleased to present the Halton Region 2018 Budget and Business Plan for Council's consideration. The 2018 Budget is based on the solid financial planning principles that continue to preserve Halton's AAA credit rating and strong, long-term financial position.

This document includes both the Tax-Supported Budget and Rate-Supported Budget, allowing Council to consider the combined impacts of both. The Executive Summary provides an overview of the combined budgets. Altogether, the 2018 Budget and Business Plan provides a multi-year financial plan that addresses key service priorities.

Preparation of the 2018 Budget has involved considerable effort from Halton Region staff from all divisions of the organization. We would like to express our appreciation to staff for their efforts in preparing this.

Council consideration of the 2018 Budget is scheduled for December 13, 2017. 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 fiscal year beginning January 1, 2017.

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 a period of one year only.

We believe our current budget continues to conform to program requirements and we are submitting it to the GFOA to determine its eligibility for another year.

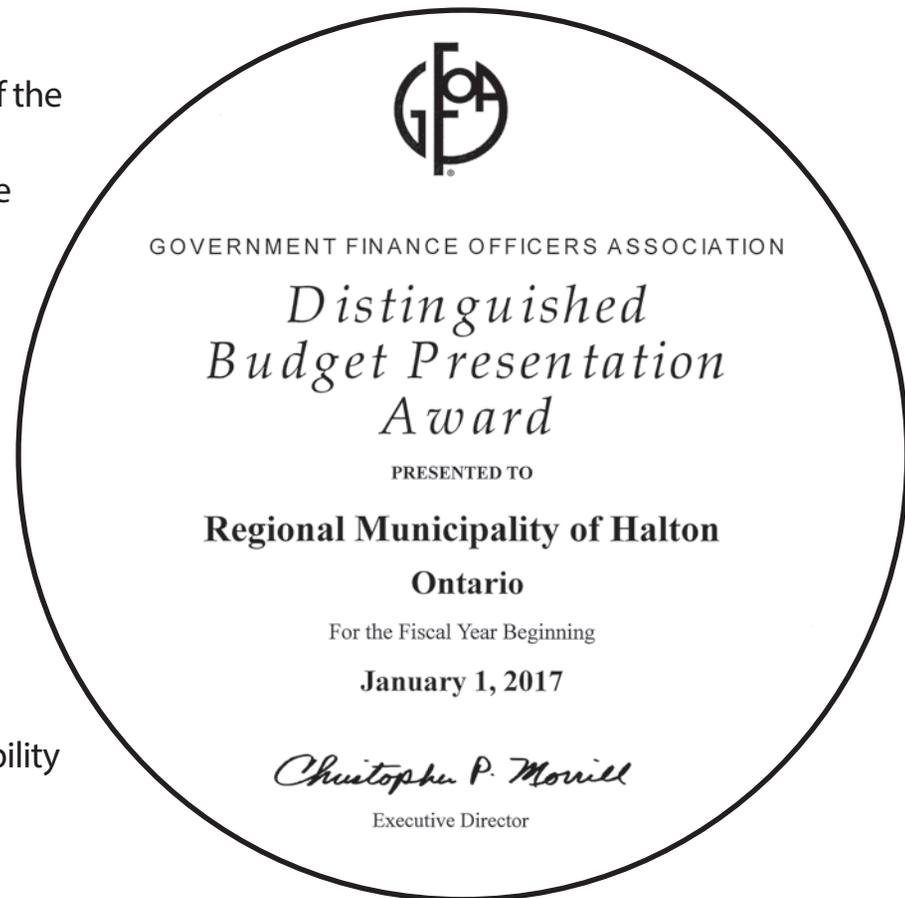


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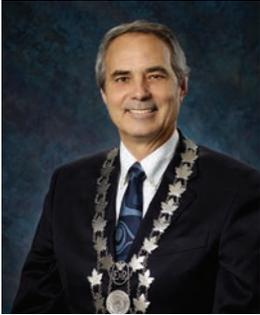
HALTON REGION

Budget and Business Plan 2018

Introduction



Halton is a Great Place to Live



Halton is a vibrant and growing community with more than 556,000 residents and four distinct communities—Burlington, Halton Hills, Milton and Oakville.

Halton Region is dedicated to providing programs and services that enhance the quality of life in Halton. Our prudent budgetary and financial management practices contribute to our success in achieving a AAA credit rating for 29 years. This top credit rating represents our strong financial position and helps Halton Region keep property taxes low.

The 2018 Budget and Business Plan is our financial roadmap for the year ahead, reflecting the priorities and outcomes highlighted in our *Strategic Action Plan 2015-2018: Shaping Halton's Future*. I encourage you to review the plan to learn about the strategic investments we are making to maintain a high quality of life for Halton residents, today and into the future.

Gary Carr
Regional Chair

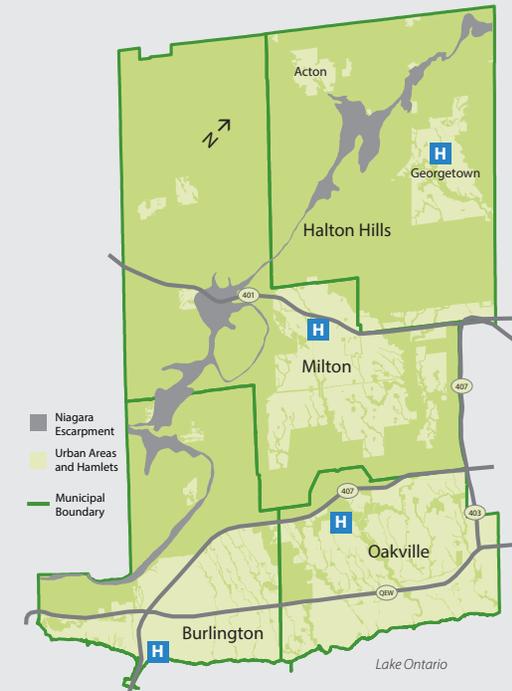


Vision

Halton Region's vision is to preserve for the current and future generations a landscape that is rich, diverse, balanced, productive and sustainable and a society that is economically strong, equitable and caring.

The Region must plan for communities where urban sprawl is minimized, infrastructure is maximized, natural heritage is protected and natural spaces and farmland are preserved.

The overall goal is to enhance the quality of life for all people of Halton, today and into the future.



Property Tax Impact

The property tax impact of Regional and Police Services per \$100,000 current value assessment (CVA) will increase from \$299 in 2017 to \$305 in 2018. The 2018 property tax impact for Regional Services is an increase of \$4 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 CVA.

For example, for a household with \$400,000 CVA, the Regional tax increase would be \$24 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 tax increase per \$100,000 CVA of \$6.

PROPERTY TAX IMPACT OF REGIONAL GOVERNMENT SERVICES** (per \$100,000 CVA)

	2017	2018	Change	
	Actual	Budget	\$	%
Regional Services	\$189	\$192	\$4	1.9%
Police Services*	\$110	\$112	\$2	2.0%
Total Regional Taxes**	\$299	\$305	\$6	1.9%

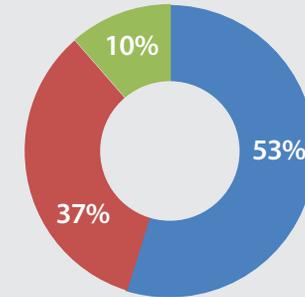
Schedule may not add due to rounding.

* Approved by Police Services Board

** Based on projected 1.5 per cent assessment growth



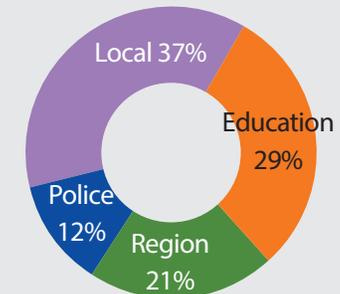
Average Ontario family tax bill breakdown



■ Federal ■ Provincial ■ Municipal

Source: Fraser Institute's Canadian Tax Simulator, 2017

Percentage share of 2017 levy



Figures may not add due to rounding.

Halton Regional Council 2014-2018



Halton Regional Council acts as the decision-making body for the Region. The Regional Chair is the head of Regional Council, which is made up of 21 elected representatives including the Mayors of each Local Municipality.

Council agendas, meeting schedules and streaming video of council meetings are available online at halton.ca/agendas.

Council meetings are also broadcast on TV Cogeco with closed captioning.

FRONT ROW (left to right): Blair Lancaster, Burlington; Rick Goldring, Mayor, Burlington; Rick Bonnette, Mayor, Halton Hills; Gary Carr, Regional Chair; Gord Krantz, Mayor, Milton; Rob Burton, Mayor, Oakville; Cathy Duddeck, Oakville

MIDDLE ROW: Mike Cluett, Milton; Allan Elgar, Oakville; Sean O'Meara, Oakville; John Taylor, Burlington; Colin Best, Milton; Rick Craven, Burlington; Clark Somerville, Halton Hills; Marianne Meed Ward, Burlington

BACK ROW: Jane Fogal, Halton Hills; Dave Gittings, Oakville; Paul Sharman, Burlington; Jeff Knoll, Oakville; Tom Adams, Oakville; Jack Dennison, Burlington



The Halton Region Strategic Action Plan 2015-2018: Shaping Halton's Future

Halton Region is one of the fastest-growing regions in the province. Residents value the quality of life and services offered by the Region. Halton's strategic planning framework recognizes the importance of long-term planning and priority setting.

The Halton Region Strategic Action Plan 2015–2018 sets out the priorities for the four-year term of Council. Supporting this plan are the strategies and service delivery plans for the Region's many program areas.

The Action Plan identifies six strategic priority areas



Planning healthy, complete communities

focuses on planning for complete, active, healthy communities served by high-quality infrastructure.



Growing the regional economy

focuses on what is needed to support and sustain a strong regional economy and agricultural sector.



Connecting people and services

focuses on ensuring all residents have easy access to the services they require.



Governing for the future

focuses on ensuring the Region continues to maintain a strong financial foundation.



Adapting to climate change

focuses on ensuring Halton Region is prepared to respond to weather-related events and other emergencies.

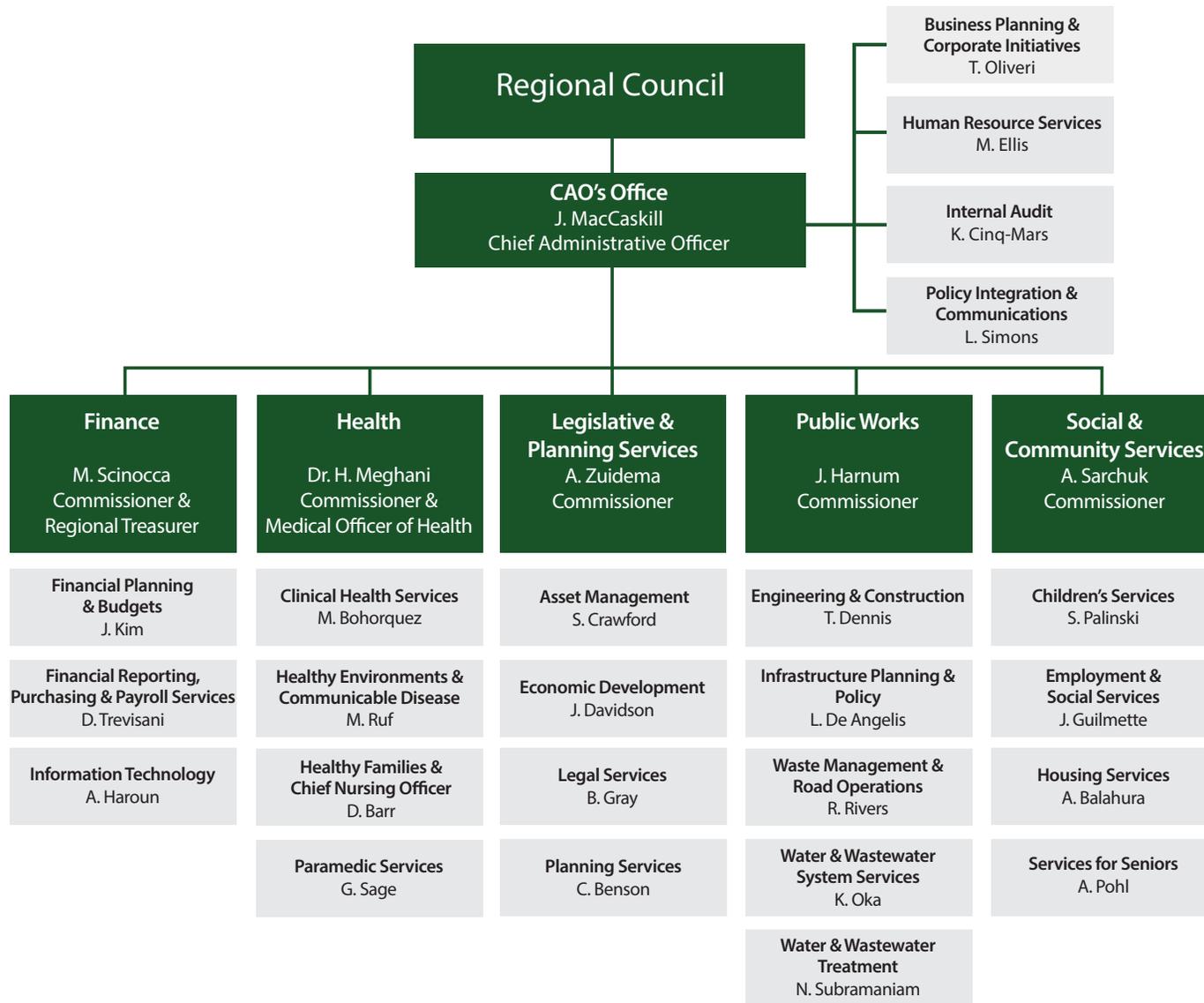


Protecting the natural environment

focuses on protecting and enhancing Halton's natural environment and reducing our ecological footprint.

Visit halton.ca/actionplan to learn more.

Halton Region's Corporate Organization



Departments and Services

The Region is committed to enhancing the health, safety and well-being of all residents through its programs and services while providing high-quality customer service that is easy to access for all. Ensuring value for Halton taxpayers is a top priority and drives the Region's dedication to being a transparent, accountable and fiscally responsible government.

To support the provision of Halton's essential services, the Region is organized into the following four operating departments and corporate administration to responsibly and effectively plan for the short and long-term needs of the region, residents, community stakeholders and future generations.

Health

The Health Department works to achieve the best possible health for all through the delivery of services from Public Health Resources, Clinical Health Services, Healthy Environments and Communicable Disease, Healthy Families, and Paramedic Services. The Department works in the community and with partner organizations to enhance the health and safety of residents through the delivery of public health programming related to nutrition, tobacco use prevention, air quality, mental health, immunization, parenting and school health, sexual health, substance use prevention, injury prevention and oral health. It conducts investigations and inspections to protect residents from communicable diseases and environmental hazards such as contaminated food and water. Paramedic Services provide essential emergency response services to the community.

Highlights:

- 22 emergency vehicles and 228 paramedics deployed to provide ambulance services in Halton
- 112,857 influenza vaccines delivered at Health Department clinics and through distribution to community partners
- 8,304 client appointments/clients served at oral health, mental health, sexual health and tobacco cessation clinics
- 12,782 contacts with parents of children and youth receiving parenting information at groups, seminars and consultations
- 5,076 inspections of food premises completed
- 21,664 children screened for oral health in elementary schools
- 46,374 paramedic calls answered and 29,806 patients transported



Departments and Services - continued

Social & Community Services

The Social & Community Services Department delivers programs and services that enhance the independence and quality of life of Halton Region residents. The Social & Community Services Department has four divisions: Children's Services, Employment and Social Services, Housing Services and Services for Seniors, and these divisions are supported by the Quality and Service Integration team. The Department provides child care fee assistance, Regional child care centres, financial assistance to low-income residents, employment services, housing supports and direct care and services to older adults at Regionally operated long-term care homes.



Highlights:

- Child care fee assistance for 4,145 children in 2016
- Increase of 2,745 licensed child care spaces within Halton in 2016, from 25,241 to 27,986
- Financial assistance to an average of 2,006 Halton Ontario Works caseloads per month
- 12,500 visits to Employment Halton Services by Halton residents in 2016
- Oversight of 5,072 housing units of which 1,989 are directly operated by Halton Community Housing Corporation
- Development of 206 new assisted housing opportunities in 2016 for a cumulative total of 1,390 new units since 2008
- Funding for 55 community projects and programs through the Halton Region Community Investment Fund using one-year and multi-year funds for a total of \$1.4 million
- Direct care and service to approximately 572 older adults at the Regionally operated long-term care homes

Departments and Services - continued

Legislative & Planning Services

The Legislative & Planning Services Department provides support to the organization and community stakeholders through the delivery of Planning Services and Economic Development. The Legal Services and Asset Management Services divisions are included under the Corporate Administration section.

The Department provides leadership on land use and planning and growth management, economic development, small business services, tourism promotion and heritage services.



Highlights:

- 30,162 hectares of land designated for development
- 786 development applications received and processed in 2016
- 7,917 hectares of land designated as employment areas
- 50 per cent of region protected as part of Halton's Natural Heritage System
- 703 hectares of wooded areas, wetlands and meadows maintained in 14 Regional forest tracts
- Ongoing implementation of 25-year Burlington Beach Waterfront Park Master Plan
- 622 small business consultations conducted in 2016
- 46 small business seminars/workshops held in 2016, attended by 893 entrepreneurs and small business representatives
- Agriculture and agri-tourism development programs including Simply Local, Agricultural Forums, Farm and Food Tours, Agricultural Community Development Fund and annual Pumpkins to Pastries Trail

Departments and Services - continued

Public Works

The Public Works Department provides critical municipal infrastructure and services that support the daily activities of Halton residents, schools and businesses through the delivery of five divisions: Engineering and Construction, Infrastructure Planning and Policy, Waste Management and Road Operations, Water and Wastewater System Services and Water and Wastewater Treatment.

The Department provides high-quality drinking water, collection and treatment of wastewater, maintenance of Regional roads, waste collection and the diversion of recyclable and organic materials. Public Works programs are designed to be cost-effective and environmentally sensitive to ensure Halton's infrastructure supports public health, safety and community mobility.



Highlights:

- 87,589 tonnes of residential garbage collected and disposed
- 122,356 tonnes of residential Blue Box and organic materials, diverted from landfill
- 1,103 paved lane kilometres of roadway maintained
- 94 bridges and 173 major culverts maintained
- Operation and maintenance of 249 signalized intersections
- 6,200 streetlights maintained
- Treatment of more than 65 million cubic metres of water and more than 84 million cubic metres of wastewater
- Operation and maintenance of 12 water treatment plants (treatment provided prior to distribution), 21 municipal wells, seven wastewater treatment plants and one biosolids facility
- Operation and maintenance of more than 2,238 kilometres of watermains, seven bulk water stations, 22 reservoirs and storage facilities, 14 booster stations, more than 1,894 kilometres of sewer mains, 79 pumping stations for water and two pumping stations for wastewater located at wastewater treatment plants.

Departments and Services - continued

Corporate Administration

Corporate Administration includes Legal Services, Asset Management, Financial Planning and Budgets, Financial Reporting, Purchasing and Payroll Services, Information Technology Services, Business Planning and Corporate Initiatives, Policy Integration and Communications, Human Resource Services and Internal Audit. The Regional Clerk provides support services to Regional Council and its Committees. These internal services support the balance of the corporation in order to provide services directly to the customer.



Highlights:

- Development of annual Budget and Business Plan
- Achieved AAA Credit rating
- Achieved annual tax rate at or below inflation
- Government Finance Officers Association of the United States and Canada awards for financial planning and reporting
- Development and monitoring of the 2015-2018 Strategic Action Plan
- Continued advocacy to Provincial and Federal governments
- Greater Toronto's Top Employer Award
- 3.3 million visits to Halton's website in 2016 and operation of four Regional social media channels
- 285,000 calls received at Access Halton in 2016
- Six emergency exercises and four drills completed in 2016
- 91 Regional Council and Committee meetings supported by Legislative & Planning Services

AAA

Credit rating
29 years in a row

Recent Awards

Accreditation

Services for Seniors Division
Accreditation Canada

Canadian Award for Financial Reporting

2015 Annual Financial Report
The Government Finance Officers Association of the United States and Canada

2016 Conservation Halton Award

Tremaine Road Crossing Wildlife Passage
Conservation Halton

Distinguished Budget Presentation Award

2017 Budget and Business Plan
The Government Finance Officers Association of the United States and Canada

Edwin F. Guth Memorial Award for Interior Lighting Design

Skyway Wastewater Treatment Plant
Laboratory and Operations Building project

Energy + Environmental Lighting Design Award

Skyway Wastewater Treatment Plant
Laboratory and Operations Building project

Excellence on the Waterfront Honor Award

Master Plan for the Burlington Beach Regional
Waterfront Park
The Waterfront Center

Greater Toronto's Top Employers 2017

Halton Region
Mediacorp Canada Inc.

2016 Highest Customer Satisfaction Industry Award for Government

Halton Region
Service Quality Measurement Group

Local Municipal Champions Award 2017

Housing Division – Halton Region
Ontario Municipal Social Services Association

Project of the Year Award

Derry Road Grade Separation
Concrete Association

2016 Project of the Year Award for the Boyne Trunk Sanitary Sewer Project

Environmental greater than \$50 million
category
Ontario Public Works Association

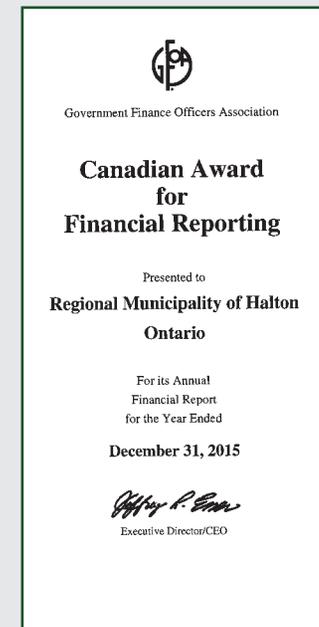
United Way 2016 Joint Union/Management Campaign

Awarded to Halton Region and CUPE 2620,
3732, 2620A, OPSEU 261, 265, 282, 207, 261A,
ONA

Canadian Award for Financial Reporting

2015 Annual Financial Report

The Government Finance Officers Association of the United States and Canada



One click > One tap > One call > One Halton



Visit halton.ca/311 for online tools to:

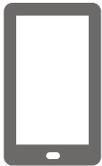
- sign up for alerts/warnings for cold, heat or air quality
- find restaurant inspection reports
- request health resources
- receive garbage and collection notices



Call 311 for direct access to information on the Region's programs and services through one of Halton's customer service representatives.

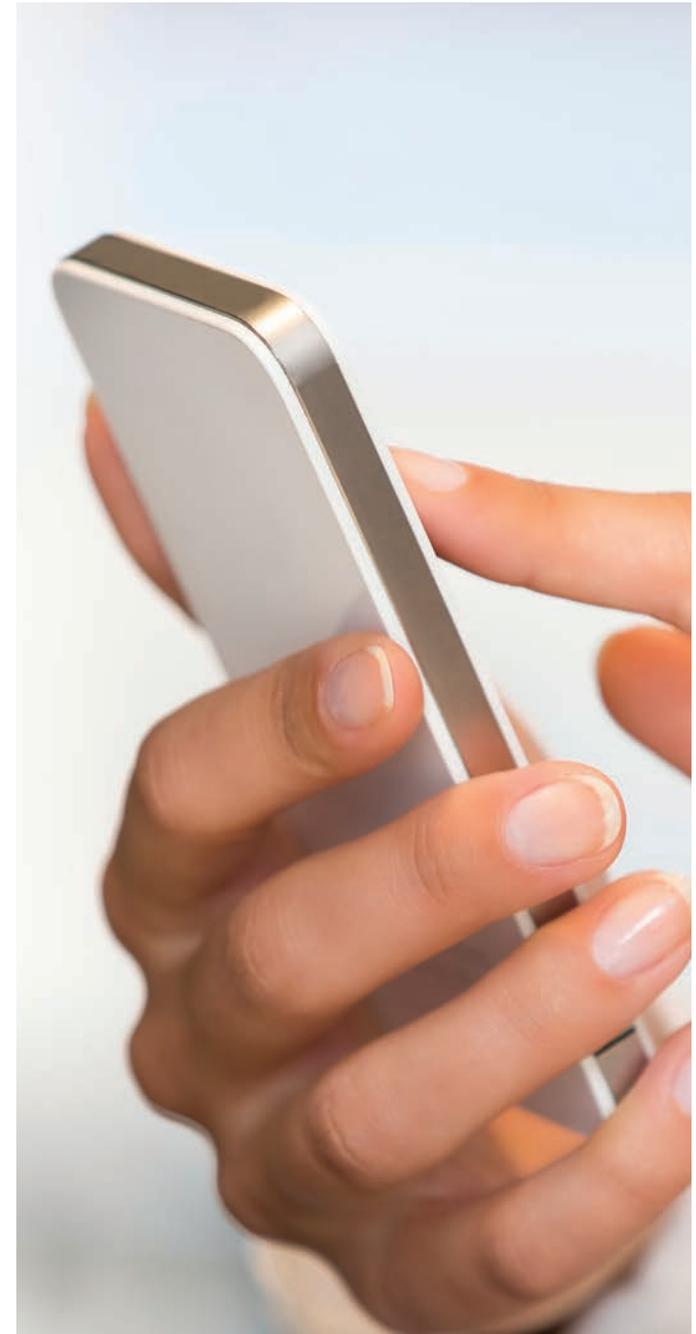


Email accesshalton@halton.ca.



Download our OneHalton app to access Halton's most popular online services:

- report and request immunization records
- register for prenatal classes
- schedule a free metal or appliance collection
- sign up for automatic reminders for your collection day
- order yard waste labels and diaper bag tags
- view maps to Regional facilities and popular cycling destinations
- find links to employment opportunities
- find Regional Councillor contact information, boundary maps, agendas and videos



HALTON REGION

Budget and Business Plan 2018

Executive Summary

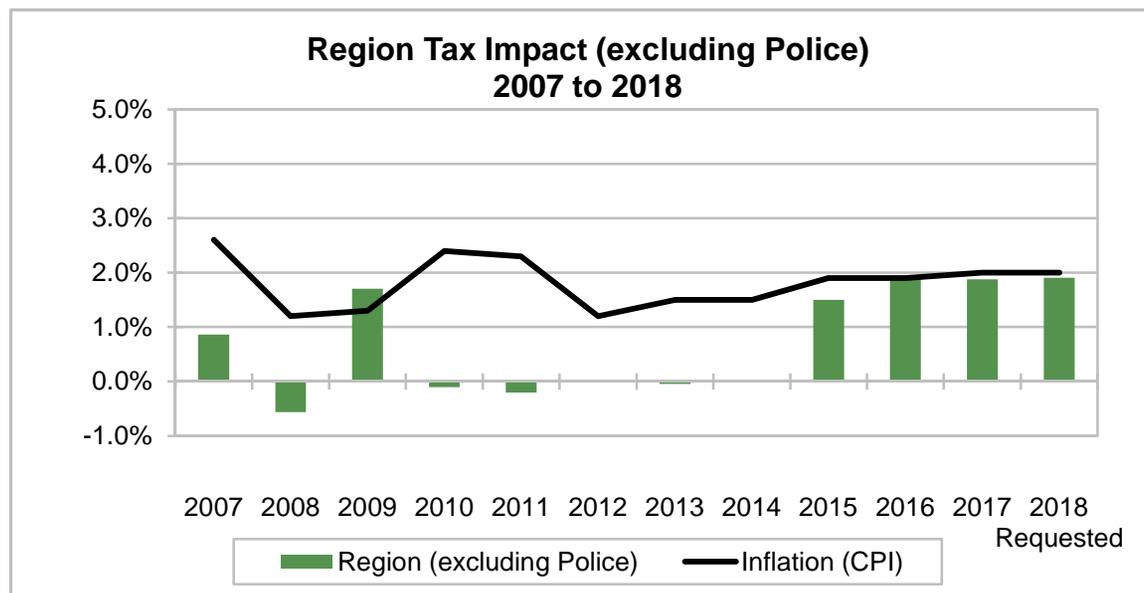


Executive Summary

The 2018 Budget for Regional tax-supported services results in a **1.9% increase** in the Regional share of property taxes. This is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering the high quality services required by Halton residents.

Property Tax Impact 2007 to 2018

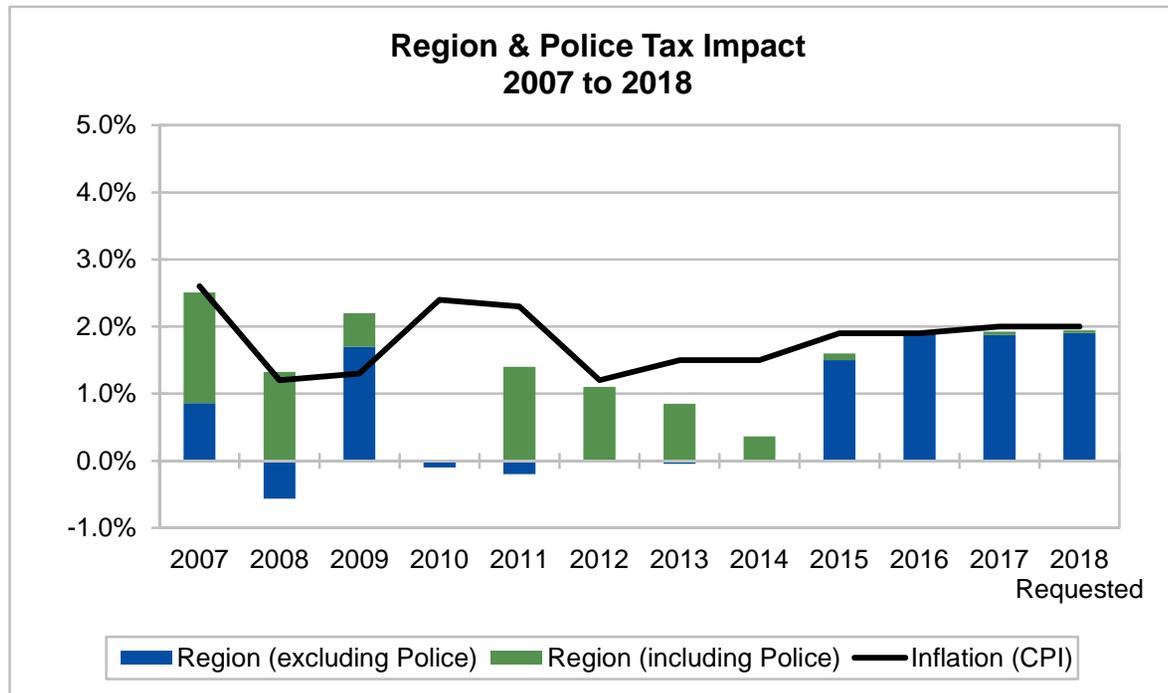
The chart below provides the history of property tax increases for Regional services in Halton for the last 11 years. The average annual tax increase over this period has been 0.5%.



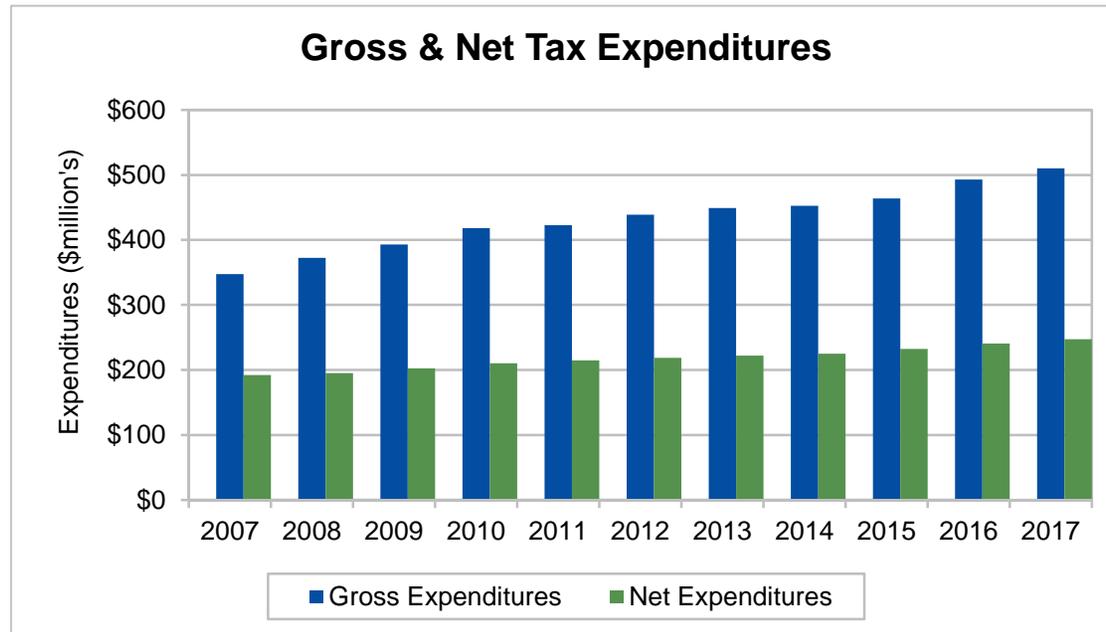
The 2018 Budget focuses on the Regional Services managed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables, as the *Police Services Act* requires that Council approve the total Regional Tax-Supported Budget, including Police Services. The detailed Police Services budget is approved by the Halton Regional Police Services Board. Conservation Authority budgets are approved by the Conservation Authorities boards but are included as Regional Services in the Budget presentation.

The approved 2018 Budget increase for Police Services is 3.5%, which results in a net 2.0% increase after assessment growth. The combined impact of Regional Services and Police Services is a 1.9% increase in property taxes.

The chart below shows the combined increases for Regional Services and Police Services. The combined tax increase has been on average 1.4%, which is below the average rate of inflation for the past 11 years.



The Region has been successful in delivering an average property tax increase of 0.5% for Regional Services (excluding Police Services) from 2007 to 2017, while maintaining or enhancing core services. Gross expenditures increased from \$347.5 million in 2007 to \$510.3 million in 2017, an average annual increase of 4.1%, while net expenditures (after deducting subsidies and other revenues and recoveries) increased at an average rate of 2.7%. These net expenditure increases were offset by the increase in the Region’s assessment base due to average growth of 2.2% over the same period, resulting in an average tax increase of 0.5%.



While focusing on maintaining existing levels of service during this period (2007-2017), Council approved investments in high priority core service areas through the annual budget process, including:

Health

- Funding of \$595,000 provided in 2016 to help alleviate hospital offload delay pressures due to provincial funding shortfalls.
- Relocation and expansion of 4 out of 6 health clinics since 2009 to provide additional space and more suitable locations.
- Increased Paramedic Services including an additional 51 staff, 4 more paramedic service stations since 2007, and 33 existing ambulance vehicles equipped with power stretchers/lift systems since 2016.
- Region's Paramedic Services, Housing Services and Halton Community Housing Corporation (HCHC) partnered with McMaster University to implement the Community Health Assessment Program (CHAP) pilot project to promote the health of older adults living in social housing (MO-11-16/SS-17-16 re: Community Health Assessment Program (CHAP)).
- Increasing immunization rates of school-aged children, through enforcement of the *Immunization of School Pupils Act* (ISPA) (MO-12-16 re: Enforcement of the *Immunization of School Pupils Act* 2015-2016 and Future Planning).

Social & Community Services

- Additional 1,084 subsidized childcare spaces in Children's Services to maintain levels of service.
- Support for community agencies such as Home Suite Hope, with funding of \$811,000 to provide transitional housing, rent supplement and homelessness supports.

- Created 1,540 new housing opportunities through new programs such as the Halton In-Situ Program (HIP) and new unit acquisitions since 2008, in partnership with the federal and provincial governments.
- The Community Mobilization and Engagement Strategy (COMMANDE) enhanced with \$200,000 of funding in 2015 to strengthen a collaborative effort between Social & Community Services, Public Health and HRPS, to improve community safety and well-being in Halton.
- The Halton Region Community Investment Fund (HRCIF) increased 189% from an annual \$702,000 in 2012 to \$2.0 million in 2017. Since 2012, the HRCIF has committed \$8.0 million through 161 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents.
- Operation of Adult Day Programs in Halton Hills and Milton, serving 140 seniors, since 2010. The program in Georgetown was expanded to include Saturday service in 2017.
- Older Adults Property Tax Deferral launched July 1, 2016 to enable older adults to defer their property taxes and help them stay in their homes.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$3.1 million since 2011, in order to provide affordable transit to Halton's low-income residents.
- Investment in the Our Kids Network increased to \$385,000 in 2017 to support continued efforts in community research and service coordination.

Legislative & Planning Services

- Halton Region's Official Plan directs growth to urban boundaries and protects environmentally sensitive areas.
- The Burlington Beach Regional Waterfront Park Master Plan implementation began in 2015 with a total estimated Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington.
- Funding provision beginning in 2016 to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources.
- Museum Master Plan (LPS62-14 re: Halton Heritage Centre: A New Approach for the Halton Region Museum) short-term strategies implemented including development of new exhibits, an exhibit studio, travelling exhibits, improved collections storage and expanded public programs.
- Co-location Arrangement to Support Halton Businesses to Go Global (LPS97-16) which will offer scale-up and go-global business support services delivered by Haltech and Halton Region Economic Development from the new Halton Global Business Centre at the Halton Regional Centre.
- Annual funding of \$75,000 provided to establish the Regional financial incentive programs for local Community Improvement Plans (CIPs) in support of intensification development (as created through LPS23-16).

Public Works

- Investment in the Active Transportation Master Plan (ATMP) to promote increased non-motorized travel throughout the Region has been included in the transportation capital projects.
- Increase in the number of road lane kilometres from 878 in 2007 to 1,132 in 2017.
- Enhancements to Waste Management to implement Organics, enhanced multi-residential waste collection, garbage bag tag program, increased bulk waste collection, special waste days and additional types of acceptable recyclable materials, which increased waste diversion from 42% in 2007 to 58% in 2016.
- Initiated the development of a long-term strategy for water meter reading, billing, and replacement that will ensure meter infrastructure will support remote radio frequency reading technology in the future. This included replacement of approximately 12,500 pulse meters.
- Increased annual Regional investment in Water, Wastewater and Transportation, and State-of-Good-Repair capital programs from \$74.9 million in 2007 to \$99.9 million in 2017.
- Annual investment of \$60,000 for continued Sunday operation of the Halton Waste Management Site (HWMS) between May and June each year in support of enhanced customer service.

- An investment of \$85.3 million between 2016 and 2025 in the Region-wide Basement Flooding Mitigation Program to help prevent future flooding.

Corporate Administration

- Funding contribution totalling \$4.0 million 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 (CS-23-09/LPS-49-09).
- \$2.0 million grant provided for the Randle Reef remediation project as part of the Remedial Action Plan for Hamilton Harbour.
- Implementation of a financing plan to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future Development Charges (DCs)). The employment lands include Milton's Business Park 2, Halton Hills' Premier Gateway Employment Area - 401 Corridor and Oakville's Winston Park West Business Area.
- Implementation and development of the Development Financing Plans (CS-73-08/PWE31-08; CS-49-09/PW-20-09/LPS80-09; and CS-20-12) and the Allocation Programs (2008/2009 and 2012) since 2008 in order to accommodate residential growth of almost 23,000 units (single-detached) family unit equivalent), providing over \$2.0 billion of Water, Wastewater and Transportation capital infrastructure programs without financial impact to existing taxpayers.
- Internship and Apprenticeship Program established in 2016 and expanded in 2017 to ensure employment experiences and opportunities for talented and highly motivated recent graduates.

These cost increases were funded by:

- Provincial uploading of the Ontario Disability Support Program, the Ontario Works (OW) program, and the elimination of Greater Toronto Area (GTA) Pooling;
- Increased provincial subsidy and other revenues;
- Halton Region's Assessment Growth averaging 2.2% per year;
- Cost savings and efficiencies in existing programs; and
- Redeployment of funding and staff resources to priority programs.

The 2018 Budget continues to focus on maintaining service levels for core services, making strategic investments to address community needs and maintaining the tax rate increase for Regional Services within the rate of inflation as detailed in the Tax Overview section. The following highlights key investments proposed in 2018.

- Expansion of the CHAP pilot in Oakville, in addition to the existing two sites in Milton and Georgetown;
- Strengthening Paramedic Services by providing additional paramedics for two 12/7 Ambulances, a 12/7 Emergency Response Unit and a superintendent to address increasing call volumes and maintain response times;
- Implementation of the EarlyON Child and Family Centre (formerly the Ontario Early Years Child and Family Centre) initiative (SS-21-17) fully funded by the province;
- Increased investment for the HRCIF for non-profit programs that support the health and well-being of residents;
- Implementation of the Home For Good (HFG) program based on provincial funding (SS-29-17);
- Expansion of the Community Homelessness Prevention Initiative (CHPI) program based on provincial funding; and
- Expansion of the Adult Day program hours of service in Georgetown based primarily on Mississauga Halton Local Health Integration Network (MHLHIN) funding.

2018 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 current value assessment (CVA). The 2018 property tax impact for Regional Services is an increase of \$4 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 CVA.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)**						
	2017		2018		Change	
	Actual	Budget	\$	%	\$	%
Regional Services	\$ 189	\$ 192	\$ 4	1.9%		
Police Services *	110	112	2	2.0%		
Total Regional Taxes	\$ 299	\$ 305	\$ 6	1.9%		

Schedule may not add due to rounding.

* Approved by Police Services Board

** Based on projected 1.5% assessment growth

For example, for a household with \$400,000 CVA, the Regional tax increase for 2018 would be \$24 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 tax increase per \$100,000 CVA of \$6.

2018 Water and Wastewater Rate Impact

Water and wastewater services are not funded by property taxes. These services are fully funded by 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 issued through the four local distribution companies.

As shown in the following table, the 2018 Water and Wastewater Rate-Supported Budget has a 3.8% increase, which is below the 4.5% target as set out in Report No. FN-22-17 (re: 2018 Budget Directions) as a result of the asset management plan and one-time savings and efficiencies described in more detail below. The 3.8% increase is primarily driven by capital financing required to support the State-of-Good-Repair capital program, as detailed in the Rate Overview section. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$35 in 2018 for water and wastewater charges combined.

Rate Impact On a Typical Household (250 m ³ / Year)						
2017		2018		Change*		
Budget		Budget		\$	%	
Water	\$ 420	\$ 444	\$ 24	5.7%		
Wastewater	509	520	11	2.2%		
Total	\$ 929	\$ 964	\$ 35	3.8%		

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

2018 Budget Summary

The 2018 gross Operating Budget is \$749.8 million for Regional Services and \$161.2 million for Police Services, resulting in \$911 million for combined services. The \$749.8 million gross Operating Budget for Regional Services includes financing of \$182.1 million for the Region's capital program. The increase in the gross Operating Budget for Regional Services is \$32.4 million, comprised of \$24.9 million for tax-supported services and \$7.5 million for rate-supported services.

The 2018 Capital Budget is \$442.2 million, consisting of \$434.8 million for Regional Services and \$7.4 million for Police Services. The Region's capital program is increasing in 2018 driven mainly by capital infrastructure planned in anticipation of the next Allocation Program. The capital program is discussed in detail under the Capital Budget and Forecast section.

2018 Gross Budget of Regional Government Services					
\$000s	2018			2017	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Operating Budget:					
Regional Services	\$ 535,145	\$ 214,639	\$ 749,784	\$ 717,356	\$ 32,428
Police Services	161,167	n/a	161,167	155,501	5,667
Total	\$ 696,312	\$ 214,639	\$ 910,951	\$ 872,856	\$ 38,095
Capital Budget:					
Regional Services	\$ 261,206	\$ 173,605	\$ 434,811	\$ 192,480	\$ 242,331
Police Services	7,380	n/a	7,380	10,056	(2,676)
Total	\$ 268,585	\$ 173,605	\$ 442,190	\$ 202,536	\$ 239,655

Included financing costs, schedule may not add due to rounding.

* Restated as set out in FN-22-17

The \$749.8 million in gross Operating Budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below. This includes a 3.4% increase in property tax revenues that will be generated from a 1.9% tax rate increase and a 1.5% assessment growth (primarily new properties on the assessment roll). The 4.5% increase in water and wastewater revenues will be generated from a 3.8% rate increase and a 1.6% customer growth.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2017	2018	Change	
Property Tax Revenue	\$ 247,310	\$ 255,811	\$ 8,501	3.4%
Water and Wastewater Rate Revenue	188,712	197,117	8,406	4.5%
Provincial Subsidies	161,854	177,651	15,797	9.8%
Federal Subsidies	16,152	16,754	602	3.7%
Program Revenues	34,746	34,435	(312)	(0.9)%
Other	5,982	6,016	34	0.6%
Investment Income	55,000	55,000	-	0.0%
Supplementary Taxes	7,600	7,000	(600)	(7.9)%
Total Revenue	\$ 717,356	\$ 749,784	\$ 32,428	4.5%

Schedule may not add due to rounding.

Property taxes fund approximately 34% of gross expenditures for Regional Services while water and wastewater rate revenues fund 26% of the expenditures. Approximately 24% 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 significantly changed from 2017.

Tax & Rate Gross Operating Revenues by Funding Source				
\$000s	2017		2018	
	\$	%	\$	%
Provincial Subsidies	\$ 161,854	22.6%	\$ 177,651	23.7%
Federal Subsidies	16,152	2.3%	16,754	2.2%
Program Revenues	34,746	4.8%	34,435	4.6%
Other	5,982	0.8%	6,016	0.8%
Investment Income	55,000	7.7%	55,000	7.3%
Supplementary Taxes	7,600	1.1%	7,000	0.9%
Subtotal	281,334	39.2%	296,856	39.6%
Property Tax Revenue	247,310	34.5%	255,811	34.1%
Water and Wastewater Rate Revenue	188,712	26.3%	197,117	26.3%
Total Revenue	\$ 717,356	100.0%	\$ 749,784	100.0%

Schedule may not add due to rounding.

As noted above, the Capital Budget for 2018, including Police, is \$442.2 million which includes \$188.0 million for maintaining a state of good repair and \$254.2 million for growth-related infrastructure. 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. The sources of funding for the capital program are shown in the table below.

Capital Financing Sources				
\$000s	2017		2018	
	\$	%	\$	%
Development Charges - Residential	\$ 40,953	20.2%	\$ 176,755	40.0%
Development Charges - Non-Residential	551	0.3%	1,144	0.3%
Infrastructure Investment Revolving Fund	826	0.4%	22,637	5.1%
Tax Capital Reserves (Operating Contributions)	72,101	35.6%	163,585	37.0%
Rate Capital Reserves (Operating Contributions)	81,741	40.4%	77,083	17.4%
External Recoveries	6,363	3.1%	986	0.2%
Total	\$ 202,536	100.0%	\$ 442,190	100.0%

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

For the growth-related capital program, a key principle of the financing plan is that growth must pay for growth to the extent allowed in the DC legislation. The financing of the 2018 capital program reflects the principles approved under the 2012 Development Financing Plan (CS-20-12). Under the Financing Plan, all capital costs related to serving residential development are funded from 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 a planned investment for economic development in the Region and is recovered through the collection of non-residential DCs, including carrying costs.

The State-of-Good-Repair capital program is funded through the Capital Reserves and External Recoveries. The Capital Reserves are funded by operating contributions and interest earnings from the respective Tax and Rate-Supported operating budgets. The Gas Tax revenue of \$14.9 million is an important source of funding included in the Tax and Rate Capital Reserve financing.

There is a notable increase in DC reserve funding in 2018. This change is due to the increase in the growth-related capital program planned in anticipation of the next development Allocation Program. It should be noted that growth-related capital programs will not proceed until the next Allocation Program is implemented.

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 2018 Tax-Supported Budget (excluding Police Services) and Rate-Supported Budget.

As shown in the following table, the 2018 net expenditures requested budget for tax-supported services (excluding Police Services) is increasing from \$247.3 million to \$255.8 million, an increase of \$8.5 million or 3.4% before assessment growth. Of this increase, the base budget is increasing by \$6.6 million or 2.7% primarily to maintain existing levels of service and incorporate new provincial funding. In addition to the base budget increase, the 2018 Budget proposes a number of strategic investments of \$1.9 million or 0.8% net that align with the Council-approved Strategic Action Plan (2015-2018), address key service demands and administrative requirements. The combined base budget (\$6.6 million) and strategic investments (\$1.9 million) results in an \$8.5 million increase in net expenditures for 2018. The assessment growth (primarily related to new properties) in 2017 is estimated to be 1.5% or \$3.7 million. This results in a net tax increase of 1.9% for the 2018 Budget, consistent with Budget directions.

The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery. The Corporate Administration budget is detailed in the Tax Overview section.

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2017	2018			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget	
Public Health Resources	\$ 2,285	\$ 2,359	\$ -	\$ 2,359	\$ 74	3.2%	\$ 74	3.2%
Healthy Environments & Communicable Disease	5,116	5,247	-	5,247	131	2.6%	131	2.6%
Healthy Families	5,917	5,873	-	5,873	(44)	-0.7%	(44)	-0.7%
Clinical Health Services	4,182	4,426	-	4,426	243	5.8%	243	5.8%
Paramedic Services	18,594	19,473	963	20,437	879	4.7%	1,843	9.9%
Children's Services	11,366	10,243	-	10,243	(1,123)	-9.9%	(1,123)	-9.9%
Employment & Social Services	6,557	6,262	-	6,262	(294)	-4.5%	(294)	-4.5%
Housing Services	37,114	35,930	-	35,930	(1,184)	-3.2%	(1,184)	-3.2%
Quality & Service Integration	6,334	6,313	280	6,593	(22)	-0.3%	259	4.1%
Services for Seniors	18,079	18,140	27	18,167	61	0.3%	89	0.5%
Planning	12,182	13,084	134	13,219	902	7.4%	1,036	8.5%
Economic Development	2,571	2,598	-	2,598	27	1.1%	27	1.1%
Waste Management	41,404	42,111	-	42,111	707	1.7%	707	1.7%
Road Operations	51,291	52,917	85	53,001	1,626	3.2%	1,711	3.3%
Non-Program	14,288	18,454	455	18,909	4,166	29.2%	4,621	32.3%
Boards & Agencies	10,031	10,436	-	10,436	405	4.0%	405	4.0%
Net Regional Impact	247,310	253,865	1,945	255,811	6,556	2.7%	8,501	3.4%
Assessment Growth							(3,710)	1.5%
Regional Levy Requirement	\$ 247,310	\$ 253,865	\$ 1,945	\$ 255,811	\$ 6,556	2.7%	\$ 4,791	1.9%

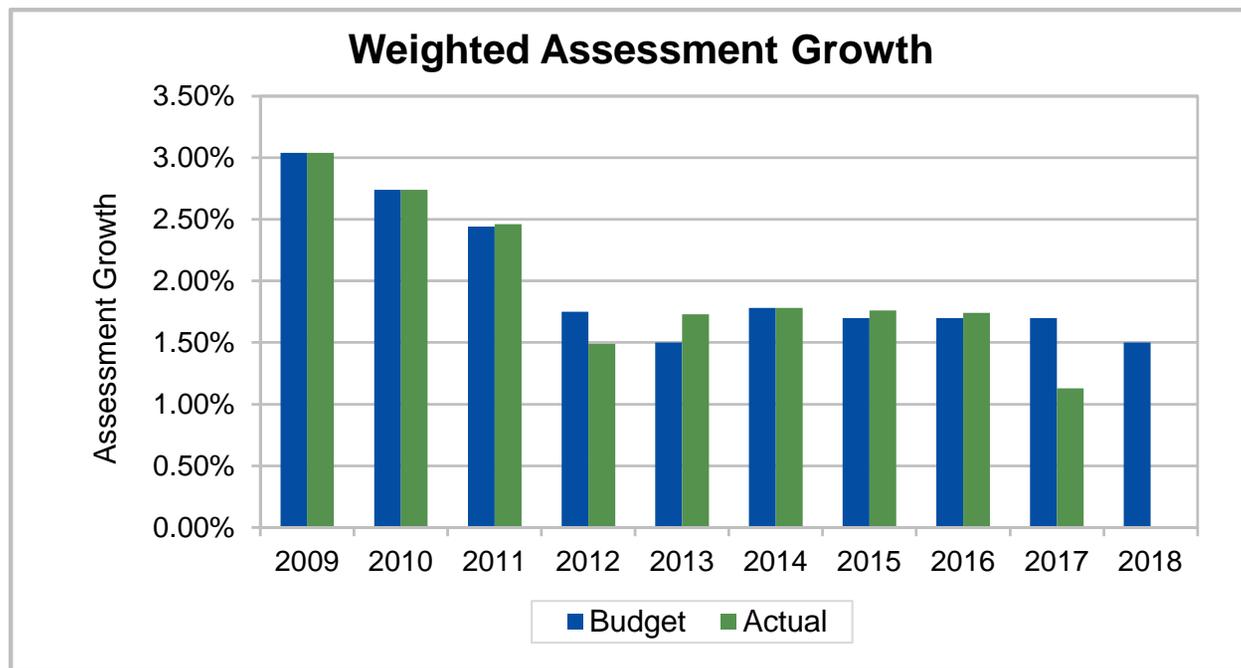
Schedule may not add due to rounding.

As outlined in the previous table, the key drivers of the 2018 Budget net tax impact of \$4.8 million or 1.9% are:

- Paramedic Services of \$1.8 million to provide additional resources to address call volume pressures;
- Planning Services of \$1.0 million primarily in order to provide sustainable funding for Greenland property securements and an additional resource; and
- Road Operations of \$1.7 million in order to address rising state-of-good-repair needs based on the Public Works Asset Management Plan (PW-28-17) and roads maintenance activities.

In addition, Non-Program is increasing by \$4.6 million which includes the removal of the \$2.2 million one-time funding provided from the Tax Stabilization reserve in 2017 to address the assessment growth shortfall, increased tax write-offs of \$930,000 and reduced supplementary taxes of \$600,000 to better align with the 7-year actual trends. Regional Council approved the 2017 net Regional levy requirement of \$249.5 million through Report No. FN-28-16 (re: 2017 Budget and Business Plan and Disposition of the 2016 Surplus), which assumed 2016 in-year assessment growth of 1.7%. The 2017 Budget Supplementary Information memo to Council on December 14, 2016 reported that the actual 2016 growth in Halton was 1.13%. Accordingly, through Report No. FN-11-17 (re: 2017 Tax Policy), a one-time transfer from the Tax Stabilization reserve of \$2.2 million was approved, in order to maintain the 2017 Budget requirement of \$249.5 million and the average Regional levy impact of 1.9%. This one-time funding has been removed in the 2018 Budget as indicated in the 2018 Budget Directions (FN-22-17).

The following graph outlines the historical trends in assessment growth including the 2017 assessment growth and the 2018 projection of 1.5%.



As shown in the following table, the 2018 requested budget for Water and Wastewater services is increasing from \$188.7 million to \$197.1 million, an increase of \$8.4 million or 4.5%. This includes the base budget increase of \$8.3 million or 4.4% and strategic investments of \$78,000 that address operational requirements. The customer growth is estimated to be 1.6% or \$1.2 million. This results in a net water and wastewater rate increase for the 2018 Budget of \$7.2 million or 3.8%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Net Operating Budget for Water & Wastewater Services									
\$000s	2017		2018			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget		
Water Treatment	\$ 22,782	\$ 22,216	\$ 20	\$ 22,235	\$ (566)	-2.5%	\$ (546)	-2.4%	
Wastewater Treatment	40,541	38,885	20	38,905	(1,656)	-4.1%	(1,636)	-4.0%	
Water Distribution	24,545	24,618	22	24,640	73	0.3%	95	0.4%	
Wastewater Collection	20,132	20,001	17	20,018	(131)	-0.7%	(114)	-0.6%	
Infrastructure Management	80,711	91,319	-	91,319	10,607	13.1%	10,607	13.1%	
Net Program Impact	\$ 188,712	\$ 197,039	\$ 78	\$ 197,117	\$ 8,328	4.4%	\$ 8,406	4.5%	
Customer Growth (1.6%)							(1,234)	-0.7%	
Net Increase Requirement							\$ 7,172	3.8%	

Schedule may not add due to rounding.

As shown in the table below, Operating Expenditures are increasing by \$752,000 driven by inflationary and other projected increases mitigated with one-time savings and efficiencies which will be discussed in the Rate Overview section in this book. Also included is the movement of the new meter installation program from the Operating Budget to the Capital Budget to better align with Tangible Capital Asset (TCA) principles. Through the 2017 Budget, the water meter replacement program was realigned to the Capital Budget to better reflect TCA principles, and now to complete the realignment of the meter program, the new meter installation program has also been moved to the Capital Budget in 2018. New meter installations are fully funded from user fees, which will continue to be collected and deposited into the new meter installation capital project to fund the cost of the program. The costs and revenues associated with new meter installations have been moved from the Operating Budget to the Capital Budget, with no net rate impact resulting from this change.

Although resulting in no net rate impact, a notable change reflected in the 2018 Rate-supported budget is the realignment of large plant maintenance projects from the Operating Budget to the Capital Budget in the amount of \$3.8 million as noted below. In 2017, staff undertook a review of the plant maintenance program in light of the Public Work's Asset Management Plan and on-going review of the program delivery. As a result of this review, it was determined that the integration of the large plant maintenance program into the State-of-Good-Repair capital program would better reflect the nature of the program activities based on TCA principles and would allow for increased opportunities in optimization of asset management requirements and cost efficiencies. Accordingly, the \$3.8 million base operating budget related to the large plant maintenance program will be transferred to the water and wastewater capital reserves to continue to fund the program as part of the State-Of-Good-Repair capital program.

In addition, the operating contributions for the existing State-of-Good-Repair capital program have increased by \$12.7 million based on the Public Work's Asset Management Plan, which is closely aligned with the 2018 forecast included in the 2017 Budget. The \$5.9 million reduction in other capital expenditures is primarily related to declining debt charges due to retiring debt. The result of these combined changes is a \$10.6 million increase in capital expenditures, which fund the water and wastewater State-of-Good-Repair capital program.

2018 Budget				
\$000s	2017	2018	Change in Budget	
	Approved Budget	Requested Budget	2018 Requested / 2017 Budget	
Operating Expenditures				
Personnel Services	\$ 49,346	\$ 50,508	\$ 1,161	
Hydro	16,016	16,016	-	
Chemicals	2,990	2,827	(163)	
Technology	1,301	1,026	(276)	
Maintenance & Equipment	10,106	10,280	174	
New Meter Installations	459	(162)	(622)	
Property Taxes	3,062	3,264	202	
Water Billing Charges	4,533	4,651	118	
Corporate Support	13,369	13,826	457	
Capital Recoveries	(17,730)	(18,082)	(352)	
Other	17,934	17,986	52	
Sub-total	101,386	102,138	752	
Plant Maintenance (PM)	\$ 15,500	\$ 11,700	\$ (3,800)	
Total Gross Operating Expenditures	\$ 116,886	\$ 113,838	\$ (3,048)	
Capital Expenditures				
Reserve Transfers (SOGR)	66,525	79,256	12,731	
Other	23,668	17,744	(5,924)	
Sub-total	90,193	97,001	6,807	
Reserve Transfers (PM)	\$ -	\$ 3,800	\$ 3,800	
Total Capital Expenditures	\$ 90,193	\$ 100,801	\$ 10,607	
Gross Expenditures	\$ 207,079	\$ 214,639	\$ 7,559	
Other Revenues	(18,368)	(17,521)	846	
Net Program Impact	\$ 188,712	\$ 197,117	\$ 8,406 4.5%	
Consumption Growth*			-	
Customer Growth*			\$ (1,234) -0.7%	
Rate Increase			\$ 7,172 3.8%	

* Includes 0.0% consumption growth and 1.6% customer growth

Of the \$7.2 million (3.8%) increase, \$5.8 million (3.1%) is needed to provide sustainable funding for State-Of-Good-Repair of existing water and wastewater assets based on the Public Work's Asset Management Plan (PW-28-17), and the remaining \$1.4 million (0.7%) is required to operate and maintain water and wastewater systems.

\$000s	Change in Budget		
	Net Program Impact	With Customer Growth*	Rate Impact
Gross Operating Expenditures	\$ 752		
Other Revenues	846		
Net Operating Expenditures	\$ 1,598	\$ 1,364	0.7%
Capital Expenditures	6,807	5,808	3.1%
Net Program Impact	\$ 8,406	\$ 7,172	3.8%

* Includes 0.0% consumption growth and 1.6% customer growth

Details of the financing requirements and the related impact are discussed in the Rate Overview section of this book.

2018 Budget Overview

The 2018 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council through the Strategic Action Plan. In April 2015, Council approved Halton's Strategic Action Plan (2015-2018) which identified priorities focused on achieving Halton's vision to continue to be a great place to live.

The Budget has been prepared consistent with the Halton Region Strategic Action Plan. Under this Plan, governing for the future is one of Halton's strategic priorities to ensure the Region continues to maintain a strong financial position as reflected in the following actions.

AAA Credit Rating

Maintaining an AAA credit rating over the past 29 years is a testament to the financial position, policies and practices of the Region and Local Municipalities. An AAA credit rating reflects Halton's strong operating budgetary results, moderate debt burden, high levels of liquidity, a commitment to multi-year planning, stable revenue and expenditure flows, a diversified economy and prudent fiscal management practices. Maintaining an AAA credit rating provides the best possible capital financing rates and minimizes long-term infrastructure capital financing costs.

Tax Increases At or Below the Rate of Inflation

The key priority for developing the tax budget is to prepare the tax-supported budgets with an increase at or below the rate of inflation. The Region has been successful in delivering a property tax increase at or below the rate of inflation while maintaining or enhancing services.

To achieve this objective, 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 additional 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 a good 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 Act* (DCA) 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 levels to ensure financial sustainability 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 be continued to ensure the Region's AAA credit rating is maintained.

Financing Growth

The Provincial Growth Plan has imposed financial challenges on the Region. For more than 20 years, the Region has had a long-standing practice that an acceptable development financing plan must be approved by Regional Council prior to proceeding with growth-related programs. Regional Council is committed to supporting planned growth by working in partnership with the development community in order to maintain the Region's objective of protecting Halton Region's tax and rate payers from impacts related to financing growth-related infrastructure, while also maintaining Halton's strong financial position. This principle is upheld through the Region's Development Financing Plan, which states that all growth-related costs that can be recovered from DCs will be recovered in accordance with the DCA. Currently, the Region is implementing the 2012 Allocation Program and financing plan to accommodate 14,313 Single Detached Equivalents (SDE) by Council at an estimated cost of \$1.4 billion.

Despite Halton's rigorous process to develop its Development Charges Background Study through its Master Plans, Growth Plans, developer consultations and consultant review, a significant amount of growth-related costs cannot be recovered under the current DCA as amended. Council has made several submissions to the Province between 2014 and 2015 for changes to the DC legislation. These submissions to the Province reflected Regional Council's request to make amendments to the DCA consistent with the principle that growth pays for growth. However, changes to the DCA enacted through Bill 73 in December 2015 are much different than what the Region requested in early 2014 and reiterated on several occasions to the Province. In early 2017, this message was reiterated to the Province through its 2017 Advocacy initiatives (CA-01-17 re: Advocacy Update) which again indicated that growth needs to pay for itself.

As part of the 2017 DC update process, staff identified and updated the capital costs that are not being recovered from growth based on the principle of growth pays for growth. Under the current DCA, Halton Region's DC revenues are estimated to be, at minimum, \$14.1 million per year lower than a calculation based on a growth pays for growth principle. This is equivalent to a **5.7% tax** increase of the average Regional tax bill.

Asset Management Plans

Maintaining Regional assets and infrastructure in a state-of-good-repair is a key priority. As noted in more detail below, the Region updates the Corporate Asset Management Plan on a regular basis, which guides investment decisions in the Budget to ensure assets continue to be in good condition and meet desired levels of service. Based on the Asset Management Plan, the Budget ensures that Halton's State-of-Good-Repair capital program is financially sustainable.

Public Accountability, Transparency and Engagement

As a key priority, Halton Region continues to advocate for support from all levels of government on critical issues affecting the Region. In order to maintain a high quality of life, build the necessary infrastructure, and ensure the financial integrity of the Region, significant funding investments and legislative changes from the provincial and federal governments are required. As part of these advocacy efforts, the Region continues to work with the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) on issues of municipal concern.

Halton has been successful in advocating to the provincial and federal governments and has been allocated with a total of \$93.6 million in new funding since 2014. This includes \$39.4 million for Housing initiatives under the Investment in Affordable Housing for Ontario (IAH), the HFG and the Survivors of Domestic Violence – Portable Housing Benefit (SDV-PHB) program; \$40.5 million in Infrastructure financing through programs such as the Clean Water and Wastewater Fund and the Canada 150 Community Infrastructure Program; \$2.9 million in Disaster Mitigation relief; and \$10.8 million to prevent and address homelessness through the CHPI and Homelessness Partnering Strategy (HPS) Enhancement program.

Opportunities for residents to provide feedback on Regional programs and services including customer service are also a key priority. Residents continue to be very satisfied with the delivery of Regional services and continue to place the highest importance on planning for future infrastructure needs and the maintenance of current infrastructure. The Region is committed to providing high-quality programs and services while minimizing the financial impact on the taxpayer. The 2018 Budget will continue to ensure the Region maintains the high quality of life and services residents of Halton have come to expect.

2018 Budget Development

The following chart highlights the process undertaken to prepare the 2018 Tax and Rate-Supported budgets.

2018 Budget Process				
	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2018 Forecast	2.3%	1.5%	5.2%	0.0% / 1.6%
2018 Budget Direction	1.9%	1.5%	4.5%	0.0% / 1.6%
2018 Budget	1.9%	1.5%	3.8%	0.0% / 1.6%

The 10-Year Operating Budget Forecast in the 2017 Budget and Business Plan projected the tax increase for Regional programs in 2018 to be 2.3% while a 5.2% increase was anticipated for the rate-supported program. The 10-Year Operating Budget 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 2018 Budget Directions (FN-22-17), the tax forecast budget model assumptions were updated to reflect inflation with assessment growth remained the same at 1.5%. Budget Directions also highlighted the requirement to make-up the \$2.2 million assessment shortfall from 2017 putting pressure on the 2018 Budget. For the rate forecast budget model, Budget Directions maintained the water consumption (0.0%) and customer growth (1.6%) projected in the 2017 forecast and included adjustments to capital financing based on the Asset Management Plan as set out in Report No. PW-28-17 (re: Public Works Asset Management Program Update, 2017). The 2018 Budget Directions also recognized that some program enhancements would need to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2018 Budget Directions with a tax increase at or below 1.9% for Regional Services (excluding Police Services) and a rate increase not to exceed 4.5%.

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. These considerations are reflected in the 2018 Budget with a 1.9% tax increase and a 3.8% rate increase.

To achieve the recommendations of the 2018 Budget Directions (1.9% tax increase and rate increase of 3.8%), while ensuring sufficient resources are available to maintain service levels, support Council priorities and growth pressures, the program budgets were reviewed in detail to identify and to reflect the reallocation of resources to priority programs and to identify savings based on spending trends. There is an ongoing commitment to continued improvement to ensure processes and programs are as efficient as possible. Key program/process reviews and technology projects underway in 2017 include:

- North Halton Mental Health Clinic (NHMHC) review
- Customer Service Access Strategy
- Halton.ca update
- Enterprise Risk Management framework
- Workforce Management scheduling system for Paramedics and Long-Term Care
- Halton Community Housing Corporation (HCHC) process review
- SPLIT business process review

- LED street light implementation
- Development application process review and implementation of Development Application Tracking System
- Mobile technology implementation for Long-Term Care Homes for case management
- Mobile technology implementation for Paramedics
- Public Health clinical service review
- Dental program review
- Payroll business processes review and implementation of in-house payroll processing
- Accounts Payable business process review
- Corporate policy framework and review
- Public engagement review
- Purchasing, stores and inventory business process reviews
- New opportunities for online registration and service access
- TRAKS Learning Management system implementation to support delivery of online training and tracking of training requirements
- Energy billing review
- Water and wastewater maintenance review

The **2018 Tax-Supported Budget** includes the following savings and revenues:

- Decreased grants of \$1.1 million to social housing providers primarily based on revised Ministry of Housing (MHO) benchmark indices and mortgage rate renewals. Does not impact service levels.
- Decreased Regional contribution of \$1.1 million in Children's Services for fee subsidy and administration costs while maintaining and expanding service due to additional provincial funding.
- Decreased vacancy property tax rebate costs of \$500,000 to reflect a 50% phase-out (FN-11-17).
- Decreased costs of \$388,000 in Waste Management related to the revised blue box processing contract.
- Decreased Public Health costs of \$275,000 to reflect actual trends in grants, resource development, training and professional services.
- Decreased costs of \$255,000 in payroll processing by moving from external contracted services to in-house processing.
- Decreased Technology costs of \$222,000 to reflect new Wide Area Network (WAN) contracts and lease agreements.
- Decrease of \$112,000 in cellular costs to reflect revised contracts.
- Decreased grant costs of \$100,000 in Social Services to reflect actual trends.
- Increased revenues of \$170,000 for basic and preferred resident accommodation revenue in Long-Term Care homes.
- Increased revenues of \$134,000 in Waste Management for blue box funding, container station revenue and recovery from the school board.
- Increased LED hydro savings of \$300,000 in Roads Operations to reflect the ongoing conversion of the Region's streetlights to LED technology.

In addition, the following savings and revenues of \$6.2 million were identified in the **2018 Rate-Supported Budget**, which were used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$5.6 million resulting from the retirement of debt.
- Decreased costs of \$163,000 in chemicals based on new contract pricing.
- Decreased IT software costs of \$201,000 based on new contracts.
- Decrease of \$87,000 due to the elimination of non-recurring technology costs.

- Additional revenue of \$118,000 to reflect increased demand for services such as sewer discharge agreement and permit inspection fees.

Also contributing to the 3.8% rate increase, which is lower than the Budget Direction target of 4.5%, is the projected hydro savings of \$876,000. As discussed in Report No. FN-30-17 (re: Operating Budget Variance Report for the period ending August 31, 2017 and Capital Budget Variance and project closure report for the period ending June 30, 2017), commencing July 1, 2017, the Industrial Conservation Initiative (ICI) program allowed four of Halton's treatment plants to participate in the program as an eligible hydro customer. It is anticipated that this program will help the Region manage its global adjustment costs by reducing demand during peak periods. As a result, the 2018 hydro budget provision, which would otherwise to be increased by \$876,000, has been maintained at the 2017 level.

2018 Budget Key Drivers

The key drivers of the 2018 Budget are presented below and aligned with Council's strategic priorities as set out in the Region's Strategic Action Plan 2015-2018:

- Planning Healthy, Complete Communities
- Growing the Regional Economy
- Connecting People with Services
- Governing for the Future
- Adapting to Climate Change
- Protecting the Natural Environment

Planning Healthy, Complete Communities

The Province mandates that Halton Region plans to meet the growth allocations as set out in the Provincial Growth Plan. Planning for this growth to create complete, active, and healthy communities served by high-quality infrastructure, including a comprehensive transportation system, is a high priority for the Region. Halton's distinct approach to planning and funding growth and commitment to support intensification in identified areas are key to Halton's long-term success.

The 2018 Budget and Business Plan incorporates the 10-year capital programs and strategic investments that will continue to support this strategic priority.

Integrated Transportation Network

The Region continues to plan and deliver an integrated transportation network that supports walking, cycling, transit, passenger vehicles and goods movement. As set out in PW-33-16 (re: 2017 Development Charges Update – Water, Wastewater and Transportation Infrastructure Projects) the Regional Active Transportation infrastructure has been well integrated and will be implemented as part of the Region's transportation capital program and the operating road resurfacing program.

An emerging tool in traffic engineering is the use of Intelligent Transportation Systems (ITS) or Advanced Transportation Management Systems (ATMS). The Region's Road Operations section is currently undertaking a feasibility study in this area and benefits include traffic efficiency, energy savings and reduced CO2 emissions. It is anticipated that a report will be presented to Council in 2018 with recommendations related to proceeding with the ATMS, 2018 initiatives and a multi-year implementation plan which will be reflected in the 2019 Budget and Forecast. For 2018, \$500,000 has been allocated in the capital budget in order to initiate the implementation of the ATMS if approved.

Road Safety

As discussed in Report No. PW-39-16 (re: Red Light Camera Program), the Region had 12 Red Light Cameras (RLCs) successfully operating by the end of 2016, with an additional 5 cameras installed in 2017 for a total of 17 since the program's inception in 2012. The Red Light Camera Program has proven to be a valuable tool in increasing road safety in intersections throughout Halton, with a reduction in angle collisions at intersections where RLCs are installed. The 2018 Budget continues to include \$670,000 for the operation of 17 cameras.

In addition, the 2018 Budget proposes the following strategic investment to support the transportation network.

- **Road Operations – Red Light Camera - \$85,000** to hire a Road Operations Safety Technician to ensure continued operation of the Road Network System at expected levels of service and to maintain the Red Light Camera program.

Growth Coordinated with Infrastructure Delivery and Financing

Halton has been required to plan for a total of 780,000 people and 390,000 jobs by 2031 based on the Best Planning Estimates (BPE), 2011, which is based on targets set out in the Provincial Growth Plan (prior to the 2017 amendment), and Regional Official Plan Amendment No. 39 (ROPA 39). The timing of development in Halton continues to be coordinated with financing and delivery of related infrastructure through development allocation programs. The 2018 10-year capital program incorporates the growth-related infrastructure program at an estimated cost of \$2.3 billion which has been financed in accordance with the Council-approved development financing plan framework (CS-20-12). It is important to note that the growth-related capital programs will not proceed until the next Allocation Program is implemented.

Intensification Development

As set out in the Regional Official Plan (ROP), it is the Region's policy to encourage the local municipalities to consider planning approval, financial and other incentives to promote the development of Intensification Areas. Further, the Region's Strategic Action Plan (2015-2018) sets out the long-term Council objective for Planning Healthy, Complete Communities and requires the Region to develop policies and deliver infrastructure to support growth in the existing urban areas.

In support of intensification development objectives of the ROP and the Strategic Plan, the Region has provided a number of policy measures in the areas of Development Charges and Community Improvement Plan as follows.

Regional Development Charge (DC) Policies:

- Area-specific Water/Wastewater DCs – differentiates DCs between the Built-boundary area and the Greenfield area, and provides approximately 59.5% lower DCs to the Built-boundary area (By-law 36-17)
- Conversion and Demolition DC credits – provides DC credits for redevelopment that involves conversion or demolition of existing building/structure
- Lot coverage relief – currently provides DC discounts for development area higher than the lot size
- Residential DC deferral – newly proposed for the 2017 DC by-law update, which would provide one to three year DC deferral for rental housing development

Regional Program for Community Improvement Plan (CIP):

- \$75,000 of annual base funding has been approved through the 2017 Budget to financial incentive programs for the purpose of promoting rehabilitation and redevelopment in Community Improvement Plan Area designated by local municipalities. The Regional Program for CIPs has been developed as a framework for implementing the policies of the ROP related to intensification, assisted housing, agriculture and cultural heritage resources.

In support of the intensification development objectives as set out in the ROP Report No. FN-11-17 (re: 2017 Tax Policy) recommended to the Ministry of Finance that the Vacant Unit Rebate program in Halton be phased out over the next two years with 50% of the rebate phased out in 2018 and 100% phased out in 2019. Therefore the 2018 Budget incorporates a \$500,000 reduction in the budget from the 2017 Budget provision of \$1.0 million to reflect the 50% phase-out. In addition, the 2018 Budget continues to provide \$75,000 for a Regional Program for CIPs.

The phase out of the Vacant Unit Rebate program will provide additional support for the following:

- Encourage infill development
- Promote healthy community - Reduce vacancies and derelict buildings
- Encourage landlords to best utilize their properties
- Promote equity amongst taxpayers

Planning for Future Growth

In May 2017, the Province released updates to the Places to Grow Plan which came into effect on July 1, 2017. The updated plan mandates Halton grow to 820,000 people by 2031 and 1.0 million people by 2041. The Region has set out a comprehensive multi-year framework in Report No. LPS115-16 (re: Integrated Growth Management Strategy) to undertake the next update to the ROP based on the revised provincial growth plan and to deliver infrastructure to support the future development allocation program based on a sustainable financing plan. The current Regional Official Plan Review (ROPR), scheduled for completion in 2020, will allocate population growth in Halton to 2041.

Halton is expecting to award the Request for Proposal (RFP) for the Growth Management Strategy in December 2017. This phase will establish and evaluate a number of growth scenarios to help determine the Preferred Growth Option which is anticipated to be approved by Council in the Fall of 2019. The Growth Management Strategy will be developed using the Preferred Growth Option approved by Council. This will lead to the new update of the Water, Wastewater and Transportation Master Plans and DC by-law (2020-2022) and the development of the infrastructure implementation and financing plan (2021-2023) that will accommodate the future Allocation Program. The resulting capital program will be incorporated in the future budget process.

In addition, the 2018 Budget proposes the following strategic investments at a cost of \$297,000 in support of intensification development through the following initiatives:

- **Litigation Support - \$163,000** for the provision of permanent Legal resources to support Regional planning matters that have the potential to proceed to remediation and / or litigation. This cost will be fully recovered from the capital program and is anticipated to reduce the overall costs associated with litigation matters.
- **Property Planning - \$134,000** to provide a Project Manager to develop a vision for the Region's real estate holdings, manage processes required to develop these assets, and maximize opportunities to leverage corporate resources.

Growing the Regional Economy

A strong regional economy is essential for supporting high standards of living and quality public services. Ensuring the Region's employment lands are serviced and ready for investment or redevelopment is a high priority. Supporting the success of the Region's agricultural sector is also important to the economy and long-term food security.

The 2018 Budget continues to include the provisions to support the development and redevelopment of employment areas and to promote Halton in order to attract new businesses and visitors.

Regional Investments in Economic Development

The 2018 Budget includes the Region's continued investment in economic development through its interim financing for non-residential growth as set out in Report No. CS-20-12 (re: Development Financing Plan). The Region has historically provided interim funding in recognition of infrastructure development being driven by residential development and delivered well in advance of non-residential requirements. To ensure that this interim financing does not impact tax or water and wastewater rates, the Region uses internal borrowing for residential-led employment growth and external debt for growth in key employment lands. The Infrastructure Investment Revolving Fund is used for the water and wastewater growth program and the Tax Capital Reserve is used for the Transportation program. The Region provides an annual operating contribution of \$14.3 million to the Infrastructure Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing. In addition, the Region provides an annual contribution of \$28.1 million to the Tax Capital Reserve for interim financing of the non-residential share of growth-related Transportation capital cost, as well as the state-of-good-repair costs for the program.

By the end of 2017, the Region's investment from the revolving fund is projected to be approximately \$230.9 million, while the investment from the Tax Capital Reserve is \$123.8 million. The Region has also invested, through issuance of debt, \$106.0 million in water and wastewater infrastructure for the key employment areas (Milton Business Park 2, Oakville Winston Park West, and Halton Hills Premier Gateway Employment Area - 401 Corridor). These Regional investments will be fully reimbursed (including interest) from the collection of DCs as non-residential development proceeds in the future.

Starter Company Plus

As outlined in Report No. LPS26-17 (re: Economic Development Strategic Implementation Plan 2012 – 2021), Starter Company Plus, is a new 27-month provincially funded entrepreneurship program that replaced the youth-focused Starter Company program as of April 2017. Halton's Starter Company Plus program will provide cohort-based training and mentoring for main street, export and newcomer businesses. The program also provides an opportunity to apply for a micro-grant to help start or grow a small business. The 2018 Budget base includes \$103,000 for this program, fully funded by the Ministry of Economic Development and Growth.

Connecting People with Services

The Region provides a wide range of important services to Halton residents. Ensuring that all residents have easy access to these services is a high priority. It is essential that the Region's programs continue to respond to the changing demographics and diversity of Halton residents and that the non-profit sector is engaged to expand services available, particularly to Halton's vulnerable population.

Comprehensive Housing Strategy

The Region updated its CHS (2014-2024) as approved by Council in Report No. SS-21-13 (re: Approval of Comprehensive Housing Strategy (2014 – 2024)) to reflect current housing priorities and the supporting financial plan. As discussed below, Halton's Housing program has expanded based on continued contribution from the Region and the increased funding allocated from the provincial and federal governments.

Regional Contribution

The Regional funding for new assisted housing opportunities will continue at \$7.8 million in 2018, as set out in the CHS. The annual Operating Budget funding contribution to the Housing New Units Reserve has increased from \$0 in 2008 to \$7.8 million in 2016. Funding will continue at this level and is required to deliver the target of 550 to 900 new assisted housing opportunities over 10 years, as set out in the CHS.

The annual Operating Budget contribution (\$7.8 million in 2018) provided to the Regional Housing New Units Reserve, combined with provincial and federal contributions described below, accommodate 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.

Provincial and Federal Contribution

The CHS highlights that housing is a shared responsibility with the federal and provincial governments, and a funding commitment from senior levels of government is required in order to meet community needs and achieve the upper limit of targeted number of housing opportunities (550 – 900 units).

In August 2014, the Province announced the extension of the IAH program, a joint initiative between the provincial and federal governments that will provide \$800 million for affordable housing in Ontario over a period between 2014 and 2020. Halton has been allotted a total of \$21.6 million of IAH funding as outlined in Report No. SS-13-15/LPS23-15 (re: Year 2-6 Funding Allocations under Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E)) and Report No. SS-15-17 (re: Additional Investment in Affordable Housing Extension Year 3 Funding). Out of the \$21.6 million, \$15.9 million will be directly utilized by the Region, while the remaining \$5.7 million will be administered by the Province on Halton's behalf for the Portable Housing Allowance program. As of 2017, out of the total \$15.9 million, the Region has applied \$10.0 million towards the acquisition of new housing units and the grant assistance for renovations and homeownership. The balance of \$5.9 million has been incorporated into the 2018 Budget and Forecast.

In August 2017, Halton was also allocated an additional \$2.0 million through the IAH-SIF (SS-29-17 re: New Provincial Housing Initiatives), in addition to the previous allocation of \$11.7 million set out in Report No. SS-25-16 (re: Funding Allocations and Commitments under New and Existing Senior Government Housing Programs) for a total allocation of \$13.7 million. The IAH-SIF is a joint initiative between the provincial and federal governments and provides an opportunity to make strategic investments to address key priorities identified through the Provincial Long-Term Affordable Housing Strategy Update. Out of the \$13.7 million, \$13.4 million is to be directly utilized by the Region and the remaining \$344,000 will be administered by the Province on Halton's behalf for the Housing Allowance program. As discussed in reports LPS87-16 and SS-25-16, of the \$13.4 million, \$9.8 million was applied to acquire new housing units, make critical repairs to social housing buildings and to provide rent supplements. The balance of \$3.4 million has been included in the 2018 Budget and Forecast to fund new housing units (\$1.9 million – IAH-SIF), increase rent supplements for Halton housing clients (\$1.3 million – IAH-SIF), and provide administrative support (\$206,000).

As part of the Province's Homelessness Prevention efforts, funding was made available to enhance supportive housing options through the Home for Good (HFG) program. The HFG program supports multi-sectoral collaboration (housing, health, community services, and children and youth sectors) by providing housing assistance and support services to people who are homeless or at imminent risk of homelessness. As outlined in Report No. SS-16-17 (re: Housing Services

Program Update), the Region applied for HFG funding and in September 2017 the Province announced that Halton was allocated \$3.2 million through this program for the fiscal period of 2017 – 2020 as outlined in Report No. SS-29-17 (re: New Provincial Housing Initiatives Update). This funding will be utilized to acquire new housing units, and provide rental assistance and support services for vulnerable Halton individual and families. Included in this funding is \$1.0 million in ongoing base funding for rental assistance, support services and administration and \$945,000 in capital funding to acquire new units, which will be provided over a 20 year period to subsidize a mortgage payment. The 2018 Budget and Forecast includes \$10.6 million for this program with \$10.2 million allocated for rental assistance, support services and administration and \$360,000 in capital mortgage payments to facilitate new unit acquisitions.

On August 24, 2017, a new Social Housing Apartment Improvement Program (SHAIP) was announced, which will provide \$657 million over five years across the Province to make energy efficiency repairs and retrofits to existing social housing apartment buildings. On October 6, 2017, Halton Region received a conditional funding allocation under SHAIP, as set out in Report No. SS-29-17 (re: New Provincial Housing Initiatives). Halton Region has been allocated \$1.7 million through to March 31, 2018, and \$6.7 million from April 1, 2018 through to March 31, 2021. The first year of the program (ending March 31, 2018) will fund eligible greenhouse gas reduction retrofits in existing social housing buildings with 150 units or greater. Years two to four of the program (April 1, 2018 – March 31, 2021) will fund eligible retrofits in social housing buildings with at least 100 units. This funding and its use has not been included in the 2018 Budget and will be brought forward for Council's consideration during 2018.

10-Year Housing Program

Halton's CHS (2014-2024) was approved by Council in November 2013 (SS-21-13). As shown below, the projected housing program under the CHS totalled \$194.6 million, based on the Regional contribution of \$107.1 million (including DCs) and the federal and provincial contribution of \$87.5 million between 2013 and 2024.

Comprehensive Housing Strategy 2013-2024 (SS-21-13) (\$000's)				
Programs	Target Opportunities	Capital	Operating	Total
Halton:				
New Rental Units (construct/buy)	360	\$ 90,000	\$ 14,900	\$ 104,900
In Situ Rent Supplements	190	-	2,200	2,200
Total	550	\$ 90,000	\$ 17,100	\$ 107,100
Federal/Provincial Contribution	350	87,500	-	87,500
Total	900	\$ 177,500	\$ 17,100	\$ 194,600
Financing				
Operating Budget Contributions				\$ 91,750
Development Charges				15,350
Federal/Provincial Contribution				87,500
Total				\$ 194,600

The Region's housing program has been updated through the annual budget process based on new housing opportunities and funding received from senior levels of government since the CHS was approved. The following is the updated housing program plan going forward that has been incorporated in the 2018 Budget and Forecast.



Based on the funding contributions provided, the 2018 Budget and Business Plan provides the 10-year housing program as shown below.

Halton Region 10-year Housing Program											
Program - Delivered by Halton (\$000's)	2018 Budget	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2018-2027 Total
Expenditures:											
Rental Component (new units)	\$ 13,789	\$ 9,750	\$ 9,000	\$ 9,400	\$ 9,450	\$ 9,450	\$ 11,200	\$ 10,000	\$ 10,000	\$ 10,000	\$ 102,039
Rental Component (HFG)	-	-	45	45	45	45	45	45	45	45	360
Rental Assistance	2,521	2,452	2,684	3,068	3,408	3,693	3,793	4,028	4,177	4,238	34,062
Homeownership/Renovation	750	1,144	-	-	-	-	-	-	-	-	1,894
Admin fees	572	305	100	100	100	100	100	100	100	100	1,676
Total	\$ 17,632	\$ 13,651	\$ 11,829	\$ 12,613	\$ 13,003	\$ 13,288	\$ 15,138	\$ 14,173	\$ 14,322	\$ 14,383	\$ 140,031
Funding:											
Regional Reserve	\$ 8,557	\$ 8,018	\$ 7,750	\$ 8,034	\$ 7,924	\$ 7,808	\$ 9,793	\$ 8,828	\$ 8,977	\$ 9,038	\$ 84,729
Regional DC Reserve	1,700	2,300	2,800	3,300	3,800	4,300	4,300	4,300	4,300	4,300	35,400
Prov/Fed IAH-E	3,826	2,099	-	-	-	-	-	-	-	-	5,925
Prov/Fed IAH-SIF	2,358	234	234	234	234	135	-	-	-	-	3,427
Prov/Fed HFG	1,190	1,000	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	10,550
Total	\$ 17,632	\$ 13,651	\$ 11,829	\$ 12,613	\$ 13,003	\$ 13,288	\$ 15,138	\$ 14,173	\$ 14,322	\$ 14,383	\$ 140,031

Delivered & Funded by Province											
Housing Allowance	\$ 1,424	\$ 1,514	\$ 592	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,531

The 2018 10-year housing program totals \$140 million, of which \$102 million has been allocated in the Capital Budget to acquire new housing units and the remaining \$38 million allocated in the Operating Budget to provide rental assistance, grant assistance towards homeownership and renovations, rental units acquisitions through mortgage subsidies (HFG) and administrative support. In addition, the Province will continue to deliver and finance the Housing Allowance program on Halton's behalf for \$3.5 million.

Halton's 10-year housing program will be funded through both the Regional contribution and provincial/federal contributions through IAH-E, IAH-SIF and HFG. A significant portion (\$84.7 million) of the \$140 million program will be funded by the Regional Housing New Units reserve, which is funded from the \$7.8 million annual operating contributions, followed by the Housing DC reserve (\$35.4 million) and the HFG, IAH-E and IAH-SIF. The Housing DC financing has increased compared to the 2017 program as a result of the updated DC by-law approved in 2017.

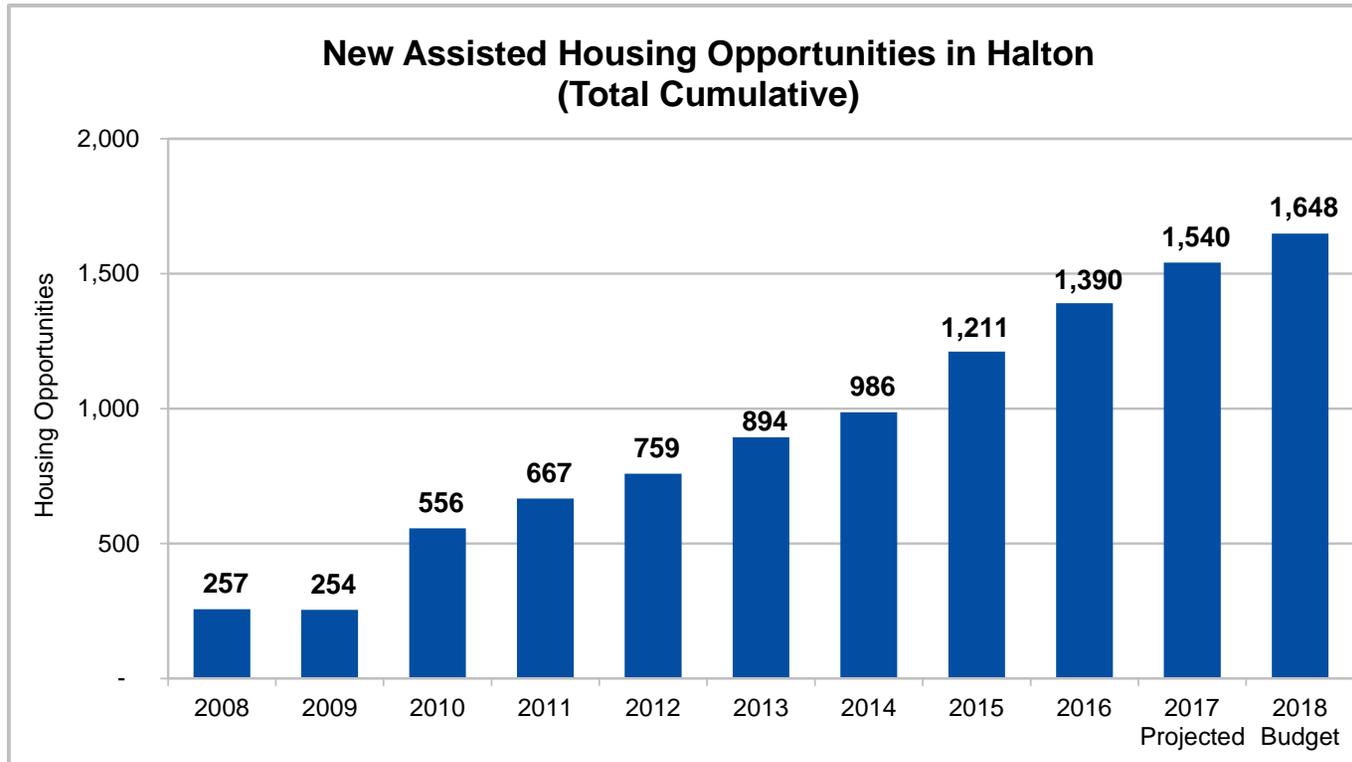
The combined Regional and provincial/federal funding of \$140.0 million will be used to support the programs as follows:

- **New Units Acquisition (Rental Component)** - \$102.4 million to acquire new housing units, which is funded by the Housing New Units reserve (\$61.1 million), Housing DC reserve (\$35.4 million), IAH-E and IAH-SIF (\$5.5 million), and HFG (\$360,000). As described in Report No. SS-25-17/LPS85-17 and SS-29-17, an RFP will be issued in 2018 for the creation of new, purpose built rental housing.
- **Rental Assistance** - \$34.1 million (funded by the Regional Housing New Units reserve (\$23.6 million), IAH-SIF (\$1.3 million) and HFG (\$9.1 million)) to support the following:
 - HRAP (\$19.6 million) for the new housing opportunities acquired under CHS,
 - Halton In-Situ (\$4.0 million) to provide financial assistance directly to Halton individuals and families to help with their monthly rents in the private rental market, and
 - Provincial rent supplement programs (\$10.4 million) to flow funds to private market landlords and community agencies to reduce the amount of rent that low-income Halton residents are required to pay.
- **Homeownership & Renovation** - \$850,000 to provide grant assistance towards the down payment for homeownership and renovation, which is fully funded by IAH-E.
- **Administration Fees** - \$1.7 million to provide administrative support, which is fully funded by IAH-E, IAH-SIF and HFG.

The 2018 program of \$17.6 million includes additional funding of \$3.2 million provided from the HFG, IAH-E and IAH-SIF, which will be used to expand the operating programs for rental assistance and to acquire new units through the capital program in 2018.

Assisted Housing Opportunities

Through the Region's significant investment and senior governments IAH-E, IAH-SIF and HFG programs, as noted above, Halton has been very successful in the delivery of additional new housing opportunities through the Regional CHS since 2008 as shown in the following graph.



Between 2008 and 2017, Halton has created an additional 1,540 assisted housing opportunities, including sustainable rental assistance. It is expected that an additional 108 housing opportunities will be created in Halton in 2018, resulting in a total of 1,648 new housing opportunities created since 2008. This projection includes 18 new townhomes for low-income Halton families on the Halton Access to Community Housing (HATCH) waitlist being created in partnership with Habitat for Humanity Halton-Mississauga as outlined in Report No. SS-25-17/LPS85-17 (re: Investment in Affordable Housing Extension (IAH-E) funding recommendation for Habitat for Humanity Halton Mississauga).

Capacity to Prevent and Address Homelessness

The 2018 Budget also includes \$6.3 million to prevent and address homelessness, an increase of \$346,000 from the 2017 Budget funded by provincial and federal subsidies. Of this \$6.3 million, \$178,000 is provided for the SDV-PHB program, which will provide housing subsidies and pay for first and last month's rent for

survivors of domestic violence, as discussed in Report No. SS-25-16 (re: Funding Allocations and Commitments under New and Existing Senior Government Housing Programs). In addition, the 2018 Budget includes \$5.6 million in CHPI for homelessness-related programs, an increase of \$757,000 from the 2017 Budget, and \$502,000 for the HPS Enhancement program.

In addition, the 2018 Budget proposes the following strategic investments to enhance Halton's capacity to prevent and address homelessness.

- **Integrated Housing Worker and Housing Programs Analyst - \$202,000** to provide permanent sustainable Housing resources, based on provincial funding, to maintain appropriate internal controls, deliver the Home for Good HFG initiative and ensure provincial CHPI funds are fully utilized. This investment is 100% funded from the province, with no net Regional impact.

Social Housing

As of 2017, the Region supports 3,997 social housing units by providing \$19.3 million in grants to 26 housing providers, including HCHC, as required under the *Housing Services Act* (HSA). The amount of the grant is adjusted each year according to cost factors mandated by the Ministry of Housing (MHO) and Market Rent Index (MRI) factors. Based on these cost factors, the grants required in 2018 have decreased by \$1.1 million as compared to the 2017 budget. This reduction includes lower mortgage renewal rates of \$519,000, reduced operating subsidy due to the revised MHO cost factors of \$398,000, reduced property taxes based on lower assessment, of \$311,000, offset by a reduction in the federal block funding of \$89,000 received from the MHO.

Safety and Well-being of All Halton Residents

Halton has taken a coordinated approach to respond to high risk individuals and families in partnership with Halton Region Police Services (HRPS). As outlined in Report No. SS-14-17/MO-13-17 (re: Draft Community Safety and Well-Being in Halton: A Plan for Collaboration and Action), Halton has undertaken a public consultation process to gather feedback on the draft Community Safety and Well-Being in Halton: A Plan for Collaboration and Action, to support the health and well-being of all Halton residents, and to deliver integrated client-centred human services. As a result, the 2018 Budget includes the strategic investment:

- **Community Partnership Advisor – Community Safety and Well-Being – \$130,000** to provide permanent sustainable resources (Community Partnership Advisor) to lead the Community Safety and Well-Being program. This investment is fully funded by the base budget provision previously allocated for purchased services, with no net Regional impact.

The 2018 Budget includes base budget provisions in commitment to support the safety and well-being of all Halton residents. This includes the continued based budget of \$200,000 for the Older Adults Property Tax Deferral policy as part of the Halton Region Older Adult Plan (HOAP), \$580,000 for the SPLIT program (SS-10-17) and \$544,000 for the Food Voucher program.

Children's Services

The 2018 Budget includes expanded programs for Children's Services, based on provincial funding, to enhance quality, accessibility, affordability, flexibility and inclusivity in licensed child care programs. As shown in the table below, the Ministry of Education (EDU) will provide in 2018 an increase of \$10.5 million in subsidy funding to the Region. This increase includes \$2.2 million for the Child Care Expansion Plan (SS-17-17), \$4.7 million from the Canada-Ontario Early Learning and Child Care Bi-Lateral Agreement (SS-20-17) and \$3.7 million to implement local management of EarlyON Child and Family Centres (SS-21-17). The \$10.5 million includes \$2.0 million in one-time funding. This overall increased investment from the province will allow the Region to reduce the net contribution for Children's Services by \$1.1 million without impacting service levels. This results in a net increase of \$9.4 million to the total funding of \$69.3 million in the 2018 Budget.

The additional provincial funding will assist in providing 2,429 subsidized child care spaces (an increase of 60 spaces from the 2017 Projected) through an increase in the Fee Subsidy budget of \$683,000. The Special Needs funding has increased by \$996,000 in 2018, fully utilizing provincial funding, and will support 1,282 children with special needs in licensed child care. The Community Support budget increase of \$6.8 million includes an increase of \$3.3 million to implement local management of the EarlyON Child and Family Centres and \$3.5 million associated with community based not for profit capital and pilot projects to increase access to licensed child care including extended and / or non-standard hours of care. There will be a report to Council in 2018 on the expenditure plan for this funding. In order to support delivery of the enhanced program the 2018 Budget for administration has been increased by \$869,000 and is fully supported by provincial funding. Review of the optimal investment plan is currently underway and will be brought forward for Council's consideration in 2018.

Children's Services Budget (\$000's)			
Program:	2017 Budget	2018 Budget	Change
Expenditures:			
Administration	\$ 6,592	\$ 7,421	\$ 829
Regional Child Care Centres	2,550	2,704	154
Fee Subsidy	18,633	19,316	683
Special Needs	9,454	10,449	996
Community Support	22,666	29,419	6,753
Total	\$ 59,895	\$ 69,309	\$ 9,415
Funding:			
Ministry of Education (EDU):			
Child Care Expansion Plan (SS-17-17)	\$ 3,227	\$ 5,378	\$ 2,151
Early Learning and Child Care Bi-Lateral Agreement (SS-20-17)	-	4,719	4,719
EarlyON Child and Family Centres (SS-21-17)	495	4,149	3,654
Wage Enhancement Grant (WEG)	11,507	11,507	-
Base Program	31,561	31,561	-
Sub-Total	\$ 46,789	\$ 57,313	\$ 10,524
Ministry of Children and Youth Services (MCYS)	686	686	-
Ministry of Community and Social Services (MCSS)	237	237	-
Other Revenues (RCCC's fees)	816	830	14
Net Regional Contribution	11,366	10,243	(1,123)
Total	\$ 59,895	\$ 69,309	\$ 9,415

Paramedic Services

As outlined in Report No. MO-14-17 (re: Paramedic Services Division Annual Update), over the past ten years (2007 to 2016) call volumes have increased by 55%. The call volume increase in 2016 was double the annual average increase in call volume experienced in the past 10-years and significantly higher than the call volume anticipated in the Paramedic Services 10-Year Master Plan (MO-14-15). In order to address the rising call volumes the 2018 Budget includes an

increase of \$103,000 in the base Budget for fuel and medical supplies to address increasing call volumes and to maintain existing service levels and the following strategic investments at an estimated cost of \$1.8 million:

- **Paramedic Services - \$1.8 million** The Paramedic Services Master Plan (MO-14-15 re: Paramedic Services 10-Year Master Plan) identifies needs over the next 10 years to support growth and increased demand for services as a result of an aging population. As set out in Report No. MO-14-17 (re: Paramedic Services Division Annual Update), the call volumes increased 8.1% and the number of patients and the number of patient transports increased by 6.6% in 2016, as compared to 2015. The call volume increase in 2016 was twice the annual average increase in call volume experienced in the past 10-years and significantly higher than the call volume anticipated in the Paramedic Services 10-Year Master Plan. For 2018, the following strategic investments of \$1.8 million are required to address increasing call volumes and to maintain existing service levels. Of the total investment of \$1.8 million, \$854,000 is expected to be funded by the Province based on 47% subsidy budgeted in 2017, resulting in a net tax impact of \$964,000.
 - Paramedics - \$1.7 million to provide 10.0 FTE paramedics and 9,864 relief hours to provide two additional 12-hours per day, 7-days per week ambulances; and one additional 12-hours per day, 7-days per week Emergency Response Unit and equipment, to address pressures related to increasing call volume (growth) and to maintain response times. The cost will be offset by subsidy revenue of \$784,000 for a net tax impact of \$885,000.
 - Operations Superintendent - \$148,000 to hire an additional 1.0 FTE Paramedic Services Operations Superintendent to meet the recommended Paramedic to Operations Superintendent ratio of 20:1 in order to ensure adequate supervision of paramedics, manage frontline operations, and to meet health and safety obligations as the employer. The cost will be offset by subsidy revenue of \$70,000 for a net tax impact of \$79,000.
- **Paramedic – Community Health Assessment Program (CHAP) - \$122,000** to hire a paramedic to expand the pilot to serve in Oakville, in addition to the existing two sites in Milton and Georgetown, as outlined in Report No. MO-29-17/SS-24-17 (re: Community Paramedic Programs) to provide health assessment and promotion programs for residents living in HCHC and OSCR buildings. This investment is 100% funded from the Mississauga-Halton LHIN's, with no net Regional impact.

Integrated Client-Centred Services and Access to Service

Halton has developed a Customer Service Access Strategy that provides a framework to deliver consistently high standards of services regardless of the service being sought or the method (in-person, phone, and digital) of contact used by the customer. As outlined in Report No. CA-07-17 (Customer Service Access Strategy), this is a high priority for the organization and the Management Committee will be actively engaged in providing strategic oversight of its implementation. Through the 2018 Budget and Forecast, \$1.0 million has been incorporated into the Information Technology capital budget to continue to implement any Customer Service Access related initiatives.

The Region is committed to continuously enhancing customer access to Regional services and continues to actively engage with the non-profit sector to expand services available particularly to Halton's vulnerable population. The 2018 Budget provides the following strategic investments:

- **Halton Region Community Investment Fund (HRCIF) Enhancement - \$350,000** to increase the current contribution to \$2.4 million. The additional funding will address increased demand, solidify funding for existing food security programs, and respond to needs that emerge through community safety and well-being planning.
- **Program Advisor and Child Care Coordinator - \$223,000** to hire two additional staff (a Program Advisor and Child Care Coordinator) in the Community Development and Intake area which will be 100% funded by the provincial EarlyON Child and Family Centres initiative, resulting in no net Regional impact.

- **Client Support Worker and Day Program Assistant – Adult Day Program - \$166,000** proposed for additional Client Support Workers required to expand the services to provide a new Saturday program for clients at the Silver Creek site in Georgetown and ensure the program meets performance deliverables of the Mississauga Halton (LHIN). This investment will be significantly offset by the Mississauga Halton LHIN funding subsidies of \$138,000 for a net tax impact of \$27,000.
- **Maintenance and Tenant Supports – Halton Community Housing Corporation (HCHC) - \$161,000** for additional Maintenance and Tenant Services Workers to meet program pressures resulting from additional housing and condo units acquired under the Region’s Comprehensive Housing Strategy, the HCHC and Union Housing Opportunities. These positions will be funded 100% from HCHC, with no net Regional impact.

Governing for the Future

Halton’s future success is dependent on its strong financial foundation and its commitment to invest in the state of good repair of Regional infrastructure and assets. Ensuring Halton Region is accountable and transparent, and that residents are well informed and engaged, is a high priority.

The 2018 Budget and Business Plan includes a 10-year capital plan at a projected cost of \$4.2 billion. Of the \$4.2 billion, \$2.3 billion is projected to address growth infrastructure needs and \$1.9 billion to address the State-of-Good-Repair Capital Program for existing infrastructure. The following outlines the Region’s Corporate Asset Management Plan that drives the 10-Year State-of-Good-Repair Program.

Asset Management Plan

The Region’s Corporate Asset Management Plan (PW-24-15/FN-39-15/LPS109-15 re: Halton Region’s Corporate Asset Management Plan, 2015 Update and PW-28-17 re: Public Works Asset Management Program Update, 2017) demonstrates sound stewardship of the Region’s existing assets to support services at desired levels and to ensure financial sustainability. It also supports decision making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk, and cost to the Region and its residents. Halton’s asset management program has resulted in most infrastructure assets rated to be in good condition and meeting desired service levels. Infrastructure assets have significant value and are the key resources used to provide services to the public and improve the quality of life for residents. Halton Region endeavors to reduce construction impacts on residents and business and achieve lowest project delivery costs by bundling water, sewer, and road replacement components as large contracts where practical. Although this process will be further refined and formalized through the next phase of Asset Management Roadmap Implementation in 2018 - Optimized Decision Making, the same principles have been applied in the proposed 2018 capital budget plan. Harmonization of project scheduling on shared, adjacent or nearby rights-of-way has been reviewed at a high level, and projects scheduled accordingly. This also aligns with the Ministry of Infrastructure’s “Guide for Municipal Asset Management Plans”, International Infrastructure Management Manual (IIMM) 2015, PAS 55 (ISO 55000)’s, ISO 31000 and fulfills the requirement to have a plan in order to qualify for future provincial funding opportunities.

Infrastructure assets contained within the Corporate Asset Management Plan include Public Works assets, Corporate Facilities and Social Housing. The Region has significant assets particularly in transportation, water, wastewater and waste management that are highlighted below. As of December 31, 2016, the total book value of these assets was \$5.4 billion, which includes:

- Public Works Infrastructure:
 - Water and Wastewater \$3.7 billion
 - Transportation \$1.1 billion
 - Waste Management \$110 million



- Corporate Facilities and Social Housing (i.e., Long-Term Care, Paramedic Services, HCHC, etc.) \$565.9 million

Public Works Infrastructure

The Public Works Asset Management Program update (PW-28-17) sets out the Public Works Program Asset Management Strategy. The strategy outlined the Public Works' technical levels of service, key performance indicators, lifecycle modelling and asset risk assessment which resulted in an updated 10-year State-of-Good-Repair capital program and corresponding financial plan. The 2018 Budget and forecast reflects this updated capital and financing plan. The next step in the Public Works Asset Management Roadmap is to develop the optimized decision making process.

A key objective of the 2018 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 Capital Program includes Public Works water, wastewater, transportation and waste management state-of-good-repair capital projects at a total projected cost of \$1.5 billion.

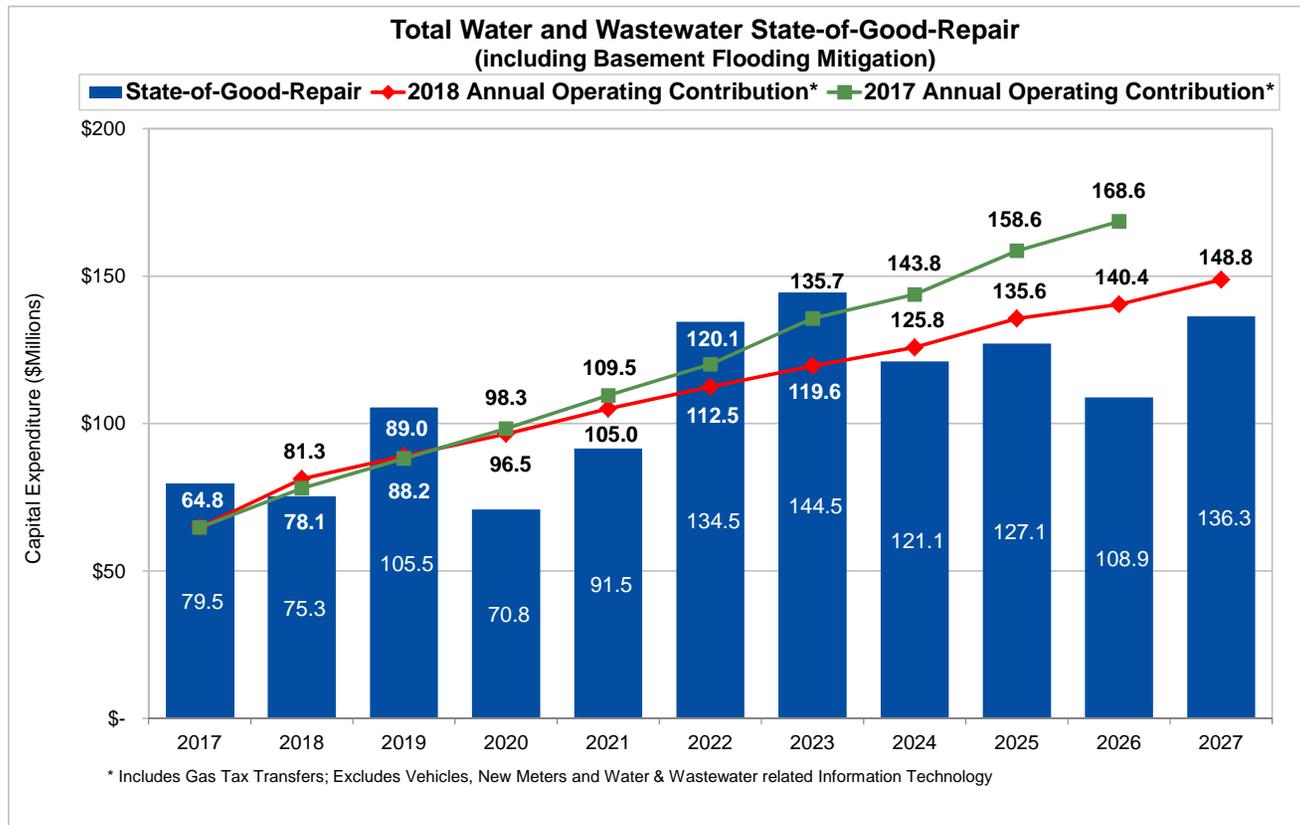
The following are highlights of the operating and capital investments made in 2018 for the Public Works State-of-Good-Repair programs.

Water and Wastewater State-of-Good-Repair Capital

The operating contributions included in the 2018 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$95.5 million. As shown below, this includes operating transfers to reserves (including Gas Tax) of \$81.3 million for water/wastewater capital projects, \$1.8 million for the related IT and vehicle costs, and \$12.4 million in interest allocated to the capital reserves. The \$95.5 million contribution is a \$17.5 million increase compared to the 2017 transfers driven primarily by a \$12.7 million increase in operating transfers. In addition, \$3.8 million for the large Plant Maintenance program has been moved in 2018 from the Operating to the Capital Budget to better reflect the nature of the program activities based on the Tangible Capital Asset principles and for increased optimization opportunities in Asset Management. It is projected that the operating contributions will continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its State-of-Good-Repair capital program. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.5% to 3.1% rate increase each year.

Water/Wastewater State of Good Repair Transfer to Reserves			
(\$000's)	2017 Budget	2018 Budget	Change
Reserve Transfers (SOGR)	\$ 55,275	\$ 67,972	\$ 12,697
Reserve Transfers (Plant Maintenance)	-	3,800	3,800
Gas Tax	9,482	9,482	-
Sub-total - Annual Operating Contribution	\$ 64,757	\$ 81,254	\$ 16,497
Information Technology Transfers	382	382	-
Vehicle Transfers	1,386	1,421	35
Interest Earnings	11,458	12,402	944
Total	\$ 77,983	\$ 95,459	\$ 17,476

The following chart shows the projected rate operating contributions to the reserves, compared to the expenditures required for the State-of-Good-Repair capital program.



As detailed in the Water and Wastewater Overview section, the 2018 10-Year State-of-Good-Repair capital program has decreased by \$73.6 million from the 2017 program to a total of \$1.0 billion primarily driven by the Public Works Asset Management Strategy (PW-28-17). Therefore, the related long-term financing plan has also been revised based on the capital plan. As a result, total operating contributions over the forecast period (2018-2026) have been reduced by \$95.1 million, with a notable reduction in the second half of the forecast period.

The appropriate level of operating contribution will continue to be refined based on the Halton Region Asset Management Roadmap Implementation Plan 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.

Water and Wastewater Maintenance

In addition to the financing for the State-of-Good-Repair capital program, the 2018 Rate-Supported Operating Budget provides \$20.8 million for the ongoing repair and maintenance of the water and wastewater system, a decrease of \$3.8 million from the 2017 Budget. Resulting from a review of the plant maintenance program, \$3.8 million in plant maintenance projects are moved from the operating to the capital budget to better reflect the nature of the program activities based on the Tangible Capital Asset principles. By bundling and coordinating maintenance projects with projects delivered through the State-of-Good-Repair capital program, results in increased opportunities for optimization of the two programs and project cost efficiencies. Further, in order to maintain existing service levels for the growing water and wastewater system, the following strategic investments of \$806,000 are proposed for 2018, with no net rate impact:

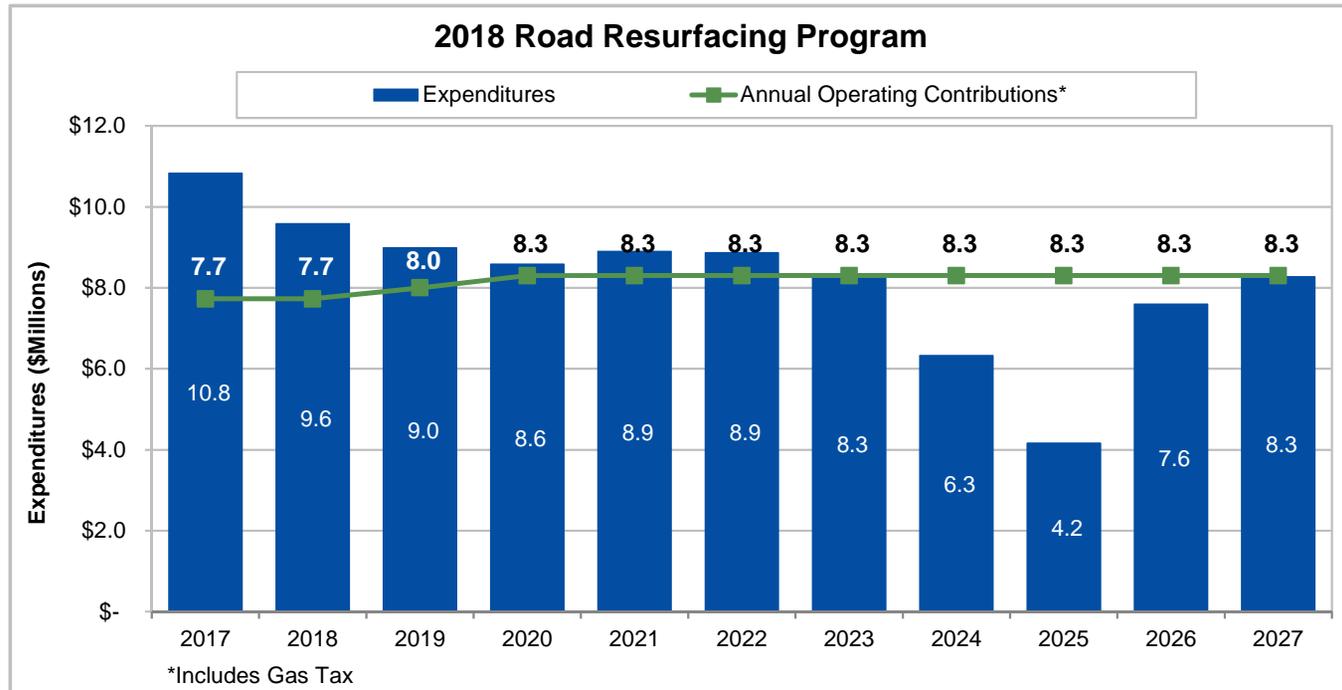
- **Project Manager (Water and Wastewater Treatment) - \$124,000** to hire a Project Manager II within the Water and Wastewater Treatment Division to oversee capital programming as outlined in Report No. PW-28-17 (re: "Public Works Asset Management Program Update 2017"), with the costs to be recovered from capital program, resulting in no additional net rate impact.
- **Instrumentation Technician - \$292,000** for three additional Instrumentation Technicians in order to meet service delivery and workload pressures and to reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Waste and Wastewater System Services Maintenance. The base budget allocated for external contractors has been reduced to hire these permanent resources, resulting in no additional net rate impact.
- **Millwright - \$390,000** in order to meet service delivery and workload pressures through the addition of four Millwrights, which will also reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Waste and Wastewater System Services Maintenance. The base budget allocated for external contractors has been reduced to hire these permanent resources, resulting in no additional net rate impact.

Roads State-of-Good-Repair Capital

The 2018 Budget includes \$50.7 million in operating contributions to support the Roads State-of-Good-Repair Capital Program. The \$50.7 million includes operating transfers to reserves (including Gas Tax) of \$33.5 million for roads capital projects and \$17.2 million in interest allocated to the tax capital reserve. The \$33.5 million of operating transfers is a \$1.7 million increase from the 2017 Budget. The additional \$1.7 million contribution is provided from a \$1.0 million increase in the operating base budget and \$726,000 in Federal Gas Tax funding based on the Gas Tax Agreement (FN-21-14), in order to address rising state-of-good-repair needs based on the Public Works Asset Management Strategy (PW-28-17) and updated costs. As detailed in the Tax Overview section, the 2018 10-year Roads State-of-Good-Repair capital program has increased by \$9.1 million from the 2017 program to a total of \$332.6 million.

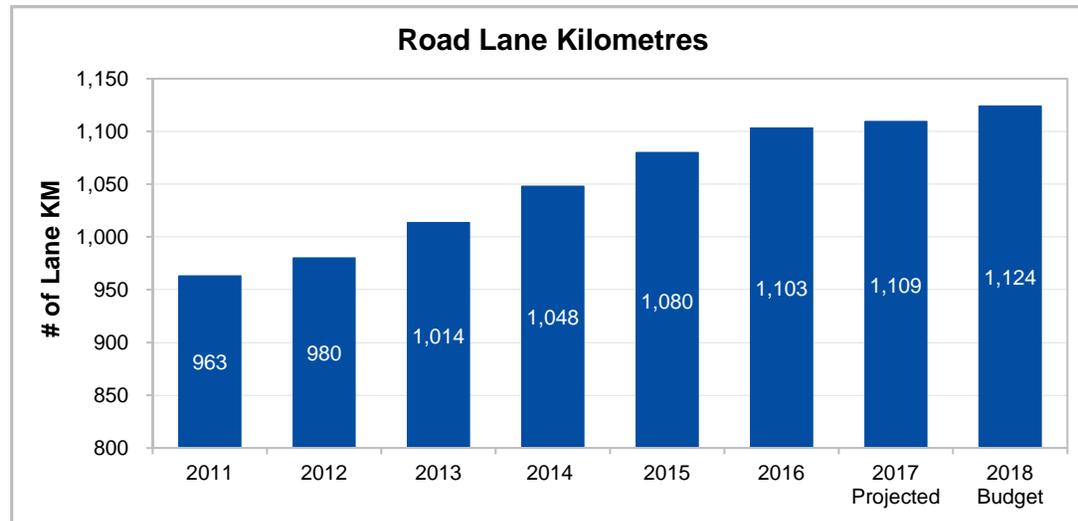
Road Resurfacing

The 2018 Budget includes a total of \$7.7 million in operating contribution to the Road Resurfacing Reserve in order to ensure sustainable funding is provided for the 10-year road resurfacing program. The 10-year road resurfacing program totals \$79.5 million with \$9.6 million planned for 2018. This 10-year plan is based on the updated resurfacing program to maintain the existing level of service on the Region's growing road network. The following chart shows the Operating Budget contributions required compared to the planned expenditures over the next 10 years.



Road Maintenance

In addition, the 2018 Road Operations budget includes a total of \$12.1 million, an increase of \$396,000 from the 2017 Budget, 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. Between 2011 and 2017, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 146 lane kilometres. Plans to expand the transportation network in 2018 include growing from 1,109 to 1,124 lane kilometres based on the Transportation Capital Plan. The following table shows the growth in the Regional road network over the past several years.



The Region contracts the repair and maintenance of Regional Roads to the local municipalities through the Regional Road Maintenance Agreement. As discussed in Report No. PW-14-17 (re: Regional Road Maintenance Agreements), between 2016 and 2017 the Region and local municipalities undertook a review of the administration of the agreement in order to identify opportunities to streamline and achieve efficiencies. The review resulted in recommended changes, which will significantly streamline billing and administration of the agreements and release capacity for more value added activities related to road maintenance. The Region and the local municipalities have initiated implementing the recommended changes for a one-year trial period. Following the trial period, the agreements will be amended to incorporate the changes with no expected financial impact in the budget.

Waste Management State-of-Good-Repair Capital

The 2018 Budget continues to contribute \$7.1 million to support the waste management State-of-Good-Repair capital program. As detailed in the Tax Overview section, the 10-year State-of-Good-Repair capital program totals \$40.2 million, with \$2.7 million planned for 2018.

Investment in State-of-Good-Repair

In addition to the Corporate Asset Management Plan, 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 2018, projected ratios for Water, Wastewater and Transportation are as follows:

2018 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Annual Amortization (B)	2018 Ratio (A)/(B)	2017 Ratio
Water & Wastewater	\$ 95,459	\$ 65,722	1.5	1.2
Transportation	\$ 50,678	\$ 23,157	2.2	2.3

* Includes transfers relating to Gas Tax.

The 2018 operating contributions of \$95.5 million for the Water and Wastewater State-of-Good-Repair capital program result in a ratio of 1.5, which is higher than the 2017 ratio. This ratio is based on the significant growth in assets that Halton has been experiencing as a growing community and additional operating contributions provided, as mentioned above. 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 addition to the \$95.5 million in operating transfers, the 2018 Budget includes \$19.2 million in debt charges for debt approved prior to 2017 to support the State-of-Good-Repair capital program. While the goal is to fund the State-of-Good-Repair capital program from operating contributions on a pay-as-you-go basis, debt financing was 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 2.2 in 2018 and is slightly lower than the 2017 ratio. Regional Council has approved significant financing over the last 10 years to support the Transportation program's significant growth. The 2018 budget provides an additional \$1.7 million in operating transfers (including Gas Tax) to total \$50.7 million in order to continue to support growing State-of-Good-Repair needs.

The Region's long term State-of-Good-Repair capital program will continue to be monitored and refined based on the Public Works Asset Management Strategy (PW-28-17) through the annual budget process.

Corporate Facilities and Social Housing

As part of the Region's asset management process, Building Condition Assessment (BCA) studies are performed, and the related financing plan prepared, on a 5-year rotating cycle for Corporate Facilities and Social Housing assets. By tying in levels of service to asset management strategies such as asset risk assessments, maintenance, rehabilitation and expansion activities, the Region continuously looks to minimize lifecycle costs and meet the goal of integrating asset management with asset financial management.

Social Housing State-of-Good-Repair

Between 2011 and 2013, the Region undertook BCAs for 56 social housing properties in Halton, representing 4,078 units, including HCHC-owned housing assets as well as the assets of service providers. In order to ensure that Halton is financially sustainable in meeting the capital requirements of the Social Housing providers over the next 25 years, staff reviewed the results of the BCAs and began to develop a social housing capital needs financing plan in 2014. The 2014 analysis indicated that the overall housing stock was in good condition but a few housing providers might need additional funding over the next 5 years.

Subsequently in 2015, staff undertook a detailed review of 8 housing providers that showed potential funding needs over the next 5 years based on the 2014 analysis. The detailed review involved on-site visits of the properties by the Region's Asset Management staff and discussions with property managers regarding their capital spending needs to keep their properties in a state-of-good-repair. Based on this review, it has been determined that there is no immediate investment required in the short term but additional investment may be required in the future. The Region will continue to closely monitor the annual capital funding requirements of the social housing providers to ensure the housing stock is maintained in a state-of-good-repair.

In 2017 the next BCAs update for the social housing units are underway and the results will be brought forward through the 2019 Budget process.

Corporate Facilities State-of-Good-Repair Capital

The 2018 Budget continues to contribute \$4.4 million to support the corporate facilities State-of-Good-Repair capital program an increase of \$631,000 from the 2017 Budget. As detailed in the table below, the 2018 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$53.1 million, with \$14.3 million planned for 2018. Of the \$53.1 million in Corporate Facilities, \$35.3 million was identified in the Building Condition Assessment study that was completed in 2017. The results of the BCA study have been incorporated in the 2018 Budget and Forecast. The building components for the corporate facilities were assessed and it was identified that 86% of the assets are in a Good Condition, 8% are in a Fair Condition, 6% are in a Poor Condition and none are in a Critical Condition. The needs have been prioritized through a five point scale (Essential, Necessary High, Necessary Medium, Necessary Low, and Desirable). Of the \$35.3 million identified through the BCA's, the 2018 10-year capital program incorporates \$18.5 million in the short term forecast (years 1 – 3), \$6.7 million in the midterm (years 4 – 6), and \$10.1 million in the long term (years 7 – 10).

Asset Management Capital Program (\$Millions)					
	Expenditures		Financing		Total
	2018	2019-2027	SOG	Growth	
Corporate Facilities Program:					
Building Condition Assessments					
Halton Regional Centre - Rehab & Replacement	\$ 10.9	\$ 8.4	\$ 19.3	\$ -	\$ 19.3
Long Term Care Centres - Rehab & Replacement	1.1	10.1	11.2	-	11.2
Facility Rehab & Replacement - Other	0.2	2.9	3.1	-	3.1
Paramedic Stations - Rehab & Replacement	0.1	1.5	1.6	-	1.6
Sub-total	\$ 12.4	\$ 22.9	\$ 35.3	\$ -	\$ 35.3
Other Corporate Facilities					
Woodlands Expansion (Non-Growth)	\$ -	\$ 26.6	\$ 14.6	\$ 12.0	\$ 26.6
Child Care Centre	1.7	-	1.7	-	1.7
Other (LTC Childcare, Accessibility, etc.)	0.3	1.4	1.6	-	1.6
Sub-total	\$ 1.9	\$ 28.0	\$ 17.9	\$ 12.0	\$ 29.9
Total - Corporate Facilities Program	\$ 14.3	\$ 50.9	\$ 53.1	\$ 12.0	\$ 65.1
Non Corporate Facility Program:					
Other (Building Condition Assessments, Signage, etc.)	\$ 0.8	\$ 9.5	\$ 10.3	\$ -	\$ 10.3
Regional Accommodation Plan	-	1.2	1.2	-	1.2
Energy Program	0.1	0.9	1.0	-	1.0
Vehicles & Equipment	0.0	0.5	0.5	-	0.5
Sub-total	\$ 0.9	\$ 12.0	\$ 13.0	\$ -	\$ 13.0
Total - Asset Management Capital Program	\$ 15.2	\$ 62.9	\$ 66.1	\$ 12.0	\$ 78.1

Schedule may not add due to rounding.

Corporate Facilities Maintenance

The 2018 Budget continues to provide \$1.3 million for ongoing building maintenance activities for corporate facilities.

Maintaining Financial Sustainability

The Region continues to closely monitor funding sources and financing strategies to maintain long-term financial sustainability over the next 10 years. Some of these measures were adjusted in the 2018 Budget to ensure continued financial sustainability as follows:

Sustainable Rate Revenue

The Region's priority in Governing for the Future from the Strategic Action Plan 2015-2018 includes maintaining the Region's strong long-term financial position. As part of achieving this priority, the Region needs to ensure that the water and wastewater rate structure meets objectives of fairness and promoting water conservation. Also, the key to maintaining the Region's strong financial position is financially sustainable revenue to ensure ongoing water and wastewater services and infrastructure investment.

Consequently, the Region implemented the results of the Rate Revenue Review in the 2017 Budget and Business Plan including adjustments to projected consumption growth from 54.8 million m³ to 52.9 million m³ to reflect the declining trend in actual consumption, implementing a uniform rate structure and phasing out the wastewater cap by 2020 for billing purposes. The 2018 Budget continues with these parameters including anticipated consumption of 52.9 million m³. To maintain fiscal sustainability within the rate program, the 10-year operating forecast will reflect declining consumption as noted in the Rate Overview section.

Long-Term Water Meter & Billing Strategy

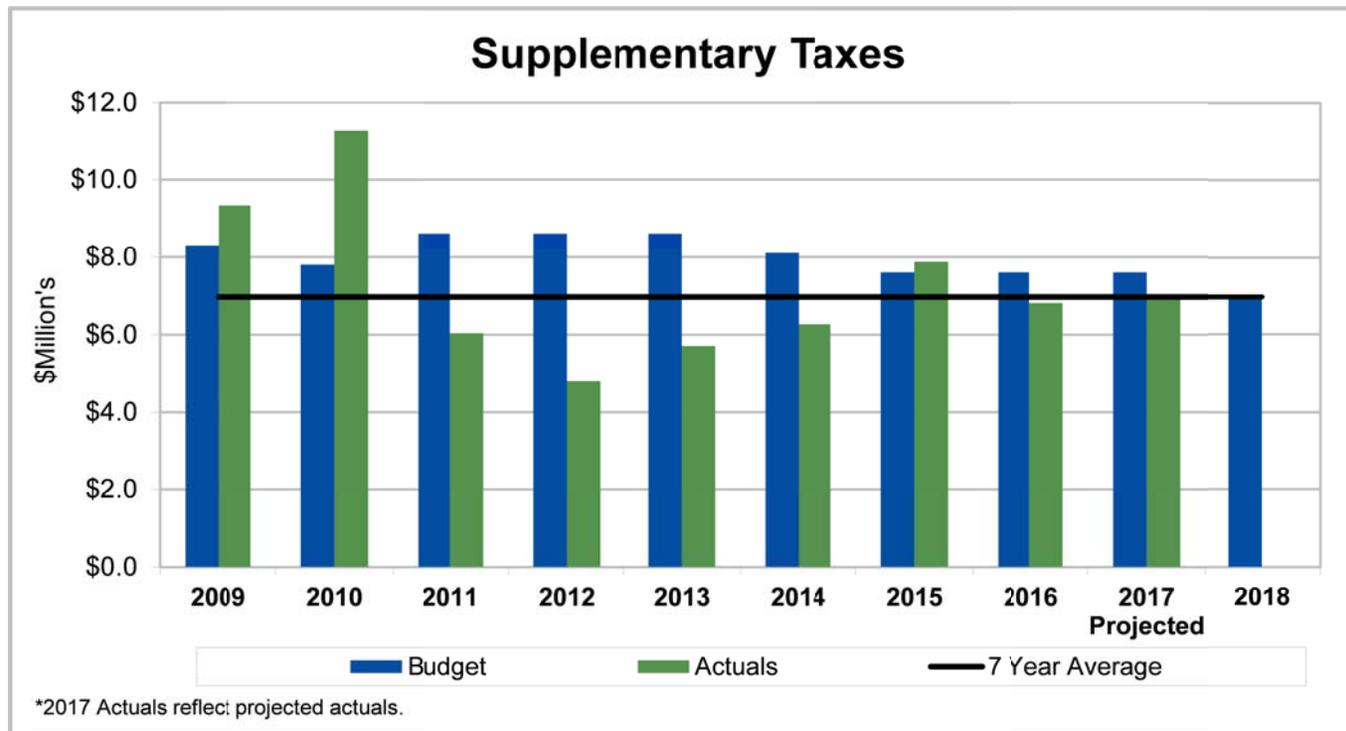
As part of the strategy to ensure sustainable rate revenue, the Region initiated the implementation of its long-term water meter and billing strategy (PW-29-16/FN-22-16) in 2017 based on funding (\$4.1 million) provided through the 2017 Budget. The strategy will help ensure reliable, sustainable, cost-effective and customer service focused billing from the Region's 157,000 water meter assets.

The Region has commenced the replacement of the existing 12,500 small pulse meters (12mm to 25mm) and applicable larger meters (40mm to 250mm) in 2017 to ensure all customers are billed accurately for the amount of water consumed, with the replacement expected to be complete in 2019.

In addition, the Region is undertaking development of a long-term water meter and billing strategy, which will provide a holistic framework to manage the growing water meter customers. The strategy will consider all aspects of the delivery of the water meter program, including service level standards, billing and reading options, technology alternatives (Automated Meter Reading (AMR), Advanced Meter Infrastructure (AMI)), implementation roadmap, gap analysis and assessment of Halton's readiness for the future state. It is expected that the work will be completed in early 2018, at which time staff will bring forward the findings and recommendations for Council consideration. Council approved recommendations and the related financial requirements will be addressed through the 2019 Budget and Business Plan.

Supplementary Tax Revenue

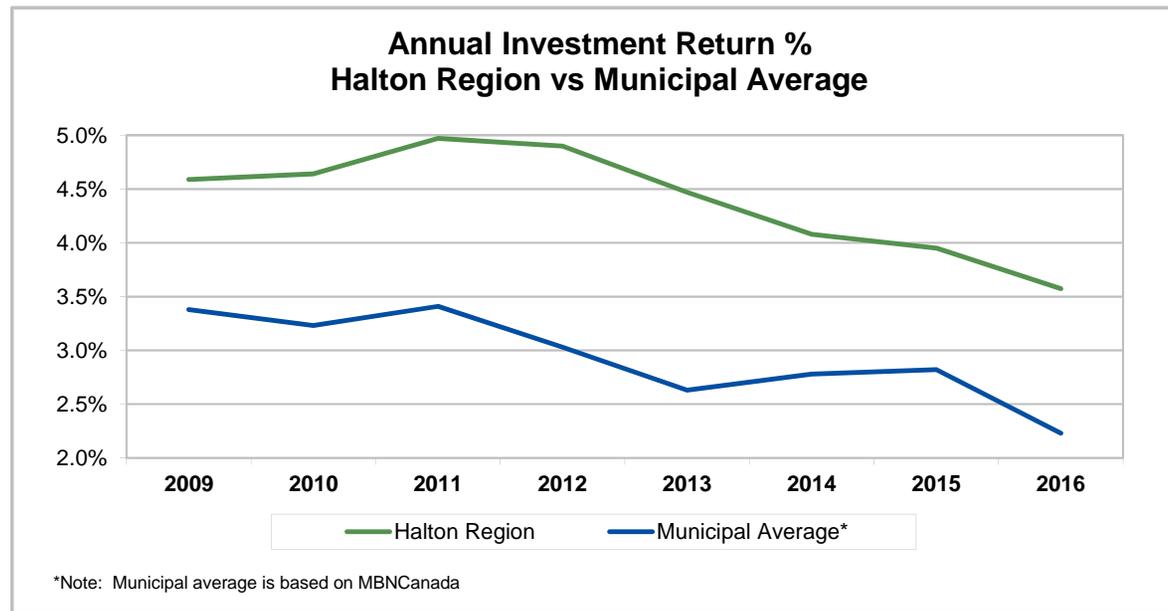
Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the local municipalities. For these 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. However, through the 2014 and 2015 budget process, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million, respectively, as the amount of supplementary taxes received by the Region has been declining since 2011. In the 2018 Budget, the supplementary tax revenue has been reduced by \$600,000 to \$7.0 million in the 2018 Budget in order to reflect the actual average revenues over the past 7 years (2010-2016). Staff will continue to monitor supplementary tax to determine whether any further adjustments need to be made in future budgets.



Investment Income

The 2018 Budget continues to include \$55.0 million of investment income as a source of revenue, which represents a significant source of funding for Halton's state-of-good-repair and operating budget. As discussed in Report No. FN-35-17 (re: Investment Performance to August 31, 2017), it has been increasingly challenging to achieve the target investment earnings through interest revenues alone due to continued low investment yields in the market. The target budget has been achieved through capital gains that have materialized as a result of the Region's active investment portfolio management.

As shown in the following chart, through Halton's investment portfolio management program Halton's realized investment return has exceeded the municipal average (based on MBNCanada) by more than 1.46% annually since 2009. For the first time since 2009, the investment market is beginning to experience interest rate hikes. This is producing more trading opportunities in shorter dated securities which will enhance the interest earnings of the Region's investment portfolio and potentially generate additional capital gains. In order to monitor, analyze and actively trade this sector of the portfolio additional staff resources are required.



Accordingly, the following strategic investment is proposed in the 2018 Budget, in order to maintain the level of support required for managing the investment portfolio:

- **Investment Portfolio Management Program - \$133,000** proposed for the addition of a Senior Advisor – Investments position to focus on trading opportunities in securities with shorter maturity terms to potentially generate additional capital gains for the Region. This cost will be fully funded by the interest earnings from the Region's portfolio, with no net Regional impact.

Tax Write-Offs

In recent years, owners of commercial and industrial properties have challenged the property assessment values as returned by the Municipal Property Assessment Corporation (MPAC). For taxation years between 2013 and 2016, there are over 119 properties in Halton Region with current value assessment (CVA) at over \$15.0 million that are currently under appeal with the Assessment Review Board (ARB). This accounts for \$3.9 billion in CVA (as of 2016). Should the ARB settle on these appeals, this would result in a decrease in the assessment value and a rise to the tax write-offs by the local municipalities and the Region. As a result of these ARB settlements, the property taxes that the local municipalities and the Region have had to write off are increasing. From the period 2009-2016, the CVA resolution resulting from the ARB settlements amounted to \$2.5 billion or 9.2% of CVA. The 7 year average actual tax write offs have been \$4.4 million, as compared to the 2017 Budget of \$3.4 million. Accordingly, the 2018 Budget for tax write-offs has been increased by \$930,000 to \$4.3 million, to more closely reflect a 7-year average. Staff will continue to monitor tax write-offs to determine whether any further adjustments need to be made in future budgets.

Provincial Subsidies

The 2018 Budget includes \$177.7 million of provincial subsidies, an increase of \$15.8 million from the 2017 Budget. This increase is driven by additional funding received for:

- Children's Services programs of \$10.5 million under the Early Learning and Child Care Bi-Lateral Agreement (SS-20-17), EarlyON Child and Family Centres (SS-21-17) and the Child Care Expansion Plan (SS-17-17);
- Employment & Social Services of \$2.2 million for the OW upload savings and OW benefit cost increase;
- Paramedic Services of \$1.5 million for program growth and strategic investments in accordance with the Province's funding formula;
- Services for Seniors of \$1.2 million based on increased per diem funding for inflation and Case Mix Index;
- Public Health of \$150,000 to enhance harm reduction efforts for opioid-related challenges; and
- Economic Development of \$64,000 to implement the new Starter Company Plus program (LPS26-17).

The subsidy budgeted for many programs, however, does not keep pace with the increase in costs and demands for the services. Despite growing program needs in Halton as one of the fastest growing communities, the public health subsidy, in particular, has not kept pace with program costs for many years. The budgeted subsidy increase for 2018 of \$150,000 in Public Health is for the enhancement of harm reduction efforts for opioid-related challenges. Aside from that, 0% increase is anticipated for all other Public Health programs. This is in line with The Ministry of Health and Long-Term Care (MOHLTC) communication to Public Health Units to plan for 0% funding growth in 2017. No funding approval for 2017 has been received to date. Accordingly, provincial funding for Public Health programs continues to be projected at a 0% increase in the 2018 Budget and Forecast, resulting in continued program pressures. The Health funding shortfall from the province is estimated at \$10.3 million in 2018. In addition, as outlined in Report No. MO-37-17 (re: Expert Panel Report on Public Health) the Minister of Health and Long-Term Care established a Public Health Expert Panel to "advise on structural and organizational factors to improve the integration of population and public health into the health system, deepen the partnerships between local Boards of Health and Local Health Integration Networks (LHINs), and improve public health capacity and delivery within a transformed and integrated health system." The implementation of the Public Health Expert Panel recommendations details are currently unknown, although these could have financial implications to the Region's funding of the Public Health programs.

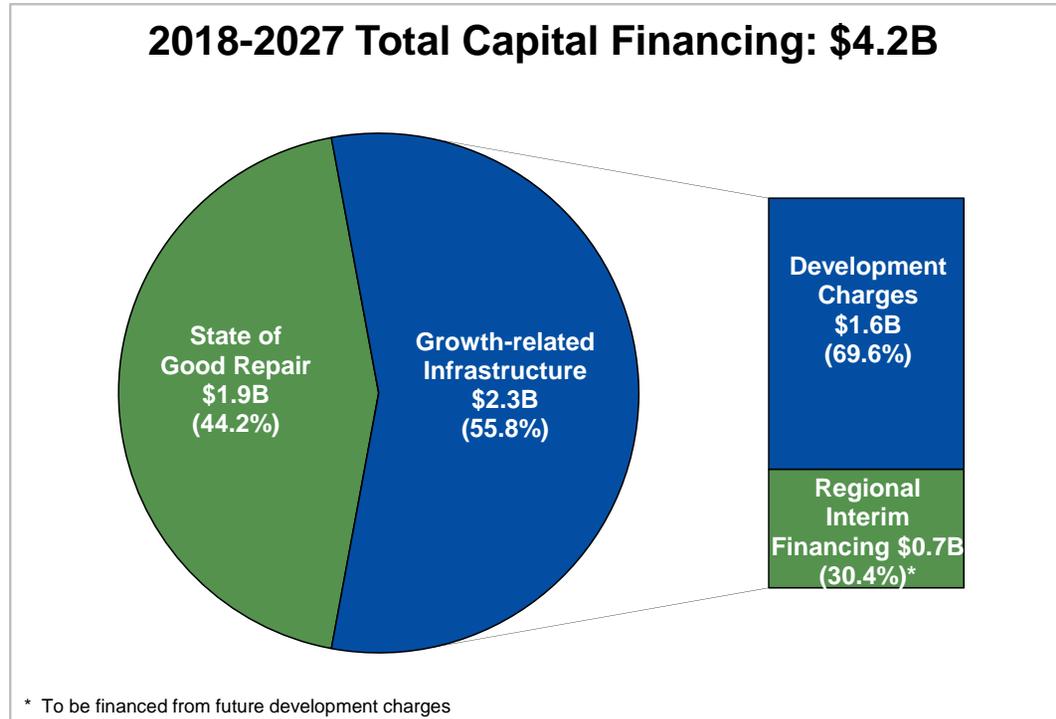
Growth-related Infrastructure Financing

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 requires a financing plan be approved prior to the accommodation of new growth. In 2012, Council approved the 2012 Allocation Program through Report No. CS-20-12 (re: Development Financing Plan) which released residential growth of 14,313 Single Detached Equivalents (SDE's) in Halton between 2012 and 2016, without financial impact to the existing taxpayers. Further, the Region is currently planning for the next development Allocation Program based on the same principle.

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 2018 10-year capital program totalling \$4.2 billion incorporates \$2.3 billion of growth-related infrastructure. Consistent with the previous budgets, the 2018 10-year growth-related capital plan has been prepared based on the principles and financial measures established under the current Development Financing Plan (CS-20-12). Under this plan, the growth-related programs are financed based on DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund and Tax Capital Reserve for the non-residential share of the costs as shown below.



Organizational Sustainability

Through past budgets the Region has reallocated resources to priority areas in order to maintain service levels and address pressures, without impacting the budget. However to maintain sustainability within the organization there are key resources identified in the 2018 Budget that will provide key leadership roles in maintaining internal controls and technical support for network infrastructure. These include the following:

- **Accounts Payable - \$119,000** to hire an Accounts Payable Supervisor to lead the Accounts Payable team, ensuring compliance with the Purchasing By-law, tax legislation and internal finance controls, and approvals processes related to vendor payments.
- **Regional Stores Supervisor - \$121,000** to hire a Stores Supervisor to address increased customer demand in Regional Stores, enable management to properly allocate duties, and support compliance to Ministry of Environment (MOE) and Technical Standards and Safety Authority (TSSA) regulations.
- **Information Technology Network Infrastructure - \$108,000** for an additional Network Analyst to provide technical support to the Region's expanding voice and data network fleet (from 51 sites to 135 sites currently), including daily operational support.
- **SAP Payroll/Human Capital Management (HCM) - \$108,000** to hire a Payroll Systems Analyst to work with the HR and Payroll teams to provide on-going software updates, as well as support and update the SAP HCM and Payroll application.

In addition, a number of temporary resources have been funded through provincial programs over the past few years. Given that these subsidized programs are ongoing and to ensure effective delivery of the program, the 2018 Budget will convert the positions to permanent staffing as follows:

- **Halton Newcomer Strategy and Youth Job Connection - \$322,000** to provide the following permanent staffing which will be offset by reduced Purchased Services for temporary support, with no net Regional impact:
 - Supervisor and Program Lead positions (\$182,000) to support work of the Halton Newcomer Strategy Steering Committee (HNS), 100% funded through Immigration, Refugees and Citizenship Canada (IRCC); and
 - Integrated Employment Specialists (\$140,000) to support the Youth Job Connection (YJC) program, 100% funded by the Ministry of Advanced Education and Skills Development (MAESD).

In 2017, staff undertook an extensive review of the level of relief resources required in response to the unfavourable budget variances experienced for many years in the 7/24 hour operations in LTC and Paramedics. It was determined that casual relief resources will be more accurately represented by a number of relief hours rather than as FTE and calculated the additional relief hours that are required to maintain service levels. The additional relief hours required will be phased-in to allow staff to monitor the impacts of the Workforce Management scheduling system in 2018. As a result, 52.4 relief FTEs were converted into 111,246 relief hours with no additional Regional impact and an additional 26,171 relief hours are included in the base budget for a net Regional impact of \$835,000.

Adapting to Climate Change

The increasing frequency of severe weather events caused by climate change is a reality that is impacting Halton residents. Ensuring Halton Region is prepared to respond to weather-related events and other emergencies is a high priority for the Region. The Region is committed to ensuring its infrastructure and services are resilient and that risks associated with severe weather events are mitigated where possible.

The 2018 Budget continues to implement the Region-wide Basement Flooding Mitigation program that provides financial assistance and comprehensive measures to reduce the risk of future basement flooding.

Basement Flooding Mitigation Program

The Region continues to provide \$160,000 in the 2018 Budget for the Region's ex-gratia grant program and for the Basement Flooding Prevention subsidy program. The ex-gratia grant 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 Basement Flooding Prevention subsidy program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer.

In addition, the Region-wide Basement Flooding Mitigation program is well on the way as set out in Report No. PW-40-17 (re: Region Wide Basement Flooding Mitigation Program Update). Through PW-22-15, Council approved a high-level strategy to reduce the potential for future basement flooding. This included the voluntary downspout and weeping tile disconnection program that encourages homeowners to complete private side disconnections to help prevent future flooding and the capital program to address system improvements related to wastewater flows.

Based on the work undertaken and lessons learned during the implementation, a number of enhancements have been made to the program in 2016 with no additional funding required. As set out in Report No. PW-18-16/ PW-40-17 (re: Region Wide Basement Flooding Mitigation Program), the Basement Flooding Prevention Program has been expanded to increase the financial assistance for the voluntary downspout and weeping tile disconnections and to provide subsidies for lateral lining and repair work. To further support this program, the Region also provides a list of qualified contractors to assist homeowners and help safeguard against potential risks from substandard work and poor customer service. The downspout disconnection program has been more targeted to expeditiously and proactively address areas that are known to have a higher prevalence of downspouts connected to the sewer system. The Region continues to invest in the sewer system optimization capital program and flow monitoring to address sources of infiltration and improve system performance thereby further increasing the resiliency of the system to the impacts of future storm events. In addition, an Inter-Jurisdictional Working Group, consisting of Halton Region, the 4 Local Municipalities and the 2 Conservation Authorities, has been established to ensure the collective efforts to adapt to climate change and to improve the resiliency of public infrastructure to flooding are well coordinated. Building on the work that has been done throughout Halton Region over the past several years Halton Region's comprehensive Basement Flooding Mitigation Program will continue to result in a more resilient wastewater collection system and mitigate the risk of future flooding. In 2018 staff will continue to target neighbourhoods with the highest potential of directly connected downspouts.

This program is expected to require \$85.3 million between 2016 and 2025 in support of the annual grant for the Basement Flooding Prevention Program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) (\$24.9 million) and the 10-year capital program (\$60.4 million). The 2018 Budget includes the ongoing annual grant funding of \$2.3 million and capital project funding of \$6.0 million.

Protecting the Natural Environment

Halton Region has 50% of its geographic space protected in the Regional Official Plan (ROP) as part of the Regional Natural Heritage System (RNHS). The commitment to protecting and enhancing Halton's natural environment is a high priority for the future. The Region is committed to minimizing the impact of its policies and services on the environment.

The 2018 Budget includes the following strategic investment assist in protecting the natural environment.

- **Regional Laboratory - \$78,000** to hire a Laboratory Technician to manage regulatory water and wastewater sample intake, processing and logging to help maintain uninterrupted operations.

A number of initiatives approved in prior years in support of this strategic priority have been carried into the 2018 Budget and require additional funding provisions as follows:

Waterfront Master Plans

Council approved the Burlington Beach Waterfront Master Plan and the related financing plan in 2015 as outlined in Report No. LPS54-15 (re: Burlington Beach Regional Waterfront Park - 2015 Master Plan) and Report No. LPS59-15 (re: Burlington Beach Acquisition Implementation/Strategy (T5800D), committing approximately \$51.8 million of Regional investment between 2015 and 2035. Consistent with the Plan, the 2018 Budget provides an additional \$1.6 million in capital funding, with a \$275,000 operating impact, for continued implementation. The Halton Region Waterfront Parks program was designed to recognize the significant environmental, economic, cultural, and recreational importance of the Lake Ontario (and the Burlington Bay) shoreline to the people of the Region and the Province. The program will provide an opportunity to maximize public accessibility to the Halton Waterfront by increasing the amount of well-distributed public space and a variety of recreational, cultural and tourism opportunities along the Halton waterfront. In addition, the Region continues to move forward with the implementation of the Burloak Waterfront Master Plan as set out in Report No. LSP13-14 (re: Burloak Regional Waterfront Park Master Plan Update) and is well in the process of restoring the natural ecosystem along the shoreline and western boundaries of the park.

Greenland Securement

Protecting the Natural Environment is a strategic priority in the Halton Region Strategic Action Plan 2015-2018. Through Report No. LPS51-17 (re: Halton Region Greenlands Securement Program: Halton Partners' 2017 Priority Properties), Council endorsed Priority Properties which will continue to advance the objectives of the Greenlands Securement Program. In order to provide sustainable funding for the property securement through the Green Fund reserve, the 2018 Budget provides an \$800,000 increase in operating transfer to the reserve.

Alternate Energy Technologies

The Region continues to investigate alternate energy technologies to reduce Regional Energy costs and further reduce greenhouse gas emissions. Staff have been monitoring the advancements in light emitting diode (LED) street light technology over the last several years as they provide significant energy and maintenance savings. As set out in Report No. PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region moves forward with converting the Region's approximately 5,000 existing High Pressure Sodium street lights to LED technology over 5 years (2016-2020) at an estimated cost of \$2.6 million with \$1.8 million required in 2018. Based on the current market trend, the potential energy savings resulting from this program has been estimated at approximately \$300,000 in 2018, which would grow to approximately \$500,000 by 2020 when the conversion has been completed. These savings has been incorporated in the Road Operations budget and forecast to offset the street light hydro cost.

Pollinator Health Initiatives

In Report No. LPS101-17 (re: Pollinator Health Initiatives by Halton Region in 2018), options concerning the Region's support of healthy pollinator environments including corporate opportunities and community focused initiatives were brought forward for Council's consideration. The Region will implement the initiatives in the closed landfill sites and community education opportunities at no additional cost in 2018. The on-going future initiatives, as set out in report LPS101-17, and the related financial requirements will be addressed as part of the future budget process.

Solid Waste Management Strategy and Master Plan

Through Report No. PW-22-17 (re: Plan to Develop a Solid Waste Management Strategy and Master Plan), Council endorsed the development of a new Solid Waste Management Strategy to consider a 30 year planning period for all aspects of the waste system managed by Halton Region. The strategy will provide a high level decision making document with recommendations to guide and enhance policy, program, infrastructure and service decisions of the duration of the planning period. The Strategy will be organized into three time frames, short (one to three years), medium (four to ten years) and long (11 to 30 years). The updated Master Plan will be provided in early 2018 for the preferred options and initiatives for the short term strategy and in 2019 recommendations will be brought forward on the medium and long term strategy options for Council approval. The Solid Waste Management Strategy is updated every five to six years.

Through Report No. PW-41-17 (re: Award of Processing and Marketing of Recyclable Material Contract), Council endorsed the inclusion of plastic bags and film in the Blue Box beginning in April 2018 at a cost of \$490,000, which has been partially offset with savings of \$388,000 in the new Blue Box processing contract, resulting in a combined impact of \$102,000. By allowing households to place their recyclable material in a transparent plastic bag within the Blue Box for curbside collection, material will be securely contained and contents visible to collection crews, minimizing litter on windy days and making it more convenient to collect. The acceptance of plastic bags and film material in the Blue Box will also increase diversion, extending the life of the landfill.

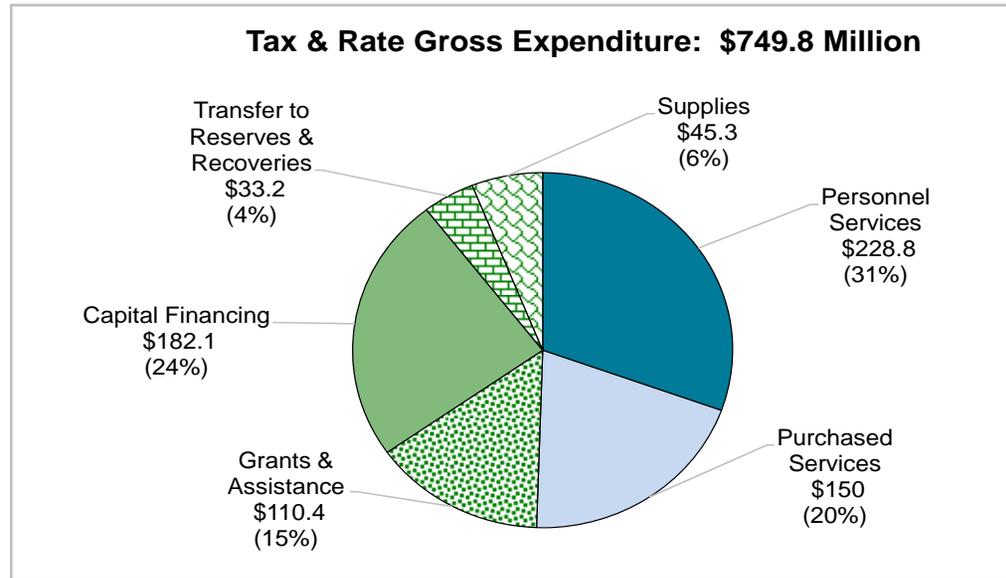
Emerald Ash Borer

The Emerald Ash Borer (EAB) is a non-native invasive insect species to Canada first identified in 2002 that kills healthy, native North American ash trees. In 2015 Council approved FN-26-15 (re: Emerald Ash Borer Funding Request from Credit Valley Conservation) to address the EAB issue within the Terra Cotta and Silver Creek Conservation Area in Halton Region. It is estimated that this program will continue to 2022.

Through Report No. FN-19-17 (re: Emerald Ash Borer Funding Request from Conservation Halton), Council approved Conservation Halton's Forestry Business Case which set out a 10-year EAB management program on CH lands within Halton Region at an estimated cost of \$8.4 million. The funding required in the forecast period is considered as part of the Region's annual budget process. In 2018, it is expected that the Region will fund a total of \$1.4 million from the Tax Stabilization reserve for both CVC and CH EAB programs. The 2018 Budget includes \$120,000 of additional operating transfer to replenish the Tax Stabilization reserve.

2018 Budget by Cost Category

The following chart shows the breakdown of the total 2018 Budget Gross Expenditures for Regional tax and rate-supported services of \$749.8 million by cost category. This distribution of expenditures is consistent with the 2017 Budget.



The total budgeted compensation for Regional employees is \$228.8 million, accounting for 31% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table:

2018 Compensation Summary Regional Total (Excluding Police)								
	Salary		Fringe Benefits & Other		Total		FTE*	Relief Hours*
2017 Budget	\$	166,253,950	\$	52,261,080	\$	218,515,030	2,087.2	111,246
2018 Increase		3,915,290		577,430		4,492,720	-	-
Subtotal		170,169,240	2.36%	52,838,510	1.10%	223,007,750	2,087.2	111,246
In Year Adjustments		834,410		71,980		906,390	-	26,171
2018 Base Budget		171,003,650	2.86%	52,910,490	1.24%	223,914,140	2,087.2	137,416
Strategic Investments		3,896,200		964,380		4,860,580	41.9	9,864
2018 Requested Budget	\$	174,899,850	5.20%	\$ 53,874,870	3.09%	\$ 228,774,720	4.70%	2,129.1

* Restated to reflect the conversion of 52.4 FTEs to Relief Hours

As shown above, compensation costs are proposed to increase by 4.7% or \$10.3 million, which consists of \$4.5 million (2.06%) primarily for the non-union salary grid and union agreement increases; \$906,390 for in-year changes (\$70,930) and relief hour adjustments (\$835,460); and \$4.9 million proposed for strategic investments. The relief hour adjustments are discussed further below and detailed in the Tax Overview section.

The 2018 Budget includes an additional 41.9 full-time equivalent (FTE) staff positions and 9,864 relief hours requested as strategic investments. Of the 41.9 FTEs and 9,864 relief hours proposed, 34.9 FTEs and the relief hours will either be fully or partially funded by subsidies and revenues as follows:

- 11.1 FTEs will be funded by 100% provincial/federal subsidies with no Regional net impact, in order to convert contracted services to permanent sustainable resources or provide additional resources in support of expanded services (e.g. Halton Newcomer Strategy, Youth Job Connection, EarlyON Child and Family Centres, HFG);
- 13.8 FTEs and 9,864 relief hours will be funded by 50% subsidy in order to provide additional resources to address rising demand for services (e.g. paramedics, adult day program support); and
- 10.0 FTEs will be fully funded by additional revenues or reallocated base budget provisions with no Regional net impact, in order to provide sustainable resources to strengthen Regional service delivery (e.g. investment portfolio support, water/wastewater millwright and instrumentation technicians).

The remaining 7.0 FTEs will provide key leadership roles in maintaining internal controls and technical support, requiring additional budget provisions of \$752,000.

As discussed in more detail in the Tax Overview section, whenever full-time staff, which provide direct client care in areas such as Paramedics Services and Services for Seniors (i.e. paramedics, personal support workers), are absent from work due to various reasons (i.e. vacation, illness, injury, training), there is a requirement to replace them with casual relief employees in order to maintain service levels. Starting in the 2018 Budget, the hours required for backfilling these positions will be budgeted as relief hours, rather than as FTE. The relief resources will be budgeted on a number of hours required in order to better reflect the

nature of the resource needs. A pool of relief resources will be maintained which is then allocated based on the number of hours required to provide the appropriate coverage.

The 2017 Budget included a total of 52.4 FTEs associated with relief staffing for Paramedic Services (24.8 FTEs), Services for Seniors (27.0 FTEs) and Children's Services (0.6 FTEs). When converted to a number of relief hours, these 52.4 FTEs translate to a total of 111,246 relief hours. As discussed in the Tax Overview section, in 2017 staff undertook an extensive review of the level of relief resources required to maintain service levels in these program areas in comparison to the current resources provided in the 2017 Budget. This review determined that total additional relief hours of 49,671 are required in order to maintain service levels resulting in an estimated net tax impact of \$1.3 million. In order to monitor the staffing impacts of the Workforce Management system and centralized scheduling in Services for Seniors, the adjustment required is being phased-in. Therefore, of the total 49,671 hours, 26,171 hours have been incorporated in the 2018 base budget with a net impact of \$835,460 as follows:

- Paramedic Services (12,494 relief hours)
- Services for Seniors (12,946 relief hours)
- Children's Services (731 relief hours)

Further, an additional 9,864 relief hours for Paramedic Services are proposed as strategic investments. Combined with the 26,171 hours of the base budget adjustment this results in total additional relief hours of 147,280 included in the 2018 budget.

Staff will continue to monitor the relief resource requirements to determine the adjustment needed in the 2019 Budget.

2018 Budget Risks

The 2018 Budget includes a number of potential risks which continue 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 will be reported to Council. The following chart highlights some of the major assumptions underpinning the 2018 Budget and Business Plan and the sensitivity of these assumptions.

2018 Budget Risks and Sensitivities (excluding Police)				
Key Budget Components	Target Budget	Budget Assumptions	Sensitivities	
			\$ Impact	% Tax/Rate Impact
Tax				
Provincial Subsidies:				
Public Health & NHMHC	\$24.2 million	0.6% Increase	A 1.0% change in Provincial Subsidy = \$242,000	0.09%
Paramedic Services	\$18.6 million	8.7% Increase	A 1.0% change in Provincial Subsidy = \$186,000	0.07%
Services for Seniors	\$35.3 million	3.5% Increase	A 1.0% change in Provincial Subsidy = \$353,000	0.14%
Children's Services	\$58.2 million	22.0% Increase	A 1.0% change in Provincial Subsidy = \$582,000	0.23%
Housing	\$17.6 million	0.68% Increase	A 1.0% change in Provincial Subsidy = \$176,000	0.07%
WDO Revenue	\$4.4 million	53.0% recovery of costs	A 1.0% change in recovery rate = \$77,000	0.03%
Investment Income	\$55.0 million	3.4% Rate of Return	A 0.1% change in rate of return = \$1.6 million in total investment income	0.64%
Supplementary Taxes	\$7.0 million	Based on 7 year average, Reduced by \$600,000 from 2017	5 year average = \$6.3 million (\$700,000 reduction)	0.27%
Tax Write Offs	\$4.3 million	Reflect more closely 7 year average, Increased by \$930,000 from 2017	7 year average = \$4.4 million (\$100,000 increase)	0.04%
Assessment Growth		1.5%	1.0% change in budget (excluding Police) = \$2.6 million	1.00%
Rate				
Consumption Growth	\$125.6 million	0.0% consumption growth	1.0% change in consumption growth = \$1.3 million	0.66%
Customer Growth	\$71.5 million	1.6% customer growth	1.0% change in customer growth = \$756,000	0.40%

2018 Budget and Forecast

Looking forward to 2018 and beyond, global economic conditions continue to be very challenging and present risks to the 2018 Budget and Forecast. While the 2018 Budget includes measures to mitigate the risks to the extent possible, the 2018 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. Current assessment growth in the 2018 Budget is estimated to be 1.5% and the forecast maintains this assumption per year. Moderate growth will also impact supplementary taxes which are budgeted at \$7.0 million (based on a 7-year average including high growth years between 2009 and 2012). Although water and wastewater customer growth is estimated to be 1.6%, the 2018 Budget assumes no consumption growth to reflect the continued impact of water efficiency and conservation as detailed in the Water and Wastewater Overview section. Forecast growth assumptions have also been adjusted to reflect the current trend.

Provincial Subsidies

While subsidy increases (\$15.8 million) have been budgeted for 2018, there are risks associated with this funding given the significant financial challenges facing the Province. As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for the services. In particular, provincial funding approved for 2016 public health cost-shared programs was a 0% increase over the 2015 provincial allocation. The 2017 provincial funding for Public Health has not been approved by the Province. This 0% increase is expected to continue in the forecast. 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. The significant increase in the Paramedic Services budget in 2018 also presents a risk. While the province has funded paramedics in 2017 at 47%, with the significant cost increase in 2018, there is a risk the province will not fund the provincial share.

Demands for Services particularly in Social Services and Health Services

There has been an increase in Ontario Works caseload and demands for other Social Services and Health programs have increased including employment assistance supports and grant funding to the community. These increased demands are reflected in the 2018 Budget.

Performance of the Region's Investment Portfolio

The Region's investment portfolio is expected to generate \$55.0 million or 7.3% of total revenues in 2018. This is a key source of funding for the Region's capital program. A continued low interest rate environment will make it challenging for the Region to generate the current level of returns.

Growth-related Infrastructure

The 2018 10-year capital plan includes \$2.3 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 2017 and 2018, 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 need an approved Financing Plan in order to proceed.

Asset Management Plan

The 2018 10-year capital plan includes \$1.9 billion of state-of-good-repair infrastructure, as set out in the Region's Corporate Asset Management Plan (PW-24-15/FN-39-15/LPS109-15/PW-28-17). In addition, the Region continues to invest in appropriate asset maintenance activities for both infrastructure and facility assets. The Region's Corporate Asset Management Plan supports decision-making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to the Region and its residents. The Asset Management Plan

is currently being refined as part of the Halton Region Asset Management Roadmap Implementation Plan and the focus in 2018 is on the optimized decision-making process.

Future Liabilities

With the requirement to implement the Public Sector Accounting Board (PSAB) 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 municipalities that do not budget for these expenses to 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. Halton Region budgets reserve transfers for Tangible Capital Assets based on anticipated future capital replacement requirements in accordance with the Region's Asset Management Plan. The total annual transfers to capital reserves currently exceed amortization. Recently the province released *Bill 148 - Fair Workplaces, Better Jobs Act* and *Bill 127 - Stronger, Healthier Ontario Act*. These legislative changes could impact the Region's future financial position given the potential implications for funding higher minimum wages and chronic mental health conditions through WSIB premiums.

Cost Increases

The forecast generally assumes a 2.0% rate of inflation. Economic conditions can have a significant effect 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 2018.

The 10-year forecast has been prepared to reflect updated assumptions for revenues and program costs. The 2018 forecast is largely consistent with the forecast prepared as part of the 2017 Budget.

The forecast assumes that the Province continues to honour its commitments related to cost-sharing for subsidized programs and will maintain the current cost-sharing ratio. 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 close to inflation. The forecast reflects current services and 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 10-year Operating Forecast prepared for the 2018 Budget was based on the following key assumptions:

- General inflation of 2.0%
- Interest on reserves of 3.4%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.5% per year
- Provincial subsidies will maintain current proportionate share
- Water customer growth of 1.2% to 1.6%
- Water consumption growth of -0.9% to 0% (with adjustments in the forecast for declining water consumption)

As shown in the following table, the tax forecast has been prepared based on current financing plans approved by Council to maintain levels of service. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional Services consistent with Council priorities.

Ten Year Operating Budget Forecast For Tax Supported Services										
\$000s	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Requested Budget	Forecast								
Region:										
Net Expenditures	\$ 255,811	\$ 265,684	\$ 275,801	\$ 286,349	\$ 297,219	\$ 308,325	\$ 319,856	\$ 332,197	\$ 344,518	\$ 357,375
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 150,071	\$ 156,001	\$ 162,223	\$ 168,420	\$ 174,797					
Tax Impact (after assessment)	2.0%	2.4%	2.5%	2.3%	2.3%					
Region Including Police:										
Net Expenditures	\$ 405,882	\$ 421,685	\$ 438,023	\$ 454,768	\$ 472,017					
Tax Impact (after assessment)	1.9%	2.4%	2.3%	2.3%	2.3%					
Assessment Growth Assumption	1.5%	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 2017 Budget										
Regional Tax Impact (after assessment)	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%	



The water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable.

As shown in the following table, the rate forecast anticipates increases range between 3.8% and 4.3%. These increases are less than those projected in the 2017 and prior forecasts. Over half of the increase (1.5% to 3.1%) is required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program based on the Public Work's Asset Management Plan. The rate increases are lower than projected in the 10-year Operating Budget Forecast in the 2017 Budget and Business Plan as a result of adjustments to capital financing based on the Public Work's Asset Management Plan, resulting in lower increases required for financing the State-of-Good-Repair capital program. One-time savings and efficiencies in operating expenditures reduced the required operating increase in 2018, however factors such as increasing energy and commodity costs, and overall economic conditions will put pressure on the operating increases going forward.

Also included in the forecast is the provision for the declining water consumption trends. The 2017 Budget included a reduction in projected water consumption from 54.8 million m³ to 52.9 million m³ in order to reflect the actual average consumption experienced in recent years. As discussed in Water and Wastewater Rate Revenue Review (FN-20-16), it is expected that water conservation efforts and growing environmental awareness will continue to affect the consumption level in the forecast period. Accordingly, the 2018 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past three years. Over the past three years (2014-2016), the actual base consumption (with no seasonal variables) has been steadily decreasing, with the average annual household consumption reduced by 4.8% from 227m³ to 216m³. The forecast maintains the current projected consumption (52.9 million m³) for the first half of the 10-year period and reflects a gradual annual decline during the second half reaching 50.5 million m³ (-4.5%) by 2027. Staff will continue to closely monitor the trend and determine whether any further adjustments needs to be made in the annual budget process.

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

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Requested Budget	Forecast								
Net Program Impact (\$000's)	\$ 197,117	\$ 206,722	\$ 216,957	\$ 227,469	\$ 238,468	\$ 248,784	\$ 259,376	\$ 269,908	\$ 280,734	\$ 292,044
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (250 m ³ p.a.)	\$ 964	\$ 1,004	\$ 1,048	\$ 1,092	\$ 1,138	\$ 1,186	\$ 1,236	\$ 1,286	\$ 1,337	\$ 1,391
Annual % Rate Increase	3.8%	4.2%	4.3%	4.2%	4.2%	4.3%	4.2%	4.0%	4.0%	4.0%
Rate Impact:										
State-of-Good-Repair	3.1%	2.5%	2.6%	2.5%	2.5%	2.0%	1.8%	1.7%	1.6%	1.5%
Operating Expenses	0.7%	1.7%	1.7%	1.7%	1.7%	1.8%	1.9%	1.8%	1.9%	2.0%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%

Rate Budget Forecast as Projected in the 2017 Budget

Net Program Impact (\$000's)	\$ 199,785	\$ 211,164	\$ 223,856	\$ 236,544	\$ 249,842	\$ 263,782	\$ 278,539	\$ 292,746	\$ 306,989
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913
Residential Bill (250 m ³ p.a.)	\$ 977	\$ 1,026	\$ 1,081	\$ 1,135	\$ 1,192	\$ 1,251	\$ 1,312	\$ 1,371	\$ 1,429
Annual % Rate Increase	5.2%	5.0%	5.3%	5.0%	5.0%	4.9%	4.9%	4.5%	4.3%
Rate Impact:									
State-of-Good-Repair	3.7%	3.4%	3.8%	3.5%	3.6%	3.6%	3.6%	3.2%	3.0%
Operating Expenses	1.5%	1.6%	1.5%	1.5%	1.4%	1.3%	1.3%	1.3%	1.3%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

2018 Capital Budget and 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 2018 Capital Budget and Forecast, including the Police Services capital program.

2018 Capital Budget & Forecast											
Summary of Total Capital Budget & Financing (\$000s)											
	Gross Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Program Expenditures											
Water	\$ 995,539	\$ 94,838	\$ 83,326	\$ 94,336	\$ 63,164	\$ 74,944	\$ 197,609	\$ 121,584	\$ 89,717	\$ 132,127	\$ 43,894
Wastewater	1,120,199	78,767	178,903	77,246	47,458	80,774	166,853	77,951	183,624	120,248	108,375
Transportation	1,605,987	207,039	253,814	172,640	123,389	127,166	90,801	120,980	201,643	112,382	196,133
Planning	174,231	22,143	22,464	27,930	11,604	13,315	12,456	14,947	13,903	23,404	12,065
Asset Management	78,092	15,227	4,577	32,258	3,959	3,247	3,619	3,262	3,707	4,043	4,193
Waste Management	40,865	2,720	2,734	7,954	1,069	1,170	5,789	1,980	15,961	498	990
Information Technology	44,672	5,089	4,810	3,848	5,086	3,344	4,697	4,378	4,687	4,028	4,705
Other Tax	44,190	8,988	3,114	3,181	3,566	2,674	4,623	7,117	4,184	3,717	3,026
Police	72,334	7,380	27,008	6,045	4,789	4,697	4,963	4,317	4,307	3,836	4,990
Total	\$ 4,176,109	\$ 442,190	\$ 580,750	\$ 425,438	\$ 264,084	\$ 311,331	\$ 491,410	\$ 356,516	\$ 521,734	\$ 404,284	\$ 378,372
Financing											
Tax Reserves	\$ 1,150,332	\$ 163,585	\$ 164,846	\$ 160,200	\$ 83,595	\$ 93,470	\$ 72,581	\$ 87,559	\$ 136,153	\$ 81,179	\$ 107,164
Rate Reserves	1,141,677	77,083	107,706	78,553	93,534	136,640	146,898	123,599	128,485	110,839	138,339
Dev't Charges - Resid.	1,616,680	176,755	258,074	159,696	81,116	74,964	215,397	129,453	218,412	174,725	128,088
Dev't Charges - Non-Res.	5,699	1,144	665	695	518	668	465	371	372	422	379
Infstrctr Invstmt Rvolv. Fnd	243,114	22,637	39,727	25,308	4,335	4,602	55,083	14,548	37,326	36,133	3,415
External Rcvry	9,860	986	986	986	986	986	986	986	986	986	986
Debentures	8,747	-	8,747	-	-	-	-	-	-	-	-
Total	\$ 4,176,109	\$ 442,190	\$ 580,750	\$ 425,438	\$ 264,084	\$ 311,331	\$ 491,410	\$ 356,516	\$ 521,734	\$ 404,284	\$ 378,372

The forecast is updated annually to reflect new information related to capital requirements, water/wastewater and transportation master plan updates, project timing, and costs. This forecast represents the projected future requirements based on Environmental Assessments (EAs), detailed designs, Master Plans, infrastructure staging plans, revised cost estimates and program objectives.

As shown above, the Region's 10-year capital program between 2018 and 2027 is projected at \$4.2 billion. The 10-year program includes \$2.1 billion (50.7%) in rate-supported projects and \$2.1 billion (49.3%) in tax-supported projects. Financing of the 2018 Capital Budget and Forecast is based on Council-approved financing plans.

2018 Capital Budget

The 2018 Capital Budget is \$442.2 million. Of this total, \$173.6 million (39.3%) is for rate-supported services (Water and Wastewater) and \$268.6 million (60.7%) is for tax-supported services including \$207.0 million for the Transportation program.

The 2018 Capital Budget is \$176.2 million lower than previously projected for 2018 in the 2017 Budget. This decrease is mainly driven by adjustments to the Transportation program to reflect construction schedules (\$140.9 million), revised timing of the Police 1 District facility construction (\$18.6 million), decrease in the Water/Wastewater State-of-Good-Repair capital (\$2.4 million) based on the Asset Management Plant (PW-28-17) and growth-related capital (\$23.1 million) programs which are offset by a \$9.2 million increase for the Regional building rehabilitation and replacement based on building condition assessments completed in 2017.

The following highlights significant projects in the 2018 Capital Budget:

- **\$173.6 million 2018 Water and Wastewater capital program** consists of \$105.8 million for the Development-related program and \$67.8 million for the State-of-Good-Repair (Non-Development) program to address the upgrade/replacement needs.
- **\$105.8 million Development-related program** in 2018 includes the following:
 - \$25.0 million for Watermain on Britannia Road from 4th Line to Regional Road 25 (Zone M4).
 - \$19.5 million for Wastewatermain on Britannia Road to 6th Line to James Snow Parkway.
 - \$11.8 million for Twinned Forcemain on Britannia Road from Trafalgar Road to 6th Line.
 - \$10.0 million for Oakville WPP Re-rating from 109 to 130 MI/d.
 - \$7.8 million for WWM on Maple Avenue East between Lakeshore Road and Plains Road East.
- **\$67.8 million State-of-Good-Repair program** in 2018 includes the following:
 - \$46.7 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$6.0 million related to the Basement Flooding Mitigation program.
 - \$10.1 million for plants/facilities infrastructure upgrades and replacements, including Oakville WWTP boiler unit and hot water pump replacement, Burlington WPP Administration Building roof replacement, Paletta Gardens WWPS renewal.
 - \$3.2 million for the Plant Maintenance program and \$2.4 million for the water meter installation program, which have moved from the operating budget to better reflect Tangible Capital Asset principles.
- **\$207.0 million 2018 Transportation capital program** includes:
 - \$68.8 million for Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 lanes).
 - \$36.1 million for Trafalgar Road - Widening - Steeles to 10 Side Road (2 to 4 lanes), Dundas Street to Highway 407 (4 to 6 lanes), and Rail Grade Separation at Metrolinx crossing south of Highway 7.

- \$28.2 million for William Halton Parkway - Widening - Old Bronte Road to Hospital Gate (2 to 4 lanes) and New 4 lane road Sixth Line to Neyagawa Blvd and Third Line to Sixteen Mile Creek.
 - \$12.8 million for Dundas Street - Widening - from North Hampton to Bronte Road (4 to 6 lanes), and grade separation.
 - \$11.3 million for Steeles Avenue - Grade Separation at Bronte Street.
- **\$22.1 million 2018 Planning capital program (including Housing)** is \$6.6 million lower than the 2018 forecast included in the 2017 Budget primarily due to the deferral of the Halton Heritage Centre construction to 2019 offset by an expanded Housing program based on the additional provincial IAH-SIF funding (SS-29-17).
 - **\$15.2 million 2018 Asset Management capital program** is \$9.2 million higher than the 2018 forecast included in the 2017 Budget due to additional State of Good Repair needs identified through the building condition assessments completed in 2017. This program includes ongoing building rehabilitation and upgrade needs for all of the Regional facilities, including the Long-term Care facilities and Paramedic Services facilities based on building condition assessments.
 - **\$2.7 million 2018 Waste Management capital program** is \$0.9 million higher than the 2018 forecast included in the 2017 Budget mainly due to increased costs for equipment replacement (e.g. Bulldozer and Compactor).
 - **\$5.1 million 2018 IT capital program** is \$0.9 million higher than the 2018 forecast included in the 2017 Budget due to investments related to the implementation of the Service Access Strategy, Talent Management, Investment System, Accounts Payable and Inventory Management. This program includes ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements.
 - **\$7.4 million 2018 Police capital program** is \$18.6 million lower than the 2018 forecast included in the 2017 Budget due mainly to the revised timing for construction funding related to the one Police District facility in Milton/Halton Hills.

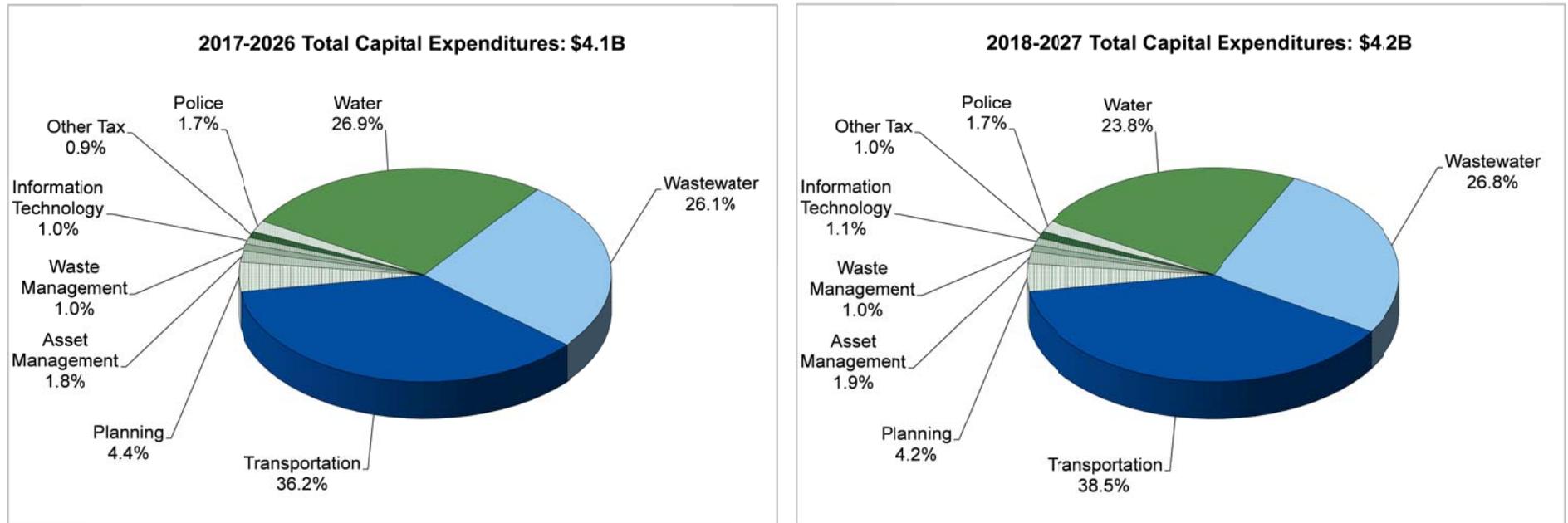
The financing of the capital program is outlined in detail within the Tax Budget Overview and the Rate Budget Overview sections of this book. The following are the 10 highest dollar value projects included in the 2018 Capital Budget. These projects total \$238.1 million and account for 53.9% of the 2018 Capital Budget.

2018 Capital Budget & Forecast Top 10 Largest Capital Expenditures in 2018 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 Lanes)	\$ 68.8
Roads	Trafalgar Road - Widening - Steeles to 10 Side Road (2 to 4 Lanes), Dundas Street to Highway 407 (4 to 6 Lanes), and Rail Grade Separation at Metrolinx crossing south of Highway 7	36.1
Roads	William Halton Parkway - Widening - Old Bronte Road to Hospital Gate (2 to 4 Lanes) and New 4 lane road Sixth Line to Neyagawa Blvd and Third Line to Sixteen Mile Creek	28.2
Water	Watermain on Britannia Road from 4th Line to Regional Road 25 (Zone M4)	25.0
Wastewater	Wastewatermain on Britannia Road from 6th Line to James Snow Parkway	19.5
Tax	Assisted Housing Development	13.8
Roads	Dundas Street - Widening - North Hampton to Bronte Road (4 to 6 Lanes), and Grade Separation	12.8
Wastewater	Twinned Forcemain on Britannia Road from Trafalgar Road to 6th Line	11.8
Roads	Steeles Avenue - Grade Separation at Bronte Street	11.3
Tax	Halton Regional Centre – Rehabilitation and Replacement	10.9
Total		\$ 238.1

Schedule may not add due to rounding.

10-Year Capital Budget & Forecast

The following charts illustrate the 2018 10-year expenditures compared to the 2017 forecast.



The 2018 10-Year Capital Budget and Forecast (2018 to 2027) totals \$4.2 billion, which is \$43.0 million higher than the 2017 10-year program. The increase is mainly due to a \$112.1 million increase in Transportation, a \$6.1 million increase in Asset Management, and a \$3.6 million increase in Information Technology which are offset by a decrease in the Water and Wastewater State-of-Good-Repair program (\$73.6 million), Planning (\$8.3 million), and Water and Wastewater development program (\$2.4 million), as outlined below.

As illustrated, a significant portion (89.1%) of the 2018 10-year program continues to be committed to the Water, Wastewater and Transportation programs. The Water, Wastewater and Transportation 10-year capital program has been updated from the 2017 program based on the Region's infrastructure staging plan review, the Public Works Asset Management Plan (PW-28-17) and cost updates.

- **\$2.1 billion 10-year Water and Wastewater capital program** consists of \$1.1 billion for the Development-related program and \$1.0 billion for the State-of-Good-Repair program (Non-Development).
- **\$1.1 billion 10-year Development-related program** is a \$2.4 million decrease from the 2017 program. The 2018 10-year program includes:

- \$358.1 million to service Region-wide capacity-related infrastructure.
 - \$557.5 million to service Greenfield area related infrastructure.
 - \$84.4 million to service built boundary areas related infrastructure.
 - \$71.3 million for employment land servicing related infrastructure.
- **\$1.0 billion 10-year State-of-Good-Repair program** is a \$73.6 million decrease from the 2017 program. The 2018 Plan has been prepared based on PW's Asset Management Plan (PW-28-17), and incorporates the plant maintenance and new water meter installation program moved from the operating budget to better reflect TCA principles. As discussed earlier, the 10-year state of good repair program will continue to be updated through the annual budget process based on optimized decision making process developed under the Public Work's Asset Management Strategy. The 2018 10-Year Capital Budget includes:
 - \$331.0 million for water distribution and wastewater collection systems rehabilitation and replacements, including the additional expenditures related to the Basement Flooding Mitigation program of \$47.7 million.
 - \$605.1 million for plants/facilities infrastructure upgrades and replacements.
 - \$45.4 million for new water meter installations and replacements.
 - \$39.1 million for plant maintenance.
 - **\$1.6 billion 10-year Transportation capital program** consists of \$1.3 billion for the Development-related program and \$332.6 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2018 is \$112.1 million higher than the 2017 program and reflects the infrastructure staging plan, Public Works Asset Management Plan and updates costs based on EAs and design work.

The 10-year program provides significant road widening, new road, and grade separation programs, which include the Active Transportation and LED streetlight conversion initiatives. The 10-year program includes:

- \$211.9 million for Trafalgar Road
 - \$189.6 million for Dundas Street
 - \$182.7 million for Regional Road 25
 - \$148.4 million for Tremaine Road
 - \$117.6 million for Britannia Road
 - \$106.5 million for Steeles Avenue
 - \$88.1 million for William Halton Parkway
- **\$174.2 million 10-year Planning capital program (including Housing)** is \$8.3 million lower than the 2017 program mainly due to the Burlington Beach Master Plan projects moving into an implementation stage (\$7.7 million) and reduction to OMB and Other Hearing costs (\$2.5 million), offset by an increase in the Housing Development Program (\$1.3 million) based on increased Provincial funding.
 - **\$78.1 million 10-year Asset Management capital program** is \$6.1 million higher than the 2017 program primarily driven by additional funds required for the rehabilitation and replacement of Regional facilities based on the building condition assessments completed in 2017 (\$35.3 million).

- **\$40.9 million 10-year Waste Management capital program** is \$0.4 million lower than the 2017 program mainly due to the revised timing of the Cell 4 East construction revised to beyond the 10-year forecast offset.
- **\$44.7 million 10-year IT capital program** is \$3.6 million higher than the 2017 program mainly due to updated hardware and state of good repair infrastructure costs and new software implementations. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including the Service Access Strategy, Maintenance Module for Social Housing, Talent Management System, and Investment Management System.
- **\$44.2 million 10-year other capital programs** provide Paramedic Services capital requirements to implement the Master Plan (MO-14-15) including stations, vehicles, equipment (defibrillation and power stretchers) (\$30.3 million) and the Long-Term Care facilities equipment replacement program (\$6.5 million). These capital programs are \$5.6 million higher than the 2017 10-year program mainly due to increased construction costs for new Paramedic Stations as a result of updated construction costs to implement the projects.
- **\$72.3 million 10-year Police capital program** is \$0.4 million higher than the 2017 program due mainly to the inclusion of the new LTE Data Network implementation. The LTE implementation includes three main components; the LTE core which is the central point for management of all data flow through the LTE network, the LTE data network consisting of tower mounted data transmitters, and LTE end-user equipment consisting of in-vehicle equipment and portable devices. The 2018 10-year program includes construction of the consolidated 1 District facility in 2019, technology upgrades, vehicle/equipment replacements and replacement provisions for the radio trunking infrastructure.

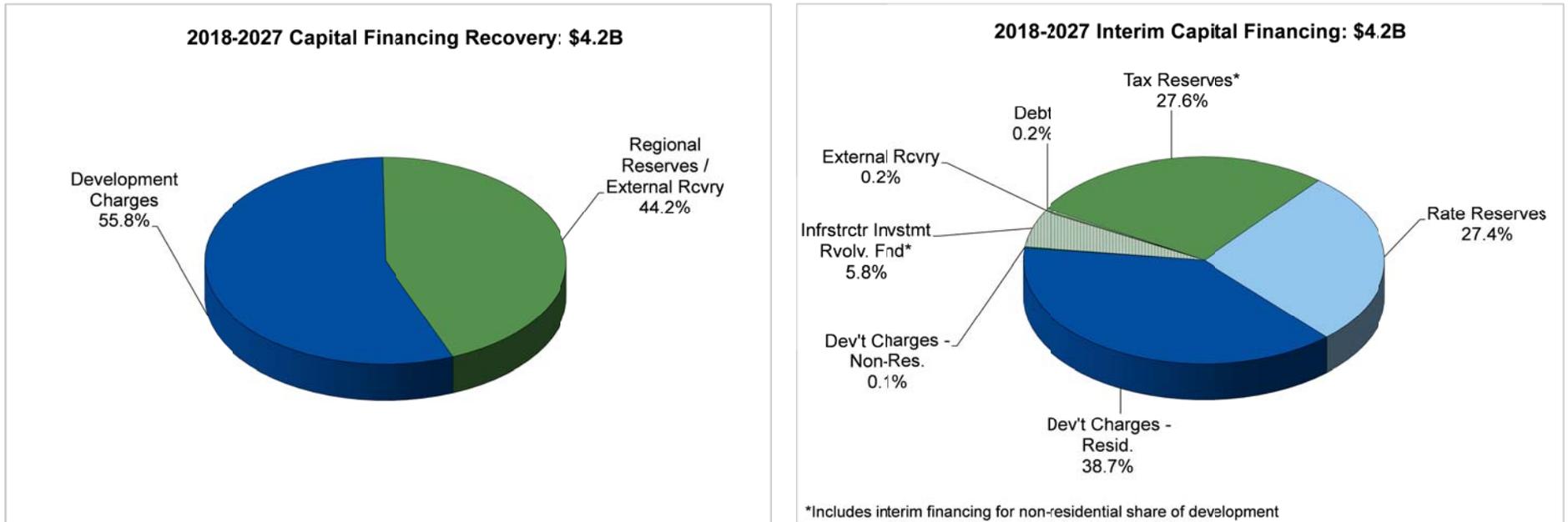
The following table shows the 20 largest dollar value projects in the 10-Year Capital Budget and Forecast. These projects total \$1.9 billion and represent 46.6% of the total capital program.

2018 Capital Budget & Forecast				
Top 20 Largest Expenditures (2018 - 2027) (\$Millions)				
Program	Project Descriptions	2018	2019-2027	Total
Roads	Trafalgar Road - Widening, Grade Separation, and Reconstruction	\$ 36.1	\$ 175.9	\$ 211.9
Roads	Dundas Street - Widening, Bridge, and Grade Separation	12.8	176.8	189.6
Roads	Regional Road 25 - Widening and Reconstruction	0.8	181.9	182.7
Roads	Tremaine Road - Widening and Reconstruction	2.4	146.0	148.4
Water	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	-	130.6	130.6
Roads	Britannia Road - Widening	68.8	48.8	117.6
Roads	Steeles Avenue - Widening and Grade Separation	11.3	95.3	106.5
Tax	Assisted Housing Development	13.8	88.3	102.0
Wastewater	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	-	97.8	97.8
Roads	William Halton Parkway - Widening, New Road, Bridge	28.2	59.8	88.1
Roads	Upper Middle Road - Widening and Intersection Improvements	-	82.4	82.4
Wastewater	Upgrade Elizabeth Gardens, Install second forcemain, tunneling deep trunk (Phase 1) (BUR)	-	70.0	70.0
Roads	Ninth Line - Widening and Reconstruction	3.4	61.7	65.1
Roads	Winston Churchill Boulevard - Bypass, Reconstruction, and Widening	9.0	55.6	64.7
Wastewater	Twinned 900 mm WWFM on Lower Base Line from Fourth Line to Regional Road 25 (MIL)	-	63.5	63.5
Roads	James Snow Parkway - Widening, New Road	0.8	54.8	55.6
Roads	5 1/2 Line - New Road and Interchange	-	48.5	48.5
Wastewater	Basement Flooding Mitigation	6.0	41.8	47.7
Tax	Burlington Waterfront Master Plan Implementation	6.5	34.2	40.7
Roads	Guelph Line - Widening, Reconstruction, and Intersection Improvements	7.6	25.0	32.6
Total		\$ 207.4	\$ 1,738.7	\$ 1,946.1

Schedule may not add due to rounding.

10-Year Capital Financing

A breakdown of the 2018 Capital Budget and Forecast financing is presented in the following graphs.



Included in the 10-year capital plan of \$4.2 billion is \$1.9 billion (44.2%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$2.3 billion (55.8%) to address growth-related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (55.8%) will ultimately be funded from DCs and the State-of-Good-Repair program will be funded from Regional reserves (44.2%).

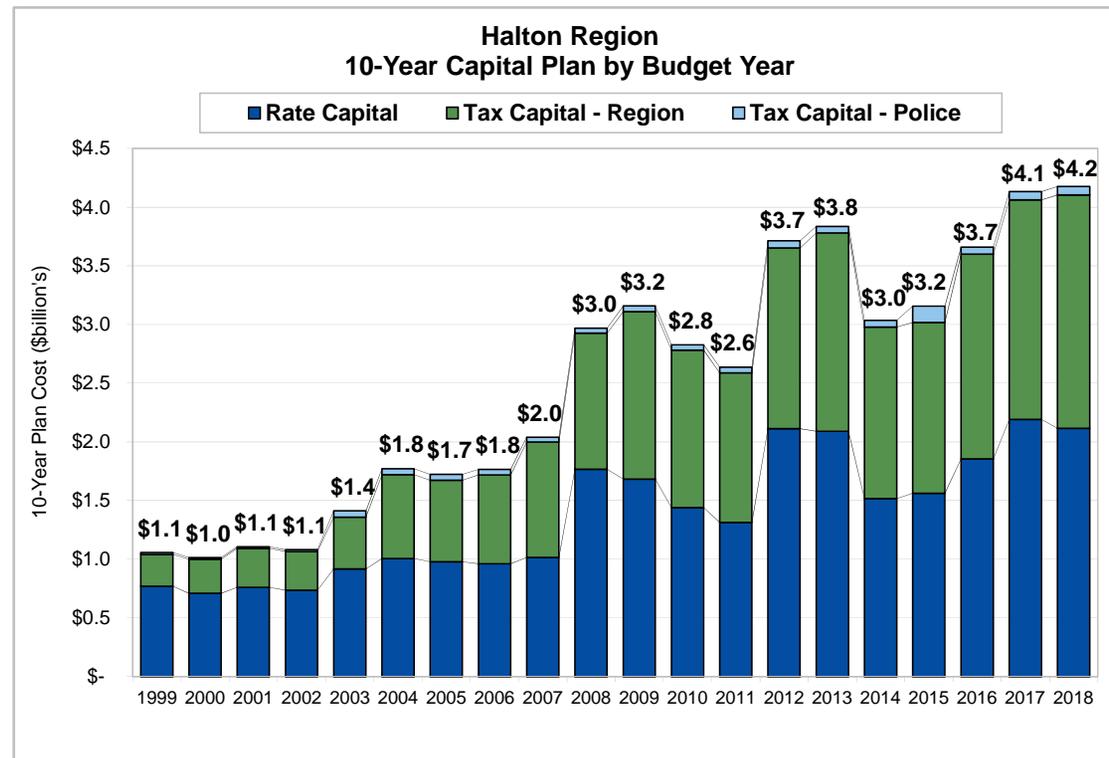
As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) and debt are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2018 Budget increased the total operating contributions from \$127.2 million to \$146.1 million (\$18.9 million increase) in support of the water/wastewater and transportation State-of-Good-Repair capital programs. This provided an opportunity to increase use of the capital reserves, in order to finance the growing State-of-Good-Repair capital program 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 2018-2027 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 DCs including carrying cost. The financing of the 2018 Development-related Water/Wastewater and Transportation programs has 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 2018.



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 and the 2017 program to \$4.1 billion based on the water and wastewater Master Plans revised to support the 2017 DC update (PW-33-16). The change in the 2018 10-year program is a result of updates based on the Region's infrastructure staging plan, the Public Works Asset Management Plan (PW-28-17) and cost updates.

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 DCs.

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 ongoing 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 2018 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 continue with a pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2018 Budget employs limited use of debt over the forecast period, debt still remains as a viable funding option and will continue to be utilized where appropriate.

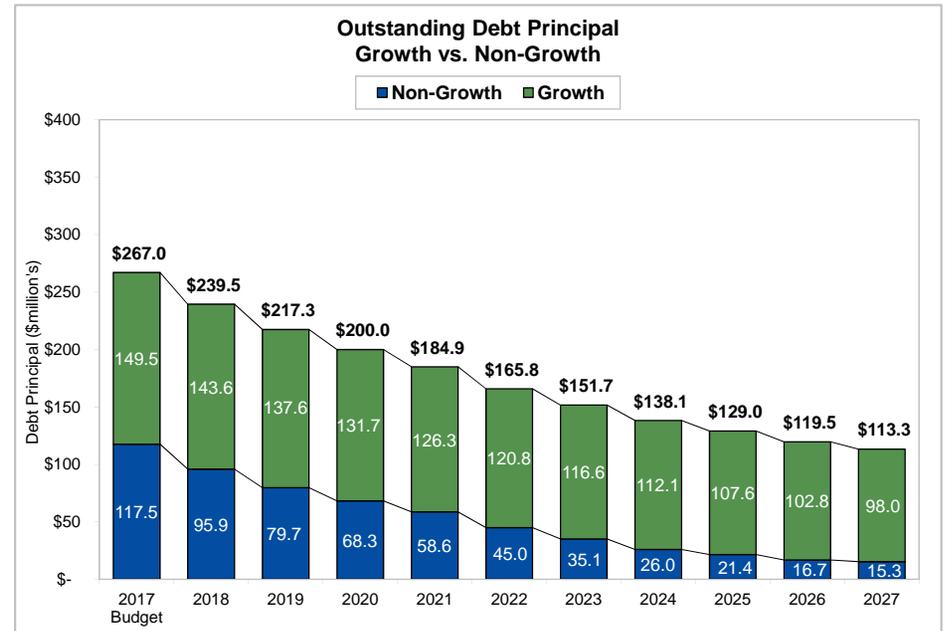
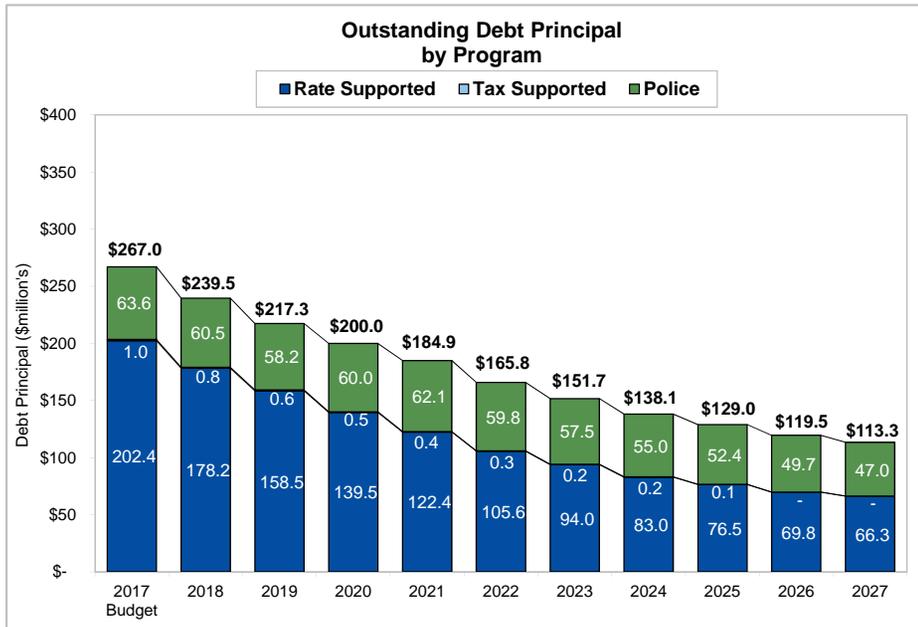
Financing of Growth

The Region relies on DCs to finance new/expansion infrastructure required for growth. DCs, 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 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 DCs 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 2018 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).

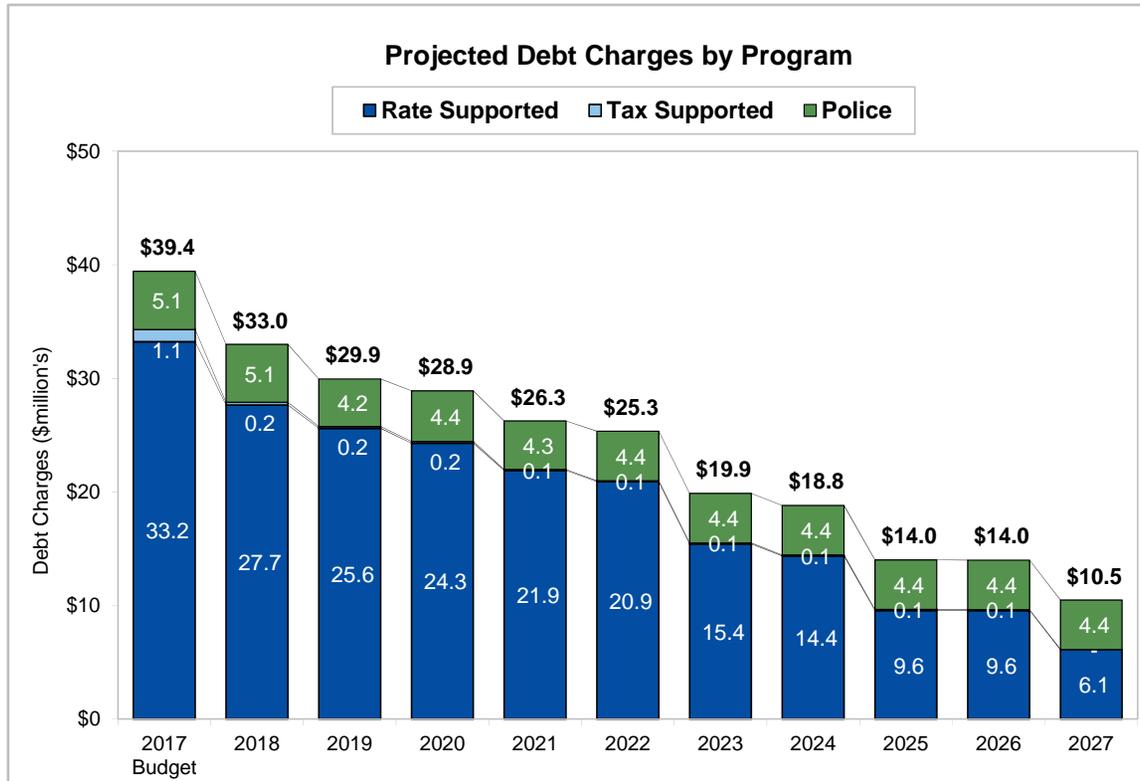
Debt Financing

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 market conditions to best utilize longer-term debt financing. For instance, the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million in 2011 to service strategic employment lands (CS-33-11/PW-53-11/LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton) and \$62.5 million in 2015 to construct the new Police Headquarters. The 2018 Budget and Forecast projects a total of \$8.7 million in debt financing over the next 10 years to accommodate the Police Facility needs (i.e. 1 District).

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels have peaked at \$267.0 million in 2017, mainly driven by funding required for the Police Headquarter expansion in 2015. The level declines substantially over the forecast period as the Region moves forward with the pay-as-you-go funding approach for the State-of-Good-Repair capital program and as existing debt retires.



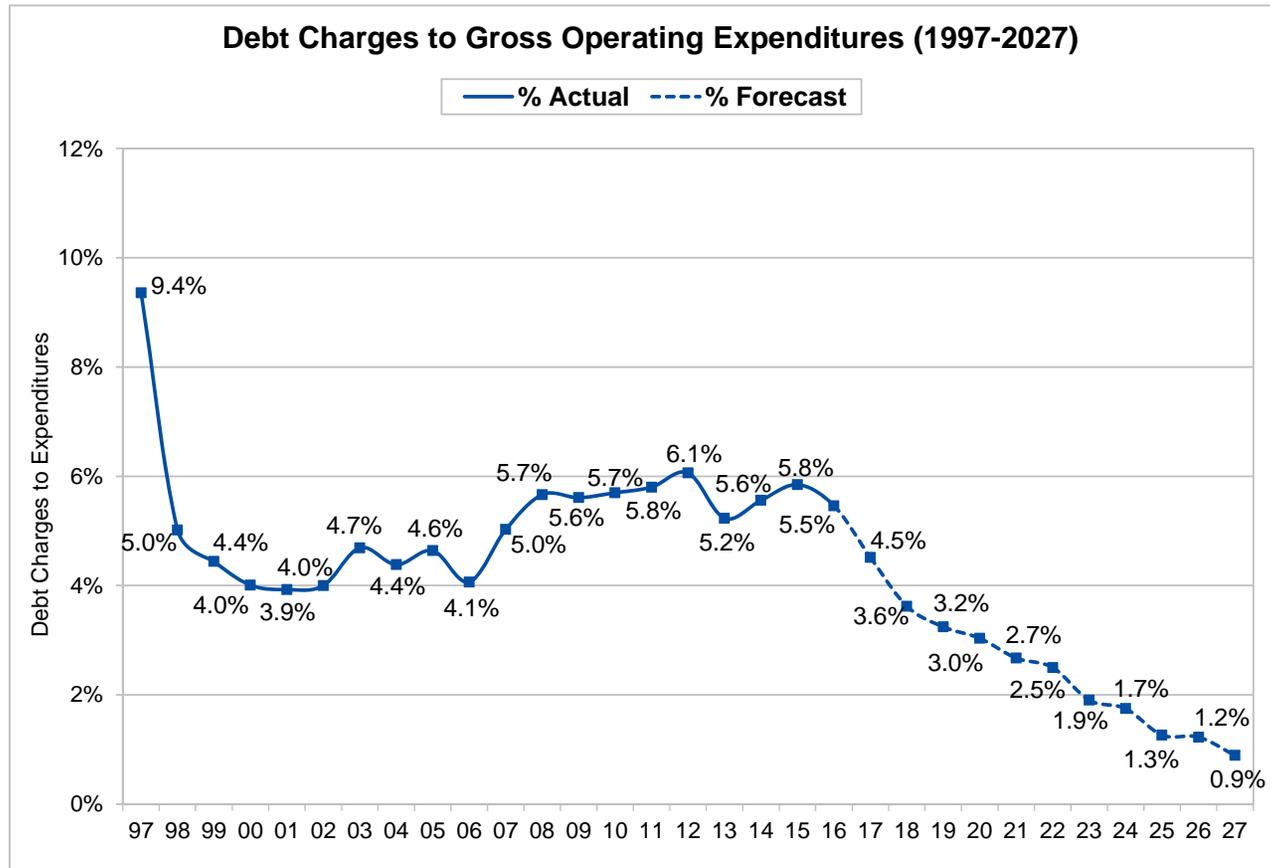
As illustrated in the chart below, total budgeted debt charges will be reduced in 2018 as compared to 2017 as a result of debt retirement.



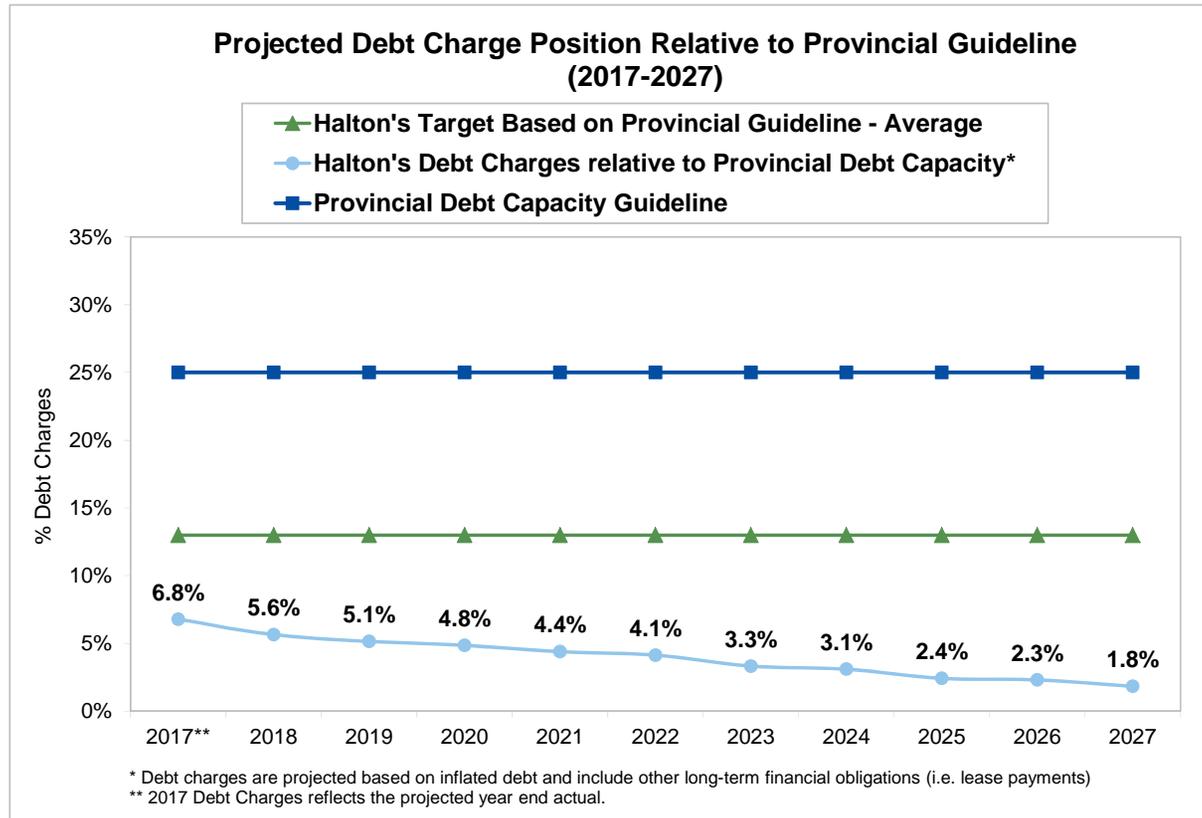
While debt charges will continue to have an impact on the rate-supported budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

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 Gross Operating Expenditures chart below.

Debt charges as a percentage of direct program costs over the next 10 years are well below 5% and rapidly declining as the Region reduces the issuance of debt as discussed earlier.



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 declines substantially over the forecast period due to the reduction of debt financing as discussed earlier.

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 ongoing/recurring capital programs, in particular by ensuring that the Region can fund its State-of-Good-Repair capital program. In addition, reserves are also used to fund unanticipated or one-time expenditure requirements to allow 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, 2017 is \$979.8 million, \$143.1 million of which are reserve funds (e.g., DC funds and self-insurance funds).

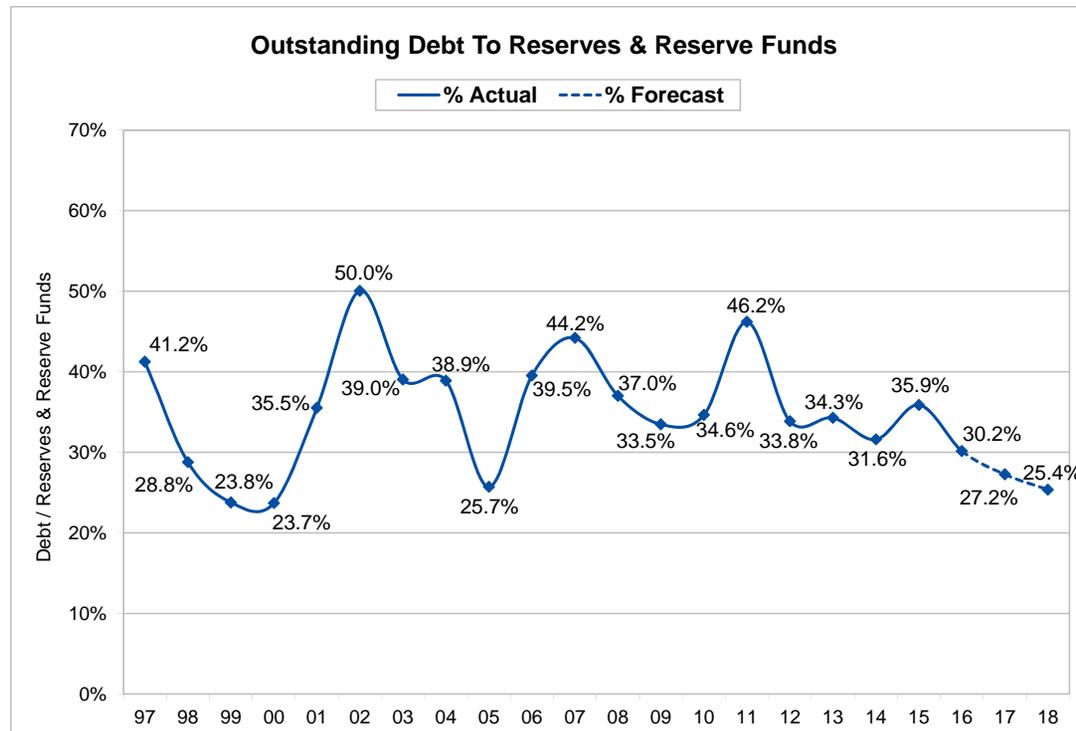
2018 Budget and Forecast Reserve Continuity (\$000s)									
	2016 Ending	2017 Projected Ending*	2018 Transfers					2018 Projected Ending	
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn	Projected Interest Allocation		Total
Reserves									
Tax Stabilization	\$ 63,219	\$ 62,253	\$ (2,669)	\$ (1,362)	\$ -	\$ -	\$ -	\$ (4,031)	\$ 58,222
Rate Stabilization	30,197	31,950	-	-	-	-	-	-	31,950
Program Specific	56,189	53,392	13,558	(14,189)	-	-	-	(631)	52,761
Vehicle & Equipment	71,677	75,111	13,512	(25,148)	77	-	2,025	(9,533)	65,578
Tax Capital	313,736	318,347	45,552	(119,771)	24,785	-	17,674	(31,760)	286,588
Rate Capital	198,993	189,815	72,242	(66,633)	-	-	12,402	18,011	207,826
Infrstr Invst Rvlvg Fund	114,361	105,797	8,143	(73,968)	30,589	-	4,575	(30,661)	75,136
Sub-Total	848,372	836,666	150,337	(301,071)	55,452	-	36,677	(58,606)	778,061
Reserve Funds									
Corporate	183,757	184,482	15,148	(14,927)	-	-	5,406	5,627	190,109
Development Charges	(39,174)	(41,351)	(9,228)	(340,271)	(55,452)	421,437	928	17,414	(23,937)
Sub-Total	144,583	143,131	5,920	(355,198)	(55,452)	421,437	6,334	23,042	166,173
Gross	\$ 992,955	\$ 979,797	\$ 156,257	\$ (656,269)	\$ -	\$ 421,437	\$ 43,011	\$ (35,564)	\$ 944,234

* Balances include the projected year-end surpluses. Schedule may not add due to rounding.

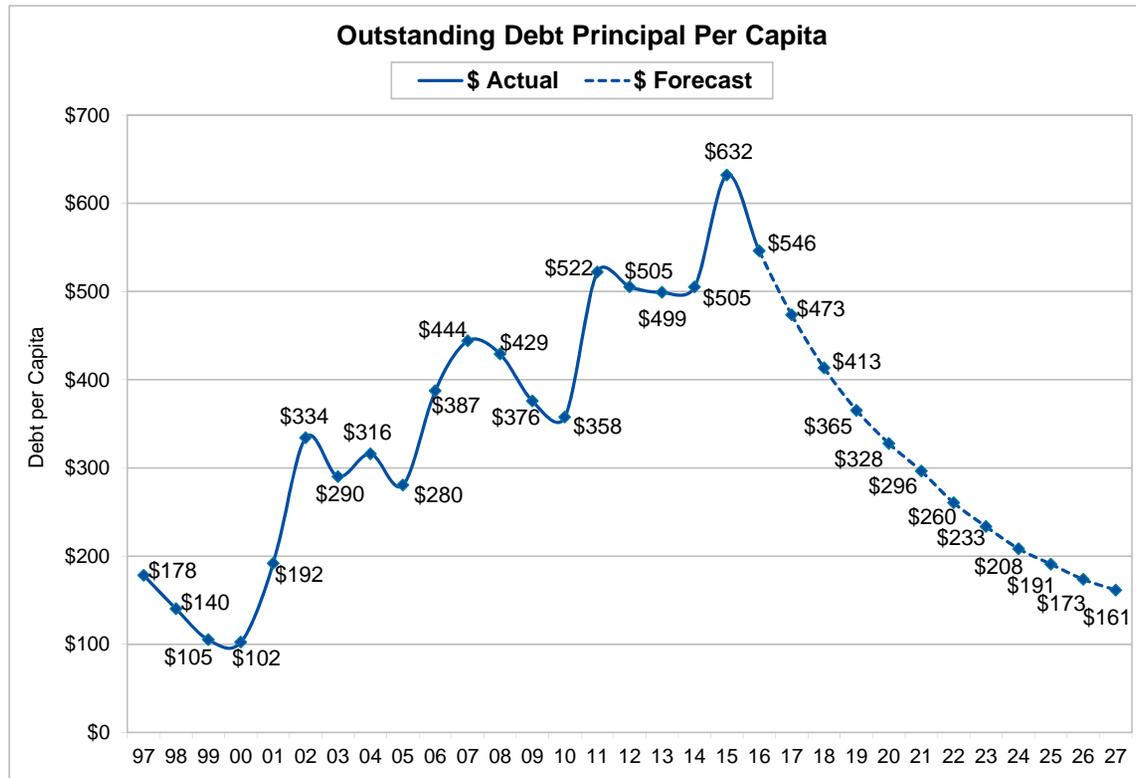
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13 re: 2012 Year End Accounting Transactions). In 2018, the Tax Stabilization reserve balance is projected to be \$58.2 million, which is \$11.4 million below the target of \$69.6 million. The Rate Stabilization balance is projected to be \$32.0 million, which is \$245,000 below the target of \$32.2 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 decrease by \$35.6 million to \$944.2 million (including the reserve funds) at the end of 2018, mainly due to reductions in the Regional Revolving Fund and Tax Capital Reserve used to implement all of the remaining projects in the 2012 Allocation program and anticipated funding provisions in support of the next Allocation Program. The DC reserve funds are projected to be in a negative balance primarily attributed to road DCs as a result of a timing difference between the road implementation to support growth and the collection of the DCs. As noted earlier, the Region's investment from the Infrastructure Investment Revolving Fund is projected to be approximately \$230.9 million as of 2017, while the investment from the Tax Capital Reserve is \$123.8 million. Any projected shortfalls in the DC reserve funds and the outstanding interim financing provided from the Regional reserves have been incorporated into the updated DC by-law (FN-15-17), in order to recover from future DCs. In addition, the stabilization reserve is projected to decrease to support financing of EAB programs by CVC and CH.

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. The ratios over the past 21 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to decrease in 2018 (25.4%) from the 2017 level as a result of decreasing debt as discussed earlier.



The following Debt per Capita graph demonstrates outstanding debt in relation to the population in the Region. This ratio will rapidly decline over the forecast period, as the Region moves forward with a pay-as-you-go financing for the State-of-Good-Repair capital programs and decrease the reliance on debt.



Conclusion

The 2018 Budget and Business Plan results in a property tax increase of 1.9% for Regional Services, an increase of 2.0% for Police Services (for a combined tax increase of 1.9%), and a 3.8% 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.

In keeping with the Region's commitment to public accountability, transparency and engagement, the measures and outcomes of Halton's Strategic Action Plan (2015-2018) are updated regularly to ensure progress is made toward achieving Council's priorities.

Strategic Action Plan 2015-2018: Measures and Outcomes

Priority Area	Measure & Outcome	Target	Actual 2015	Actual 2016	Projected 2017	Projected 2018
	Investment in Regional Roads Capital Program	\$480 million by 2018	\$101 million	\$141 million (\$242 million cumulative)	\$70.9 (\$312.9 million cumulative)	\$207.0 million (\$519.9 million cumulative)
	# of Kilometres of New Active Transportation Infrastructure on Regional Roads (walking, cycling, transit)	100 km added by 2018	28 Report PW-19-16	26 (54 cumulative)	5 (59 cumulative)	32 (91 cumulative)
	# of Additional New Road Lane Kilometres	80 by 2018	32	23 (55 cumulative)	6 (61 cumulative)	15 (76 cumulative)
	Infrastructure in 2012 Allocation Program Delivered	By 2017	In Progress Report LPS106-15	In Progress	In Progress	Completed
	5 Year Review of Region Official Plan Completed	By 2018 - Contingent on Completion of Provincial Plan Reviews	In Progress	In Progress Work Plan, directions and public engagement strategy completed Report LPS110-16	In Progress - LPS44- 17 Official Plan Communication & Engagement Strategy: Work on Phase 2 Discussion Papers underway	In Progress
	2018 Allocation Program Completed	By 2018	In Progress Report LPS106-15	In Progress	In Progress	In Progress
	Urban Area Intensification	40%	Achieved	Achieved	Achieved	Achieved
	Infrastructure Identified for Priority Growth Areas and Mobility Hubs Delivered	By 2018	In Progress	In Progress	In Progress Report PW-03-17/ LPS13-17	Completed

Legend



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Adapting to
Climate Change



Protecting the Natural
Environment

Priority Area	Measure & Outcome	Target	Actual 2015	Actual 2016	Projected 2017	Projected 2018
	Servicing Plans for Key Employment Areas Completed	By 2018	In Progress Report LPS117-15	In Progress Report LPS103-16	In Progress Report LPS70-17	Completed
	# of Gross Acres of New Serviced Employment Areas	2700 gross acres serviced by 2018	In Progress Report LPS117-15	In Progress	In Progress	Completed
	Development Approval Process for Non-Residential Development Streamlined	By 2017	In Progress	In Progress	In Progress Report LPS06-17	Completed
	# of New Businesses Attracted to Halton Annually	16	18	12	12	15
	Amount of New Non-Residential Total Floor Area Built Annually	3.6 million sq. ft.	5.088 million sq.ft. per Report FN-20-16	2.74 million sq.ft. LPS25-17	3.5 million sq. ft. per Report FN-22-17	3.3 million sq.ft.per Report FN-22-17
	# of Hectares of Farmland Under Active Cultivation	Maintained	Achieved	Achieved	Achieved	Achieved
	Rural/Agricultural Strategy Completed	By 2016	In Progress	Completed Report LPS93-16		
	Agricultural Forum Held	Annually	Achieved (60 participants)	Achieved (70 participants) Report LPS51-16	Achieved (60 participants)	60 participants anticipated
	% of Affordable Housing in New Developments	30%	Achieved	Achieved LPS50-17	Achieved	30% anticipated
	# of New Assisted Housing Opportunities	360	175	206 (381 cumulative)	104 (485 cumulative)	94 (579 cumulative)

Legend



Priority Area	Measure & Outcome	Target	Actual 2015	Actual 2016	Projected 2017	Projected 2018
	Investment in the Capacity to Prevent and Address Homelessness increased to provide Halton individuals/ families with proactive homelessness prevention supports.	5,000 individuals/ families by 2018*	1,324	1,934 (3,258 cumulative)	2,000 (5,258 cumulative)	2,200 (7,458 cumulative)
	Annual Response time targets for Paramedic Services	Achieved	Achieved Report MO-17-16	Achieved MO-14-17	Achieved	Achieved
	Community Investment Fund Increased	Respond more effectively to Community needs and eligible fund applications	\$851,551	\$1,427,691 Report SS-11-16	\$2,027,691	\$2,377,691
	# of New Licensed Child Care Spaces	140	Completed			
	Halton Region Older Adult Plan Implemented	Under review	In Progress Report SS-23-15/ MO-12-15	In Progress	Completed	
	Immunization rates among school age children in Halton	75%	61%	60%	60%	65%
	Compliance Rating for all Drinking Water Facilities	100%	100%	100%	100%	100%
	'One-Window' Access for Human Services Implemented	By 2018	In Progress	In Progress	In Progress	Completed
	# of Coordinated Responses to High Risk Situations Across Halton Increased(COMMANDE)	300 by 2018**	163 Report SS-21-15/ MO-13-15	146 (309 cumulative)	100 (409 cumulative)	100 (509 cumulative)

* Previously identified as "\$2 million invested"

** Previously identified as "70-300 annually"

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Priority Area	Measure & Outcome	Target	Actual 2015	Actual 2016	Projected 2017	Projected 2018
\$	Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
\$	Annual Tax Rate for Regional Services	At or below inflation	Achieved	Achieved Report FN-52-15	Achieved FN-28-16	Projected to Achieve FN-22-17
\$	Government Finance Officers Association (GFOA) Awards for Budget and Financial Reporting	Receive GFOA awards	Achieved	Achieved	Achieved	Projected to Achieve in 2018
\$	Development Charge By-law and Financing Plan Updated	By 2017	In Progress	In Progress Report LPS17-16/ FN-03-16	Completed	
\$	Asset Management Plan Completed	By 2018	In Progress Report PW-24-15/ FN-39-15 /LPS109-15	In Progress	Completed Report PW-28-17	
\$	Condition rating for Regional infrastructure	Good	Good	Good	Good	Good
\$	% of residents satisfied with Regional services	90%	Achieved	Achieved	Achieved	Achieved
\$	% of residents satisfied with 311 services	90%	Achieved	Achieved	Achieved	Achieved
\$	Web accessibility standards met	W3C web accessibility standard maintained	Achieved	Achieved	Achieved	Achieved
\$	# of new online services	New online services available	5	7	5	6

Legend



Priority Area	Measure & Outcome	Target	Actual 2015	Actual 2016	Projected 2017	Projected 2018
	Flood Mitigation Study Completed	By 2015	Completed -Report PW-22-15			
	Wastewater Infrastructure Optimized	\$23.6 million invested by 2018	\$5 million	\$6.5 million (11.5 million cumulative)	\$6.2 million (17.7 million cumulative)	\$6 million (\$23.6 million cumulative)
	Annual Emergency Exercises Completed	Exercises Completed	Achieved	Achieved	Achieved	Achieved
	Emergency Plan Updated and Coordinated with Local Municipal Plans	By 2018	In Progress	In Progress Report CA-04-16	In Progress	Completed
	Public Emergency Response Centres Commissioned	4 implemented by end of 2016	In Progress	Completed		
	Peak Volume Call Capacity of 311 Increased	By 100%	Completed			
	% of Region Maintained in Natural Heritage System	50%	50%	50%	50%	50%
	% of Wastewater Received Full Treatment Prior to Discharge	99.50%	Achieved	Achieved	Achieved	Achieved
	Implement Source Water Protection Plans*	By 2018	In Progress Report PW-34-15/ LPS113-15	In Progress	In Progress	Completed
	Waste Diversion Rate	62% waste diversion rate by 2018	59% Report PW-24-16	58 % PW-27-17	60%	59%
	Greenhouse Gases Related to Regional Services Reduced*	5% reduction by 2018	1%	1% (2% cumulative)	1% (3% cumulative)	1% (4% cumulative)

* Previously identified as "Aquifer Management Plans Updated"



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Adapting to Climate Change



Protecting the Natural Environment

HALTON REGION

Budget and Business Plan 2018

Tax Overview



Tax Budget Overview

2018 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 2018 property tax impact for Regional services is an increase of \$4 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 CVA.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)**						
	2017		2018		Change	
	Actual		Budget		\$	%
Regional Services	\$	189	\$	192	\$	1.9%
Police Services *		110		112		2.0%
Total Regional Taxes	\$	299	\$	305	\$	1.9%

Schedule may not add due to rounding.

* Approved by Police Services Board

** Based on projected 1.5% assessment growth

For example, a household with \$400,000 CVA, the Regional tax increase for 2018 would be \$24 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 tax increase per \$100,000 CVA of \$6.

The following table provides a summary of the net tax levy requirement for Regional and Police Services.

Tax Supported Budget Summary												
(\$000's)	2017	2018			Change in Budget				2018			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base / 2017 Approved		2018 Requested / 2017 Approved		Assessment Growth (1.5%)	Tax Impact after Assessment		
Regional Services	\$ 247,310	\$ 253,865	\$ 1,945	\$ 255,811	\$ 6,556	2.7%	\$ 8,501	3.4%	\$ (3,710)	\$ 4,791	1.9%	
Police Services	144,940	149,463	608	150,071	4,523	3.1%	5,131	3.5%	(2,174)	2,957	2.0%	
Total	\$ 392,250	\$ 403,328	\$ 2,553	\$ 405,881	\$ 11,079	2.8%	\$ 13,632	3.5%	\$ (5,884)	\$ 7,748	1.9%	

The net tax levy for Regional services is increasing from \$247.3 million in 2017 to \$255.8 million in 2018, an increase of \$8.5 million or 3.4%. Of this amount, the base budget is increasing by \$6.6 million or 2.7%. The balance of the increase in net tax levy requirement is related to strategic investments proposed in the 2018 Budget.

The combined 2018 levy request totals \$405.9 million, consisting of \$255.8 million for Regional Services and \$150.1 million for Police Services, and represents an increase of 3.5%. After assessment growth of 1.5%, these increases result in a net tax impact of 1.9% for the Region and the Police.

This impact is consistent with the 2018 Budget Directions (FN-22-17 re: 2018 Budget Directions), which recommended that the Regional tax increase not exceed the rate of inflation for Regional Services.

2018 Budget Overview

The 2018 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council through the Strategic Action Plan. In April 2015, Council approved Halton's Strategic Action Plan (2015-2018), which focuses on achieving the Region's vision to continue to be a great place to live.

The Budget has been prepared in support of the Halton Region Strategic Action Plan, in order to maintain the Region's long-term financial position, to maintain Regional assets and infrastructure in a state-of-good-repair and to maintain core service delivery.

To achieve this objective 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 additional 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 a good 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 Act* (DCA) 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 levels to ensure financial sustainability to support the state-of-good-repair of Regional assets, tax and rate stabilization reserves targets, and to fund specific program requirements; and
- Halton's strong financial position and financial planning principles will continue to ensure the Region's AAA credit rating is maintained.

2018 Budget Development

The following chart highlights the process undertaken to prepare the 2018 Tax Budget.

2018 Budget Process		
	Tax Increase	Assessment Growth
2018 Forecast	2.3%	1.5%
2018 Budget Direction	1.9%	1.5%
2018 Budget	1.9%	1.5%

The 10-year Operating Budget Forecast in the 2017 Budget and Business Plan projected a tax increase of 2.3% for Regional programs in 2018. 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 2018 Budget Directions, the forecast budget model assumptions were updated to reflect inflation. Also, Budget Directions identified requirement to address the \$2.2 million 2017 assessment growth shortfall as part of the 2018 Budget. Further, the 2018 Budget Directions recognized that some program enhancements would need to address growth and other program pressures in order to maintain service levels. Based on these factors Council approved the 2018 Budget Directions with a tax increase at or below inflation (1.9%) for Regional Services (excluding Police Services).

Several times during the budget process, the Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities, which resulted in a 1.9% tax increase in the 2018 Budget.

To achieve the recommendations of the 2018 Budget Directions (1.9% tax increase and rate increase of 3.8%), while ensuring sufficient resources are available to maintain service levels, support Council priorities and growth pressures, the program budgets were reviewed in detail to identify and to reflect the reallocation of resources to priority programs and to identify savings based on spending trends. There is an ongoing commitment to continued improvement to ensure processes and programs are as efficient as possible. Key program/process reviews and technology projects underway in 2017 include:

- North Halton Mental Health Clinic (NHMHC) review
- Customer Service Access Strategy
- Halton.ca update
- Enterprise Risk Management framework
- Workforce Management scheduling system for Paramedics and Long-Term Care
- Halton Community Housing Corporation (HCHC) process review
- SPLIT business process review
- LED street light implementation
- Development application process review and implementation of Development Application Tracking System
- Mobile technology implementation for Long-Term Care Homes for case management
- Mobile technology implementation for Paramedics
- Public Health clinical service review
- Dental program review
- Payroll business processes review and implementation of in-house payroll processing
- Accounts Payable business process review
- Corporate policy framework and review
- Public engagement review
- Purchasing, stores and inventory business process reviews
- New opportunities for online registration and service access
- TRAKS Learning Management system implementation to support delivery of online training and tracking of training requirements
- Energy billing review

The **2018 Tax-Supported Budget** includes the following savings and revenues:

- Decreased grants of \$1.1 million to social housing providers primarily based on revised Ministry of Housing (MHO) benchmark indices and mortgage rate renewals. Does not impact service levels.
- Decreased Regional contribution of \$1.1 million in Children's Services for fee subsidy and administration costs while maintaining and expanding service due to additional provincial funding.
- Decreased vacancy property tax rebate costs of \$500,000 to reflect a 50% phase-out (FN-11-17).
- Decreased costs of \$388,000 in Waste Management related to the revised blue box processing contract.
- Decreased Public Health costs of \$275,000 to reflect actual trends in grants, resource development, training and professional services.
- Decreased costs of \$255,000 in payroll processing by moving from external contracted services to in-house processing.
- Decreased Technology costs of \$222,000 to reflect new Wide Area Network (WAN) contracts and lease agreements.
- Decrease of \$112,000 in cellular costs to reflect revised contracts.
- Decreased grant costs of \$100,000 in Social Services to reflect actual trends.
- Increased revenues of \$170,000 for basic and preferred resident accommodation revenue in Long-Term Care homes.

- Increased revenues of \$134,000 in Waste Management for blue box funding, container station revenue and recovery from the school board.
- Increased LED hydro savings of \$300,000 in Roads Operations to reflect the ongoing conversion of the Region's streetlights to LED technology.

2018 Budget Key Drivers

The savings discussed above, together with assessment growth of 1.5%, are used to partially fund the key drivers in the 2018 Budget. The investments required to address these key drivers have been included in the 2018 Budget within the 1.9% tax rate increase for Regional services. The following key drivers of the 2018 Budget reflect Council's priorities as set out in the Region's Strategic Action Plan (2015-2018) and are detailed later in the departmental budget overviews.

- **Comprehensive Housing Strategy (CHS) - \$3.2 million** base budget increase with no net Regional impact. This increase will provide additional rent supplement to Halton housing clients based on provincial/federal funding allocated for 2018.
- **Capacity to Prevent and Address Homelessness - \$346,000** base budget increase with no net Regional impact. This increase will help prevent homelessness based on provincial funding allocated for 2018.
- **Children's Services - \$9.4 million** base increase with no net Regional impact. This increase will improve quality, accessibility, affordability, flexibility and inclusivity in licensed child care programs based on provincial/federal funding allocated for 2018.
- **Regional Facilities - State-of-Good-Repair Capital - \$651,000** base budget increase to contribute to reserve to support the corporate facilities State-of-Good-Repair capital program.
- **Greenland Securement - \$800,000** base budget increase to provide sustainable funding for the Greenlands Securement program through the Green Fund reserve.
- **Roads Capital - State-of-Good-Repair - \$1.7 million** base budget increased reserve contribution provided from a \$1.0 million increase in the operating base budget and \$726,000 in Federal Gas Tax funding based on the Gas Tax Agreement (FN-21-14), in order to address rising state-of-good-repair needs based on the Public Works Asset Management Strategy (PW-28-17) and updated costs.
- **Road Maintenance Program - \$396,000** base budget increase to support an increase in road maintenance contracts with the local municipalities and Regional contracts to address growth in the Regional road network.
- **Waste Management - \$490,000** base budget increase for the inclusion of plastic bags and film in the Blue Box beginning in April, 2018 as outlined in Report No. PW-41-17 (re: Award of Processing and Marketing of Recyclable Material Contract). The acceptance of plastic bags and film material in the Blue Box will minimize litter on windy days and increase diversion, extending the life of the landfill.
- **Emerald Ash Borer (EAB) - \$121,000** base budget increase in operating contributions to the Tax Stabilization reserve in support of the EAB programs implementation by Conservation Halton (FN-19-17) and Credit Valley Conservation (FN-26-15).

- **Relief Staff Resources - \$835,000** base budget increase for the phase-in of additional casual relief hours required to maintain services levels where staff provide direct client care in Paramedic Services, Services for Seniors and Children's Services. In 2017, staff undertook an extensive review of the level of relief resources required and determined that casual relief resources will be more accurately represented by a number of relief hours rather than as Full-time Equivalents (FTEs) and calculated the additional relief hours that are required to maintain service levels. The additional relief hours required will be phased-in to allow staff to monitor the impacts of the Workforce Management scheduling system in 2018. As a result, 52.4 relief FTEs was converted into 111,246 relief hours with no additional Regional impact and an additional 26,171 relief hours are included in the base budget for a net Regional impact of \$835,000.
- **Assessment Growth Adjustment - \$2.2 million** one-time base budget increase funded from the Tax Stabilization reserve to address 2017 assessment growth shortfall. The 2017 net Regional levy requirement assumed 2016 in-year assessment growth of 1.7%, whereas, the actual 2016 growth in Halton was 1.13%. Accordingly, through Report No. FN-11-17 (re: 2017 Tax Policy), a one-time transfer of \$2.2 million was approved, in order to maintain the 2017 Budget requirement and the average Regional levy impact of 1.9%. This one-time funding has been removed in the 2018 Budget resulting in a net Regional impact.
- **Supplementary Tax Revenue - \$600,000** base budget impact to adjust supplementary tax revenues from \$7.6 million to \$7.0 million to reflect the actual average revenues over the past 7 years (2010-2016).
- **Tax Write-Offs - \$930,000** base budget increase to \$4.3 million to more closely reflect the actual 7 year average in light of significantly increasing trends in the tax appeals by large scale commercial properties in recent years.

2018 Tax Operating Budget By Major Program

The following table summarizes the 2018 Tax Budget (excluding Police Services) by major program. The 2018 requested budget is increasing from \$247.3 million to \$255.8 million, an increase of \$8.5 million or 3.4% before assessment growth. Of this increase, the base budget is increasing by \$6.6 million or 2.7%. This has been achieved through cost-saving measures and redeployment of staff resources to priority areas in 2018.

In addition to the base budget increase, the 2018 Budget proposes a number of strategic investments of \$1.9 million that align with the Council approved Strategic Action Plan (2015-2018). The combined base budget (\$253.9 million) and strategic investments (\$1.9 million) results in an \$8.5 million increase in net expenditures for 2018. The assessment growth (primarily new properties) in 2018 is estimated to be 1.5% or \$3.7 million. This results in a net tax increase for the 2018 Budget of 1.9%. Detailed program budgets are included in the Tax Budget Details section of this document.

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program								
\$000s	2017	2018			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget	
Public Health Resources	\$ 2,285	\$ 2,359	\$ -	\$ 2,359	\$ 74	3.2%	\$ 74	3.2%
Healthy Environments & Communicable Disease	5,116	5,247	-	5,247	131	2.6%	131	2.6%
Healthy Families	5,917	5,873	-	5,873	(44)	-0.7%	(44)	-0.7%
Clinical Health Services	4,182	4,426	-	4,426	243	5.8%	243	5.8%
Paramedic Services	18,594	19,473	963	20,437	879	4.7%	1,843	9.9%
Children's Services	11,366	10,243	-	10,243	(1,123)	-9.9%	(1,123)	-9.9%
Employment & Social Services	6,557	6,262	-	6,262	(294)	-4.5%	(294)	-4.5%
Housing Services	37,114	35,930	-	35,930	(1,184)	-3.2%	(1,184)	-3.2%
Quality & Service Integration	6,334	6,313	280	6,593	(22)	-0.3%	259	4.1%
Services for Seniors	18,079	18,140	27	18,167	61	0.3%	89	0.5%
Planning	12,182	13,084	134	13,219	902	7.4%	1,036	8.5%
Economic Development	2,571	2,598	-	2,598	27	1.1%	27	1.1%
Waste Management	41,404	42,111	-	42,111	707	1.7%	707	1.7%
Road Operations	51,291	52,917	85	53,001	1,626	3.2%	1,711	3.3%
Non-Program	14,288	18,454	455	18,909	4,166	29.2%	4,621	32.3%
Boards & Agencies	10,031	10,436	-	10,436	405	4.0%	405	4.0%
Net Regional Impact	247,310	253,865	1,945	255,811	6,556	2.7%	8,501	3.4%
Assessment Growth							(3,710)	1.5%
Regional Levy Requirement	\$ 247,310	\$ 253,865	\$ 1,945	\$ 255,811	\$ 6,556	2.7%	\$ 4,791	1.9%

Schedule may not add due to rounding.

Included in the net operating expenditures shown above (except for Boards and Agencies) is the cost of Corporate Administration in order to present the full cost of program delivery. The following table summarizes the 2018 Corporate Administration cost by Division that has been allocated to the service delivery program areas. Of the \$67.4 million, \$48.1 million has been incorporated in the Tax-Supported Budget and \$19.3 million in the Rate-Supported Budget. The 2018 Budget related to Corporate Administration is discussed in detail later in the Tax Overview section.

Net Operating Budget for Corporate Administration Levy Requirement by Program										
\$000s	2017	2018			Change in Budget					
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget			
Financial Planning & Budgets	\$ 3,416	\$ 3,532	\$ -	\$ 3,532	\$ 116	3.4%	\$ 116	3.4%		
Financial, Purchasing & Payroll Services	5,068	4,788	119	4,906	(280)	-5.5%	(161)	-3.2%		
Information Technology	14,840	15,498	215	15,713	657	4.4%	873	5.9%		
Asset Management	20,184	20,262	121	20,383	78	0.4%	199	1.0%		
Legal Services	5,145	5,273	-	5,273	128	2.5%	128	2.5%		
Regional Clerks & Council Services	1,810	1,821	-	1,821	11	0.6%	11	0.6%		
Policy Integration & Communications	6,399	6,564	-	6,564	165	2.6%	165	2.6%		
Internal Audit	610	627	-	627	17	2.8%	17	2.8%		
Business Planning & Corporate Initiatives	1,800	1,832	-	1,832	31	1.7%	31	1.7%		
Human Resources	4,971	5,114	-	5,114	143	2.9%	143	2.9%		
Office of the Chair & Regional Council	1,588	1,647	-	1,647	59	3.7%	59	3.7%		
Total	\$ 65,831	\$ 66,958	\$ 455	\$ 67,413	\$ 1,126	1.7%	\$ 1,581	2.4%		

2018 Tax Operating Budget By Cost Category

The following table summarizes the 2018 Budget by expenditure and revenue categories. The following table shows that total gross expenditures have increased by \$24.9 million (4.9%) to \$535.1 million. Subsidy and other program revenue are increasing by \$16.4 million (6.2%) to \$279.3 million, resulting in a net expenditures increase of \$8.5 million (3.4%) to \$255.8 million.

Total Tax Operating Budget Comparison by Category (excluding Halton Regional Police Services)									
\$000s	2017		2018			Change		Change	
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget		
Personnel Services	\$ 169,169	\$ 173,484	\$ 3,985	\$ 177,469	\$ 4,316	2.6%	\$ 8,300	4.9%	
Materials & Supplies	18,069	17,904	145	18,049	(165)	-0.9%	(20)	-0.1%	
Purchased Services	117,429	116,659	(963)	115,696	(769)	-0.7%	(1,732)	-1.5%	
Financial and Rent Expenses	9,318	9,652	-	9,652	334	3.6%	334	3.6%	
Grants & Assistance	101,289	107,714	350	108,064	6,426	6.3%	6,776	6.7%	
Total Direct Costs	415,273	425,414	3,516	428,931	10,141	2.4%	13,657	3.3%	
Allocated Charges / Recoveries	(5,911)	(5,561)	(163)	(5,724)	350	-5.9%	187	-3.2%	
Corporate Support Charges / Recoveries	(14,250)	(14,707)	-	(14,707)	(457)	3.2%	(457)	3.2%	
Transfers to Reserves-Operating	58,835	61,348	(133)	61,216	2,513	4.3%	2,380	4.0%	
Transfer from Reserves - Operating	(21,642)	(15,843)	-	(15,843)	5,799	-26.8%	5,799	-26.8%	
Gross Operating Expenditures	432,306	450,651	3,221	453,872	18,345	4.2%	21,566	5.0%	
Capital Expenditures	77,970	81,273	-	81,273	3,302	4.2%	3,302	4.2%	
Total Gross Expenditures	510,276	531,924	3,221	535,145	21,648	4.2%	24,869	4.9%	
Subsidy Revenue	(168,524)	(183,808)	(1,115)	(184,923)	(15,284)	9.1%	(16,399)	9.7%	
Other Revenue	(94,443)	(94,250)	(161)	(94,412)	192	-0.2%	31	0.0%	
Total Revenue	(262,967)	(278,059)	(1,276)	(279,334)	(15,092)	5.7%	(16,368)	6.2%	
Net Program Expenditures	\$ 247,310	\$ 253,865	\$ 1,945	\$ 255,811	\$ 6,556	2.7%	\$ 8,501	3.4%	
Assessment Growth								1.5%	
Tax Impact								1.9%	

Schedule may not balance due to rounding.

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

Expenditures

Gross expenditures are increasing by \$24.9 million (4.9%) in the 2018 Tax-Supported Budget, attributable to the following key drivers:

Personnel Services - \$8.3 million increase

Personnel costs account for 33.2% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 4.9% or \$8.3 million in 2018 as a result of:

- 2.55% or \$4.3 million for base budget compensation increases.
 - 2.06% or \$3.5 million increase in compensation rates and in-year increases, comprised of the following:
 - 1.75% or \$3.0 million increase to salary/wage budget based on a 2.0% increase to the non-union salary grid and anticipated increases in union agreements for 2018. Actual salary/wage increases for non-union staff are based on a pay-for-performance merit system.
 - 0.24% or \$404,000 increase to benefit costs, including a premium increase of 2.0% for extended health care and 2.0% for dental costs where personnel rates are further adjusted to represent the group's utilization experience.
 - 0.07% or \$115,000 increase resulting from in-year changes for meal allowance, vacation pay and other compensation pressures increase in the workweek at the Regional child care centres from 35 hours to 37.5 hours (\$81,600).
 - 0.49% or \$835,000 increase resulting from relief hour adjustments as discussed below.
- 2.36% or \$4.0 million increase for additional 32.9 FTEs and 9,864 relief hours as strategic investments in the 2018 Budget. This includes \$1.4 million for 13.1 FTEs which are fully offset by savings of additional subsidy, revenues or reallocated base budget provision with no net Regional impact and \$1.9 million for 13.8 FTEs and 9,864 relief hours that are partially funded.

2018 Compensation Summary (Excluding Police)

	2016	2017	2018					Change
	Compensation Budget	Adjusted Compensation Budget	Base			Strategic Investments	Compensation Budget	
			Compensation Inc/(Dec)	Relief Hours Inc/(Dec)	Total Inc/(Dec)			
Public Health Resources	\$ 2,482,800	\$ 2,895,420	\$ 204,610	\$ -	\$ 204,610	\$ -	\$ 3,100,030	7.07%
Healthy Environments & Communicable Disease	8,105,530	8,267,340	77,680	-	77,680	-	8,345,020	0.94%
Healthy Families	9,672,370	9,780,590	(23,260)	-	(23,260)	-	9,757,330	(0.24)%
Clinical Health Services	6,911,490	7,029,710	384,870	-	384,870	-	7,414,580	5.47%
Paramedic Services	22,704,430	24,574,840	365,030	401,580	766,610	1,841,020	27,182,470	10.61%
Quality & Service Integration	2,346,480	2,385,730	50,080	-	50,080	130,450	2,566,260	7.57%
Children's Services*	10,173,430	10,415,110	369,530	35,570	405,100	223,240	11,043,450	6.03%
Employment & Social Services	4,763,730	4,990,140	81,440	-	81,440	321,960	5,393,540	8.08%
Housing Services	2,790,020	2,833,560	55,830	-	55,830	201,830	3,091,220	9.09%
Halton Community Housing Corporation	2,482,670	2,541,140	56,500	-	56,500	157,660	2,755,300	8.43%
Services for Seniors	42,217,470	42,969,080	477,150	398,310	875,460	157,540	44,002,080	2.40%
Planning Services	5,820,860	6,044,500	154,280	-	154,280	130,450	6,329,230	4.71%
Economic Development	1,269,760	1,365,600	38,050	-	38,050	-	1,403,650	2.79%
Road Operations	1,397,680	1,429,830	38,560	-	38,560	84,500	1,552,890	8.61%
Waste Management	3,748,560	3,763,530	99,320	-	99,320	-	3,862,850	2.64%
Corporate Administration	35,338,910	36,552,540	1,005,930	-	1,005,930	735,870	38,294,340	4.77%
Office of the Chair & Regional Council	1,318,280	1,330,010	44,700	-	44,700	-	1,374,710	3.36%
Total	\$ 163,544,470	\$ 169,168,670	\$ 3,480,300	\$ 835,460	\$ 4,315,760	\$ 3,984,520	\$ 177,468,950	4.91%
Compensation Increase			2.06%	0.49%	2.55%	2.36%	4.91%	

***Note:**

2017 budget increased by \$126,940 as per Report No. SS-20-17 (re: Children's Services Funding and Program Update - Part II, Senior Program Analyst)

Staff Complement and Relief Hours

As shown in the following table, the additional staff complement proposed in the 2018 Tax-Supported Budget (excluding Police Services) includes 26,171 relief hours increase in the base budget and 32.9 FTEs and 9,864 relief hours increase for strategic investments.

2018 Complement & Relief Hours Summary (Excluding Police)						
	2016	2017		2018		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Base Increase	Strategic Investments	Budgeted Staff Complement
FTE:						
Public Health Resources	21.0	22.0	1.0	-	-	23.0
Healthy Environments & Communicable Disease	76.2	76.0	(1.0)	-	-	75.0
Healthy Families	95.4	94.4	(2.0)	-	-	92.4
Clinical Health Services	71.9	72.0	2.0	-	-	74.0
Paramedic Services	195.2	208.3	(24.8)	-	12.0	195.5
Quality & Service Integration	23.0	23.0	-	-	1.0	24.0
Children's Services	105.2	106.2	(0.6)	-	2.0	107.6
Employment & Social Services	49.9	51.9	-	-	3.1	55.0
Housing Services	28.0	28.0	-	-	2.0	30.0
Halton Community Housing Corporation (HCHC)	27.0	27.0	-	-	2.0	29.0
Services for Seniors	523.4	523.4	(27.0)	-	2.8	499.2
Planning Services	53.0	53.0	-	-	1.0	54.0
Economic Development	12.0	12.0	-	-	-	12.0
Road Operations	14.0	14.0	-	-	1.0	15.0
Waste Management	38.6	38.6	-	-	-	38.6
Corporate Administration	333.8	336.8	-	-	6.0	342.8
Office of the Chair & Regional Council	1.0	1.0	-	-	-	1.0
Relief Hours:						
Paramedic Services	-	-	54,362	12,494	9,864	76,720
Children's Services	-	-	1,096	731	-	1,827
Services for Seniors	-	-	55,788	12,946	-	68,733
Total:						
FTE	1,668.5	1,687.6	(52.4)	-	32.9	1,668.1
Relief Hours	-	-	111,246	26,171	9,864	147,280

In-Year Adjustments - Interdivisional Transfers:

	FTE
Public Health Resources: Transfer from Healthy Environments & Communicable Disease	1.0
Healthy Environments & Communicable Disease: Transfer to Public Health Resources	(1.0)
Healthy Families: Transfer to Clinical Health Services	(2.0)
Clinical Health Services: Transfer from Healthy Families	2.0
Other - Conversion of 52.4 FTEs to 111,246 relief hours, resulting in no net Regional impact	-

Starting in the 2018 Budget, casual relief resources employed in the Region will be represented by a number of relief hours required rather than as FTE, in order to better reflect the nature of the resource needs. In areas where staff provide direct client care (i.e. paramedics and personal support workers in long-term care), whenever staff is absent from work due to various reasons (i.e. vacation, illness, injury, training), there is a requirement to replace the staff with a casual relief employee. These program areas need to maintain a pool of relief resources at a sustainable level in order to allocate the resources based on the number of hours required to provide the appropriate coverage.

In 2017, staff undertook an extensive review of the level of relief resources required to maintain service levels in these program areas in comparison to the current resources provided in the budget. As reported through the operating variance reports over the past few years, the level of relief resources provided in the previous budgets were insufficient to accommodate the actual needs of the program and have consistently contributed to unfavourable compensation variances ranging from \$1.2 million to \$1.5 million for Paramedic Services and from \$0.9 million to \$1.4 million for Services for Seniors between 2014 and 2016. The 2015 Paramedic Services Master Plan identified that the replacement factor of 0.3 FTE to 1.0 FTE should be increased to 0.45 FTE in order to sustain levels of service for the Region's Paramedic Services program. This recommendation was implemented in the 2016 Budget for the new paramedic resources hired, but was not respectively applied to the existing relief resources. For Services for Seniors, since 2014, collectively the LTC homes have seen an overall increase in their Case Mix Index (resident care levels) of over 18 points. This represents an increased requirement for care staff to meet the needs of the resident population. In 2018, a new Workforce Management scheduling system will be implemented. It will enable all three homes to leverage technology to better support scheduling needs of the homes and over 800 employees. The workforce Management scheduling system is expected to be implemented in 2019 for Paramedic Services.

As shown in the table below, currently a total of 52.4 FTEs have been maintained by Paramedic Services (24.8 FTEs), Services for Seniors (27.0 FTEs) and Children's Services (0.6 FTEs). When converted to a number of relief hours, these 52.4 FTEs translate to a total of 111,246 relief hours in Paramedic Services (54,362), Services for Seniors (55,788) and Children's Services (1,096). Based on this review, it was determined that total additional relief hours of 49,671 are required in order to maintain service levels resulting in an estimated net tax impact of \$1.3 million. In order to monitor the staffing impacts of the Workforce Management system and centralized scheduling in Services for Seniors, the adjustment required is being phased-in. For 2018, the base budget will increase by 26,171 relief hours in Paramedic Services (12,494), Services for Seniors (12,946), and Children's Services (731) resulting in additional compensation cost of \$835,460. This cost will be partially offset by subsidy and other savings of \$224,300 for a net tax impact of \$611,160. Staff will continue to monitor the relief resource requirements to determine the adjustment needed in the 2019 Budget.

Relief Complement 2018 Phase-In			
	2017	Estimated Total Additional Hours to Maintain Service Levels	2018
	Budget Adjustment		Phase-In Adjustment
Relief Hours:			
Paramedic Services	54,362	21,482	12,494
Services for Seniors	55,788	27,459	12,946
Children's Services	1,096	731	731
Total	111,246	49,671	26,171
FTE	(52.4)	-	-
Gross Cost	\$ -	\$ 1,746,900	\$ 835,460
Subsidy / Other Savings	-	(416,900)	(224,300)
Net Impact	\$ -	\$ 1,330,000	\$ 611,160

In addition, the 2018 Budget includes 32.9 FTEs and 9,864 relief hours proposed as strategic investments of which 26.9 FTEs and 9,864 relief hours will either be fully or partially funded by subsidies and revenues as follows:

- 11.1 FTEs will be funded by 100% provincial/federal subsidies with no net Regional impact, in order to convert contracted services to permanent sustainable resources or provide additional resources in support of expanded services (e.g. Halton Newcomer Strategy, Youth Job Connection, EarlyON Child and Family Centres, HFG);
- 13.8 FTEs and 9,864 relief hours will be funded by 50% subsidy in order to provide additional resources to address rising demand for services (e.g. paramedics, adult day program support); and
- 2.0 FTEs will be fully funded by additional revenues or reallocated base budget provisions with no Regional net impact, in order to provide sustainable resources to strengthen Regional service delivery (e.g. Litigation support, Investment portfolio support).

The remaining 6.0 FTEs will provide key leadership roles in maintaining internal controls and technical support for network infrastructure as discussed above, requiring additional budget provisions.

Materials and Supplies - \$20,000 decrease

- \$170,000 increase in hydro to reflect actual trends and growth in corporate facilities, traffic signals and street lighting, partially offset by LED savings
- \$99,000 one-time increase in Paramedics for uniforms and equipment (strategic investment)
- \$94,000 increase in Waste Management for blue box and green carts based on actual demand
- \$44,000 increase in Paramedics for medical supplies based on call volumes
- (\$30,000) decrease in postage costs based on actual trends
- (\$44,000) one-time reduction in Paramedics for initial uniforms provided for new hires in 2017
- (\$49,000) decrease in Asset Management for fleet parts based on actual trends
- (\$50,000) removal of one-time cost for a secure filing cabinet equipment in Clinical Health Services
- (\$269,000) decrease in telephone and data line costs due to revised contract

Purchased Services - \$1.7 million decrease

- \$1.2 million increase in Children's Services for new Ministry of Education (EDU) funding for the Early Learning and Child Care Bi-Lateral Agreement (SS-20-17) and the Child Care Expansion Plan (SS-17-17).
- \$805,000 increase in Waste Management for the inclusion of plastic bags and blue box film program (PW-41-17) (\$490,000) and collection and disposal contract costs (\$315,000).
- \$396,000 increase in road maintenance contracts with the Local Municipalities and Regional contracts.
- \$351,000 increase for Municipal Property Assessment Corporation (MPAC) fees based on reassessment and cost increases.
- \$267,000 increase in IT for equipment and software maintenance and computing services mainly based on actual trends.
- \$262,000 increase in Housing Services for new funding related to the Community Homelessness Prevention Initiative (CHPI) and Home for Good (HFG) programs (SS-25-17/LPS85-17).
- \$159,000 increase in Waste Management for property taxes resulting from re-evaluated landfill site assessment.
- \$150,000 increase in Clinical Health Services to enhance harm reduction efforts for opioid-related challenges based on provincial funding.
- \$102,000 increase in Services for Seniors Support Housing for the cost of Personal Support Workers visits based on provincial funding.
- \$65,000 increase in temporary agency costs to support Access Halton and support for Summer/Intern recruitment.

- \$55,000 increase in Quality & Service Integration for Red Cross Support for critical events and emergencies impacting Halton residents.
- \$44,000 one-time increase related to Council Election and Inauguration expenses.
- \$21,000 increase in Economic Development for Starter Company Plus program costs based on provincial funding.
- (\$30,000) decrease in Asset Management for snow removal costs based on actual trends.
- (\$30,000) one-time reduction in Paramedics to remove Regional one-time contribution for Dedicated Offload Nursing.
- (\$50,000) one-time reduction in Planning for the Allendale study.
- (\$60,000) one-time reduction in Children's Services for Child Care Study.
- (\$81,000) decrease in Biodiversity Strategy for the Halton Regional Forests based on plan.
- (\$110,000) decrease for Housing programs (Survivors of Domestic Violence – Portable Housing Benefit Program (SDV-PHB), Investment in Affordable Housing – Strategic Investment Fund (IAH-SIF), Social Housing Improvement Program (SHIP)), based on provincial funding.
- (\$145,000) decrease in Public Health to reflect actual trends in resource development, training and professional services.
- (\$162,000) one-time reduction in Housing related to Building Condition Assessments (BCAs) costs for Housing Providers and Domiciliary Hostels.
- (\$195,000) decrease in Paramedics for vehicle maintenance costs based on actual trends.
- (\$200,000) removal in Quality & Service Integration related to initial plan development for Halton's Community Safety and Well-Being Plan, partially offset by provision of a permanent resource (Community Partnership Advisor) proposed through strategic investment.
- (\$201,000) removal in Housing Services for temporary support, offset by provision of two permanent resources (Integrated Housing Worker and Housing Programs Analyst) proposed through strategic investments (fully funded by provincial funding).
- (\$240,000) removal in Children's Service for temporary support, offset by provision of two permanent resources (Program Advisor and Child Care Coordinator) through proposed strategic investments (fully funded by provincial funding).
- (\$255,000) one-time reduction in Finance for external payroll processing services reflecting in-house service commencing in 2018.
- (\$322,000) removal in Employment & Social Services for temporary support offset by provision of three permanent resources (Program Lead, Supervisor and Integrated Employment Specialist) proposed through strategic investments (fully funded by provincial funding).
- (\$388,000) decrease in Waste Management related to new blue box processing contract (PW-41-17).
- (\$1.3 million) decrease in road resurfacing program based on Public Works Asset Management Plan.
- (\$1.9 million) removal of one-time state-of-good-repair expenditures for Oakville Senior Citizen's Residence (OSCR).

Rents and Financial Expenses - \$334,000 increase

- \$930,000 increase in tax write-offs based on 7-year average actual expenses.
- \$98,000 increase in property rental for Employment Halton and Adult Day Program locations based on lease agreements.
- \$25,000 increase for new landfill equipment leases.
- (\$225,000) decrease in property rental for corporate office space.
- (\$500,000) decrease in vacancy property tax rebates due to vacant unit rebate program phase out (FN-11-17).

Grants and Assistance - \$6.8 million increase

- \$7.7 million increase in Children's Services for new Ministry of Education funding for Early Learning and Child Care Bi-Lateral Agreement (SS-20-17), EarlyON Child and Family Centers (SS-21-17) and the Child Care Expansion Plan (SS-17-17).
- \$1.7 million increase for Ontario Works (OW) related to caseload and benefit rate increase, fully funded by provincial subsidy.
- \$1.0 million increase in Housing for HFG Program (SS-25-17/LPS85-17) based on provincial subsidy.
- \$500,000 one-time increase for McMaster final payment (CS-23-09/LPS-41-09).
- \$405,000 additional funding for the Conservation Authorities.

- \$357,000 increase in the CHPI funding allocation based on 2016 funding announcement.
- \$350,000 increase for Halton Region Community Investment Fund (HRCIF) enhancement (strategic investment).
- \$272,000 increase in Housing for rental assistance based on projected demand.
- \$62,000 increase in Employment & Social Services for Low Income Benefits based on actual demand.
- \$44,000 increase in Economic Development to fund Starter Company Plus program based on provincial funding.
- (\$42,000) decrease in Employment & Social Services for Employment Ontario Programs based on new agreements.
- (\$100,000) decrease discretionary grants in Social Services based on actual trends.
- (\$130,000) decrease in Clinical Health Services grants.
- (\$1.1 million) decrease for Social Housing Providers primarily based on MHO indexing and renewed mortgage rates.
- (\$4.2 million) one-time decrease in Housing primarily based on provincial / federal funding provided for SHIP (\$3.2 million), Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E) (\$575,000), SDV-PHB (\$246,000), in Homelessness Partnering Strategy (HPS) program (\$125,000) and Enhancement Funding Initiative (EFI) for Domiciliary Hostels (\$50,000).

Allocated Charges/Recoveries - \$187,000 decrease

- \$220,000 decrease in recoveries from Police Services related to property rental for corporate office space.
- \$139,000 decrease in recoveries from the Rate-Supported Budget related mainly to IT support costs.
- (\$163,000) increase in capital recoveries for Litigation support (strategic investment).

Corporate Support Charges/Recoveries - \$457,000 increase

- Increased recoveries from rate-supported programs for expanding needs, including additional resources acquired through the 2017 strategic investments.

Transfers to Reserves - Operating - \$2.4 million increase

- \$2.7 million increase in Housing for additional funding for IAH-SIF (\$1.9 million) and IAH-E (\$750,000).
- (\$40,000) removal of rent revenue transfer in Asset Management based on contract.
- (\$133,000) decrease in interest earnings transfers in support of an additional resource (Senior Advisor – Investments) (strategic investment).
- (\$139,000) decrease in Waste Management primarily due to completion of reserve contribution for blue and green bin purchased for mixed plastic program.

Transfers from Reserves - Operating - \$5.8 million decrease

- \$500,000 one-time increase for McMaster final payment (CS-23-09/LPS-41-09).
- \$272,000 increase in Housing for rental assistance.
- \$50,000 one-time increase for tree maintenance program.
- (\$30,000) removal of Regional one-time contribution for Dedicated Offload Nursing.
- (\$50,000) removal of one-time funding in Clinical Health Services for secure filing cabinet equipment.
- (\$50,000) removal of one-time funding for the Allendale study.
- (\$60,000) removal of one-time funding for Child Care Study.
- (\$139,000) removal of one-time funding for BCA expenditures for Social Housing Providers.
- (\$300,000) removal of one-time funding for 2017 IT mobile strategy.
- (\$1.8 million) decrease in the road resurfacing program based on Public Works Asset Management Plan.
- (\$1.9 million) removal of one-time capital state-of-good-repair funding for OSCR.

- (\$2.2 million) removal of one-time funding provided for assessment growth shortfall in 2017 (FN-11-17).

Capital Expenditures - \$3.3 million increase

- \$1.7 million increase to support the Roads State-of-Good-Repair capital program based on Regional Funding (\$1.0 million) and increased Federal Gas Tax funding (\$726,000).
- \$605,000 increase in Planning mainly to provide sustainable funding for the Greenland Securement program through the Green Fund reserve.
- \$387,000 increase in Paramedic Services to finance the purchase of new/replacement defibrillators and increased station construction costs.
- \$651,000 increase to support the on-going Regional facilities state-of-good-repair capital program, purchase of new and replacement vehicles and equipment, and leasehold improvements for Employment Halton services (LPS76-16).
- \$160,000 increase to support corporate and program specific Technology capital requirements.
- \$155,000 increase to support the Waste Management capital program (e.g. Organics and Cell Construction) based on the financing plan.
- \$121,000 increase to support the Emerald Ash Borer programs for Credit Valley Conservation (FN-26-15) and Conservation Halton (FN-19-17).
- (\$502,000) decrease in Road operations due to retirement of debt.

Revenues

The \$535.1 million gross expenditures in the Tax Budget are funded from various sources as shown in the table below. In the 2018 Tax-Supported Budget, 48% of the gross expenditures are funded from property taxes. The other 52% of the funding comes from provincial and federal subsidies, user fees, investment income and supplementary taxes.

Tax Gross Operating Revenues by Funding Source			
\$000s	2018		2017
	\$	% of Total	% of Total
Property Tax Revenue	\$ 255,811	48%	48%
Provincial Subsidies	177,651	33%	32%
Investment Income	51,383	10%	10%
Program & Other Revenue	36,029	7%	7%
Federal Subsidies	7,272	1%	1%
Supplementary Taxes	7,000	1%	2%
Total Revenue	\$ 535,145	100%	100%

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

Tax Gross Operating Revenues By Funding Source				
\$000s	2018	2017	Change in Budget	
Property Tax Revenue	\$ 255,811	\$ 247,310	\$ 8,501	3.4%
Provincial Subsidies	177,651	161,854	15,797	9.8%
Investment Income	51,383	51,383	-	0.0%
Program & Other Revenue	36,029	35,460	569	1.6%
Federal Subsidies	7,272	6,670	602	9.0%
Supplementary Taxes	7,000	7,600	(600)	(7.9)%
Total Revenue	\$ 535,145	\$ 510,276	\$ 24,869	4.9%

Overall, for the 2018 Budget, revenues are expected to increase by \$24.9 million or 4.9%. This includes an \$8.5 million increase in property taxes (including a property tax increase of 1.9% and assessment growth of 1.5%), a \$15.8 million increase in provincial subsidies, an additional \$569,000 in program fees and other revenues, a \$602,000 increase in federal subsidies, a \$600,000 reduction in Supplementary Taxes and no change in investment income as discussed below.

Provincial Subsidies - \$15.8 million increase

Many of the Health and Social Services programs are cost-shared with senior levels of government. In total, \$177.7 million of provincial subsidies are included in the 2018 Tax Budget. The following table outlines the subsidy by program.

Provincial Subsidy Revenue By Program				
\$000s	2017	2018	Change in Budget	
Public Health Resources	\$ 2,541	\$ 2,709	\$ 167	6.6%
Healthy Environments & Communicable Disease	7,219	7,132	(87)	-1.2%
Healthy Families	7,716	7,552	(164)	-2.1%
Clinical Health Services	6,519	6,752	233	3.6%
Paramedic Services	17,104	18,586	1,482	8.7%
Children's Services	47,713	58,237	10,524	22.1%
Employment & Social Services	21,720	23,856	2,136	9.8%
Housing Services	16,894	17,138	244	1.4%
Services for Seniors	34,129	35,326	1,198	3.5%
Road Operations	100	100	-	0.0%
Economic Development	143	207	64	44.5%
Heritage Services	56	56	-	0.0%
Total	\$ 161,854	\$ 177,651	\$ 15,797	9.8%

The key drivers for the \$15.8 million increase in provincial subsidy are:

- \$10.5 million increase in Children's services driven by Early Learning and Child Care Bi-lateral Agreement (\$4.7 million), increase in Ministry of Education subsidy for EarlyON Child and Family Centres (\$3.7 million), and Child Care Expansion Plan (\$2.1 million).
- \$2.1 million increase in Employment & Social Services for OW benefits subsidy (\$1.7 million) and OW upload savings (\$462,700).
- \$1.5 million increase in Paramedic Services to support program growth (\$506,000) and a strategic investment for 12.0 FTEs and 9,864 relief hours (\$976,000), which includes 10.0 FTEs Paramedics and 9,864 relief hours, 1.0 FTE Operations Superintendent and 1.0 FTE Paramedic fully funded by LHIN for the CHAP program (Report No. MO-19-17/SS-24-17).
- \$1.2 million increase in Services for Seniors for changes in Case Mix Index, per diem funding inflationary increases (\$946,000), funding increase for Adult Day Services Enhancements (\$138,000), and Community Support Services (\$102,000).
- \$244,000 net increase in Housing as a result of increases for IAH-SIF (\$1.9 million), HFG (\$1.2 million), CHPI (\$757,000) and IAH-E (\$180,000), offset by reductions for SHIP (\$3.4 million), SDV-PHB (\$285,000), and Federal Block Funding (\$90,000).
- \$150,000 net increase in Public Health to enhance harm reduction efforts for opioid-related challenges, 100% funded by Ministry of Health and Long-Term Care (MOHLTC). There is no net change in cost-shared Public Health program subsidy which has been distributed among the Public Health divisions to reflect the provincial direction.

- \$64,000 increase in Economic Development primarily for Starter Company Plus program (\$104,000) partially offset by removal of Starter Company and Summer Company funding (\$40,000).

Investment Income

The 2018 Budget continues to include \$55.0 million of investment income as a source of revenue. \$43.0 million of this revenue will be used to finance the Region's State-of-Good-Repair capital programs and the remaining \$12.0 million will be used to support the rate and tax-supported operating programs. As discussed in Report No. FN-35-17 (re: Investment Performance to August 31, 2017), it has been increasingly challenging to achieve the target investment earnings through interest revenues alone due to continued low investment yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. While the Region's overall investment portfolio return is enhanced by realized capital gains, these revenues are one-time in nature and do not form part of the annual Operating Budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

Program Fees and Other Revenues - \$569,000 increase

The program-specific fees and charges are anticipated to be \$36.0 million in 2018, a \$569,000 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 \$13.9 million are those received from the residents of the Region's LTC facilities.

Tax Program Fees & Other Revenues				
\$000s	2017	2018	Change in Budget	
Public Health Resources	\$ 12	\$ -	\$ (12)	-100.0%
Healthy Environments & Communicable Disease	57	57	-	0.0%
Healthy Families	-	-	-	0.0%
Clinical Health Services	79	79	-	0.0%
Paramedic Services	11	11	-	0.0%
Children's Services	816	830	14	1.7%
Employment & Social Services	886	894	9	1.0%
Housing Services	1,826	1,884	58	3.2%
Quality & Service Integration	-	-	-	0.0%
Services for Seniors	13,764	13,933	170	1.2%
Planning	1,205	1,173	(31)	-2.6%
Economic Development	30	30	-	0.0%
Waste Management	6,954	7,088	134	1.9%
Road Operations	265	271	5	2.1%
Non Program	6,035	6,065	30	0.5%
Finance	950	981	32	3.3%
Legislative & Planning Services	2,552	2,713	161	6.3%
CAO's Office	18	18	-	0.0%
Total	\$ 35,460	\$ 36,029	\$ 569	1.6%

The key drivers of the \$569,000 increase in program fees and other revenues are:

- \$170,000 increase in Services for Seniors for basic and preferred resident accommodation revenue.
- \$161,000 increase in Asset Management due to increased recoveries from HCHC in support of two Maintenance Service Workers proposed as Strategic Investment to address service demand for growing housing units.
- \$134,000 increase in Waste Management for Resource Productivity & Recovery Authority (formerly WDO) blue box funding, container station revenue based on trends and recovery from the school board based on increased collection costs.
- \$58,000 increase in Housing for HCHC administration fees.
- \$32,000 increase in Finance mainly driven by higher GST refunds to reflect actual trends.
- \$30,000 increase in Non-Program mainly driven by higher Provincial Offences Revenue (POA).
- \$14,000 increase in Children's Services for Regional Child Care Centre Fees.
- \$9,000 increase in Employment & Social Services for funeral reimbursements (\$50,000) offset by decrease in OW reimbursements (\$41,000) based on actual trends.
- \$5,000 increase in Roads Operations to reflect inflationary increase in program revenue (e.g., permit fees, property damage recovery).
- (\$12,000) reduction in Public Health Resources due to removal of sponsorship recovery.
- (\$31,000) decrease in Planning to reflect reduced revenue based on renewed contract with Dufferin Aggregate

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

Supplementary Taxes - \$600,000 decrease

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. However, through the 2014 and 2015 budget process, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million, respectively, as the amount of supplementary taxes received by the Region has been declining since 2011. As noted in Report No. FN-04-17 (re: Operating and Capital Budget Variance and Project Closure Report for the Period Ending December 31, 2016), the actual supplementary tax revenue has been lower than budgeted, and the actual 7-year average in recent years between 2010 and 2016 is \$7.0 million, as compared to the 2017 budget of \$7.6 million. Accordingly, the 2018 Budget has been reduced by \$600,000 to \$7.0 million and reflects the 7 year average actual revenues. Staff will continue to monitor supplementary tax to determine whether any further adjustments need to be made in future budgets.

Federal Subsidy - \$602,000 increase

The 2018 Tax-Supported Budget includes \$7.3 million of federal subsidy.

Federal Subsidy Revenue by Tax Supported Program				
\$000s	2017	2018	Change in Budget	
Healthy Families	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	176	177	1	0.4%
Housing Services	627	502	(125)	-20.0%
Economic Development	-	-	-	0.0%
Heritage Services	6	6	-	0.0%
Non Program (Gas Tax)	5,770	6,497	726	12.6%
Total	\$ 6,670	\$ 7,272	\$ 602	9.0%

The key drivers for the \$602,000 increase in federal subsidy are:

- \$726,000 increase in Non Program for additional Federal Gas Tax subsidy based on the Gas Tax Agreement (FN-21-14 re: Renewed Federal Gas Tax Agreement)
- (\$125,000) reduction in Housing as per the agreement in HPS funding

The Region is expected to receive a total of \$16.0 million in Gas Tax funding in 2018, which is \$726,000 higher than the funding received in 2017 in accordance with the Gas Tax Agreement. Of the total \$16.0 million, \$9.5 million will continue to be applied to the Rate-Supported Budget to help fund the Water and Wastewater State-of-Good-Repair capital program. The remaining \$6.5 million will be applied to the Transportation capital (\$5.4 million) and road resurfacing programs (\$1.1 million) in the Tax-Supported Budget.

2018 Strategic Investments

The 2018 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 this document.

Recommended 2018 Tax Supported Strategic Investments

Dept	Division	Title	FTE	Relief Hours	Gross Impact	Savings	Charges / Recoveries	Revenue	Tax Impact
HLT	Paramedic Services	Community Health Assessment Program	1.0		\$ 122,020	\$ -	\$ -	\$ (122,020)	\$ -
HLT	Paramedic Services	Paramedics	10.0	9,864	1,669,080	-	-	(784,468)	884,612
HLT	Paramedic Services	Operations Superintendent	1.0		148,420	-	-	(69,757)	78,663
SCS	Employment & Social Services	Halton Newcomer Strategy	1.6		181,970	(181,970)	-	-	-
SCS	Employment & Social Services	Youth Job Connect	1.5		139,990	(139,990)	-	-	-
SCS	Quality & Service Integration	HRCIF Enhancement	-		350,000	-	-	-	350,000
SCS	Quality & Service Integration	Community Safety and Well-Being	1.0		130,450	(200,000)	-	-	(69,550)
SCS	Children's Services	EarlyON Child and Family Centres	2.0		223,240	(223,240)	-	-	-
SCS	Housing Services	CHPI/ Home for Good	2.0		201,830	(201,830)	-	-	-
SCS	Services for Seniors	Adult Day Program Service Enhancement	2.8		165,860	-	-	(138,410)	27,450
PWT	Road Operations	Road Operations - Red Light Camera	1.0		84,500	-	-		84,500
LPS	Asset Management	Maintenance and Tenant Supports	2.0		161,118	-	-	(161,118)	-
LPS	Asset Management	Regional Stores Supervisor	1.0		120,810	-	-	-	120,810
LPS	Planning Services	Property Planning	1.0		134,454	-	-	-	134,454
LPS	Legal Services	Litigation Support	1.0		162,944	-	(162,944)	-	-
FN	Financial Planning & Budgets	Regional Investment Portfolio	1.0		132,570	-	(132,570)	-	-
FN	Information Technology	Payroll	1.0		107,730	-	-	-	107,730
FN	Information Technology	Network Infrastructure	1.0		107,730	-	-	-	107,730
FN	Financial, Purchasing & Payroll Services	Accounts Payable	1.0		118,700	-	-	-	118,700
Tax Total			32.9	9,864	\$ 4,463,416	\$ (947,030)	\$ (295,514)	\$ (1,275,773)	\$ 1,945,099

- Paramedics – Community Health Assessment Program (CHAP) - \$122,000** As outlined in Report No. MO-29-17/SS-24-17 (re: Community Paramedic Programs) the Mississauga Halton Local Health Integration Network (LHIN) has agreed to provide the Paramedic Services Division with funding to expand the CHAP to serve Oakville, in addition to the existing two sites in Milton and Georgetown. The CHAP is a health assessment and health promotion program for residents living in HCHC senior's buildings. The program focuses on a cardiovascular disease, diabetes, and falls risk assessment, and empowers the residents to take action to address identified risk factors for these chronic diseases. Between October 2016 and May 2017, the program saw a 41% participation rate with 25% of those participants reporting reduced blood pressure after five visits and 15% experiencing a reduction in diabetes risk. The program also experienced a reduction in calls for paramedic services (40% decrease at the Milton site and 20% at the Georgetown site). This investment is 100% funded from the Mississauga Halton LHIN's, with no net Regional impact.
- Paramedics - \$1.7 million** In 2016 and 2017 there was a substantial call volume increase that has impacted the Paramedic Services Division's ability to maintain service levels and meet response time targets. Call volume in 2017 is forecast to increase by a further 8% to 10%; projected call volumes in 2017 will exceed the Master Plan call volume that was anticipated in 2022. The addition of 10.0 FTE paramedics and 9,864 relief hours will provide two 12/7 ambulances and one 12/7 Emergency Response Unit to address system pressures related to increasing call volumes, maintenance of response times to emergency calls, population and employment growth, an aging population, hospital offload delays, paramedic workload, and other pressures. The cost will be offset by subsidy revenue of \$784,000 for a net tax impact of \$885,000.
- Paramedics - Operations Superintendent - \$148,000** Providing adequate supervision of paramedics is an important factor in the Division's ability to fulfill current operational responsibilities, manage risk, comply with health and safety requirements, respond to customer service inquiries, and meet project timelines. The recommended Paramedic to Operations Superintendent ratio is 20:1 to ensure that an appropriate number of supervisory staff is in place to oversee paramedic staff and to meet health and safety obligations as the employer. The present Superintendent to Paramedic ratio is 24:1. This additional position will help to address growth in the division/paramedic complement and deal with the increased workload and complexity of managing operations 24/7. The cost will be offset by subsidy revenue of \$70,000 for a net tax impact of \$79,000.
- Halton Newcomer Strategy - Supervisor and Program Lead positions - \$182,000** The Halton Newcomer Strategy Steering Committee (HNS) requires strong leadership to ensure that newcomers to Halton feel welcome and have access to the resources they require. These positions will also play an integral role in ensuring the attainment of our funder's required deliverables, as the continuation of funding by IRCC is contingent upon the achievement of targets. Conversion of the temporary positions to permanent will allow for the retention of highly qualified leadership staff and reduced turnover in the role, resulting in decreased costs associated with the hiring and training of new staff, as well as a more seamless continuation of the significant improvements that have been made to date. These positions will provide permanent staffing which will be offset by reduced Purchased Services for temporary support, and will be 100% funded through Immigration, Refugees and Citizenship Canada (IRCC).
- Youth Job Connection (YJC) - Integrated Employment Specialists - \$140,000** The YJC program provides youth aged 15 to 29 with more intensive supports beyond traditional job search and placement opportunities. Services such as paid pre-employment training to promote job readiness, mentorship services, education and work transition supports as well as hiring incentives for employers converting staff from temporary status. To be successful, this extremely vulnerable population needs consistent staff with whom they can foster relationships and build trust. These trusting relationships are critical to the success of the youth's employment placement and retention. To date, 164 youth have participated in the YJC program and of those youth, 156 (95%) have completed the program. Of those who completed the program, 114 (73%) have secured employment and 6 (5%) are going back to school. Conversion of these temporary positions will provide permanent staffing which will be offset by reduced Purchased Services for temporary support, and will be 100% funded by the Ministry of Advanced Education and Skills Development (MAESD).

- **Halton Region Community Investment Fund (HRCIF) Enhancement - \$350,000** The HRCIF provides funding to non-profit human service programs that support the health, well-being and safety of Halton residents. In 2017, this included grants to support positive mental health; initiatives that provide access to housing or prevent eviction; programs that support the well-being of children, youth and older adults; increased access to food; and a number of small capital grants to meet the programmatic needs of community agencies. The increase to the current contribution to \$2.4 million will help the fund respond to emerging priorities arising through community safety and well-being planning in partnership with the Halton Regional Police Service. This will include initiatives that strengthen the capacity of Halton's human services system to meet the needs of those with acutely elevated risk factors.
- **Community Safety and Well-Being - Community Partnership Advisor – \$130,000** Halton's Community Safety and Well-Being Plan outlines a multi-sector, collaborative framework to enhance how the Region and the Halton Regional Police Service work with community partners to support vulnerable populations and maintain safe and healthy communities. The initial work to develop the Plan was completed utilizing the \$200,000 base budget. The addition of a permanent sustainable resource (Community Partnership Advisor) is needed to lead the implementation of the Community Safety and Well-Being program. This investment is fully funded by the base budget provision previously allocated for purchased services, with no net Regional impact.
- **Children's Services - Program Advisor and Child Care Coordinator - \$223,000** The implementation of the EarlyON Child and Family Centre initiative takes effect on January 1, 2018, which results in new local management responsibility for Halton Region as part of the service system manager role for early learning and child care. These positions are essential to ensuring that Halton will be able to appropriately oversee the implementation and change management efforts required to transition to local management, including staffing and exemptions; procedures and policies for health, safety and well-being; and serious occurrence reporting. The positions will also support future visioning and development, working with community partners to further enhance the early learning and child care system in Halton Region and will be 100% funded by the Ministry of Education, resulting in no net Regional impact.
- **Housing Services - Integrated Housing Worker and Housing Programs Analyst - \$202,000** The Integrated Housing Worker position plays a critical role in ensuring vulnerable clients housed in the Housing with Related Supports Program (HWRS) program are well supported and do not end up chronically homeless, effective internal controls are implemented concerning housing provider payments and provincial CHPI funds are fully expended. This position will provide permanent staffing, which will be offset by reduced purchased services for temporary support and continue to be 100% provincially funded. The Housing Programs Analyst position is critical to the success of the HFG initiative, which includes strategic policy and program development, managing budgets for sub-projects, policy analysis, provincial reporting, community consultation, and stakeholder partnership development. This investment is 100% funded from the province, with no net Regional impact
- **Client Support Worker and Day Program Assistant – Adult Day Program - \$166,000** Halton Region has been providing Adult Day Programs since 1988 and they are an essential component of the health care continuum for older adults. The Mississauga Halton LHIN funds the Adult Day Program and Halton will receive additional funding to expand the program to include Saturday program for clients at the Silver Creek site in Georgetown, as outlined in Report No. SS-13-17 (re: Adult Day Program Service Enhancement). These positions will ensure the program meets new LHIN performance deliverables, new client safety ratios, and enhance access in underserved areas through expanding the Silver Creek site's hours of operations in Georgetown. This investment will be mostly offset by the Mississauga Halton LHIN funding subsidies of \$138,000 for a net tax impact of \$27,000.
- **Road Operations – Red Light Camera - \$85,000** Halton Region's Red Light Camera program has performed well and experienced a 30% to 60% reduction of angle type collisions. In 2016, there were 8,890 red light camera certificate offences issued for 12 camera locations and \$1.28 million in fines were imposed in court through the program. In June 2017, the program was expanded to 17 cameras and staff anticipates the total number of offences and revenue will increase by 40%, while further improving the safety of our road network. As a result of the expansion of the program, a Road Operations

Safety Technician is required to continue Halton's administration of the program and ensure the continued operation of the Road Network System at expected service levels.

- **Maintenance and Tenant Supports – Halton Community Housing Corporation (HCHC) - \$161,000** Halton Region's Comprehensive Housing Strategy, which aims to build healthy and inclusive communities and provide housing options that meet the needs of Halton residents, has added an additional 74 all-ages condominium units, 28 Senior housing units from Rotary Gardens Oakville and 147 family housing units from Union Housing Opportunities. This added program demand requires additional Maintenance and Tenant Services Workers to provide direct frontline support to manage existing, as well as future, maintenance requirements. These positions will maximize efficiencies in operations to ensure that a consistent approach and application of maintenance routines is achieved, as well as ensure there is appropriate coverage for customer service demands from the existing and new client base in the Halton Community Housing property portfolio. These positions will be funded 100% from HCHC, with no net Regional impact.
- **Regional Stores Supervisor - \$121,000** In the past 12 years, customer demand has increased the annual transactions performed by three FTEs by 80%. In addition to this growth in the stores' inventory, workloads within Stores has increased due to related activities such as Ministry of Environment (MOE) Regulations for Drinking Water Quality Management System (DWQMS), MOE quarterly compliance audits, inventory/vendor management, and supporting procurement/sourcing activities. The addition of a Stores Supervisor will enable Stores Staff to continue delivering quality services and position the program to meet the demands of on-going inventory growth. This position will also assist management to properly allocate duties, and support compliance to MOE and Technical Standards and Safety Authority (TSSA) regulations.
- **Property Planning - \$134,000** The Region has real estate holdings with development potential. This position will add the necessary staff expertise in order to assess options and to develop a vision for these real estate holdings, while taking into account corporate priorities, as well as community and local municipal desires. This will include developing the necessary strategic plans and oversight of the processes required for implementation. The Project Manager will be required to bring development concepts to fruition, including the development of a vision and long-term strategy for Halton's real estate holdings to maximize opportunities and leverage corporate resources.
- **Litigation Support - \$163,000** As Halton's population has grown, the volume of planning applications has increased and requires legal expertise. Those matters that have proceeded to mediation and/or litigation have been resourced for several years through retaining external legal counsel, which is a more costly alternative. Adding an Assistant Corporate Counsel will provide legal support to all planning matters that have the potential to proceed to mediation and/or litigation. This will include providing opinions and advice on individual planning matters as well as preparing for and conducting any mediation and/or litigation that may arise, document preparation, and leading negotiations on planning matters. This cost will be fully recovered from the capital program, with no net Regional impact.
- **Investment Portfolio Management Program - \$133,000** The Region's investment portfolio has grown annually over the past nine years and is now in excess of \$2.0 billion. The annual investment income for the Region's investment program has been set at \$55.0 million for the past few years. This represents a significant source of funding for Halton's State-of-Good-Repair program and the Operating Budget. With interest rates at historically low levels over the past 7 years, generating interest income to achieve the budget has become increasingly difficult. The addition of a Senior Advisor – Investments position will allow Halton to focus on trading opportunities in securities with shorter maturity terms to potentially generate additional capital gains for the Region. This cost will be fully funded from the interest earnings from the Region's portfolio, with no net Regional impact.
- **SAP Payroll/Human Capital Management (HCM) - \$108,000** In 2000, the Region was one of the first organizations to implement SAP HCM in Canada. Due to the functionality in the SAP HCM module at the time, Halton made the decision to implement gross payroll in SAP with an interface to a third-party

payroll provider. There was a need for a customized interface, ensuring accurate, timely processing and production of payroll for Halton and Police Services employees. As part of on-going efforts to improve efficiency and effectiveness, the Region undertook a review of Halton's Payroll System. One finding of the review was that the customized legacy interface requires continuous manual intervention and extensive effort by payroll staff to maintain and support it. The Payroll Systems Analyst will provide on-going software updates and support for the SAP Payroll/Human Capital Management (HCM). This position will work with the HR and Payroll teams to support all change requests, provide operational support on a daily basis, and keep the SAP HCM and Payroll application up to date. As the Payroll system is critical to the organization, it is crucial to keep the SAP up-to-date by applying support packages and enhancement packages (regulatory and tax changes) regularly, and to provide on-going day-to-day responsive support services to meet the operational needs of a complex payroll system.

- **Information Technology Network Infrastructure - \$108,000** Data growth and convergence of the voice and data networks, while increasing reliability and reducing costs, has resulted in increased complexity and support challenges. In addition to this growth, the Region has added significantly to the number of network devices (240) that are supported, including CCTV cameras, photocopiers, building automation systems, traffic controls, lighting controls, etc. The Region has also experienced growth in staff complement resulting in additional network infrastructure expansion. In order to maintain the State-of-Good-Repair program for IT asset management, there is critical need to install, update, patch, maintain and monitor the entire corporate network infrastructure. The Network Analyst will provide primary technical support to the expanding voice and data network fleet and Information Technology Infrastructure. This position will also provide network operational support on a daily basis and keep the network up to date.
- **Accounts Payable - \$119,000** Halton continues to ensure that appropriate financial controls and oversight is provided in an efficient and effective manner. An increase in volume and activity, coupled with the obligations to ensure strong financial controls, has become increasingly challenging. The addition of an Accounts Payable Supervisor will support management by leading the accounts payable team to ensure compliance with the Purchasing By-Law, tax legislation and internal financial controls, and approvals for the processing of vendor payments. The Supervisor position will also provide the necessary oversight required for the continued and ongoing growth of all Regional programs including capital infrastructure over the last several years and into the foreseeable future.

10-Year Tax Operating Budget Forecast

The 2018 10-Year Operating Forecast for tax-supported services has been prepared to reflect updated assumptions for revenues and program costs. The forecast is largely consistent with that prepared as part of the 2017 Budget, and was prepared based on the following key assumptions:

- General inflation of 2.0%,
- Interest on reserves of 3.4%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.5% per year
- Provincial subsidies will maintain current proportionate share

The forecast assumes that the Province continues to honour its commitments related to the uploading of Social Services costs and that cost-sharing for subsidized programs will keep pace with current funding levels. 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 close to inflation for Regional services. The forecast reflects current services and current service levels. Any change in service or service levels will impact the forecast. In addition, if general inflation rates rise, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements, and any new capital requirements can impact the forecast.

The 2018 Budget continues to update and implement a number of strategic investments and financial plans approved by Council in prior years, which will also impact the forecast. These include the following:

- Waterfront Master Plans (LPS13-14, LPS54-15);
- Active Transportation Master Plan (PW-17-15);
- Paramedic Services Master Plan (MO-14-15);
- Regional Accommodation Plan (LPS112-15);
- Museum Master Plan (LSP62-14);
- Solid Waste Management Strategy (PW-22-17 re: Plan to Develop a Solid Waste Management Strategy and Master Plan);
- Comprehensive Housing Strategy (SS-21-13 re: Approval of Comprehensive Housing Strategy (2014-2024));
- Halton's Early Learning and Child Care Plan 2012-2015; and
- Transportation Master Plan (ATMP).

The following table sets out the 10-year Operating Forecast for tax-supported services. The tax forecast has been prepared based on current financing plans approved by Council to maintain existing levels of service. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional services, consistent with Council priorities. The increases in the Police Services budget forecast range from 3.8% to 4.0% before assessment growth.

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

\$000s	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Requested Budget	Forecast								
Public Health Resources	\$ 2,359	\$ 2,406	\$ 2,455	\$ 2,543	\$ 2,627	\$ 2,706	\$ 2,790	\$ 2,876	\$ 2,965	\$ 3,057
Healthy Environments & Communicable Disease	5,247	5,383	5,529	5,678	5,822	5,969	6,130	6,298	6,474	6,658
Healthy Families	5,873	6,020	6,176	6,343	6,502	6,664	6,843	7,030	7,227	7,432
Clinical Health Services	4,426	4,559	4,695	4,832	4,962	5,091	5,229	5,377	5,528	5,685
Paramedic Services	20,437	21,649	22,551	23,890	25,461	26,606	28,403	29,425	30,337	31,278
Quality & Service Integration	6,593	6,734	6,875	7,019	7,167	7,325	7,486	7,650	7,819	7,998
Children's Services	10,243	10,468	10,701	10,936	11,178	11,424	11,676	11,932	12,195	12,463
Employment & Social Services	6,262	6,450	6,644	6,844	7,043	7,250	7,470	7,689	7,914	8,141
Housing Services	35,930	36,900	37,856	38,956	39,861	40,853	41,861	42,921	43,994	45,109
Services for Seniors	18,167	18,785	19,424	20,103	20,787	21,494	22,246	23,025	23,830	24,665
Planning	13,219	13,932	15,674	16,082	16,098	16,518	16,969	17,429	17,908	18,397
Economic Development	2,598	2,684	2,772	2,867	2,962	3,059	3,160	3,267	3,377	3,492
Waste Management	42,111	43,542	44,849	46,418	47,997	49,580	51,217	52,907	54,653	56,456
Road Operations	53,001	55,280	57,271	59,504	62,539	65,728	69,080	72,534	76,161	79,969
Non-Program & Financial Transactions	18,909	19,976	20,892	22,257	23,743	25,305	26,135	28,308	30,159	32,168
Boards & Agencies	10,436	10,915	11,438	12,075	12,472	12,751	13,161	13,527	13,975	14,405
Region:										
Net Expenditures	\$ 255,811	\$ 265,684	\$ 275,801	\$ 286,349	\$ 297,219	\$ 308,325	\$ 319,856	\$ 332,197	\$ 344,518	\$ 357,375
Regional Net Expenditure Change	3.4%	3.8%	3.8%	3.8%	3.8%	3.7%	3.7%	3.8%	3.7%	3.7%
Tax Impact (after assessment)	1.9%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%	2.2%
Halton Regional Police Service:										
Net Expenditures	\$ 150,071	\$ 156,001	\$ 162,223	\$ 168,420	\$ 174,797					
Tax Impact (after assessment)	2.0%	2.4%	2.5%	2.3%	2.3%					
Region Including Police:										
Net Expenditures	\$ 405,882	\$ 421,685	\$ 438,023	\$ 454,768	\$ 472,017					
Tax Impact (after assessment)	1.9%	2.4%	2.3%	2.3%	2.3%					
Assessment Growth Assumption	1.5%	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 2017 Budget

Regional Tax Impact (after assessment)	2.3%	2.3%	2.3%	2.3%	2.3%	2.2%	2.2%	2.3%	2.2%
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Tax Capital Budget and Forecast Overview

The table below provides a summary of the 2018 10-year tax capital program, including the Police capital program. The 10-year total is \$2.1 billion, with \$268.6 million allocated for 2018. Of the 2018 provision of \$268.6 million, \$261.2 million relates to the Regional program and \$7.4 million to the Police program. The 10-year program reflects the infrastructure staging plan prepared in anticipation of future Allocation Programs. It should be noted that growth-related capital programs will not proceed until the next Allocation Program is implemented.

2018 Capital Budget & Forecast											
Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Program Expenditures											
Transportation	\$ 1,605,987	\$ 207,039	\$ 253,814	\$ 172,640	\$ 123,389	\$ 127,166	\$ 90,801	\$ 120,980	\$ 201,643	\$ 112,382	\$ 196,133
Planning	174,231	22,143	22,464	27,930	11,604	13,315	12,456	14,947	13,903	23,404	12,065
Waste Management	40,865	2,720	2,734	7,954	1,069	1,170	5,789	1,980	15,961	498	990
Asset Management	78,092	15,227	4,577	32,258	3,959	3,247	3,619	3,262	3,707	4,043	4,193
Information Technology	44,672	5,089	4,810	3,848	5,086	3,344	4,697	4,378	4,687	4,028	4,705
Paramedic Services	30,287	7,832	1,776	1,492	1,911	1,559	3,494	5,711	2,557	2,284	1,671
Services for Seniors	6,500	650	650	650	650	650	650	650	650	650	650
Financial Planning & Budgets	4,778	405	305	814	610	305	305	305	814	610	305
Public Health	2,125	51	333	175	345	110	124	401	113	123	350
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Police	72,334	7,380	27,008	6,045	4,789	4,697	4,963	4,317	4,307	3,836	4,990
Total	\$ 2,060,371	\$ 268,585	\$ 318,521	\$ 253,856	\$ 153,462	\$ 155,613	\$ 126,948	\$ 156,981	\$ 248,393	\$ 151,909	\$ 226,103
Financing											
Tax Reserves	\$ 1,150,332	\$ 163,585	\$ 164,846	\$ 160,200	\$ 83,595	\$ 93,470	\$ 72,581	\$ 87,559	\$ 136,153	\$ 81,179	\$ 107,164
Rate Reserves	11,138	780	471	6,829	687	474	465	181	274	407	569
Dev't Charges - Resid.	884,455	103,076	143,793	86,132	68,662	61,000	53,437	68,870	111,594	69,901	117,990
Dev't Charges - Non Res.	5,699	1,144	665	695	518	668	465	371	372	422	379
Debentures	8,747	-	8,747	-	-	-	-	-	-	-	-
Total	\$ 2,060,371	\$ 268,585	\$ 318,521	\$ 253,856	\$ 153,462	\$ 155,613	\$ 126,948	\$ 156,981	\$ 248,393	\$ 151,909	\$ 226,103

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

2018 Tax Capital Budget

The 2018 Tax Capital Budget of \$268.6 million has decreased \$150.6 million (35.9%) from the 2017 forecast, and the key drivers are:

- \$18.6 million decrease in the Police program mainly due to revised timing for the 1 District facilities expansion
- \$140.9 million decrease in the Transportation program to reflect construction schedules

The following highlights significant projects in the 2018 Capital Budget.

- **\$207.0 million 2018 Transportation capital program** includes:
 - \$68.8 million for Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 lanes).
 - \$36.1 million for Trafalgar Road - Widening - Steeles to 10 Side Road (2 to 4 lanes), Dundas Street to Highway 407 (4 to 6 lanes), and Rail Grade Separation at Metrolinx crossing south of Highway 7.
 - \$28.2 million for William Halton Parkway - Widening - Old Bronte Road to Hospital Gate (2 to 4 lanes) and New 4 lane road Sixth Line to Neyagawa Blvd and Third Line to Sixteen Mile Creek.
 - \$12.8 million for Dundas Street - Widening - from North Hampton to Bronte Road (4 to 6 lanes), and grade separation.
 - \$11.3 million for Steeles Avenue - Grade Separation at Bronte Street.
 - \$9.0 million for Winston Churchill Blvd - reconstruction from Credit Valley Bridge to 17 Side Road and from Terra Cotta to 32 Side Road, and widening from Highway 401 to Steeles Avenue (4 to 6 lanes).
- **\$22.1 million 2018 Planning capital program (including Housing)** is \$6.6 million lower than the 2018 forecast included in the 2017 Budget primarily due to the deferral of the Halton Heritage Centre construction to 2019 offset by an expanded Housing program based on the additional provincial IAH-SIF funding (SS-29-17).
- **\$15.2 million 2018 Asset Management capital program** is \$9.2 million higher than the 2018 forecast included in the 2017 Budget due to additional State-of-Good-Repair needs identified through the building condition assessments completed in 2017. This program includes ongoing building rehabilitation and upgrade needs for all of the Regional facilities, including the LTC facilities and Paramedic Services facilities based on BCAs.
- **\$2.7 million 2018 Waste Management capital** is \$0.9 million higher than the 2018 forecast included in the 2017 Budget mainly due to increased costs for equipment replacement (e.g. Bulldozer and Compactor).
- **\$5.1 million 2018 IT capital program** is \$0.9 million higher than the 2018 forecast included in the 2017 Budget due to investments related to the implementation of the Service Access Strategy, Talent Management, Investment System, and Inventory Management. This program includes ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements.
- **\$7.8 million 2018 Paramedic Services capital program** is \$4.9 million higher than the 2018 forecast included in the 2017 Budget mainly due to increased construction costs for new Paramedic Stations as a result of updated construction costs to implement the projects.
- **\$7.4 million 2018 Police capital program** is \$18.6 million lower than the 2018 forecast included in the 2017 Budget due to the revised timing for construction funding related to the Police 1 District facility in Milton/Halton Hills.

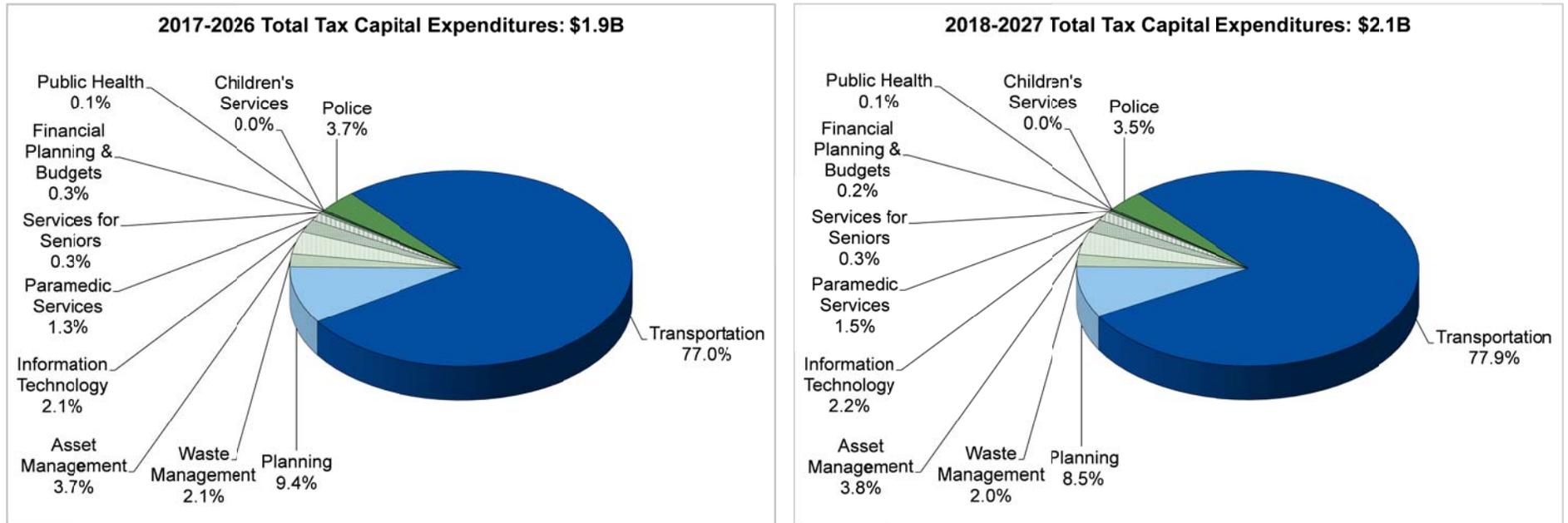
The following table summarizes the 10 largest tax capital projects budgeted for 2018. These projects account for 76.3% (\$205.0 million) of the \$268.6 million total cost in 2018.

2018 Capital Budget & Forecast		
Top 10 Largest Tax Capital Expenditures in 2018 (\$Millions)		
Program	Project Descriptions	Cost
Roads	Britannia Road - Widening - Regional Road 25 to Highway 407 (2 to 6 Lanes)	\$ 68.8
Roads	Trafalgar Road - Widening - Steeles to 10 Side Road (2 to 4 Lanes), Dundas Street to Highway 407 (4 to 6 Lanes), and Rail Grade Separation at Metrolinx crossing south of Highway 7	36.1
Roads	William Halton Parkway - Widening - Old Bronte Road to Hospital Gate (2 to 4 Lanes) and New 4 lane road Sixth Line to Neyagawa Blvd and Third Line to Sixteen Mile Creek	28.2
Tax	Assisted Housing Development	13.8
Roads	Dundas Street - Widening - North Hampton to Bronte Road (4 to 6 Lanes), and Grade Separation	12.8
Roads	Steeles Avenue - Grade Separation at Bronte Street	11.3
Tax	Halton Regional Centre – Rehabilitation and Replacement	10.9
Roads	Winston Churchill Boulevard - Reconstruction - Credit Valley Bridge to 17 Side Road and Terra Cotta to 32 Side Road and Widening Hwy 401 to Steeles Ave (4 to 6 Lanes)	9.0
Roads	Guelph Line - Reconstruction - 1 km north of Derry Road to Conservation Road and Intersection Improvements at 1 Side Road and Harvester Road	7.6
Tax	Burlington Waterfront Master Plan Implementation	6.5
Total		\$ 205.0

Schedule may not add due to rounding.

10-Year Capital Budget and Forecast

The following charts provide a breakdown of the 2018 Tax Capital Budget and forecast compared to the 2017 Budget and Forecast.



The 2018 10-year tax capital program (2018 to 2027) totals \$2.1 billion. This is \$119.0 million (6.1%) higher than the 2017 program, due mainly to a \$112.1 million increase in Transportation, a \$6.1 million increase in Asset Management and a \$5.5 million increase in Paramedic Services as highlighted below. Details of the 2018 Capital Budget and the 10-year Forecast (2018-2027) are contained in the Capital Budget section of this document.

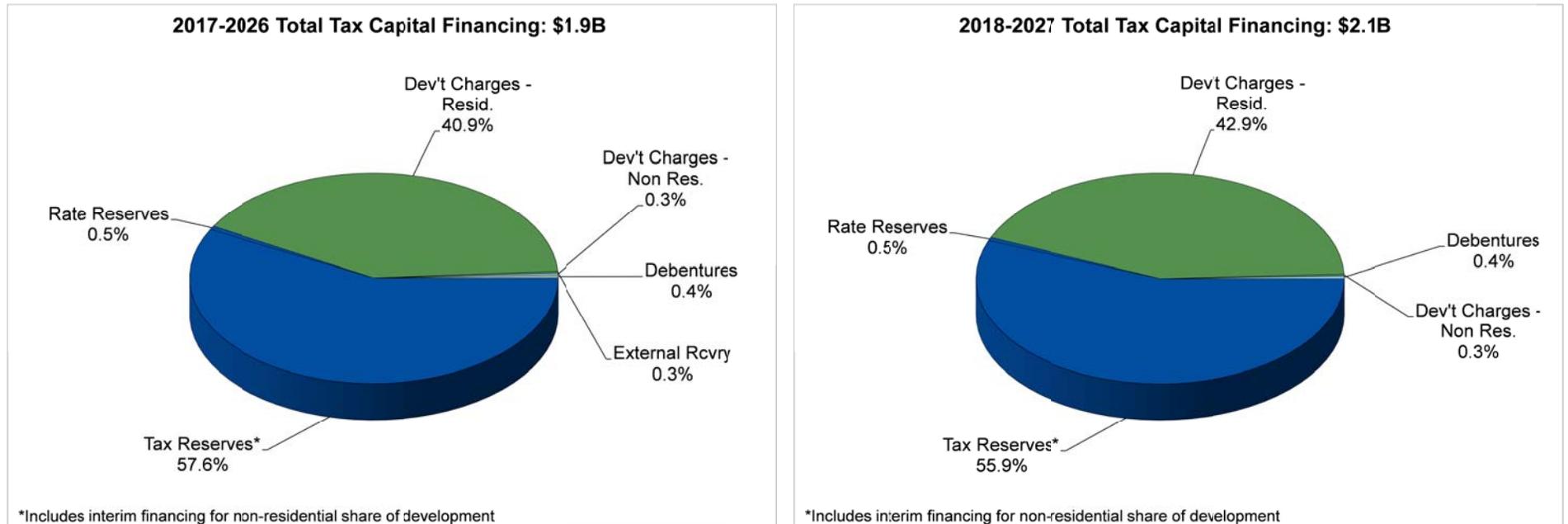
As illustrated above, a significant portion of the 2018 10-year program continues to be committed to the Transportation programs. As noted earlier, the transportation capital projects related to the 2012 Allocation Program have all been moved into an implementation stage, and the Region has moved to develop the infrastructure staging plan in anticipation of the next Allocation Program. However, the development program will not proceed without the next Allocation Program's approval by Regional Council. As such, the 2018 10-year transportation program is substantially larger than the 2017 program. In addition, the capital costs have been updated based on the Public Works Asset Management Plan (PW-28-17), Environmental Assessments (EAs) and design work.

The following summarizes the programs that comprise the 10-year capital forecast.

- **\$1.6 billion 10-year Transportation capital program** consists of \$1.3 billion for the Development-related program and \$332.6 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2018 is \$112.1 million higher than the 2017 program as a result of the infrastructure staging plan and updated capital costs as noted above. The 10-year program provides significant road widening, new road, and grade separation programs, which include the Active Transportation and LED streetlight conversion initiatives. The 10-year program includes:
 - \$211.9 million for Trafalgar Road
 - \$189.6 million for Dundas Street
 - \$182.7 million for Regional Road 25
 - \$148.4 million for Tremaine Road
 - \$117.6 million for Britannia Road
 - \$106.5 million for Steeles Avenue
 - \$88.1 million for William Halton Parkway
- **\$174.2 million 10-year Planning capital program (including Housing)** is \$8.3 million lower than the 2017 program mainly due to the Burlington Beach Master Plan projects moving into an implementation stage (\$7.7 million) and reduction to Ontario Municipal Board (OMB) and Other Hearings costs (\$2.5 million), offset by an increase in the Housing Development Program (\$1.3 million) based on increased Provincial funding.
- **\$78.1 million 10-year Asset Management capital program** is \$6.1 million higher than the 2017 program primarily driven by additional funds required for the rehabilitation and replacement needs of Regional facilities based on the building condition assessments completed in 2017 (\$35.3 million).
- **\$40.9 million 10-year Waste Management capital program** is \$0.4 million lower than the 2017 program mainly due to the revised timing of the Cell 4 East construction revised to beyond the 10-year forecast offset.
- **\$44.7 million 10-year IT capital program** is \$3.6 million higher than the 2017 program mainly due to updated hardware and state-of- good-repair infrastructure costs and new software implementations. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including the Service Access Strategy, Maintenance Module for Social Housing, Talent Management System, and Investment Management System.
- **\$44.2 million 10-year other capital programs** provide Paramedic Services capital requirements to implement the Master Plan (MO-14-15) including stations, vehicles, equipment (defibrillation and power stretchers) (\$30.3 million) and the LTC facilities equipment replacement program (\$6.5 million). These capital programs are \$5.6 million higher than the 2017 10-year program mainly due to increased construction costs for new Paramedic Stations as a result of updated construction costs to implement the projects.
- **\$72.3 million 10-year Police capital program** is \$0.4 million higher than the 2017 program due mainly to the inclusion of the new LTE Data Network implementation. The LTE implementation includes three main components; the LTE core which is the central point for management of all data flow through the LTE network, the LTE data network consisting of tower mounted data transmitters, and LTE end-user equipment consisting of in-vehicle equipment and portable devices. The 2018 10-year program includes construction of the consolidated 1 District facility in 2019, technology upgrades, vehicle/equipment replacements and replacement provisions for the radio trunking infrastructure.

10-Year Tax Capital Financing

The following charts provide the financing structure for the 2018 Tax Capital Budget and forecast compared to the 2017 Budget.



As shown in the charts above, DCs (43.2%) and the Tax Capital Reserves including contributions from the Operating Budget and Gas Tax funding (55.9%), continue to be the main sources of financing for the 2018 10-year tax-supported capital program.

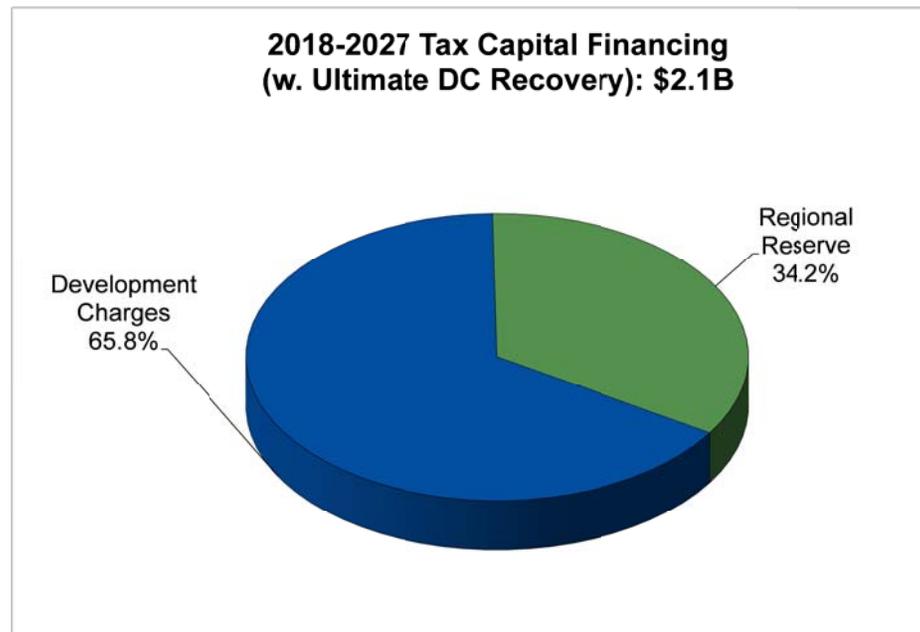
The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for ongoing/recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution. As noted earlier, in order to address the rising State-of-Good-Repair capital program needs based on Public Works Asset Management Strategy (PW-28-17) and updated costs, the operating transfer for the Transportation State-of-Good Repair capital program has been increased by \$1.7 million from the 2017 Budget provided from a \$1.0 million increase in the operating base budget and \$726,000 in Federal Gas Tax funding. As a result, Gas Tax funding used to fund the Transportation State-of-Good Repair capital program totals \$5.4 million in 2018 and \$54.4 million between 2018 and 2027.

The Tax Capital Reserve is also utilized to provide interim financing for the non-residential growth share of the Transportation Capital Program in accordance with the Development Financing Plan (CS-20-12 re: 2012-2020 Development Financing Plan), which is the framework being utilized to develop the 2018 Budget. 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. By the end of 2017, the Region's investment from the Tax Capital Reserve is anticipated to be \$123.8 million. This Regional investment will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

Residential DC's are used to fund all of the capital costs serving residential growth in accordance with the Development Financing Plan (CS-20-12). The 2018 Budget and Forecast includes a total of \$8.7 million in debt financing over the next 10-years to accommodate the Police Facility needs (i.e. 1 District). 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 Facility 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 \$2.1 billion, \$704.6 million (34.2%) is related to the State-of-Good-Repair capital program and the balance of \$1.4 billion (65.8%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (65.8%) and the state-of-good-repair program will be funded by the reserves (34.2%) supported by tax.



Health Department

The Health Department provides a range of accessible, affordable, and effective programs. The programs are designed to promote physical and mental health and well-being of Halton residents; reduce health inequities by addressing the social determinants of health; prevent or reduce adverse health outcomes from exposure to infectious diseases and environmental health hazards, respond to public health emergencies; and provide comprehensive and cost effective Paramedic Services.

Budget Impacts

The 2018 Health Budget reflects a net increase of \$2.2 million or 6.2%. This increase is driven by a 5.0% increase in program costs with a 4.0% increase in subsidy as discussed below. Included is an increase in Paramedic Services for additional paramedics and an operations superintendent proposed to address significant call volume pressures. Also reflected in Public Health programs budget is realignment of staff resources and subsidies among divisions in response to changing provincial requirements as per Report No. MO-30-17 (re: Enforcement of the *Immunization of School Pupils Act*) and as part of continued resource optimization given growing subsidy shortfalls.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Health Department							
Public Health Resources	\$ 5,095	\$ (2,709)	\$ (27)	\$ 2,359	\$ 2,286	\$ 73	3.2%
Healthy Environments & Communicable Disease	12,045	(7,189)	392	5,247	5,116	131	2.6%
Healthy Families	13,080	(7,642)	435	5,873	5,917	(44)	-0.7%
Clinical Health Services	11,071	(6,831)	186	4,426	4,182	243	5.8%
Paramedic Services	37,874	(18,597)	1,160	20,437	18,594	1,843	9.9%
Total	\$ 79,164	\$ (42,968)	\$ 2,146	\$ 38,342	\$ 36,095	\$ 2,247	6.2%
FTE				460	448	12	2.7%
Relief Hours				76,720	54,362	22,358	41.1%



Of the 6.2% net increase in the Health Department budget, Public Health is increasing by 2.2%. As shown in the following table, the gross expenditures of the Public Health programs are increasing by 1.3%, which includes inflationary and corporate support cost increases. The provincial funding is increasing by 0.7% (\$150,000). This increase is solely for the enhancement of harm reduction efforts for opioid-related challenges and will be used to hire a temporary project coordinator to develop an implementation plan for immediate operational activities and a comprehensive opioid response plan for future needs. Other revenue is declining by 8.0% (\$12,000), resulting in a 2.2% increase in the net tax levy for Public Health.

Public Health	2017		2018		Change	
	Approved Budget	Requested Budget	2018 - 2017			
Total Gross Expenditures	\$ 38,474	\$ 38,971	\$ 497	1.3%		
Subsidy Revenue	(22,235)	(22,385)	(150)	0.7%		
Other Revenue	(146)	(134)	12	-8.0%		
Net Program Expenditures	\$ 16,093	\$ 16,452	\$ 358	2.2%		

Health Department Funding

As shown below, the 2018 Health Department's budget is funded based on 53% funding from the Province and 47% from the Region, which is funded from property taxes. For the provincial funding, a total of \$42.2 million has been included in the budget, consisting of \$22.4 million for Public Health, \$1.9 million for the North Halton Mental Health Clinic (NHMHC) and \$18.0 million for the Paramedic Services program. The following table breaks down the total grant funding received.

Health Department Subsidy	Subsidy Budget						Anticipated Shortfall (\$)		
	2017		2018		Change		2017	2018	Change
	\$000s		\$000s		\$000s	%	\$000s	\$000s	\$000s
Public Health	\$ 22,235	58%	\$ 22,385	58%	\$ 150	1%	7,871	\$ 8,157	\$ 286
North Halton Mental Health Clinic	1,850	68%	1,850	68%	-	0%	853	883	30
Paramedic Services	16,604	47%	17,963	47%	1,360	8%	995	1,237	242
Total	\$ 40,689	54%	\$ 42,199	53%	\$ 1,510	4%	\$ 9,719	\$ 10,277	\$ 558

Public Health Programs

As shown in the following table, Public Health programs receive grant-based funding from the Ministry of Health and Long-Term Care (MOHLTC), the

Ministry of Children and Youth Services (MCYS), and the federal government. The programs funded by the MOHLTC and the MCYS are the programs required under the legislated Ontario Public Health Standards (OPHS).

Public Health Subsidy	Subsidy Budget						Anticipated Shortfall		
	2017		2018		Change		2017	2018	Change
	\$000s		\$000s		\$000s	%	\$000s	\$000s	\$000s
MOHLTC - Public Health:									
75% Cost-Shared Programs	\$ 17,996	56%	\$ 17,996	56%	\$ -	0%	6,035	\$ 6,204	\$ 169
100% Funded Programs	2,275	85%	2,425	84%	150	7%	414	453	39
Subtotal	\$ 20,271	58%	\$ 20,421	58%	\$ 150	1%	\$ 6,449	\$ 6,657	\$ 208
Other Public Health Funding:									
Healthy Babies Healthy Children	\$ 1,874	57%	\$ 1,874	56%	\$ -	0%	\$ 1,422	\$ 1,500	\$ 78
Canada Prenatal Nutrition	90	100%	90	100%	-	0%	-	0	-
Subtotal	\$ 1,964	58%	\$ 1,964	57%	\$ -	0%	\$ 1,422	\$ 1,500	\$ 78
Total	\$ 22,235	58%	\$ 22,385	58%	\$ 150	1%	\$ 7,871	\$ 8,157	\$ 286

The Public Health programs supported by MOHLTC funding consist of cost-shared programs with the Region and 100% provincially funded programs.

Cost-shared Programs

As shown in the table above, the 2018 Budget includes \$18.0 million of the provincial subsidy for the cost-shared programs. The \$18.0 million funding represents a 56% provincial share assumed on a 75% cost-shared program, which is a \$0 (or 0%) change from the 2017 Budget.

As discussed in Report No. MO-08-17 (re: Update on the Ontario Public Health Standards Modernization Review), the MOHLTC completed the review of the OPHS as part of its efforts to make the health system more transparent, accountable and sustainable. In February 2017, the Ministry released its Standards for Public Health Programs and Services Consultation Document, and opened a consultation period for public health units and key stakeholders.

The finalized Standards have not been released. The MOHLTC is also revising the Accountability Framework for public health programs. While details are pending finalization, it is expected that public health units will be required to complete Annual Service Plans as part of the funding submission process. The first Annual Service Plan is required for 2018.

Other cost-shared programs such as Vector-Borne Diseases and Small Drinking Water Systems also had a 0% increase in subsidy for 2018. The \$0

change in subsidy for cost-shared programs results in an increase in the funding shortfall of \$169,000.

MOHLTC has informed Public Health Units to plan for 0% funding growth in 2018. Accordingly, the 2018 Budget has incorporated a 0% increase on the 2017 base funding and will continue with 0% funding growth in the forecast.

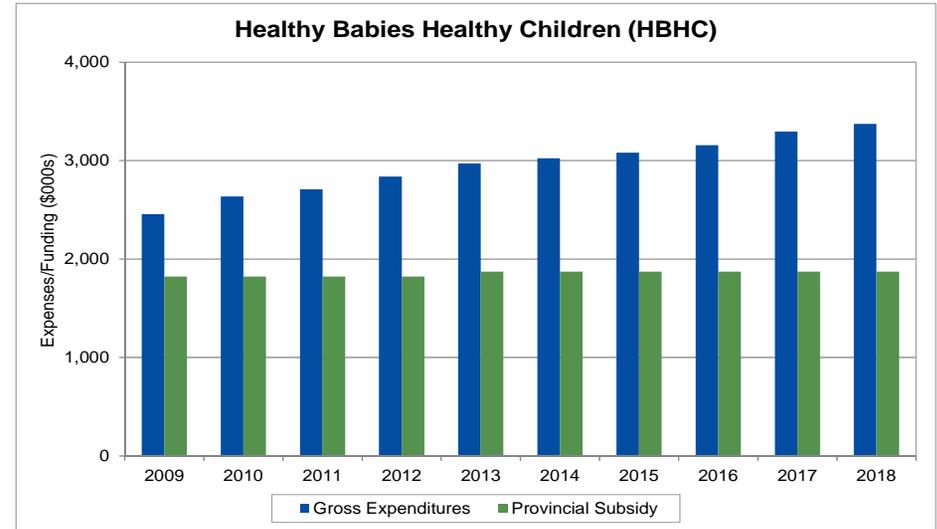
100% Funded Programs

The Province announced \$150,000 in additional base funding to support local opioid response initiatives, including naloxone distribution to community-based organizations and work on early warning and surveillance of opioid overdoses.

The 2018 Budget assumes a 0% funding increase for all other 100% provincially funded Public Health Programs. This results in a subsidy increase of \$150,000 or 7%. As discussed earlier, this increase is solely for the enhancement of harm reduction efforts for opioid-related challenges and will be used to hire a temporary project coordinator to develop an implementation plan for immediate operational activities and a comprehensive opioid response plan for future needs. Based on these changes, the 2018 budgeted subsidy for the 100% funded programs is comprised of \$2.4 million of subsidy which represents 84% provincial funding. The 0% subsidy increase on growing program costs further increases funding shortfall by \$39,000 in 2018.

Healthy Babies Healthy Children

The Province, through the MCYS, also provides grant funding for the Healthy Babies Healthy Children (HBHC) program. As shown in the accompanying graph, the 2018 Budget of \$1.9 million in subsidy remains the same as the 2017 budget. The funding 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 \$78,000 to \$1.5 million in 2018 from \$1.4 million in 2017. The funding shortfall has grown over time as there has been no increase to the base funding allocation since 2008.



Canada Prenatal Nutrition Program (CPNP)

Funding is received from the Public Health Agency of Canada for the CPNP. Though not legislated, it is a public health program that builds on existing programs and supports efforts to address the social determinants of health. No increase in annual funding is expected for the fiscal period 2018/19. The 2018 Budget continues to include \$90,000 in subsidy, and the program is expected to manage within its funding allocation.

North Halton Mental Health Clinic (NHMHC)

The Health Department also provides community mental health programs in partnership with community service providers, through the NHMHC.

The North Halton Mental Health Clinic (NHMHC) & North Halton Child and Youth Psychiatry Program (NHCYPP)

The NHMHC receives provincial funding through the Mississauga Halton Local Health Integration Network (LHIN). The 2018 Budget includes \$1.9 million in subsidy. As shown in the table below a 0% increase is assumed for the base program in 2018 as no additional funding has been received for this program in the last few years. Given increasing cost pressures in the program, the LHIN's funding share remains at 68% in 2018 on a 100% funded program. Accordingly, the funding shortfall increases by \$30,000 to \$883,000 in 2018 from \$853,000 in 2017.

The NHCYPP continues to be fully funded by the Region (Report No. MO-44-08) through property taxes. The 2018 Budget includes a total of \$570,000 for the program costs in 2018.

As per Report No. MO-33-17, the NHMHC and NHCYPP will be transferred to Halton Healthcare effective April 1, 2018. This transfer will allow Halton Healthcare to focus on the health needs of Halton residents and will allow the Health Department to refocus on its core business and strategic priorities. The Region will continue to support the NHMHC and NHCYPP after the transfer until such time as additional funding is secured by Halton Healthcare for the transferred programs, which will be used to reduce the Region's annual contribution. The impact of the transfer will be addressed as part of the 2019 Budget.

North Halton Mental Health Clinic Subsidy									
\$000s	Subsidy Budget						Anticipated Shortfall		
	2017		2018		Change		2017	2018	Change
North Halton Mental Health Clinic (LHIN)	\$ 1,850	68%	\$ 1,850	68%	\$ -	0%	\$ 853	\$ 883	\$ 30
North Halton Child & Youth Psychiatry (Region)	-	0%	-	0%	-	0%	-	-	-
Total	\$ 1,850	68%	\$ 1,850	68%	\$ -	0%	\$ 853	\$ 883	\$ 30

Paramedic Services

The Paramedic Services budget is cost-shared between the Province, through the MOHLTC, and the Region. The intended provincial funding contribution is 50% of costs deemed eligible for provincial funding.

The 2018 Paramedic Services budget includes a \$1.4 million or an 8.2% increase in base provincial subsidy. This includes \$506,000 or 3.0% to support base program growth in 2018, as well as \$854,000 or 5.2% to fund the 2018 strategic investments (10.0 paramedics, 9,864 paramedic relief hours and 1.0 operations superintendent). The funding assumed for the strategic investments is one of the measured risks taken for the 2018 Budget. Given the assumed subsidy increase in the 2018 Budget, the provincial funding share in 2018 remained at 47%. The projected funding shortfall increased by \$241,000 to \$1,237,000 in 2018 from \$995,000 in 2017.

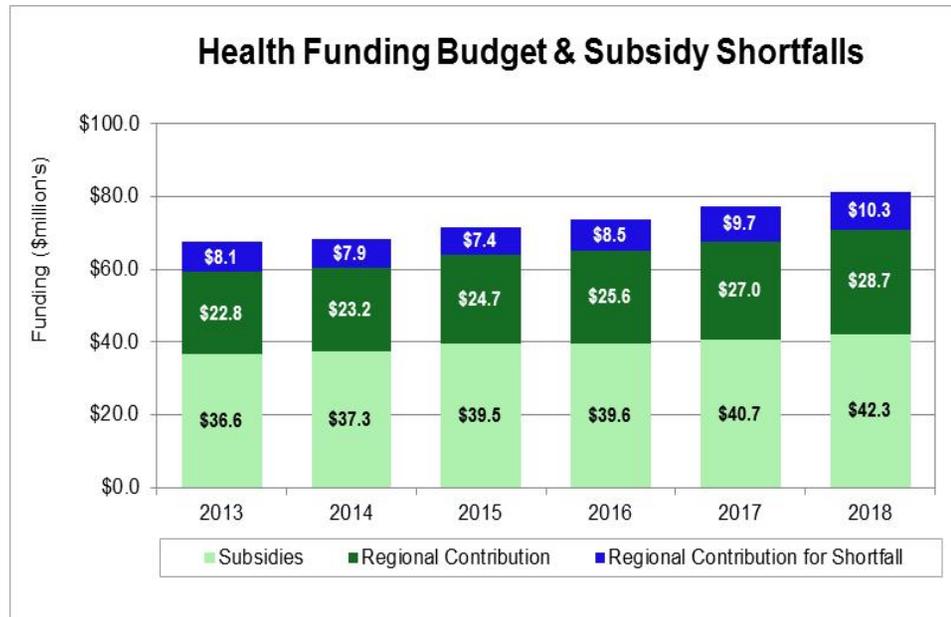
The 2018 Budget also includes a strategic investment for an additional Paramedic at a cost of \$122,000, to expand the Community Health Assessment Program (CHAP). The cost will be fully offset by funding from the Mississauga Halton LHIN.

For 2017/18, the program requested \$1.2 million in funding for the Dedicated Offload Nurse (DON) Program from the Ministry. This would allow the program to operate 24/7 at Joseph Brant Hospital and at Halton Healthcare Services Oakville Site, and 12/7 at the Halton Healthcare Services Milton site. Provincial funding of \$500,475 has been provided for 2017/18, an increase of \$83 from 2016/17. The 2016 Budget included a one-time strategic investment of \$594,600 which was reduced to \$30,070 in 2017 as per Report No. MO-28-17 (re: Dedicated Offload Nurse Program). The 2018 Budget does not include any one-time Regional funding contribution. The Region will continue to communicate with the Province and request updates from MOHLTC on the potential move of the DON program into their pay-for-results program.

Provincial Funding Shortfalls

As highlighted earlier in this section, Halton Region is one of the third fastest growing communities in Canada, and despite growing program needs the public health subsidy has not kept pace with program costs for many years. Subsidy has been at 0% for HBHC since 2008 and at 0% for cost-shared public health programs since in 2015. In the 2017 Budget, the funding shortfall was \$9.7 million and the shortfall will continue to rise to a total of \$10.3 million in 2018, a \$0.6 million or 6.2% increase from 2017.

The following bar graph demonstrates the provincial funding shortfalls experienced over the past few years. The steadily growing funding shortfalls have been financed by the increase in Regional contributions for the Health program over the past few years.



Public Health Resources

Public Health Resources provides services in the areas of Public Health Surveillance & Evaluation, Professional Support, and Physician Recruitment.

Budget Impacts

The 2018 Budget reflects a net increase of \$73,000 or 3.2% which includes corporate increases in compensation and 1.0 FTE transferred from Health Environments and Communicable Disease to assist in responding to the expected changes in the Ontario Public Health Standards (OPHS). This is partially offset by an increased subsidy attributed to the Division for cost-shared public health programs and program savings in resource development and janitorial services.

\$000s	2018 Budget				2017 Budget	Change
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact		
Public Health Resources					Net Tax Impact	2018 - 2017
Public Health Surveillance & Evaluation	\$ 1,777	\$ (1,207)	\$ 62	\$ 632	\$ 606	\$ 25 4.2%
Professional Support	3,088	(1,501)	(97)	1,490	1,458	32 2.2%
Physician Recruitment	230	-	8	237	222	16 7.1%
Total	\$ 5,095	\$ (2,709)	\$ (27)	\$ 2,359	\$ 2,286	\$ 73 3.2%
FTE				23	22	1 4.5%

Public Health Surveillance & Evaluation provides population health assessment, surveillance, program planning and evaluation, epidemiologic consulting services, health equity consultations, and staff capacity building to address health equity as part of program planning and delivery. In 2018, the focus for this team will be supporting all program areas together with other Public Health Resource supports in the implementation of the new OPHS and Accountability Framework for public health programs.

The 2018 Budget has seen an increase of \$25,000 or 4.2% primarily due to 1.0 FTE transferred from Health Environments and Communicable Disease offset by increase in subsidy attributed to Public Health Surveillance and Evaluation for cost-shared public health programs.



Public Health Surveillance & Evaluation creates or updates more than 30 health indicators and status reports annually that support public health program decisions. Using population health data allows the Health Department to target programs and services to populations with the greatest need; target health resources to the most important health problems in Halton; respond quickly to emerging public health issues; and engage the public and communities to take action to improve health.

Public Health Surveillance & Evaluation	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Health Indicator and Health Status Reports Updated or Created	38	39	31	30	30
Number of Health Equity Impact Assessments where the process has informed program decisions	5	2	5	5	5

Professional Support provides public health and preventive medicine consultations, including communicable disease investigation and outbreak management, through the Medical Officer of Health/Associate Medical Officer of Health to all public health programs within the Health Department relating to the OPHS, and supports collaborations with community partners on public health matters. Professional support staff guide continuous quality improvements including supporting evidence informed decision making, promoting best practices, and assisting programs with operational planning.

In 2018, efforts will continue to complete assessment and begin implementation of the new OPHS and Accountability Framework for public health programs. Continued monitoring and responding to further developments with the Patients First Act will also be a key area of focus for 2018. The budget for Professional Support includes facility-related costs for the public health clinic sites in Halton Region.

The 2018 Budget is increasing by \$32,000 or 2.2% driven by corporate increase in compensation offset by savings in public health clinics and sub offices operational costs and in program resources.

Physician Recruitment undertakes a comprehensive Halton-wide engagement strategy that includes promotion, recruitment, and retention of physicians. An inaugural Continuing Medical Education (CME) event is planned for 2018, replacing the annual Physician Appreciation Dinner, to further develop and strengthen the department's relationship with local physicians, establish the department as a trusted source of information on important public health issues, and foster a culture of physician learning in the field of Public Health.

The 2018 Budget is increasing by \$16,000 or 7.1% primarily due to corporate increase in compensation partially offset by the elimination of sponsorship revenue previously allocated for the Physician Appreciation Dinner. Halton is actively marketed to prospective physicians to ensure a strong family medicine presence in the community. Halton's population growth, coupled with future physician retirements and changing physician practice patterns, indicates that the need for new physicians will continue.

Physician Recruitment	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Family Physicians Recruited to Halton who have Primary Care Community Practices	24	25	22	22	22

Healthy Environments & Communicable Disease

The Healthy Environments and Communicable Disease Division works to prevent the spread of communicable and vector-borne diseases, as well as identify, assess and manage health hazards in the community. The Division also inspects regulated premises, manages suspected rabies exposures, monitors air quality, develops policy related to healthy built environments, maintains public health emergency management program, promotes healthy living and runs smoking cessation clinics.

Budget Impacts

The 2018 Budget reflects a net increase of \$131,000 or 2.6%, which is required to maintain service levels and support the health of Halton residents through the activities described below. The increase is primarily driven by corporate increases in compensation and corporate support. These are offset by the transfer of 1.0 FTE to the Public Health Resources Division, savings in health promotion and program resources and a reduction in subsidy attributed to the Division for cost-shared public health programs.



\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Communicable Disease Control	\$ 2,739	\$ (1,694)	\$ 89	\$ 1,134	\$ 1,066	\$ 67	6.3%
Food Safety Inspections Enteric and Vector-Borne Diseases	2,776	(1,618)	90	1,247	\$ 1,180	67	5.7%
Healthy Built Environment Promotion	2,088	(1,289)	69	868	\$ 800	68	8.5%
Health Hazard Prevention & Control	1,748	(881)	56	923	\$ 1,044	(120)	-11.5%
Tobacco Use Prevention	2,128	(1,216)	69	981	\$ 939	42	4.5%
	567	(492)	19	94	\$ 86	8	8.8%
Total	\$ 12,045	\$ (7,189)	\$ 392	\$ 5,247	\$ 5,116	\$ 131	2.6%
FTE				75	76	-1	-1.3%

Communicable Disease Control responds to reports of communicable disease by providing education and advice to clients, physicians, Long-Term Care (LTC) Homes, hospitals and child care facilities. As noted in the table below, certain communicable diseases such as tuberculosis (TB), often require large contact investigations. The Division also manages respiratory outbreaks, investigates infection control complaints, and educates the public and health care partners about infection prevention and control as well as emerging illnesses. The 2018 Budget is increasing by \$67,000 or 6.3% primarily due to corporate increases in compensation offset by a reduction in subsidy attributed to the Communicable Disease Control for cost-shared public health programs.

Communicable Disease Control	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Respiratory Outbreaks Investigated at Institutions (LTCHs, Rest and Retirement Homes, Hospitals, Daycares)	74	69	82	70	75
Number of TB Case Investigations	13	11	28	13	15
Number of TB Contact Investigations	117	444	312	250	300

Tobacco Use Prevention works to prevent chronic diseases related to tobacco by enforcing legislation such as the *Smoke Free Ontario Act* (SFO), promoting tobacco-free living with a focus on youth, and serving more than 100 new clients each year at smoking cessation clinics. As seen in the table below, the annual number of new clients remains relatively consistent. The 2018 Budget has increased by \$8,000 or 8.8% primarily due to a corporate increase in compensation.

Tobacco Use Prevention	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Weeks Wait (Average) for Smoking Cessation Clinic Services	2	2	2	2	2
Percent of Tobacco Retailers Inspected Once per Year for Compliance with Display, Handling and Promotion Sections of the Smoke-Free Ontario Act (SFOA)	100%	100%	100%	100%	100%
Percent of Tobacco Vendors in Compliance with Youth Access Legislation at the Time of Last Inspection	99%	99%	98%	99%	99%
Number of Client Appointments - Smoking Cessation Clinic	791	783	778	820	820
Number of New Clients - Smoking Cessation	133	142	137	150	150

Healthy Built Environment Promotion works with partners to create healthy environments that promote physical activity and healthy eating; oversees Halton Region's air quality monitoring and modeling program; educates the public and community partners and raises awareness about climate issues such as air quality ratings, and heat/cold warnings. A recent focus on climate change, health impacts of sedentary lifestyles and poor nutrition has caused increased interest in these issues.

The 2018 Budget has decreased by \$120,000 or 11.5% due to the transfer of 1.5 FTEs (1.0 FTE to Public Health Resources Division and 0.5 FTE to Enteric and Vector-borne Diseases) and a reduction in Air Quality spending on public information, education and professional services. This has resulted in a reduction in subsidy attributed to the Healthy Built Environment Promotion for cost-shared public health programs.

As shown in the following table, the total number of environmental alert subscriptions is increasing annually, along with the number of workplaces subscribing to receive information about workplace health.

Healthy Built Environment Promotion	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total Number of Environmental Alert Subscriptions (Heat, Cold and Smog)	100	928	1,755	2,100	3,100
Number of workplaces subscribing to monthly workplace wellness e-blast	n/a	163	228	290	360
Number of consultations to workplaces regarding workplace wellness issues	n/a	175	95	250	250

Food Safety Inspection is responsible for reducing the incidence of food-borne illness by conducting inspections and risk assessments of more than 2,500 food premises. As noted in the table below, food handler training is provided to more than 2,000 food establishment operators and staff annually. The Food Safety team also oversees the two Regional by-laws: Dinewise – the food safety inspection disclosure by-law – and the Mandatory Food Handler Certification By-law.

As of January 1, 2017, public health inspectors carry out inspections and respond to complaints to ensure compliance with *Healthy Menu Choices Act*. Special events in the Region continue to grow in popularity, and public health inspectors pre-approve and inspect food vendors at all major events. The 2018 Budget has seen an increase of \$67,000 or 5.7% primarily due to corporate increases in compensation and increased subsidy attributed to the Food Safety Inspection for cost-shared public health programs.

Food Safety Inspection	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Food Handlers Certified	2,667	2,146	2,031	2,200	2,200
Percent of Required Inspections of High Risk Food Premises Completed	100%	100%	100%	100%	100%
Number of Inspections of High Risk Food Premises Completed	1,841	1,906	1,924	1,900	1,920
Number of Inspections of Food Premises Completed	5,806	4,975	5,076	5,033	5,050
Number of Special Event Inspections	1,198	1,104	915	1,200	1,100

Health Hazard Prevention & Control inspects public recreational water facilities such as pools and spas; monitors beach water quality; inspects small drinking water systems; and provides education to private well owners regarding the testing and maintenance of their wells. The Health Hazard Prevention and Control team also enforces electronic cigarette legislation; works with community and government agencies to respond to health hazard complaints within 24 hours of receipt; and responds to suspected rabies exposure reports.

As noted in the following table, the number of potential rabies exposures investigated remains consistent. Investigations of potential rabies exposures are especially important at this time, due to the ongoing rabies outbreak in Southern Ontario. The 2018 Budget has increased by \$42,000 or 4.5% primarily due to corporate increases in compensation partially offset by an increased subsidy attributed to the Health Hazard Prevention and Control for cost-shared public health programs.

Health Hazard Prevention & Control	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Percent of Health Hazard Complaints Responded to Within 24 Hours of Receipt	99%	99%	99%	100%	100%
Percent of Class A Pools Inspected While in Operation	100%	100%	100%	100%	100%
Percent of Required Inspections of Spas Completed	100%	98%	100%	100%	100%
Number of Potential Rabies Exposures Investigated	1,017	993	1,013	1,000	1,000

Enteric and Vector-borne Disease responds to all reports of enteric disease and outbreaks; provides related education and advice to clients, physicians, LTC homes, hospitals and daycare centres; and inspects all personal service settings including salons and spas.

As shown in the following table, the number of personal service settings inspections continues to rise with the growth in the number of new establishments. This team also manages the vector-borne disease program which includes monitoring for mosquito and tick-related illnesses (e.g. West Nile virus and Lyme disease). Included in this program is the coordination of mitigation activities such as surveillance of more than 250 standing water sites as part of the West Nile Virus program; surveillance for black-legged ticks for Lyme disease; and monitoring for other emerging vector borne diseases such as Zika virus. The 2018 Budget has increased by \$68,000 or 8.5% primarily due to corporate increases in compensation, 0.5 FTE transferred from Healthy Built Environment Promotion and is partially offset by a subsidy attributed to the Enteric and Vector-borne Diseases for cost-shared public health programs.

Enteric and Vector-borne Diseases	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Inspections of Personal Service Settings Completed	661	706	735	740	745
Percent of Required Inspections of High Risk Personal Service Settings Completed	99%	100%	100%	100%	100%
Number of Enteric Outbreaks Investigated in Institutions (LTCHs, Rest and Retirement Homes, Hospitals, Daycares)	56	56	39	60	65
Number of Enteric Disease Investigations	381	377	403	375	375
Number of standing water fixed sites monitored for mosquitoes	253	270	263	280	300
Total number of larvicide applications to surface waters for WNV program	1,027	995	567	825	1,000

Healthy Families

The Healthy Families Division focuses on promoting health across all ages. Issues addressed include healthy child development, injury prevention, active living, healthy eating, reducing substance misuse, and mental health promotion. Services range from intensive support for families with high needs, to population health promotion through community settings and digital media. Some sections within the modernized Ontario Public Health Standards (OPHS), addressed by Healthy Families, now include fewer specific requirements. Instead, health units are directed to implement programs of public health intervention that best address local needs. Comprehensive planning will be undertaken by the Healthy Families Division in 2018 to take advantage of this opportunity, and ensure that resources are used as effectively as possible.

Budget Impacts

The 2018 Budget reflects a net decrease of \$44,000 or 0.7%. Corporate increases in compensation, a transfer of 2.0 FTEs to the Clinical Health Services Division to support pressures in immunization activities and savings in School Mental Health promotion costs are partially offset by subsidy attributed to the Division for cost-shared public health programs. Healthy Families Program Assistants, previously consolidated in Resources and Adult Years, are now moved to Early Years and School Years to better reflect the total cost of these services, and are contributing to the budget changes in these divisions.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Healthy Families							
Healthy Babies Healthy Children	\$ 3,266	\$ (1,874)	\$ 108	\$ 1,500	\$ 1,445	\$ 55	3.8%
Early Years	3,014	(1,788)	98	1,325	1,253	72	5.7%
Resources & Adult Years	2,604	(1,540)	88	1,151	1,286	(134)	-10.4%
School Years	4,195	(2,440)	141	1,896	1,933	(37)	-1.9%
Total	\$ 13,080	\$ (7,642)	\$ 435	\$ 5,873	\$ 5,917	\$ (44)	-0.7%
FTE				92	94	-2	-2.1%



Healthy Babies Healthy Children (HBHC) is intended to help all children have the best possible start in life by improving prenatal and birth outcomes, parent-child relationships, child development outcomes, and access to services. As shown in the table below, the number of Halton births screened postpartum is projected to increase from 4,000 in 2017 to 4,200 in 2018. This projected increase is related to screening enhancements within the provincial database. Using the HBHC In-depth Assessment process, 620 vulnerable families are expected to be assessed in 2017 and also in 2018. The subsidy has not increased for a number of years and the 2018 subsidy budget of \$1.9 million remains the same as in the 2017 Budget. The Ministry of Child and Youth Services funding does not provide for increased service demands or inflationary pressures. As a result, the 2018 Budget has increased by \$55,000 or 3.8% primarily due to inflationary program increases, while the subsidy has not changed.

Healthy Babies Healthy Children	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Halton births screened postpartum	4,206	4,202	4,104	4,000	4,200
Number of Families Receiving Blended Home Visiting	236	220	247	220	225
Percent of Halton births screened postpartum	75%	75%	74%	75%	78%
Number of Days from HBHC Referral to Home Visiting Public Health Nurse Assignment	n/a	46	35	35	35
Number of Healthy Babies Healthy Children In-depth Assessments Completed	646	620	678	620	620

Early Years focuses on promoting the well-being of young children and their families, prenatally through to the transition to school. The Baby Friendly Initiative aims to protect, promote, and support breastfeeding. The Halton Prenatal Nutrition Program provides support to mothers living in conditions of risk to improve maternal-infant health, increase rates of healthy birth weights, and promote breastfeeding.

As shown in the table below, 1,700 Halton Prenatal Nutrition Program (HPNP) contacts are projected for 2017, and also for 2018. Parenting programs are provided to parents facing challenges or experiencing barriers to accessing other programs offered in the community. Neighbourhood groups are delivered weekly in communities where additional support is beneficial. They are delivered in partnership with other agencies so that families can access early learning, parenting, child health, and library programs in one location. The 2018 Budget has increased by \$72,000 or 5.7% primarily due to the transfer of 2.0 Program Assistant FTEs from Resources and Adult Years, partially offset by increased subsidy attributed to Early Years for cost-shared public health programs, as noted earlier.

Early Years	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Contacts with Halton Prenatal Nutrition Program	1,392	1,769	1,771	1,700	1,700
Number of Parent Participants in Parenting Groups Including Series and Single Sessions	10,569	9,132	9,069	10,000	10,000
Percent of Newborns Born to Halton Mothers Breastfeeding Exclusively Upon Discharge (or at Three Days From Birth if a Home Birth)	66%	64%	62%	65%	65%

School Years works with school communities to protect and promote well-being in children and youth. Issues addressed include substance misuse, mental health, injury, and childhood obesity. In the modernized OPHS, School Health is identified as a program standard for the first time. In 2017, staff worked with priority school communities to develop and implement school-based action plans addressing healthy eating, adequate sleep, mental well-being, and reducing time spent being sedentary. As shown in the table below, 20,000 Healthy School consultations with educators, students, parents and community members are forecast for 2018.

The 2018 Budget has seen a decrease of \$37,000 or 1.9% primarily due to 2.0 FTEs transferred to the Clinical Health Services Division and a decrease in subsidy attributed to School Years for cost-shared public health programs as detailed earlier. This is partially offset by an increase due to the transfer of 2.0 Program Assistant FTEs from Resources and Adult Years.

School Years	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Parents of Children & Youth Receiving Parenting Information	2,338	2,709	2,132	2,500	2,500
Number of Consultations Provided to School Staff, Students and Parents Related to Promoting Health in the School-Aged Child	n/a	17,498	25,213	17,000	20,000
Number of School Clusters Receiving Service	16	16	17	17	17

Resources and Adult Years provides health information by phone and through social media. As shown in the table below, Facebook “likes” and Twitter followers have increased as families demonstrate a preference for receiving information through social media channels. In 2018, staff will work collaboratively with community partners on falls and obesity prevention activities, prepare for the legalization of cannabis and address the needs of Halton’s aging population. The 2018 Budget has decreased by \$134,000 or 10.4% due to 4.0 Program Assistant FTEs transferred to Early Years and School Years and decreased subsidy attributed to Resources and Adult Years for cost-shared public health programs.

Resources & Adult Years	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
HaltonParents Facebook - number of "likes"	1,249	3,384	5,377	7,000	8,500
HaltonParents Twitter - number of followers	5,620	6,707	7,517	8,000	8,500

Clinical Health Services

The Clinical Health Services Division provides direct client services to improve health, promote wellness, and prevent illness and disease. The Division is comprised of Sexual Health Services, Needle Exchange, Mental Health Treatment, Immunizations, and Oral Health. The division helps to prevent, control and support eradication efforts for vaccine-preventable diseases. Testing, treatment, screening, as well as case and contact management of sexually transmitted and blood-borne infections reduces the spread of communicable disease. Harm reduction strategies reduce negative health effects to individuals and the community at large. Oral health screening and system navigation supports healthy growth and development, and prevention of chronic disease.

Budget Impacts

The 2018 Budget reflects a net increase of \$243,000 or 5.8%, as a result of 2.0 FTEs transferred from Healthy Families to assist in responding to enforcement requirements of the *Immunization of School Pupils Act* (ISPA) requirement (MO-30-17) and corporate increases, partially offset by an additional subsidy attributed to the Division for cost-shared public-health programs and a reduction of \$130,000 in Clinical Health Services grant programs.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact		Net Tax Impact	2018 - 2017
Clinical Health Services							
Sexual Health Services	\$ 3,348	\$ (2,107)	\$ 104	\$ 1,345	\$ 1,408	\$ (63)	-4.5%
Mental Health Treatment	3,191	(1,852)	114	1,453	1,407	46	3.3%
Immunizations	2,420	(1,444)	79	1,054	825	229	27.8%
Oral Health	2,112	(1,428)	(111)	573	542	31	5.7%
Total	\$ 11,071	\$ (6,831)	\$ 186	\$ 4,426	\$ 4,182	\$ 243	5.8%
FTE				74	72	2	2.8%



Sexual Health Services clinics are located across Halton and provide contraception, pregnancy testing, sexually transmitted infection (STI) screening, treatment and counselling, and case management. The Needle Exchange Program focuses on harm reduction strategies that promote safer alternatives for drug use.

Together, the programs have seen a cost decrease of \$63,000 or 4.5%. The 2018 Budget includes a \$130,000 reduction in Clinical Health Services grants and savings in travel and professional services based on actual trends. The 2018 Budget also includes \$150,000 in additional base 100% provincial funding to support enhanced local opioid response initiatives including distributing naloxone kits and providing training to eligible community-based organizations, as well as work on early warning and surveillance of opioid overdoses. This initiative is fully funded by the Province with no net Regional impact.

The increase in chlamydia rates may partially be due to improvements in screening and testing. Despite these improvements, many cases go undiagnosed as the majority of people do not experience symptoms, which would otherwise prompt them to seek care and treatment, but are still infectious. Increasing rates of gonorrhoea are not well understood. Possible factors may include antibiotic resistance or lack of adherence to treatment and testing guidelines.

As noted in the table below, many cases of gonorrhoea are not treated by community physicians according to treatment guidelines. Inappropriate treatment can result in more cases to manage along with increased contact tracing. Program staff will work with the Medical Officer of Health to improve physician knowledge in this area over the next few years.

Sexual Health Services	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Average Wait Time (Weeks) for Sexual Health Services	1	1	1	1	1
Number of Client Visits - Sexual Health Clinics	4,666	4,789	5,354	5,500	5,600
STI Visits	61%	65%	66%	67%	70%
Birth Control Visits	39%	35%	33%	33%	30%
Number of Sexually Transmitted Infections Cases Managed	1,011	1,067	1,317	1,450	1,500
Percent of confirmed Gonorrhoea cases treated according to recommended Ontario treatment guidelines	n/a	n/a	64%	65%	65%
Number of safe needles distributed by needle exchange for harm reduction	187,673	249,773	283,025	285,000	290,000
Number of client contacts - Needle Exchange Program	951	1,169	1,218	1,300	1,400

Mental Health Treatment provides out-patient community based mental health services through North Halton Mental Health Clinic (NHMHC) locations in Milton, Georgetown and Acton. The clinics offer child/youth and adult psychiatry, as well as outreach and group-based programming to people affected by mental illness. In recent years, as the population of North Halton has grown, the clinic has seen an increased demand for services resulting in the implementation of quality improvement measures to the model of care that has improved access to services and reduced wait times as noted in the table below. The program is funded by the Ministry of Health and Long-Term Care

(MOHLTC) through the Local Health Integration Network (LHIN), and by Halton Region contributions. The 2018 Budget has increased by \$46,000 or 3.3% primarily due to increases in compensation. As per Report No. MO-33-17, the NHMHC will be transferred to Halton Healthcare effective April 1, 2018. This transfer will allow Halton Healthcare to focus on the health needs of Halton residents and will allow the Health Department to refocus on its core business and strategic priorities. The Region will continue to support the NHMHC and North Halton Child and Youth Psychiatry Program (NHCYPP) after the transfer until such time as additional funding is secured for the transferred programs, which will be used to reduce the Region's annual contribution. The impact of the transfer will be addressed as part of the 2019 Budget.

Mental Health Treatment	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Face to Face Visits	n/a	n/a	7,558	8,500	8,500
Average Wait Time (Weeks) for North Halton Child and Youth Psychiatry Program	13	16	8	16	8
Average Wait Time (Weeks) for North Halton Mental Health Clinic Initial Service Response	3	8	n/a	3	3

Immunization services include the vaccine depot and distribution centre for Halton Region, and administration of immunization through three main programs in order to reduce the spread of vaccine preventable disease. These programs include the school-based publicly-funded schedule for immunizations, enforcement of the *Immunization of School Pupils Act* (ISPA), and the annual Universal Influenza Immunization Program. The 2018 Budget includes a \$229,000 or 27.8% increase primarily due to the transfer of 2.0 FTEs from Healthy Families as noted earlier, corporate increases in compensation partially offset by an additional subsidy attributed to Immunization Services for cost-shared public-health programs.

The table on the following page shows an expected 89% compliance rate with mandatory school immunizations for 16/17-year old students to be achieved through ISPA enforcement efforts in the 2017 - 2018 school year.

The publicly funded immunization schedule for Human Papillomavirus (HPV) vaccine was amended in 2016, moving the vaccine from grade 8 girls, to grade 7, and expanding the criteria to include boys. It is expected that in the

2017 - 2018 school year approximately 8,600 doses of HPV vaccine will be administered.

The expanding scope of practice for pharmacists has made it easier than ever for Halton residents over the age of 5 to receive their influenza immunization. The Health Department will maintain the number of community influenza clinics to five during the 2017 - 2018 flu season in order to focus on the age 5 and under population.

It is anticipated that for the 2017 - 2018 flu season, 112,700 doses of influenza vaccine will be distributed.

Immunizations	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Percent of all Students in Compliance with Immunization of School Pupils Act (ISPA) JK-12	n/a	n/a	60.0%	60.0%	65.0%
Percent of 16/17 Year Old Students in Compliance with ISPA Requirements	n/a	88.8%	89.0%	90.0%	89.0%
Number of HPV Doses Administered (School Year)	4,471	5,353	5,353	13,100	8,600
Number of Hep B doses Administered (School Year)	7,273	7,247	7,247	8,096	7,800
Number of Meningococcal conjugate A, C, Y, W	5,189	5,404	5,404	6,160	6,100
Number of doses of influenza vaccine administered by the health unit at community clinics	5,271	3,730	1,523	1,791	1,865
Number of doses of influenza vaccine administered by the health unit to children under 5 years	301	297	297	250	250
Number of community influenza clinics offered	19	12	5	5	5
Number of Doses of Influenza Vaccine Distributed to Community Partners	157,530	149,147	111,334	112,717	112,700

Oral Health offers dental screening clinics in elementary schools as per the Ontario Public Health Standards (OPHS), client navigation for the Healthy Smiles Ontario (HSO) program, and claims administration for the Ontario Works (OW) Adult and Low-Income Adult programs administered by Social and Community Services, and the Dental Care Counts program for seniors administered by the Health Department. The 2018 Budget includes a \$31,000 increase or 5.7% mainly due to corporate increases in compensation and corporate support.

The Health Department offers dental screening in elementary schools to identify children who are in need of oral care as part of the OPHS. As seen in the table on the following page, 19,500 children are projected to be screened for oral health in 2018. In 2017, the program extended screening services for the first time to an estimated 200 children aged 0 to 3 with the intent of preventing oral health complications and helping children find a place to support their dental health.

An evaluation process started once the screening services in June 2017 concluded. Activity for 2018 will be determined based on the evaluation report findings and as a result (per the accompanying table), there is no projection for the number of children aged 0 to 3 screened as part of the extended screening service.

Changes to the child/youth program took effect January 1, 2016, when the MOHLTC implemented the integration of six publicly-funded programs into one seamless program for children and youth aged 17 and under HSO. The Health Department's role is primarily to provide navigation services, including enrolment assistance for families, clients and providers, to support awareness, access and utilization of the HSO program.

This role includes follow up to the dental screening process in elementary schools where the parents/guardians of children with urgent oral health needs are informed of their child's condition and the HSO program. If eligibility requirements for HSO are met, Health Department staff will assist the parents/guardians with enrolment and finding a local dental office that may be accessed for treatment. A case management follow-up process is implemented once a child is identified with an urgent need to ensure that all identified children receive oral health treatment.

The Dental Care Counts program offers dental services to adults 65 years and older. Seniors are now the fastest growing age group in Halton and Dental Care Counts is accessed by more seniors every year. As noted in the table on the following page, the 2018 Budget projects 600 persons (a nominal increase over 2017) will be provided financial assistance with many clients accessing the service multiple times per year. The number of Dental Care Counts financial assistance claims projected for 2018 is 1,250, a nominal increase over the 1,200 projected in 2017. In 2017, a review of the Dental Care Counts program and the program for Low-Income Adults was undertaken to examine

needed changes for more rigorous financial screening criteria and opportunities to streamline and integrate existing oral health services for adults (SS-11-17). The review is expected to be completed with recommendations brought forward to Regional Council in 2018. The average wait time reported in the following table relates to screening at community based clinics. Community-based clinic screening is provided to adults to assess their eligibility for dental treatment through Dental Care Counts or the OW Adults program. Clinic screening is also available on a request basis for children and youth.

Oral Health	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Children Screened for Oral Health in Elementary Schools (School Year)	16,578	18,539	21,664	19,000	19,500
Number of Persons Provided Dental Care Counts Financial Assistance	448	487	517	590	600
Average Wait Time (Weeks) for Oral Health Clinic Services	2	2	2	2	2
Number of Children Screened Between 0 and 3 Years of Age	n/a	n/a	n/a	200	n/a
Number of Dental Care Counts Financial Assistance Claims Processed	864	1,032	1,101	1,200	1,250

Paramedic Services

The Paramedic Services Division provides advance pre-hospital care and delivers public awareness programs including CPR, Public Access defibrillation, Injury Prevention, and Emergency Information.

Budget Impacts

The 2018 Paramedic Services budget reflects a net increase of \$1.8 million or 9.9% as discussed below.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Paramedic Care	\$ 37,874	\$ (18,597)	\$ 1,160	\$ 20,437	\$ 18,594	\$ 1,843	9.9%
Total	\$ 37,874	\$ (18,597)	\$ 1,160	\$ 20,437	\$ 18,594	\$ 1,843	9.9%
FTE				196	184	12	6.5%
Relief Hours				76,720	54,362	22,358	41.1%

Paramedic Care

The Paramedic Services Division provides services from 12 stations with 23 emergency response vehicles. Annually, Paramedic Services responds to more than 50,000 calls and transports more than 32,000 patients.

As outlined in Report No. MO-14-17 (re: Paramedic Services Division Annual Update), over the past ten years (2007 to 2016) call volumes have increased by 55%. The call volume increase in 2016 was double the annual average increase in call volume experienced in the past 10-years and significantly higher than the call volume anticipated in the Paramedic Services 10-Year Master Plan (MO-14-15).

The 2018 Budget reflects an increase of \$1.8 million or 9.9% primarily due to \$1.8 million in proposed strategic investments for 11.0 FTEs paramedics, of which 1.0 FTE is for the Community Health Assessment Program (CHAP) that is 100% funded by the Local Health Integration Network (LHIN), 1.0 FTE Operations superintendent and 9,864 paramedic relief hours.

The 2018 Budget includes 76,720 paramedic relief hours consisting of 54,362 relief hours reallocated from 2017 relief FTEs, an additional 12,494 relief hours to support 2018 base services and 9,864 relief hours proposed in Strategic Investments. These investments will help address the unfavourable compensation variances ranging from \$1.2 million to \$1.5 million between 2014 and 2016 associated with replacement staff requirements. This was highlighted in the Paramedic Services Master Plan which identified that the historical replacement factor of 0.3 FTE to 1.0 FTE should be increased to 0.45 FTE in order to sustain levels of service. Although the recommendation was implemented in 2016 for new resources, this factor was not retroactively applied to existing staffing levels contributing to the unfavourable variances. The 2018 Budget also includes an increase in fuel, medical supplies and linen in response to rising call volume. These increases are partially offset by vehicle maintenance savings based on trends. The 2018 Budget anticipates that the provincial subsidy will increase by \$1.5 million or 8.7%. This includes additional provincial subsidy of \$505,500 to support program growth based on the MOHLTC funding formula for 2018 and \$976,245 is to support the proposed Strategic Investment of which \$122,000 is new 100% LHIN funding (MO-29-17/SS-24-17).



Paramedic Care	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Patient Transports	26,784	27,959	29,806	31,705	34,400
Total Call Volume	40,664	42,881	46,374	49,887	53,500
Percent of Arrivals of Defibrillator on the Scene of Sudden Cardiac Arrest (SCA) within 6 Minutes - Target 55%	52.9%	71.0%	68.0%	55.0%	55.0%
Percent of Paramedic Arrival at Life Threatening Calls within 8 Minutes - Target 75%	73.5%	76.0%	75.0%	75.0%	75.0%
Percent of CTAS 2 Arrivals of Paramedics Within 10 Minutes - Target 75%	88.0%	86.0%	86.0%	88.0%	85.0%
Percent of CTAS 3 Arrivals of Paramedics Within 15 Minutes - Target 75%	98.3%	93.0%	94.0%	97.0%	95.0%
Percent of CTAS 4 Arrivals of Paramedics Within 20 Minutes - Target 75%	99.7%	98.0%	97.0%	99.0%	99.0%
Percent of CTAS 5 Arrivals of Paramedics Within 25 Minutes - Target 75%	100.0%	99.0%	99.0%	99.0%	99.0%
Total \$ Cost per Vehicle In-Service Hour	210	221	223	220	224
Number of PAD Devices Registered	526	555	557	600	650
Percent of Cardiac Arrest Patients that Receive Bystander CPR	33.9%	41.5%	39.8%	40.0%	40.0%
90th percentile transfer of care time (all Halton Hospitals) - target 30 minutes	1:06:02	0:48:58	0:43:57	0:40:00	0:40:00
Number of minutes Central Ambulance Communications Centre (CACC) processing time T0 - T2 at the 90th percentile - Target 2:00	2:49	2:50	3:02	2:50	2:50

Capital Budget & Forecast

Paramedic Services Capital Program							
(\$ Millions)	2018	2019	2020	2021	2022	2023 - 2027	Total
PS Stations	\$ 4.36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.36
PS Master Plan	-	-	-	-	-	0.15	0.15
PS Vehicles	1.86	1.62	1.45	1.83	1.52	12.94	21.21
Defibrillators	1.62	0.16	0.04	0.08	0.04	2.63	4.57
Total	\$ 7.83	\$ 1.78	\$ 1.49	\$ 1.91	\$ 1.56	\$ 15.72	\$ 30.29

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

The Paramedic Services capital program includes \$30.3 million over the next 10 years, which is \$5.5 million higher than the 2017 10-year program due mainly to the increased cost of construction for the Paramedic Services Stations.

Paramedic Services Stations

The 2018 capital program includes additional funding of \$1.2 million for the East Milton station project, \$1.3 million for the Southwest Oakville station project and \$1.9 million for the South Milton station project. Current construction costs estimates are higher than anticipated for all three projects. Increased costs are anticipated at East Milton due to a requirement to raise the site grade due to road widening; at Southwest Oakville due to additional consulting fees associated with the design and construction of a parking lot for the Town of Oakville related to the land exchange with the local library; and at South Milton due to the use of more durable building material that suit the Paramedic Services response station being classified as a post disaster building.

Paramedic Services Master Plan

The 2018 Capital Budget and Forecast includes the 2015 Master Plan (MO-14-15). The funding needs for the stations, new vehicles, and defibrillators are included in the Paramedic Services capital program outlined above. Also, the proposed central reporting station and additional headquarters space requirements are included in the Asset Management capital budget as part of the long-term accommodation plan discussed in Report No. LPS-112-15 (re: Regional Accommodation Plan). The next Paramedic Services master plan study update is planned for 2023.

Paramedic Services Vehicles and Equipment

The 2018 capital program includes \$21.2 million to purchase new and replacement vehicles, and power stretchers/lift system for ambulances over the next 10 years. In 2018 the capital program includes \$1.9 million for vehicles replacements and new acquisitions (\$1.8 million) and new power stretchers (\$119,000). The \$1.9 million for vehicle replacements, new acquisitions and power stretchers includes four vehicles (\$621,000) and four power stretchers (\$119,000) in support of the proposed strategic investments. In addition, there is \$4.6 million to purchase new and replacement defibrillators over the next 10 years with \$1.6 million identified in 2018. Of the \$1.6 million, \$158,000 will provide four new defibrillators for the new vehicles.

The Paramedic Services capital program is initially funded from reserves, which will be replenished from annual operating transfers. The 2018 Budget includes capital financing (i.e. transfer to reserves) of \$3.4 million, which represents a \$387,000 increase from 2017 Budget, mainly to support the purchase of power stretchers and lift system.

Social & Community Services Department

The Social & Community Services Department delivers programs and services that enhance the quality of life for children, youth, families, adults and older adults. Social & Community Services consists of four divisions: Children's Services, Employment and Social Services, Housing Services, and Services for Seniors; and is supported by Quality and Service Integration.

Budget Impacts

The 2018 Social & Community Services budget reflects a net decrease of \$2.3 million or 2.8%, however, it should be noted that service levels are being maintained or enhanced. Included in the budget is a proposed strategic investment of \$350,000 recommended in the Halton Region Community Investment Fund (HRCIF) which will enable more community organizations to provide programs and services that support the health, well-being and safety of a wide range of residents. The 2018 Budget includes expanded programs for Children's Services of \$9.4 million, based on provincial funding, to enhance quality, accessibility, affordability, flexibility and inclusivity in licensed child care programs. There are also strategic investments reflected in the 2018 Budget, including additional resources to expand the Adult Day program hours of service and the provision of permanent sustainable resources, based on provincial funding, to maintain service levels in Employment and Social Services and Housing.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Social & Community Services							
Children's Services	\$ 69,021	\$ (59,066)	\$ 287	\$ 10,242	\$ 11,366	\$ (1,124)	-9.9%
Quality & Service Integration	6,671	-	(78)	6,593	6,334	259	4.1%
Employment & Social Services	30,921	(24,927)	269	6,262	6,557	(294)	-4.5%
Housing	56,932	(19,525)	(1,478)	35,929	37,114	(1,185)	-3.2%
Services for Seniors	65,183	(49,260)	2,243	18,167	18,079	89	0.5%
Total	\$ 228,728	\$ (152,778)	\$ 1,243	\$ 77,194	\$ 79,449	\$ (2,255)	-2.8%
FTE				728	717	11	1.5%
Relief Hours				70,560	56,884	13,677	24.0%



Children's Services

The Children's Services Division works collaboratively with the community to promote the development of healthy children and families. The Division directly provides fee assistance for child care, services for children with special needs, and management of EarlyON Child and Family Centres. The Division also operates three child care centres.

Budget Impacts

The 2018 Children's Services budget reflects a decrease of \$1.1 million or 9.9%. This decrease is primarily due to a reduction in the Region's non-legislative contribution to Children's Services as a result of additional Ministry of Education (EDU) funding which will provide enhanced service levels to the community. As shown in the following table, the Region provides \$10.2 million to Children's Services, of which \$3.4 million is the legislated contribution to the program and \$6.8 million is an additional investment above the legislated contribution.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Children's Services							
Community Support	\$ 32,480	\$ (29,863)	\$ 130	\$ 2,747	\$ 2,871	\$ (123)	-4.3%
Child Care Services	24,987	(21,367)	2	3,622	4,672	(1,051)	-22.5%
Special Needs Child Development	11,555	(7,837)	155	3,874	3,823	51	1.3%
Total	\$ 69,021	\$ (59,066)	\$ 287	\$ 10,242	\$ 11,366	\$ (1,124)	-9.9%
FTE				108	106	2	1.9%
Relief Hours				1,827	1,096	731	66.7%

As set out in Reports No. SS-17-17 (re: Children's Services Division Program and Funding Update) and SS-20-17 (re: Children's Services Funding and Program Update - Part II), in 2017 the Region was allocated net additional funding of \$1.5 million to support an additional 440 children through the Child Care Expansion Plan and \$2.0 million through the Canada-Ontario Early Learning and Child Care Agreement. In addition, as set out in Report No. SS-21-17 (re: Ontario Early Years Child and Family Centres (OEYCFCs),

rebranded as EarlyON Child and Family Centres), the Ministry of Education (EDU) announced transitioning management of early years programs to local municipalities effective January 1, 2018, including funding of \$3.7 million for Halton Region. The 2018 Budget includes additional subsidy funding of \$10.5 million including the Child Care Expansion Plan (\$2.2 million), Canada-Ontario Early Learning and Child Care Agreement (\$4.7 million) and EarlyON Child and Family Centres (\$3.7 million).



Community Support builds capacity and quality in the early learning and child care system through funding, professional learning, research and community development. The local Halton Early Learning and Child Care Plan, 2016 - 2020, guides investment decisions.

Beginning in January 2018, Halton Region will assume responsibility for the local management of EarlyON Child and Family Centres (CFCs) with a net increase of \$3.7 million, fully funded by EDU. The CFCs will integrate existing early years and family programs under a common identity, using provincial

guidelines, to provide services and support for children aged 0 to 6 and their families.

In 2017, the Children’s Services Division distributed \$19.1 million of provincial child care investment directly to child care operators and staff through the General Operating Grant (GOG) (\$9.4 million) and Wage Enhancement Grant (WEG) (\$9.7 million). The GOG supports the general operations of licensed child care in Halton. Halton Region implemented a funding model that supports 81 licensed child care operators including 1,744 eligible child care staff. The WEG helps child care operators recruit and retain skilled child care professionals by narrowing the wage gap for comparable positions in full-day kindergarten. In 2017, 2,266 eligible child care employees benefitted from up to a \$2 per hour wage increase through WEG. In 2018, 2,300 child care employees will be supported through WEG.

Increased investments (as a part of the provincial Child Care Expansion Plan and the Canada-Ontario Early Learning and Child Care Agreement) will support increased access and affordability to high quality licensed child care and quality early learning opportunities in Halton Region. The 2018 Children’s Services investment plan includes additional funding for increasing uptake in fee subsidies and strengthening the not-for-profit sector in accordance with ministry direction. This includes GOG for three new Milton school-based not-for-profit child care programs supporting an estimated 220 children (\$350,000).

As the service system manager, Halton Region partners with community stakeholders to ensure the most effective delivery of early learning and child care services. As shown in the following table, in 2018 Halton Region and the Province will invest \$2.3 million to build system capacity and quality services, including early years and child care programs in Halton, through its partnerships with Our Kids Network (OKN) and The Halton Resource Connection (THRC).

Quality First, a program of THRC, is an initiative that supports child care programs to improve the quality of their service. In 2018, 86% of licensed child care centres are projected to be enrolled in Quality First.

Community Support	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Licensed Child Care (LCC) spaces in Halton	22,500	25,200	27,986	28,000	28,500
Amount invested in General Operating Grants (GOG) for child care operators (\$000s)	\$9,400	\$9,700	\$9,700	\$9,400	\$9,700
Number of child care operators receiving General Operating Grants (GOG)	83	85	86	81	82
Amount invested in Wage Enhancement Grants (WEG) for child care staff (\$000s)	n/a	\$4,200	\$9,800	\$9,700	\$11,000
Number of full time child care staff receiving a Wage Enhancement Grant (WEG)	n/a	1,820	2,170	2,266	2,300
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$1,400	\$2,300	\$2,200	\$2,000	\$2,300
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Quality First (QF)	79%	90%	86%	86%	86%

Child Care Services includes the Child Care Fee Subsidy program that determines eligibility and provides child care subsidies for families who are eligible for financial assistance with the cost of child care, or who are in receipt of Ontario Works (OW) benefits. In 2018, 4,500 children are expected to access child care services through child care subsidies.

The 2018 Budget includes a net decrease in child care fee subsidy due to new funding from the Province for the Child Care Expansion Plan and the Canada-Ontario Early Learning and Child Care Agreement. The net new funding will increase the average number of subsidized child care spaces from 2,369 in 2017 to 2,429 in 2018.

Child Care Services			
\$000's	2018	2017	Change
Gross Costs			
Child Care Fee Subsidy	\$ 21,808	\$ 20,770	5.0%
Regional Child Care Centres	3,179	2,967	7.1%
Total	\$ 24,987	\$ 23,737	5.3%
Subsidies & Revenue			
Child Care Fee Subsidy	\$ (19,013)	\$ (16,850)	12.8%
Regional Child Care Centres	(2,355)	(2,292)	2.8%
Total	\$ (21,367)	\$ (19,142)	11.6%
Corporate Charges & Financing			
	\$ 2	\$ 77	-97.7%
Net Tax Impact			
Child Care Fee Subsidy	\$ 2,901	\$ 4,085	-29.0%
Regional Child Care Centres	720	587	22.7%
Total	\$ 3,621	\$ 4,672	-22.5%

The three Regional Child Care Centres (RCCCs), directly operated by Children's Services, provide high quality child care using the provincial pedagogy "How Does Learning Happen?" to support the development of each child's learning. The RCCCs continue to operate as centres of excellence and demonstrate best practice in the Halton community. In 2017, RCCCs were toured by more than 70 professionals from EDU, colleges, school boards and child care administrators to observe the RCCCs educators' successful implementation of Ontario's early year's curriculum framework.

The program also ensures the Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in Capital Budget section). Outdoor playground refurbishment has recently occurred. In 2018, there is a net increase in the RCCCs' net tax impact of \$133,000 primarily due to provincially legislated changes to employee/child ratios at the beginning and end of the day requiring an increase in the workweek from 35 hours to 37.5 hours.

Child Care Services	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Amount invested by the Province and Region in child care subsidies (\$000s)	\$19,152	\$19,836	\$21,426	\$20,770	\$21,808
Average annual cost per subsidized child care space	7,109	7,175	7,287	7,429	7,570
Percentage of child care spaces that are subsidized	7.7%	6.9%	6.3%	6.9%	6.9%
Average number of child care subsidy spaces	2,174	2,153	2,178	2,369	2,429
Number of children rotating through the child care subsidy spaces	4,794	4,480	4,145	4,500	4,500
Number of Regional Child Care Centre (RCCC) spaces	143	120	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$554	\$511	\$551	\$587	\$720
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	143	65	74	50	50

Special Needs Child Development provides interventions such as Behaviour Services, Developmental Services, Inclusion Services and Occupational Therapy to children with special needs (ages 0 to 12) and their families through direct and indirect services (groups, in home interventions, child care consultation) in partnership with community agencies.

The Special Needs Child Development budget has increased by \$51,000 or 1.3% due to increases in program costs without corresponding increases in provincial subsidies.

Special Needs Child Development	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Amount invested in children (birth to 12 years) with special needs (\$000s)	7,980	8,925	9,190	10,450	11,555
Number of children (birth to 12 years) in Licensed Child Care (LCC) with special needs	660	785	1,229	1,200	1,282

Quality & Service Integration

Quality & Service Integration provides services and support across the Social & Community Services Department through community development and professional support services.

Budget Impacts

The 2018 Budget reflects a net increase of \$259,000 or 4.1% primarily driven by a proposed additional investment of \$350,000 in the Halton Region Community Investment Fund (HRCIF) which is partially offset by a reduced Regional contribution for the Community Safety and Wellbeing Plan. In addition, a strategic investment for 1.0 FTE is proposed to provide permanent sustainable resources (Community Safety and Well-Being Advisor) to support the implementation of the Community Safety and Well-Being Plan. This investment is fully funded by the base budget provision previously allocated for purchased services, with no net regional impact.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Quality & Service Integration							
Community Development	\$ 3,280	\$ -	\$ -	\$ 3,280	\$ 2,997	\$ 283	9.4%
Professional Support	3,391	-	(78)	3,313	3,337	(24)	-0.7%
Total	\$ 6,671	\$ -	\$ (78)	\$ 6,593	\$ 6,334	\$ 259	4.1%
FTE				24	23	1	4.3%

Community Development supports numerous community partners to achieve better health, safety, and well-being outcomes for Halton residents. A key element of this work is the HRCIF. As shown in the table on the following page, the Region has increased HRCIF funding by \$1.3 million since 2014. An additional \$350,000 is included as a strategic investment in the 2018 Budget to expand the funding provided to non-profit human service programs and initiatives that support the health, safety and well-being of Halton residents. The increased Regional investment in the HRCIF will also support needs emerging from community safety and well-being planning.



The HRCIF is a 100% Regionally-funded program that provides single and multi-year grants to community health and social service programs aligned with Regional funding priorities. In 2017, HRCIF has funded 56 programs in priority areas such as:

- Supporting low-income and/or vulnerable residents;
- Providing housing supports to maintain housing and prevent homelessness;
- Delivering programs that meet the needs of children, youth, and older adults;
- Supporting positive mental health in the community;
- Supporting safety and well-being; and
- Improving access to safe, nutritious, and culturally appropriate food.

The number of HRCIF grants to community organizations continues to demonstrate high impact in achieving outcomes for Halton residents.

Community Development	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$703	\$852	\$1,428	\$2,028	\$2,378
Number of active HRCIF Grants	28	27	55	56	60

Professional Support provides services across the Social & Community Services Department in the areas of emergency management, policy and planning, quality assurance, service integration and program integrity including eligibility review, navigation supports for individuals and families, revenue recovery and records management. The Professional Support budget has decreased by \$24,000 or 0.7% primarily due to a reduction in the professional services costs based on actual trends in the Community Mobilization and Engagement (COMMANDE) strategy.

The COMMANDE strategy utilizes a Situation Table model to identify and support situations where an individual is at an acutely elevated risk. Situation Tables are comprised of Halton Region Police Service (HRPS), Halton Region, human service organizations and other stakeholders that work collaboratively to address the needs of the individual, mitigate risk factors, and stabilize the situation. This includes connecting individuals and families to a variety of positive social and community supports with the goal of reducing contact with police and other emergency or crisis-driven services.

Halton Region and HRPS have developed a Community Safety and Well-Being Plan as part of a broader strategy to support vulnerable populations and maintain safe and healthy communities. This will include identifying and addressing broader system level issues that create pressure on emergency and crisis-driven services and drive demand at the Situation Tables. Funding for Halton's Community Safety and Well-Being Plan is part of the Social and Community Services base budget.

Halton Region is committed to ensuring accountability in the delivery of its human services. The eligibility review team investigates allegations of potential misrepresentation for Ontario Works (OW), Children's Services and Housing Services. Through these integrated investigations it is projected that \$900,000 in overpayments will be established in 2018 and subject to recovery.

The provincial Social Benefits Tribunal hears appeals from people who have been determined to be ineligible for social assistance or disagree with decisions made during the administration of their assistance. It is projected that 85% of decisions by Halton Region will be upheld by the Social Benefits Tribunal in 2018.

Professional Support	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of coordinated responses to high risk situations through the Community Mobilization and Engagement Strategy (COMMANDE)	48	163	146	100	100
Amount of overpayments identified by investigations into misrepresentation for clients in Housing Services, Children's Services, and Ontario Works (\$000s)	\$875	\$662	\$1,247	\$900	\$900
Percentage of social assistance review decisions upheld at Provincial Tribunal	80%	83%	63%	85%	85%

Employment & Social Services

The Employment & Social Services Division provides employment assistance to job seekers and employers in addition to financial assistance to eligible individuals and families through the provincially mandated Ontario Works (OW) program, as well as other regionally-funded initiatives.

Budget Impacts

The 2018 Employment and Social Services budget reflects a net decrease of \$294,000 or 4.5% primarily as a result of the final year of the OW upload savings, partially offset by lease costs for the Employment Halton office. In addition, the 2018 Budget includes a strategic investment for 3.1 FTEs to provide permanent sustainable resources that are primarily federally and provincially funded to support the Halton Newcomer Strategy (HNS) and youth employment seekers.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Employment Halton	\$ 3,644	\$ (2,511)	\$ -	\$ 1,134	\$ 992	\$ 142	14.3%
Ontario Works	25,710	(22,366)	269	3,613	4,061	(449)	-11.1%
Low Income Financial Benefits	1,566	(50)	-	1,516	1,504	12	0.8%
Total	\$ 30,921	\$ (24,927)	\$ 269	\$ 6,262	\$ 6,557	\$ (294)	-4.5%
FTE				55	52	3	6.0%

Employment Halton provides services to the Region's job seekers and employers through programs designed to help individuals with barriers to employment become successful in obtaining and maintaining employment. As shown in the table on the next page, Employment Halton is projecting to place 237 job seekers directly into jobs in 2017. There was a slight decline in the number of job seekers placed directly into jobs between 2016 and 2017, however the overall number of job seekers who were supported by



Employment Halton increased due to visits to the resource centre and attendance at workshops.

Mental health continues to be a significant barrier to employment for Employment Halton clients. Through the assistance of specialized staff many clients have been able to reach their employment goals or access supports such as the Ontario Disability Support Program (ODSP).

The program budget for Employment Halton has increased by \$142,000 or 14.3%. This increase is primarily due to a new lease agreement for the Employment Halton office, including payback of the one-time leasehold improvement costs. In addition a strategic investment is proposed for permanent staffing that will monitor program outcomes, oversee the Employment Halton Resource Centre and coordinate employment related workshops and job fairs.

Employment Halton	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$2,654	\$2,654	\$3,404	\$3,546	\$3,644
Employment Halton Regional Investment (\$000s) (1)	\$447	\$429	\$1,027	\$1,047	\$1,133
Employment Halton Provincial Investment (\$000s) (2)	\$1,964	\$2,008	\$2,196	\$2,317	\$2,334
Employment Halton Federal Investment (\$000s) (3)	\$243	\$217	\$181	\$182	\$177
Number of clients that accessed Employment Halton Services (1+2+3)	11,501	12,468	12,500	12,489	13,850
Number of clients that accessed Employment Halton Services Resource Centre (1)	5,661	6,722	5,604	6,978	7,000
Number of clients that accessed Employment Halton Services Workshop (2)	4,587	4,360	4,414	4,850	4,850
Number of clients that accessed Employment Halton Services Individual Support (3)	1,253	1,386	1,920	1,884	1,700
Number of clients placed directly into a job by Employment Halton	234	88	359	237	250
Number of employers that partner with Employment Halton	150	180	280	300	300
Percentage of individuals employed or participating in an educational opportunity 12 months after leaving the program	69%	69%	67%	69%	69%
Percentage of individuals granted Ontario Disability Support Program (ODSP) upon first application with the support of a Mental Health Worker	78%	84%	86%	85%	85%
Number of individuals accessing mental health supports for assistance with reaching employment goals	182	262	345	350	350

Ontario Works (OW) is a provincially mandated program that provides financial assistance to eligible individuals and families. As shown in the following table, the 2018 projected caseload is 2,035, 2.0% higher than the 2017 budgeted caseload (0.5% higher than the 2017 projected caseload).

The OW program budget has decreased by \$449,000 or 11.1% primarily due to savings of \$462,700 from the provincial uploading of OW benefits costs. 2018 is the last year for the OW upload savings. These savings are partially offset by a reduction in OW administration funding. In 2018, the Province will be paying 100% of the OW benefit costs compared to 97.2% in 2017.

The total OW administration program budget for 2018 is \$6.7 million, of which \$3.1 million is funded by the Province and \$3.6 million is funded by the Region.

Ontario Works	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Average monthly number of Ontario Works recipients	1,878	1,987	2,006	2,025	2,035
Gross monthly cost per Ontario Works case	\$1,007	\$1,017	\$1,002	\$1,000	\$1,000
Average length of time clients received Ontario Works assistance (in months)	22	21	21	21	21
Average number of days to determine eligibility	6	8	8	8	8
Percentage of Ontario Works (OW) recipients with employment income	12%	11%	13%	13%	13%

Low Income Financial Benefits are 100% regionally funded benefits that promote community well-being through a variety of supports for Halton residents who are in financial need. These supports are demand driven and include programs such as the Subsidized Passes for Low Income Transit (SPLIT), funerals, as well as other health related benefits for low income clients. The program budget has increased by \$12,300 or 0.8%, as a result of client demand trends.

The SPLIT program provides a Regional subsidy for low-income residents to enable them to access affordable public transportation in Burlington, Milton and Oakville. Approximately 7,096 passes are expected to be purchased in 2017. The sale of tickets continues to be available to meet more citizens' needs. In addition, effective September 2017, the SPLIT program became available to low-income residents in Halton Hills for use with the ActiVan and taxi scrip programs offered by the Town of Halton Hills.

Low Income Financial Benefits	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$425	\$395	\$421	\$480	\$580
Number of Subsidized Pass for Low Income Transit (SPLIT) passes purchased	6,602	6,681	7,141	7,096	7,700
Regional investment in the Low-Income Program (\$000s)	\$157	\$292	\$242	\$242	\$242

Housing Services

The Housing Services Division provides programs across the full housing continuum, ranging from emergency shelters to the private market place. The Division is responsible for the provision of assisted housing, homelessness prevention, and the operation of Halton Community Housing Corporation (HCHC).

Budget Impacts

The 2018 Budget reflects a net decrease of \$1.2 million or 3.2%, primarily due to a \$1.1 million decrease for social housing providers grants based on revised provincial (Ministry of Housing) cost factors and mortgage renewals, a \$255,000 reduction in the Regional contribution for the Community Homelessness Prevention Initiative (CHPI) due to additional provincial investment, and reduced Housing with Related Supports (former Domiciliary hostels) capital funding of \$50,000. These reductions will not negatively impact the programs. These net decreases are partially offset by reduced Federal Block Funding of \$90,000 and corporate compensation increases. In addition, the 2018 Budget includes new provincial funding for the Home For Good (HFG) program (Report No. SS-29-17) of \$1.2 million, Investment in Affordable Housing – Strategic Investment Fund (IAH-SIF) funding of \$1.9 million and additional CHPI funding of \$757,000. The 2018 Budget includes 2.0 FTE as strategic investments to provide permanent sustainable resources, based on provincial funding, to maintain appropriate internal controls, deliver the HFG initiative and fully utilize provincial CHPI funds. These investments are 100% funded from the province, with no net Regional impact.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Housing Services					Net Tax Impact	2018 - 2017	
Assisted Housing	\$ 48,406	\$ (11,908)	\$ (1,530)	\$ 34,968	\$ 35,851	\$ (885)	-2.5%
Homelessness Prevention	6,702	(5,733)	(7)	962	1,262	(300)	-23.8%
HCHC	1,825	(1,884)	60	1	-	-	-
Total	\$ 56,933	\$ (19,525)	\$ (1,477)	\$ 35,931	\$ 37,114	\$ (1,185)	-3.2%
FTE				42	40	2	5.0%



Assisted Housing is housing subsidized through a government program that is affordable for low-to-moderate income households. Assisted housing helps make rent affordable for lower-income individuals and families through capital programs such as the Investment in Affordable Housing (IAH) program, and through the provision of direct rental subsidy to social housing providers, private market landlords and Halton residents.

Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction or rehabilitation. In most cases, Regional subsidies are provided to make rental costs more affordable.

The 2018 Assisted Housing Budget is decreasing by \$885,000 or 2.5% primarily as a result of a \$1.1 million decrease for social housing providers grants based on revised provincial (Ministry of Housing) cost factors and mortgage renewals, which is partially offset by a reduction of \$90,000 in Federal Block Funding and inflationary increases. In addition, the 2018 Budget includes HFG funding of \$1.2 million for supportive housing to assist people

living with complex physical and mental health challenges to achieve and maintain housing; an increase in IAH-SIF funding of \$1.9 million for construction and renovation of affordable housing for seniors; renovation of social housing and provision of transitional housing for survivors of domestic violence.

Key assisted housing subsidies provided by Halton Region include:

- Rent-geared-to-income (RGI): a subsidy offered to low-to-moderate income Halton residents selected from the Halton Access to Community Housing (HATCH) waitlist. The subsidy is calculated based on 30% of total household income. In 2018, Halton is anticipated to provide subsidies to 4,058 RGI units.
- Halton In-situ Program (HIP): a portable housing subsidy provided to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. In 2017, 290 Halton residents received a HIP subsidy and this is anticipated to continue at a similar level in 2018. HIP allows Halton residents to remain in their homes and communities where they have established social support networks.
- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2017, Halton funded 270 rent supplement opportunities and this will continue to grow to a projected 340 households in 2018.

Assisted Housing	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total net operating budget for assisted housing opportunities (\$000s)	\$32,545	\$33,819	\$34,591	\$35,929	\$34,968
Total stock of assisted housing	4,537	4,858	5,072	4,939	5,023
Rent-Geared-to-Income (RGI)	4,373	4,414	4,389	4,071	4,058
Halton In-Situ Program (HIP)	30	151	229	290	290
Halton Rental Assistance Program (HRAP)	134	163	197	270	340
Other assisted housing units	130	130	130	155	166
New assisted housing opportunities in Halton (Cumulative total opportunities since 2007)	986	1,211	1,390	1,540	1,648
Annual investment in assisted housing stock (\$000s)	\$6,050	\$9,724	\$19,625	\$2,700	\$18,600
Percentage of new investment that is Regional funding	-	50%	60%	0%	74%
Percentage of new investment that is Federal/Provincial funding	100%	50%	40%	100%	26%
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	3,906	3,460	3,321	3,350	3,400
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	51%	49%	48%	45%	45%

The 2018 Budget includes a decrease in provincial funding of \$3.4 million for the Social Housing Improvement Program (SHIP) and \$286,000 in Survivors of Domestic Violence – Portable Housing Benefit (SDV-PHB) funding partially offset by increases in provincial funding of \$1.9 million for the Investment in Affordable Housing – Social Infrastructure Fund and \$1.2 million for HFG. The 2018 Budget also includes a decrease of \$179,000 for the Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E). These programs have been reflected in the 2018 Budget with no net impact to the Region.

Homelessness Prevention program provides emergency shelter solutions, Housing with Related Supports (former Domiciliary hostels), and homelessness prevention initiatives to temporarily house vulnerable Halton residents and/or keep them in their homes.

The 2018 Budget includes a net decrease of \$300,000 or 23.8% as a result of increased provincial CHPI funding (\$757,000), for homelessness related programs from the Province and a reduction in the Region’s contribution for the Enhancement Funding Initiative (for emergency shelters and Housing with Related Supports) of \$50,000, to reflect capital needs. The 2018 Budget also includes \$293,000 for the Homelessness Partnering Strategy Enhancement (federal funding) over 2 years.

In 2017, Homelessness Prevention programming provided support to 8,735 vulnerable Halton residents. Homelessness Prevention includes the following programs:

- Housing Stability Fund: one-time financial assistance for low-income residents struggling with energy bills, moving costs, essential furniture and/or last month’s rent.
- Halton Housing Help: provides individuals and families with access to safe and affordable housing, and connects at-risk residents to the supports they need.
- Halton Housing First: provides permanent housing and intensive case management supports to clients who are experiencing chronic homelessness.
- Housing with Related Supports: 152 subsidized beds that provide permanent housing for vulnerable Halton residents who cannot live independently in the community.

These programs focus on early interventions that prevent homelessness. As shown in the chart on the following page, in 2018 it is estimated that 4,400

residents who access these supports will be able to remain permanently housed six months after receiving financial assistance with housing-related costs.

The Emergency Shelter program provides temporary shelter and services to individuals and families experiencing homelessness. In 2018, the occupancy rates for emergency shelter are expected to remain high. Through Regional initiatives, the number of individuals and families who moved from emergency shelter to permanent housing continues to increase and is projected to be 860 in 2018.

Homelessness	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of homelessness prevention supports provided	6,471	7,631	8,790	8,735	8,800
Housing Stability Fund (HSF)	3,645	4,805	4,955	4,900	5,000
Transitional Housing	467	339	338	350	350
Halton Housing Help (HHH)	619	1,527	1,812	1,800	1,900
Housing First (HF)	0	21	20	20	20
Housing with Related Supports	1,740	1,685	1,685	1,685	1,685
Emergency single shelter occupancy rate	80%	80%	83%	80%	80%
Emergency family shelter occupancy rate	n/a	106%	88%	95%	95%
Number of individuals and families that remain permanently housed 6 months after receiving funding support	2,047	4,023	4,187	4,385	4,400
Number of individuals and families moved from emergency shelter to permanent housing	618	738	856	855	860

Halton Community Housing Corporation (HCHC) provides property management, tenant and community relations services to residents in our rent-geared to income and market rent units. The 2018 HCHC Budget of \$1.9 million in gross costs represents the tenant services portion of HCHC which provides a range of programs that support the quality of life for HCHC tenants including community development and tenant relations. The gross cost of \$27.5 million is fully recovered by HCHC and approved by the HCHC Board of Directors.

By the end of 2018 HCHC will manage 92 units of new government assisted housing stock on behalf of Halton Region. With the acquisition of Union Housing Opportunities (147 units) in 2018 (Report No. SS-18-17), HCHC will directly manage a total of 2,200 units. HCHC communities include townhouses, apartments, condominium units and semi-detached dwellings.

HCHC is a landlord with a community responsibility and as such provides residents with access to activities that support an enhanced quality of life. HCHC balances fiscal responsibility with keeping vulnerable populations housed. This is achieved through the Evictions Prevention and Safe Communities policies. Despite this some residents have arrears. HCHC works to implement repayment plans to assist residents with keeping their tenancies in good standing.

In 2018, HCHC is anticipated to complete 30 capital projects to ensure its properties remain in a state-of-good-repair. These projects maintain our assets while also improving the resident experience.

Halton Community Housing Corporation (HCHC)	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total gross operating budget for Halton Community Housing Corporation (HCHC) (\$000s)	\$22,541	\$22,171	\$22,422	\$25,573	\$27,512
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	2,300	2,300	2,300	1,961	2,108
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	-	-	28	85	92
Percentage of total households who are in arrears	7%	6%	6%	6%	6%
Asset management state of good repair spending (\$000s)	\$3,501	\$1,745	\$2,782	\$5,945	\$5,525
Asset management state of good repair capital projects	16	15	33	48	30

note: As of January 1, 2017, OSCR is an independent provider and is no longer part of the HCHC portfolio.

As outlined in the table above, by the end of 2018 the HCHC unit portfolio will increase from 1,961 to 2,108, an increase of 147 units as a result of the acquisition of the Union Housing (Report No. SS-18-17). In addition, HCHC will manage 92 units of assisted housing stock on behalf of the Region.

Services for Seniors

The Services for Seniors Division is responsible for providing a wide range of medical and non-medical support services designed to meet the specific needs of its residents and clients. The Region operates three accredited Long-Term Care homes (Allendale, Creek Way Village and Post Inn Village) that provide skilled nursing care and activities of daily living supports to 572 individuals or 6% of Halton's population over the age of 75. The Division also provides Supportive Housing and Adult Day programs that enable older adults to live in their own homes longer and maintain their independence.

Budget Impacts

The 2018 Services for Seniors budget reflects a net increase of \$89,000 or 0.5%. This increase is driven by increased costs at the Long-Term Care (LTC) homes, including building maintenance, housekeeping services, as well as additional relief hours. These increases are mainly offset by increased provincial subsidies and Ministry of Health and Long-Term Care (MOHLTC) user fee rate increases for basic and preferred accommodations. In addition, a strategic investment is proposed for additional Client Support Workers required to expand the services of the Adult Day Program. This investment will be significantly offset by the Mississauga Halton Local Health Integration Network (LHIN) funding subsidies of \$138,000 for a net tax impact of \$27,000.

The 2018 projected cost per bed/day is \$286, which is in line with other municipally-run Long-Term Care (LTC) homes in the province.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact		Net Tax Impact	2018 - 2017
Services for Seniors							
Long Term Care Homes	\$ 59,744	\$ (44,226)	\$ 2,019	\$ 17,537	\$ 17,544	\$ (7)	0.0%
Supportive Housing	3,961	(3,776)	157	341	326	15	4.7%
Adult Day Programs	1,479	(1,257)	67	289	208	81	38.8%
Total	\$ 65,183	\$ (49,260)	\$ 2,243	\$ 18,167	\$ 18,079	\$ 89	0.5%
FTE				499	496	3	0.6%
Relief Hours				68,733	55,788	12,946	23.2%



Long-Term Care (LTC) Homes provide high quality care and accommodation to older adults who are no longer able to live on their own through 554 LTC beds, 1 respite bed, and 17 convalescent care beds. The Meals on Wheels program, included in the LTC homes services, prepares meals for older adults in the Milton and Halton Hills communities. The 2018 Budget for LTC homes includes a net decrease of \$7,000 or 0.04% mainly due to a \$957,000 increase in provincial funding to address a rise in Case Mix Index and per diem funding inflationary adjustments. The MOHLTC defines the Case Mix Index as a numeric value assigned to an LTC home and is used as a measure of the average care requirements of residents.

The budget also includes an increase of \$165,000 in revenue generated by a user fee rate increase for the basic and preferred accommodation user fees, offset by increased compensation costs and contracts inflationary cost.

A significant adjustment to the 2018 LTC budget is the establishment of relief hours. The homes 24/7 operations require regular utilization of casual relief personal support workers when permanent staff are absent from work due to various reasons (e.g. vacation, illness, injury, training, court) to maintain service levels. Legislated staff to resident ratios must be maintained to ensure the safety and well-being of residents. The 2017 Services for Seniors budget included at total of 27.03 FTEs to address these relief staffing requirements.

Beginning in 2018 relief requirements will be expressed in hours rather than FTE. As well, the base requirement for relief hours has been adjusted to reflect the historical utilization (an additional 12,946 hours in 2018 for a total of 68,733). The overall approach to managing relief staff utilization is consistent with the Region's Paramedic services.

The proposed correction for the relief resources will help mitigate a portion of the compensation variances experienced in this Division in recent years. Staff will continue to monitor the compensation variances in Services for Seniors to determine whether any further adjustments need to be made in future budgets.

The 2018 program budget includes a \$650,000 contribution to the LTC Facility Equipment replacement reserve in support of the equipment replacement needs of the LTC facilities in the Capital Budget (detailed in the Capital Budget section). The 2018 Services for Seniors 10-year capital program is a projected cost of \$6.5 million, with \$650,000 planned for 2018. In addition, the Region expects to continue to receive a total of \$1.4 million in provincial capital subsidies in 2018, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the LTC homes. This is consistent with the funding strategy for LTC homes. The Region invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village long-term care homes between 2000 and 2005. The provincial capital subsidy is expected to continue over the next 10 years. The table on the following page sets out the operating impacts of the LTC homes.

Long-Term Care Homes						
\$000's	2018			2017		
	\$	FTE	RELIEF HOURS	\$	FTE	RELIEF HOURS
Gross Cost						
Allendale	\$ 21,634	174.3	7,269	\$ 21,333	176.3	2,884
Creek Way Village	15,038	109.6	23,005	14,778	110.8	18,829
Post Inn Village	22,208	161.1	35,706	21,876	163.3	31,504
PIV Convalescent Care	648	4.9		648	4.9	
Meals on Wheels	215	1.2		213	1.2	
Total	\$ 59,743	451.0	65,980	\$ 58,849	456.4	53,217
Subsidies & Revenues						
Allendale	\$ (15,013)			\$ (14,441)		
Creek Way Village	(11,397)			(11,143)		
Post Inn Village	(17,111)			(16,827)		
PIV Convalescent Care	(563)			(552)		
Meals on Wheels	(143)			(140)		
Total	\$ (44,226)			\$ (43,104)		
Corporate Charges & Financing						
	\$ 2,019			\$ 1,798		
Net Tax Impact						
Allendale	\$ 7,294			\$ 7,490		
Creek Way Village	4,202			4,137		
Post Inn Village	5,883			5,748		
PIV Convalescent Care	85			96		
Meals on Wheels	72			73		
Total	\$ 17,537			\$ 17,544		

As shown in the following table, in 2017 more than 290 residents were admitted to the Regional LTC homes and they had an overall resident satisfaction rating of 99%.

The LTC homes continue to demonstrate through the Case Mix Index significant care needs in their resident population, with all three homes exceeding the 100% baseline for funding dollars.

Long-Term Care Homes	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$56,702	\$57,353	\$58,382	\$59,718	\$59,744
Percentage of Long-Term Care Homes operating budget from Regional investment	30%	29%	29%	29%	28%
Cost of a bed/day in Regionally operated Long-Term Care Homes	\$272	\$274	\$278	\$284	\$285
Percentage of residents satisfied with the Long-Term Care Homes as a place to live as reported to the Ministry of Health and Long-Term Care	99%	100%	98%	99%	99%
Number of admissions to Regionally operated Long-Term Care Homes	280	280	276	290	290
Percentage of municipal long-term care beds per population over 75 years of age	8%	8%	7%	7%	7%
Allendale - Funded CMI	101%	101%	101%	105%	105%
Post Inn Village - Funded CMI	99%	103%	102%	102%	102%
Creek Way Village - Funded CMI	106%	112%	111%	111%	111%

Supportive Housing Programs provide in-home care and support to older adults living in four designated housing buildings (Bruce Apartments, John R. Rhodes, Bonnie Place, Wellington Terrace). As shown in the following table, in 2017 the Supportive Housing Programs provided personal support services to 246 Halton residents allowing them to remain safely living at home. The Supportive Housing program was recognized by 100% of its clients as a program that meets their needs and allows them to remain living in the community. The 2018 Budget includes a net increase of \$15,000 or 4.7% primarily due to an increase in property rentals as based on new contracts.

Supportive Housing	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$3,362	\$3,788	\$3,843	\$3,936	\$3,961
Amount of Regional funding for Supportive Housing Programs (\$000s)	\$276	\$155	\$286	\$362	\$341
Amount of LHIN funding for Supportive Housing Programs (\$000s)	\$3,087	\$3,633	\$3,668	\$3,690	\$3,690
Number of clients served at Regionally operated Supportive Housing locations (1+2+3+4)	237	240	246	246	345
Number of clients served at Bonnie Place (1)	55	60	63	63	63
Number of clients served at Wellington Terrace (2)	53	62	51	51	51
Number of clients served at Bruce Apartment (3)	64	56	67	67	67
Number of clients served at John Rhodes Residence (4)	65	62	65	65	65

Adult Day Programs provide day-time social and therapeutic recreational programming for older adults living in the community. As shown in the table below, in 2018 Adult Day Programs will provide daily living supports to approximately 145 individuals. The 2018 Budget includes an increase of \$81,000 or 38.8% primarily due to proposed strategic investments to create an additional 2.84 FTE Community Support Workers to support the expansion of the Adult Day Programs located in Milton and Georgetown most of which is funded by subsidy. The Adult Day Programs have seen a consistent increase in the number of referrals to the program and this trend is anticipated to continue. Participants are utilizing multiple service days per week to support their increased need, thereby limiting the number of clients that can be served. This program received a 100% overall satisfaction rating in 2016.

Adult Day Programs	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Total gross operating cost of Regional Adult Day Programs (\$000s)	\$1,119	\$1,166	\$1,247	\$1,381	\$1,479
Number of clients served	170	142	133	133	145
Number of applications to Adult Day Programs	84	96	111	105	110

Legislative & Planning Services Department

Legislative and Planning Services consists of five divisions: Planning Services, Economic Development, Legal Services, Regional Clerk & Council Services and Asset Management.

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

Budget Impacts

The Legislative & Planning Services net 2018 Budget is \$15.8 million, which includes Planning and Economic Development. This is an increase of \$1.1 million or 7.2%. Legislative & Planning Services also includes Corporate Administration Services which is comprised of Legal Services, Regional Clerk & Council Services and Asset Management; all of which have a net tax impact charged to program departments of \$27.5 million. This is an increase of \$0.3 million or 1.2%.

\$000s	2018 Budget				2017 Budget	2018 Budget	2018 - 2017
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Legislative & Planning Services							
Planning Services	\$ 14,506	\$ (1,235)	\$ (52)	\$ 13,219	\$ 12,182	\$ 1,036	8.5%
Economic Development	2,756	(237)	79	2,598	2,571	27	1.1%
Total	\$ 17,261	\$ (1,472)	\$ 27	\$ 15,817	\$ 14,753	\$ 1,063	7.2%
FTE				66	65	1	1.5%



\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact		Net Tax Impact	2018 - 2017
Corporate Administration							
Legal Services	\$ 6,021	\$ (236)	\$ (512)	\$ 5,273	\$ 5,145	\$ 128	2.5%
Regional Clerk & Council Services	1,867	(2)	(44)	1,821	1,810	11	0.6%
Asset Management	22,858	(2,475)	-	20,383	20,184	199	1.0%
Program Costs	\$ 30,746	\$ (2,713)	\$ (555)	\$ 27,478	\$ 27,139	\$ 338	1.2%
Program Recoveries	(27,478)	-	-	(27,478)	(27,139)	(338)	1.2%
Total	\$ 3,269	\$ (2,713)	\$ (555)	\$ (0)	\$ -	\$ -	-
FTE				117	113	4	3.5%

Planning Services

The Planning Services Division is responsible for Regional land use planning, growth management and environmental protection through development and implementation of the Regional Official Plan (ROP). The ROP is implemented through community planning review, the development Allocation Program and the securement of affordable housing. Planning services also leads the Region's sustainability initiatives and the implementation of the Region's heritage resources master plan.

Budget Impacts

The Planning Services 2018 Budget reflects a net increase of \$1.0 million or 8.5% as described below. The 8.5% increase is mainly driven by funding for the Green Fund Reserve to support the Greenland Securement Program and a strategic investment for a Project Manager (III) to plan, oversee and implement the development of the Region's strategic real estate holdings.

Planning Policy Development & Implementation is responsible for Regional land use planning and growth management through development and implementation of the ROP. The 2018 program budget results in an increase of \$210,000 or 6.8% mainly driven by a strategic investment for a Project Manager (III) to plan, oversee and implement the development of the Region's strategic real estate holdings.



\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Planning Services							
Planning Policy Development & Implementation	\$ 3,276	\$ (0)	\$ 39	\$ 3,315	\$ 3,105	\$ 210	6.8%
Development Approval	6,740	(923)	(99)	5,718	5,041	676	13.4%
Environmental Protection	2,738	(247)	(60)	2,432	2,345	87	3.7%
Halton Region Museum & Heritage Service	1,751	(64)	67	1,754	1,691	63	3.7%
Total	\$ 14,506	\$ (1,235)	\$ (52)	\$ 13,219	\$ 12,182	\$ 1,036	8.5%
FTE				54	53	1	1.9%

The ROP is Halton's guiding document for land use planning. It contains the goals, objectives, and policies that manage growth and direct physical change and its effects on the social, economic and natural environment of the Region. The ROP is reviewed periodically to ensure that it remains responsive to Halton's needs and the vision of Regional Council. A comprehensive update to the ROP is currently underway. The last review through the Sustainable Halton process was undertaken to update the Halton ROP 2006, and culminated in ROPA 38 which was adopted by Regional Council on December 16, 2009.

Under ROPA 38, Halton's vision for its future landscape includes a Natural Heritage System that preserves and enhances the biological diversity and ecological function of Halton's natural environment. As shown in the table below, the Region has consistently ensured that 50% of the Region's land is maintained in the Natural Heritage System.

Planning Policy Development & Implementation	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
50% Percent of Region Maintained in Natural Heritage System	Yes	Yes	Yes	Yes	Yes
Percent of Growth in Intensification Areas	38%	36%	48%	40%	40%

As part of the Places to Grow initiative to plan for healthy and prosperous growth throughout Ontario, the province's Growth Plan requires municipalities to accommodate a significant portion of future growth through intensification to create more compact, vibrant and complete communities. The 2017 Growth Plan establishes an intensification target, which specifies that a minimum of 50% (previously 40% before 2017 amendment) of new residential development will occur within the built-up areas of each upper or single-tier municipality. The intensification target will be incorporated into the next ROP.

Development Approval provides professional advice and recommendations on all local municipal planning applications, prepares area servicing plans and examines the use and opportunities for Region-owned properties. This unit is also responsible for overseeing the implementation of the Regional Waterfront Parks program.

The 2018 program budget results in a \$676,000 or 13.4% increase due mainly to planned increases of \$800,000 to finance the Green Fund Reserve ensuring sustainability and to support the Greenland Securement Program

offset by a decrease of \$285,000 due to the conclusion of the historic Waterfront capital projects payback.

The numbers of development applications shown in the table below are affected by economic conditions, timing of the Regional Allocation Program and the local municipal development review process. It is anticipated that the level of activities in 2018 will remain similar to 2017.

Development Approval	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Development Applications	838	878	786	800	800
Number of New Housing Completions	3,619	2,211	3,409	3,300	3,000

Environmental Protection includes the forestry, ecology, hydrology portfolios, ensures the Corporate Sustainability Action Plan is prepared and implemented, and provides integrated web-mapping services in support of the 2009 ROP (ROPA 38). A minimum of 50% of the Region has been maintained and will continue to be maintained in a natural heritage system. The 2018 Budget is increasing by \$87,000 or 3.7% mainly driven by inflationary increases. In addition there was an increase in capital financing to support the on-going implementation of 2009 ROP.

The Woodlands Stewardship Program was developed to assist landowners with the establishment, rehabilitation and management (stewardship) of forested areas. As seen in the table below, it is estimated that the applications for 2018 will remain relatively similar to prior years.

Environmental Protection	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Applications for the Woodlands Stewardship Program	23	22	21	20	20

Halton Region Museum is responsible for collection, product development and management in support of the implementation of the Region's Heritage Resources Master Plan. The 2018 Budget results in a \$63,000 or 3.7% increase primarily driven by an increase for exhibit development of \$10,000 as the program moves forward to enhance the museum as a tourist attraction based on the Halton Region Museum Master Plan.

Planning Services Capital Budget & Forecast

The 2018 Budget also provides funding to support the following capital projects.

Planning Services Capital Program							
(\$ Millions)	2018	2019	2020	2021	2022	2023 - 2027	Total
ROP Update & Implementation	\$ 1.35	\$ 0.35	\$ 0.35	\$ 0.35	\$ 2.00	\$ 4.80	\$ 9.20
Planning Litigation - OMB and Other Hearings	0.50	1.00	2.50	1.00	1.00	7.00	13.00
Burlington Waterfront Master Plan Implementation	6.50	2.72	16.00	0.80	0.80	13.85	40.68
Burloak Waterfront Park	-	0.55	-	-	-	-	0.55
Forest Management Program	-	0.06	0.08	0.05	0.07	0.30	0.55
20-Year Forest Management Plan	-	-	-	-	-	0.15	0.15
Assisted Housing Development	13.79	9.75	9.00	9.40	9.45	50.65	102.04
Halton Heritage Centre	-	8.00	-	-	-	-	8.00
Vehicle Replacement	-	0.03	-	-	-	0.03	0.06
Total	\$ 22.14	\$ 22.46	\$ 27.93	\$ 11.60	\$ 13.32	\$ 76.78	\$ 174.23

Schedule may not add due to rounding.

The \$174.2 million 10-year Planning Services capital program is \$8.3 million lower than the 2017 program mainly due to the Burlington Beach Master Plan projects moving into an implementation stage (\$7.7 million) and a reduction to OMB and Other Hearing costs (\$2.5 million), offset by an increase in the Housing Development program (\$1.3 million) based on increased Provincial funding.

The ROP Update and Implementation requires \$9.2 million over the next 10 years with \$1.4 million allocated in 2018. The plan updates will address policy updates of the Greenbelt Plan, Places to Grow, and the Provincial Policy Statement. The ROP Implementation will address implementation issues arising from the 5-year plan updates. This program will be financed from DCs (49.5%) and the Tax Capital Reserve, which will be replenished from annual operating transfers.

The total 10-year budget allocated for Planning Litigation (Ontario Municipal Board (OMB) & Other hearings) is \$13.0 million to support a number of pending or likely OMB and Joint Board Hearings. The significant hearings in 2018 are: defending ROPA 38, Hidden Quarry, CN Logistics Hub, Glen Abbey, and North Aldershot/Eagle Heights.

The 2 waterfront projects require \$41.2 million over the 10-year period. Of the \$41.2 million, \$40.7 million is related to the implementation of the Burlington Beach Waterfront Master Plan (LPS54-15 & LPS59-15), and \$0.6 million to implement the Burloak Waterfront Master Plan (LPS13-14).

The Forest Management program requires \$0.7 million over the next 10 years to address 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 \$102.0 million over the next 10 years, with \$13.8 million allocated in 2018, to deliver new assisted and affordable housing units in Halton in accordance with the updated Comprehensive Housing Strategy (CHS) (SS-21-13). This includes \$3.7 million of anticipated provincial subsidy for the Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E) program, with \$2.8 million in 2018 and \$1.9 million for the Investment in Affordable Housing – Strategic Investment Fund (IAH-SIF) program. The balance of this program (\$96.5 million) will be funded from the Housing New Units reserve, and DCs.

The construction of the Halton Heritage Centre requires an estimated \$8.0 million in 2019 based on the Halton Region Museum Master Plan as endorsed by Council in 2014 (LPS62-14). Staff will review and report back with recommendations in 2018.

Based on the above, the total capital financing included in the 2018 Budget totals \$3.4 million, which is a \$0.6 million increase from the 2017 Budget. Of the \$0.6 million increase, \$0.8 million is related to providing sustainable funding for the property securement through the Green Fund reserve, offset by the completed reserve contribution for the historic Waterfront capital financing (\$0.3 million).

Economic Development

The Economic Development Division provides services to support small and medium-sized enterprises start up, expand and go global, and to attract new businesses and visitors to the Region. The service delivery includes free one-on-one consulting, training and mentoring support for entrepreneurs/small business owners, data and insight into Halton's economy and demographics.

Budget Impacts

The Economic Development 2018 budget reflects a net increase of \$27,000 or 1.1% as described below.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Business Attraction & Retention	\$ 1,870	\$ (8)	\$ 79	\$ 1,942	\$ 1,954	\$ (12)	-0.6%
Small & Medium Enterprise Development	781	(228)	-	553	528	25	4.8%
Tourism Attraction	89	(1)	-	88	90	(2)	-1.7%
Global Business Centre	15	-	-	15	-	15	-
Total	\$ 2,756	\$ (237)	\$ 79	\$ 2,598	\$ 2,571	\$ 27	1.1%
FTE				12	12	0	0.0%

Business Attraction & Retention provides a range of services to existing companies and those looking to invest in Halton. Services include providing data and insight into Halton's economy and demographics; providing industry and workforce analysis; liaising between government agencies, industry organizations and local businesses; assisting with investment and site selection; coordinating site visits and tours; and assisting with business expansion and relocation. Halton Economic Development also provides support for the newly created Toronto Global agency and its international investment attraction marketing activities.



As shown in the table below, non-residential development in Halton has been increasing based on ongoing economic growth that has resulted in strong activity across the industrial, office and retail asset classes. As a result of this economic growth, the annual growth in the number of businesses in Halton has increased steadily, as has the number of jobs.

Business Attraction & Retention	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Amount of Non-Residential Gross Floor Area Built in Halton (Million Sq. Ft.)	2.7	5.1	2.7	3.3	3.3
Annual Growth in the Number of Businesses in Halton	13,193	13,259	13,287	13,553	13,824
Annual Growth in Number of Jobs in Halton (000s)	218	220	224	229	233

The 2018 program budget is decreasing by \$12,000 or 0.6% mainly driven by the reallocation of costs to fund the Halton Global Business Centre.

Small & Medium Enterprise Development creates and delivers outreach programs and provides resource access as guided by the Region's 2012-2021 Economic Development Strategy. The Region's Small Business Centre provides support services to help entrepreneurs start and grow their businesses. Services include free one-on-one business consulting and coaching for starting, managing or growing a small business; assistance with business registration; resources and information about government programs and funding opportunities; seminars; and entrepreneurial training programs. As shown in the table below, the number of one-on-one business consultations is expected to increase to 810 annual consultations in 2018.

The 2018 program budget is increasing by \$25,000 or 4.8% due to inflation and increased program support costs for the Small & Medium Enterprise program, which is partially offset by an increase of \$64,000 in provincial subsidies for Starter Company Plus program.

Small & Medium Enterprise Development	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of unique Small Business Consultations Conducted Annually	821	780	663	482	810

Tourism Attraction promotes the tourism experience in Halton by highlighting cycle tourism, agri-tourism, the Niagara Escarpment and the waterfront. With its lush natural settings, 25 km of waterfront along Lake Ontario and convenient location between Toronto and Niagara Falls, Halton is ideally positioned for tourism investment. Approximately 8 million residents are within a one-hour drive of the region's parks, conservation areas and outdoor recreational activities. Whether they are nature lovers, adventurous outdoor enthusiasts, or people who just enjoy small-town charm, visitors and residents take pleasure in the choices Halton offers for leisure and entertainment. The 2018 program budget is decreasing by \$2,000 or 1.7% mainly driven by the reallocation of costs to fund the Halton Global Business Centre.

As can be seen in the following table, the Region's Discovering Halton Webpage still attracts a strong number of page views.

Tourism Attraction	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Annual Growth in Discovering Halton Webpage Views (000s)	223	207	195	123	100
Annual Growth in the Number of Industry and Consumer Participants in Halton Agri-Tourism Events	450	650	600	500	500

Halton Global Business Centre (HGBC) launched in 2017. The Centre helps small and medium-sized Halton businesses scale up and go global, which is critical for job creation and sustained regional economic growth. The HGBC, in collaboration with partners including the Haltech Regional Innovation Centre, provides information and client services on matters relating to export development and scaling business operations. The HGBC assists businesses with identifying their needs and ensuring they are on track to grow and expand their product and service offerings. Services and programs include export counseling, market entry support, workshops and seminars, information on government programs, as well as funding and networking opportunities. The 2018 program budget for the new Halton Global Business Centre is \$15,000.

Public Works Department - Tax

The Public Works Department provides tax-supported services under the Waste Management and Road Operations Division. Waste Management is responsible for the solid waste collection and disposal, and Road Operations supports all aspects of the transportation system throughout Halton Region.

Budget Impacts

The 2018 Budget is increasing by \$2.4 million or 2.6%, which is comprised of increases of \$707,000 for Waste Management and \$1.7 million for Road Operations, as discussed below.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact			
Waste Management & Road Operations							
Waste Management	\$ 48,291	\$ (7,088)	\$ 907	\$ 42,111	\$ 41,404	\$ 707	1.7%
Road Operations	66,228	(371)	(12,856)	53,001	51,291	1,711	3.3%
Total	\$ 114,519	\$ (7,459)	\$ (11,949)	\$ 95,112	\$ 92,695	\$ 2,418	2.6%
FTE				78	77	1	1.3%



Waste Management

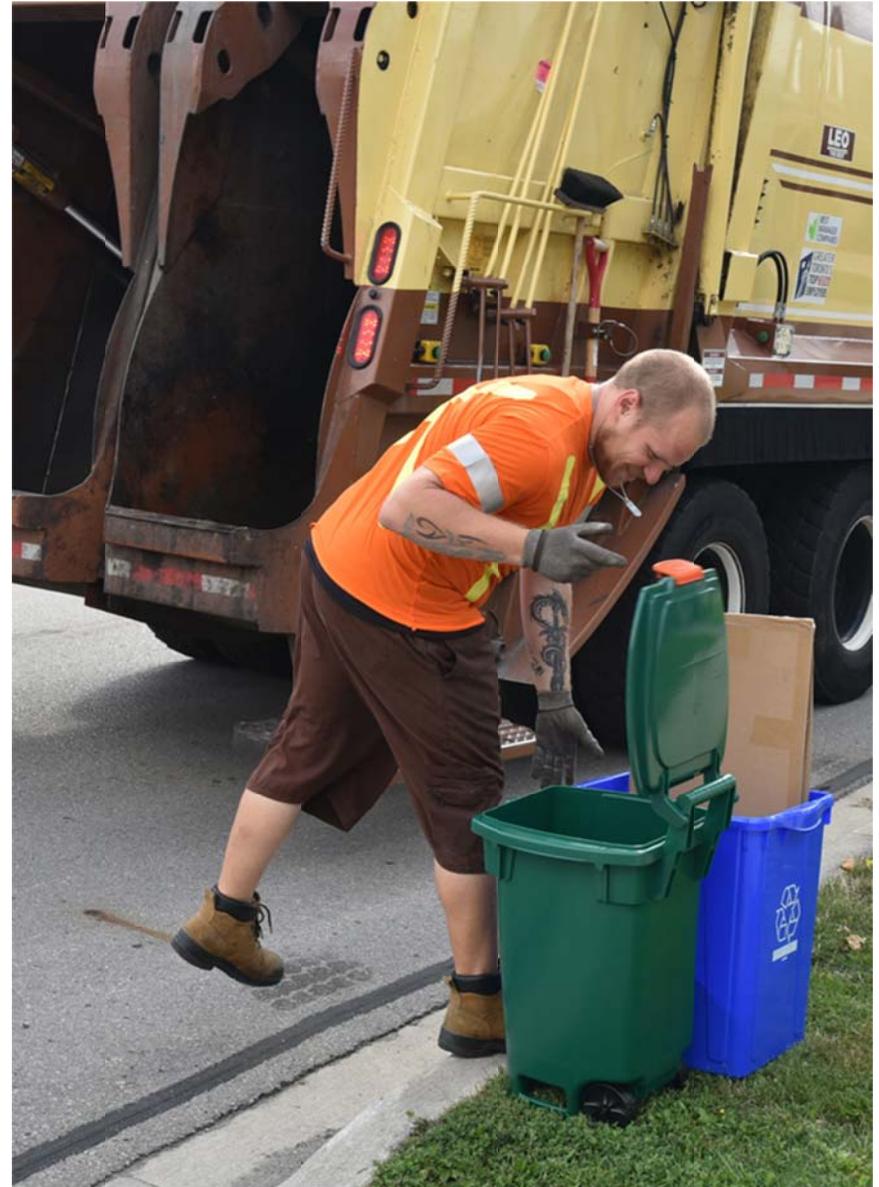
Waste Management is responsible for an integrated and sustainable waste management system of collection, processing and disposing municipal solid waste for approximately 205,300 residential dwelling units, eight designated Business Improvement Areas (BIAs), and 2,200 commercial locations, as well as the operation and maintenance of the Halton Waste Management Site (HWMS) and 11 closed landfills.

Budget Impacts

The 2018 Waste Management Budget reflects a net increase of \$707,000 or 1.7%, which includes \$490,000 for the inclusion of plastic bags and film in the Blue Box. Details are discussed below.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018-2017	
Waste Management							
Collection	\$ 28,336	\$ (4,814)	\$ 796	\$ 24,319	\$ 24,149	\$ 169	0.7%
Processing / Transfer	8,174	(202)	-	7,972	7,785	187	2.4%
Residual Management	11,781	(2,072)	111	9,820	9,470	350	3.7%
Total	\$ 48,291	\$ (7,088)	\$ 907	\$ 42,111	\$ 41,404	\$ 707	1.7%
FTE				39	39	-	0.0%

Halton's robust waste management strategy to reduce the amount of waste going to landfills each year is having an impact, and along with the efforts of residents, Halton Region continues to be a leader in waste diversion. The rising diversion rate is targeted at 59% in 2018 and has helped Halton extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.



Collection services include residential pickup of garbage, blue box, organics, bulk waste, yard waste and Christmas trees. The 2018 Budget is increasing by \$169,000 or 0.7%, largely driven by inflationary contract increases offset partially by a small overall decrease in tonnages. As shown in the table below, the total waste collection average over the past four years is 170,000 metric tonnes. The collection costs per metric tonne are increasing due to the increase in the new contract price for collection services that commenced in 2016 along with the annual price adjustment for inflation. The customer satisfaction for the collection of garbage and recycled materials continues to be a priority.

Collection	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Resident Complaints Received Regarding the Collection of Waste Materials per 1,000 Households	66	51	49	55	50
Metric Tonnes of Solid Waste Collected	173	171	166	169	169
Average Cost / Metric Tonne of Materials Collected	\$129	\$127	\$136	\$140	\$144

Processing/Transfer services represents the programs that support the diversion of waste material from landfills. The 2018 program budget is increasing by \$187,000 or 2.4%. Through Report No. PW-41-17 (re: Award of Processing and Marketing of Recyclable Material Contract), Council endorsed the inclusion of plastic bags and film in the Blue Box at a cost of \$490,000 beginning in April 2018 which will decrease litter on windy days and also increase diversion, extending the life of the landfill. This cost is largely offset with savings reflected in the new agreement commencing in April 2018 for the processing and marketing of recyclable material through to March 2023. The market price of recycled materials is expected to be stable in 2018. As shown in the following table, the cost to process recyclables (\$46/T) is much less than the cost to process green bin material (\$150/T). This is primarily due to the ability to recover revenue from the recyclables to offset the processing costs.

Processing / Transfer	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Market Price of Recycled Materials per Tonne	\$117	\$105	\$126	\$116	\$116
Average Cost of Recyclables Processed (per Metric Tonne)	\$43	\$42	\$37	\$43	\$46
Average Cost to Haul and Process Green Bin Material	\$131	\$136	\$137	\$145	\$150

Residual Management facilitates the operation, maintenance and repair of open and closed landfills within the Region. The 2018 Budget is increasing by \$350,000 or 3.7% mainly due to an increase in property taxes resulting from reassessment of the landfill site. The 2018 Budget continues to provide funding to open the landfill site on Sundays from May to June. As shown in the table below, Halton continues to maintain high waste diversion rates resulting in an extension of the life of the existing landfill. The original life expectancy of the landfill which opened in 1992 was 20 years or until the year 2012. The landfill is now projected to last 48 years to 2044. The upward trends in the average cost of managing garbage at the landfill are due mainly to the declining tonnages while the program cost remains relatively stable to maintain a state-of-good-repair of landfill assets.

Residual Management	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Tonnes of Waste (including Residual) Managed and/or Handled at Landfill	90,459	88,905	87,589	87,000	87,000
Halton Waste Management Site Tip Fee	\$154	\$157	\$165	\$165	\$165
Residential Solid Waste Diversion Rate	58.2%	59.0%	58.3%	58.5%	59.0%

Capital Budget & Forecast

The 2018 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program							
(\$ Millions)	2018	2019	2020	2021	2022	2023 - 2027	Total
Cell Construction & Gas System	\$ 0.38	\$ 0.06	\$ 0.21	\$ 0.30	\$ 1.05	\$ 18.14	\$ 20.12
Buffer Lands & Other	0.88	0.50	0.40	0.50	-	1.51	3.79
Transfer Facility (Organics Prgrm)	-	-	7.10	-	-	-	7.10
Closed Landfill Studies, SCADA, etc	0.44	1.80	-	0.20	0.10	0.84	3.38
Studies, Technology & Other	0.15	-	-	0.05	0.02	0.65	0.87
Equipment & Vehicles	0.89	0.38	0.25	0.02	-	4.08	5.62
Total	\$ 2.72	\$ 2.73	\$ 7.95	\$ 1.07	\$ 1.17	\$ 25.22	\$ 40.87

Schedule may not add due to rounding.

The \$40.9 million 10-year Waste Management capital program is \$0.4 million lower than the 2017 program mainly due to the deferral of Cell 4 east construction to beyond the 10-year forecast offset by increases to Closed Landfill upgrades and to facilities and equipment for lifecycle management.

A total of \$20.1 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$15.0 million for Cell 4 West construction in 2025.

In addition, \$7.1 million has been earmarked for Transfer Facility construction in 2020 to support growth and timely collection of Green Cart/Blue Box material. As set out in Report No. PW-23-13 (re: Contract Extension - Processing of Source Separated Organic Waste) 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 Green Cart program. The contract extension is for a 4-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 2018 Budget forecast includes \$7.1 million in 2020.

The remaining program also includes buffer land purchases (\$2.5 million), vehicles and equipment (\$5.6 million for bulldozers and compactors etc.) and studies, structural maintenance at the Halton Waste Management Site and closed landfills (\$4.5 million).

Funding for the program is initially provided from capital reserves (i.e. Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. The 2018 Operating Budget continues to provide \$7.1 million to finance the capital program and includes a \$1.3 million reserve transfer to secure future landfill capacity based on the financing plan approved by Council in 2006-2010 Waste Management Strategy (PPW91-05/CS-81-05).

Road Operations

Road Operations includes all aspects of the transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of approximately \$1.1 billion in assets. The Regional transportation system includes 1,124 lane kilometres of major arterial roads, 268 signalized intersections, 267 bridges and major culverts, and more than 6,596 lights to be maintained in 2018.

The 2018 Budget includes Asset Management, Active Transportation Master Plan implementation and enhanced safety measures to improve the Region's transportation network. Asset Management activities include monitoring asset conditions, as well as developing and implementing infrastructure renewal plans through the Asset Management Program. The Public Works Asset Management Update, 2017 (PW-28-17) was presented to Regional Council in July 2017, outlining the department's approach to developing a 10-year capital forecast, incorporating technical levels of service, life cycle modeling and risk.

Budget Impacts

The 2018 Road Operations budget reflects a net increase of \$1.7 million or 3.3% which is required to maintain the Regional transportation system as discussed below.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018-2017	
Road Operations & Maintenance	\$ 28,503	\$ (152)	\$ (9,155)	\$ 19,197	\$ 18,260	\$ 937	5.1%
Traffic Control & Safety	5,600	(117)	333	5,815	5,522	294	5.3%
Infrastructure Management	32,125	(102)	(4,033)	27,989	27,509	480	1.7%
Total	\$ 66,228	\$ (371)	\$ (12,856)	\$ 53,001	\$ 51,291	\$ 1,711	3.3%
FTE				39	38	1	2.6%



The Road Operations & Maintenance includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel and storm water management.

Roads Operations & Maintenance	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Pavement Quality Index of Regional Roads	79.0%	81.8%	78.0%	77.1%	78.3%
Lane KM of Road Resurfaced	9	21	25	35	46
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	10	28	26	5	32
Road Lane Kilometres	1,048	1,080	1,103	1,109	1,124
Cost of Road Resurfacing (\$000s)	\$2,785	\$5,815	\$4,075	\$6,821	\$9,578
Number of Customer Service Complaints	1,702	1,825	2,075	2,100	2,050

Halton strives to maintain a network average Pavement Quality Index (PQI) of 80% which reflects a good state of repair for the overall road network. Through continued investments in the capital road resurfacing and road maintenance programs for the aging and expanding roads network, Halton is able to maintain this rating while accommodating growth and increased traffic volumes.

As Halton's road network continues to expand, the road resurfacing and maintenance programs also continue to expand. The 2018 Budget continues to include a total \$7.7 million in operating contribution to the Road Resurfacing Reserve, in order to ensure sustainable funding is provided for the 10-year road resurfacing program. The 10-year road resurfacing program totals \$79.5 million with \$9.6 million planned for 2018. In addition, the 2018 Road Operations budget includes a total of \$12.1 million, an increase of \$396,000, 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. Of the \$12.1 million, \$9.0 million relates to the contract within local municipalities and the remaining \$3.1 million relates to the Regional contracts.

The majority of the active transportation infrastructure on Regional Roads is tied directly to the capital investment of road reconstruction and widening to include on-road bike lanes and multi-use paths, as well as the road resurfacing program to include paved shoulders to accommodate active transportation. Halton is also working with the local municipalities to complete links for a Region-wide active transportation network in accordance with Halton's Active Transportation Master Plan (ATMP). Through the road capital and resurfacing programs and the implementation of the ATMP, the active transportation network will continue to grow, improving the safety of all road users.

The Traffic Control and Safety program includes operation and maintenance of traffic signals, street lights, red light cameras, and traffic sign controls.

Traffic Control & Safety	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Streetlights Maintained	5,207	5,940	6,198	6,346	6,596
Number of Red Light Camera Intersections Operated	7	7	12	17	17
Number of Traffic Signals Maintained	232	242	249	257	268

As stated above, the overall road network and number of lane kilometres continues to grow. Along with this, the number of street lights and the number of traffic signals maintained also continues to grow. One of the major costs associated with the Traffic Control and Safety program is the energy costs related to street lights.

As set out in Report No. PW-28-16 (re: Region of Halton Street Light Conversion Program), the Region continues to move forward with converting the Region's approximately 5,000 existing High Pressure Sodium street lights to LED technology over 5 years (2016-2020) at an estimated cost of \$2.6 million with \$1.8 million required in 2018. Based on the current market trend, the potential energy savings resulting from this program has been estimated at approximately \$300,000 in 2018 which would grow to approximately \$500,000 by 2020 when the conversion is expected to be completed. These savings have been incorporated in the Road Operations budget and forecast to offset the street light hydro cost.

As outlined in Report No. PW-39-16 (re: Red Light Camera Program) Regional staff have installed an additional five red light cameras in 2017. The Red Light Camera Program has proven to be a valuable tool in increasing road safety at intersections within Halton Region. As of 2016, the 12 camera sites have experienced a 30% to 60% reduction in angle type collisions. The 2018 budget will continue to include \$670,000 for 17 red light cameras. The 2018 budget also includes a strategic investment for a Road Operations Safety Technician to ensure continued operation of the Road Network System at expected levels of service and to maintain the Red Light Camera program.

Infrastructure Management budget provides for the State-of-Good-Repair program which ensures the ongoing integrity of transportation infrastructure through design, planning and construction.

Infrastructure Management	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Percent of Roads, Bridges and all road related assets Rated Good, Very Good or Excellent	66.0%	66.0%	66.0%	78.8%	82.1%
Percent of Paved Lane KM's Rated Good or Very Good	75.9%	74.7%	65.1%	69.2%	75.7%

The overall condition of the road infrastructure has stayed relatively consistent over the last five years due to the continued investment in the State-of-Good-Repair program.

The 2018 Infrastructure Management budget has increased by \$480,000 or 1.7%, which includes an additional \$1.0 million to provide a \$28.1 million operating contribution to the tax capital reserve in support of the state-of-good-repair of the Region's road network, offset with debt charge savings of \$502,000.

Capital Budget & Forecast

As shown in the following table, the 2018 10-year Transportation capital program totals \$1.6 billion and will facilitate significant road widening, new road constructions, and grade separation programs. The capital project details are included in the Capital Budget section of the book.

The 10-year program is \$112.1 million higher than the 2017 program as a result of the infrastructure staging plan in anticipation of the next Allocation Program and updated capital costs based on the Public Works Asset Management Plan (PW-28-17), Environmental Assessments (EAs) and design work.

The 10-year program provides significant road widening, new road, and grade separation programs, which include the Active Transportation and LED streetlight conversion initiatives.

For 2018, there is \$500,000 in the capital program to initiate the implementation of an Advanced Traffic Management System (ATMS). An ATMS automates traffic signals to allow changes in signal timing in response to real time traffic situations. A feasibility study for the ATMS is currently being completed and it is anticipated that a report will be presented to Council in 2018. The report will include recommendations related to proceeding with the ATMS, the 2018 initiatives and a multi-year implementation plan which will then be reflected in the 2019 Budget and Forecast.

10-Year Transportation Capital Expenditures

Transportation Capital Program							
(\$Millions)	2018	2019	2020	2021	2022	2023-2027	Total
Trafalgar Road	\$ 36.06	\$ 2.03	\$ 77.18	\$ 43.91	\$ 0.83	\$ 51.91	\$ 211.92
Dundas Street	12.77	108.46	26.22	19.00	23.14	-	189.59
Regional Road 25	0.83	4.19	2.61	8.65	28.16	138.31	182.75
Tremaine Road	2.42	0.55	1.38	11.44	26.65	105.99	148.43
Britannia Road	68.78	48.82	-	-	-	-	117.60
Steeles Avenue	11.27	1.50	4.15	0.23	17.08	72.32	106.54
William Halton Parkway	28.25	59.82	-	-	-	-	88.07
Upper Middle Road	-	5.35	-	-	2.00	75.08	82.43
Ninth Line	3.40	4.30	26.74	3.57	4.40	22.73	65.14
Winston Churchill Boulevard	9.05	4.19	8.55	23.92	6.28	12.72	64.70
James Snow Parkway	0.83	-	4.33	3.60	0.89	45.94	55.58
5 1/2 Line	-	-	-	-	-	48.48	48.48
Guelph Line	7.57	4.46	9.11	-	-	11.48	32.61
Brant Street	-	-	-	-	-	31.49	31.49
Appleby Line	-	-	-	-	-	15.47	15.47
Burloak Drive	-	-	-	-	-	11.57	11.57
Derry Road	-	-	-	-	-	9.59	9.59
No. 10 Sideroad	4.07	-	-	-	-	3.92	7.99
Campbellville Road	-	-	-	-	-	4.08	4.08
North Serice Road	-	-	-	-	-	1.10	1.10
No. 32 Sideroad	-	-	-	-	2.92	-	2.92
Traffic Signals & Intersections	3.16	2.66	2.78	3.91	3.28	18.15	33.94
Active Transportation (Study & Infill Projects)	5.31	2.86	4.79	0.29	2.91	14.00	30.15
Road Studies (eg. Smart Commute)	3.39	1.86	2.56	2.49	2.47	11.84	24.60
Miscellaneous Works (eg. Works related to resurfacing, Operational Improvements)	3.38	2.12	1.82	1.80	4.23	11.25	24.59
Bridges, Culverts & Other	3.72	0.35	0.30	0.48	1.51	2.20	8.56
Noise Attenuation Barriers	2.74	0.31	0.10	0.10	0.39	2.15	5.79
Vehicles & Equipment	0.08	-	0.03	-	0.04	0.18	0.32
Total	\$ 207.04	\$ 253.81	\$ 172.64	\$ 123.39	\$ 127.17	\$ 721.94	\$ 1,605.99

Schedule may not add due to rounding.

2018 Capital Budget

The following table summarizes the 10 largest projects budgeted for 2018. These projects account for 90.2% (\$186.8 million) of the \$207.0 million total in 2018.

2018 Major Transportation Capital Projects 10 Largest Capital Expenditures in 2018 (\$Millions)	
Project Descriptions	Cost
Britannia Road	\$ 68.8
Trafalgar Road	36.1
William Halton Parkway	28.2
Dundas Street	12.8
Steeles Avenue	11.3
Winston Churchill Blvd	9.0
Guelph Line	7.6
Active Transportation (Study & Infill Projects)	5.3
No. 10 Sideroad	4.1
Bridges/Culverts/ Retaining Wall	3.7
Total	\$ 186.8

Schedule may not add due to rounding.

10-year Transportation Capital Financing

The following table summarizes the financing of the 10-year Transportation capital expenditures.

2018 Transportation Capital Program (2018-2027) (\$million)				
Period	Total	DC		Capital Reserve
		Res.	Non-res Share	Region Share
2017 Budget	\$ 207.0	\$ 95.4	\$ 53.6	\$ 58.0
2018-2026 Forc.	1,398.9	733.0	391.3	274.6
Total	\$ 1,606.0	\$ 828.4	\$ 444.9	\$ 332.6

Schedule may not add due to rounding.

With a total cost of \$1.6 billion, \$332.6 million (20.7%) is related to Region's State-of-Good-Repair program to continue to enhance the Regional investment in support of expanding asset base and \$1.3 billion (79.3%) is the growth portion, which will ultimately be financed by Development Charges (DCs). The 10-year Transportation program has been financed based on the Development Financing Plan (Report CS-20-12) where:

- **\$828.4 million residential development share** will be financed entirely from residential DCs.
- **\$444.9 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 DCs, including any carrying costs.
- **\$332.6 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 (\$278.2 million), Gas Tax reserve (\$54.4 million).

The 2018 Operating Budget includes a \$28.1 million transfer to the Regional Tax Capital Reserve and a \$5.4 million transfer to the Gas Tax reserve in order to support the Regional share of the funding requirements.

Corporate Administration

Corporate Administration includes services provided by the **Finance Department**, the **Legislative and Planning Services Department**, the **CAO's Office**, and the **Office of the Chair and Regional Council**. These departments provide internal services to support the departments that deliver services to Halton residents and businesses.

Budget Impacts

The 2018 Corporate Administration Operating Budget reflects a net increase of \$1.6 million or 2.4%, required to maintain existing service levels and provide strategic investments in support of the Strategic Action Plan. These costs have been fully allocated to program budgets to show the full cost of program delivery through Corporate Support charges.

\$000s	2018 Budget			Net Tax Impact	2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing		Net Tax Impact	2018 - 2017	
Financial Planning & Budgets	5,281	(585)	(1,164)	3,532	\$ 3,416	\$ 116	3.4%
Financial, Purchasing & Payroll Services	5,287	(158)	(223)	4,906	5,068	(161)	-3.2%
Information Technology	16,019	(239)	(67)	15,713	14,840	873	5.9%
Asset Management	22,858	(2,475)	-	20,383	20,184	199	1.0%
Legal Services	6,021	(236)	(512)	5,273	5,145	128	2.5%
Regional Clerk & Council Services	1,867	(2)	(44)	1,821	1,810	11	0.6%
Policy Integration & Communications	6,818	(18)	(235)	6,564	6,399	165	2.6%
Internal Audit	627	-	-	627	610	17	2.8%
Business Planning & Corporate Initiatives	1,832	-	-	1,832	1,800	31	1.7%
Human Resources	6,034	-	(921)	5,114	4,971	143	2.9%
Office of the Chair & Regional Council	1,647	-	-	1,647	1,588	59	3.7%
Program Costs	\$ 74,291	\$ (3,713)	\$ (3,165)	\$ 67,413	\$ 65,831	\$ 1,581	2.4%
Program Recoveries	(67,413)	-	-	(67,413)	(65,831)	(1,581)	2.4%
Total	\$ 6,878	\$ (3,713)	\$ (3,165)	\$ -	\$ -	\$ -	-
FTE				361	353	8	2.3%



The following table provides the key performance measures related to Corporate Administration.

Corporate Administration	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
Government Finance Officers Association (GFOA) Awards for Budget and Financial Reporting	Yes	Yes	Yes	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	4.1%	4.0%	3.6%	3.4%	3.4%
Number of Procurements per Year	186	195	231	225	230
Number of IT Devices Supported	2,812	2,877	2,992	3,137	3,218
Asset Management Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	3,800	3,900	3,900	4,100	4,300
Corporate - Asset Management Total kWh Energy Consumption (per Sq. Ft.)	39.5	37.8	36.2	36.2	36.2
Number of Property Acquisitions (Lease or Buy)	112	127	148	90	90
Number of Property Damage or Personal Injury Claims Received	585	126	150	186	186
Number of Outstanding Property Damage or Personal Injury Claims	133	67	68	110	163
Number of Formal Freedom of Information (MFIPPA) Requests	36	42	44	43	43
% of Customers who are Overall Satisfied with their Call Centre Experience	93%	94%	93%	95%	95%
Number of Services that can be Accessed Online	64	69	76	81	81
Number of Visits to the Halton Website (000s)	2,614	2,850	3,352	3,355	3,355
Annual Emergency Exercises Completed	Yes	Yes	Yes	Yes	Yes
Number of FTE (excluding Police)	2,061	2,093	2,116	2,139	2,198
% of Voluntary Turnover of Permanent Positions per year	4.7%	4.9%	4.9%	5.9%	4.9%

The Region's AAA credit rating has been maintained in 2017— a testament to the financial position, policies and practices of the Region and Local Municipalities. Halton continues to receive the Government Finance Officer Association (GFOA) Award for annual budget and financial reporting for developing fiscally responsible budgeting and presenting financial information in an easy to understand format. Residents continue to be very satisfied with the delivery of Regional services, easy access to those services online, and information and services provided through Halton's website.

Corporate Administration manages a number of services that support the growth in Regional services provided to the public. There is a continued effort to ensure that this support is provided in an efficient manner to the service departments in order to meet the needs of Halton residents.

The following pages provide an overview of the internal services and related key performance measures provided by Corporate Administration divisions.

Finance

The **Financial Planning & Budgets Division** prepares and monitors the Annual Budget and Business Plan; develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable; updates the Development Charge (DC) by-laws; and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact residents. The Division also provides investment services for Halton's \$2.0 billion investment portfolio and places debentures to meet the financing requirements of the Region and the local municipalities. The 2018 Budget for this division is increasing by \$116,000 or 3.4% as a result of inflationary increases and a strategic investment for a Senior Advisor – Investments position to focus on trading opportunities in securities with shorter maturity terms to potentially generate additional capital gains for the Region which will be fully funded from the interest earnings in Non Program, with no net Regional impact.

The **Financial Reporting, Purchasing & Payroll Services Division** maintains the Region's financial records in alignment with the Public Sector Accounting Board (PSAB); prepares Ministry and industry reports such as Municipal Benchmarking Network Canada, (MBNC) formerly, Ontario Municipal CAO's Benchmarking Initiative (OMBI); and manages the water and wastewater billing service contracts with the four Local Distribution Companies (LDCs). This division also oversees corporate purchasing practices based on council-approved by-laws and provides payroll services in compliance with legislation, collective agreements and Regional benefit programs. The 2018 Budget for this division will decrease by \$161,000 or 3.2% primarily due to savings in payroll processing by moving from external contracted services to in-house processing, which is partially offset by a new Accounts Payable Supervisor proposed as a strategic investment.

The **Information Technology (IT) Division** is responsible for developing strategies, standards, policies and processes related to the provision of digital information and technology assets and services. It maintains over 355 software applications and 6,000 hardware assets in a state-of-good-repair, and provides secure, reliable access to these IT assets and services. The division also provides financial software services for Halton Regional Police Service (HRPS) and the City of Burlington. The 2018 Budget is increasing by \$873,000 or 5.9% due to additional costs for equipment, software maintenance and computing services to support new digital transformational initiatives/projects to better serve our citizens and two strategic investments for a Systems Analyst supporting payroll and an IT Network Analyst supporting the voice and data network. These costs are offset by savings from the new Wide Area Network (WAN) and Multifunctional Devices contracts.

Information Technology Capital Program							
(\$ Millions)	2017	2018	2019	2020	2021	2022 - 2026	Total
Software Licences	\$ 0.19	\$ 0.24	\$ 0.26	\$ 0.24	\$ 0.25	\$ 1.29	\$ 2.47
Software New/Replacement/Upgrade	1.28	1.77	0.52	1.08	1.23	5.14	11.00
Hardware Replacement	0.96	0.98	1.23	1.68	1.38	7.00	13.23
Infrastructure New/Replacement	1.07	0.88	0.80	0.73	0.93	6.18	10.59
Rate Funded Projects	0.49	0.28	0.37	0.18	0.69	1.78	3.78
Total	\$ 3.98	\$ 4.15	\$ 3.18	\$ 3.90	\$ 4.48	\$ 21.38	\$ 41.07

Schedule may not add due to rounding.

The \$44.67 million, 10-year Information Technology capital program is \$3.6 million higher than the 2017 program, mainly due to updated hardware and infrastructure costs and new software implementations.

The 2018 Budget has increased by \$0.9 million over the 2018 forecast from the 2017 Budget due to investments related to the implementation of the Service Access Strategy, Talent Management, Investment System, Accounts Payable and Inventory Management.

The capital program is initially funded from the Technology Replacement reserve which is replenished by operating transfers that IT recovers from program areas. A total of \$3.1 million in capital financing (i.e. transfer to reserves) is budgeted in 2018. This represents a \$160,000 increase from the 2017 Budget.

Legislative and Planning Services

The **Asset Management Division** provides facility concept and design through to ongoing operation, maintenance, asset renewal and retirement of the Region's vertical and rolling assets. The division oversees project design, development and lifecycle analysis, as well as on-going maintenance and management of Regional facilities and Halton Community Housing Corporation (HCHC) housing stock. The division also manages Fleet assets and related equipment and systems to maximize efficiencies and conform to standards defined by Municipal and Provincial codes and regulations, and accepted industry standards.

The divisional budget increase of \$0.2 million or 1% includes inflationary increases and a strategic investment of \$121,000 for a Stores Supervisor to address increased demand in Regional Stores, enable management to properly allocate duties, and support compliance to Ministry of Environment (MOE) and Technical Standards and Safety Authority (TSSA) regulations.

Asset Management Capital Program							
(\$ Millions)	2018	2019	2020	2021	2022	2023 - 2027	Total
Halton Regional Centre - Rehab & Replacement	\$10.93	\$ 1.11	\$ 1.14	\$ 0.52	\$ 1.09	\$ 4.51	\$ 19.31
Long Term Care Centres - Rehab & Replacement	1.12	1.68	1.43	1.06	0.50	5.42	11.21
Paramedic Stations - Rehab & Replacement	0.11	0.13	0.06	0.16	0.20	0.93	1.60
Facility Rehab & Replacement - Other	1.25	1.42	1.68	2.08	1.34	7.06	14.82
Woodlands Expansion (Paramedics Centralized Facility/ Public Works Operations)	-	-	26.60	-	-	-	26.60
Regional Accommodation Plan	1.65	-	1.20	-	-	-	2.85
Energy Program	0.10	0.10	0.10	0.10	0.10	0.50	1.00
Vehicles & Equipment	0.08	0.14	0.04	0.04	0.01	0.40	0.71
Total	\$15.23	\$ 4.58	\$ 32.26	\$ 3.96	\$ 3.25	\$ 18.82	\$ 78.09

The \$78.1 million 10-year Asset Management capital program is \$6.1 million higher than the 2017 program driven by additional funds required for the rehabilitation and replacement of Regional facilities based on the building condition assessments completed in 2017 (\$35.3 million)

The following are highlights of the 10-year program:

- \$46.9 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next

10 years, including \$35.3 million identified through the building condition assessments (BCAs) completed in 2017.

- \$26.6 million is required for the Woodlands Operation Centre Expansion for the paramedic centralized facility identified in the Paramedic Services Master Plan (MO-14-15), and growth needs in Public Works related to administration, vehicles, fleet services and the supply of central stores.
- \$2.9 million has been identified for the Regional Accommodation Plan for the child care building renovation in the Regional site and staff relocation costs.
- \$1.0 million is required for the 10-year Energy Management Program to address energy reduction opportunities identified by 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 \$4.1 million is included in the 2018 Budget, which represents a \$281,000 increase from the 2017 Budget.

The **Legal Services Division** is responsible for a full range of Legal, Realty, Risk Management and Insurance services to all departments of the corporation, Regional Council and HCHC. The Division's 2018 budget is increasing \$128,000 or 2.5% primarily due to inflationary increases and a strategic investment of \$163,000 for an Assistant Corporate Counsel to expand internal legal support to Halton's Planning Division to protect Halton's interests related to planning related litigation. The number of legal matters managed by staff remains relatively constant. Property damage and personal injury claims have returned to historic levels now that the residual impacts of the 2014 flood have been addressed.

The **Office of the Regional Clerk and Council Services** provides administrative support to meetings of Regional Council and its various committees, delivers the legislated functions of the Regional Clerk, and provides services to the entire corporation in the areas of freedom of information and privacy, corporate records, printing, mail, inclusion and accessibility. The 2018 budget for the Regional Clerk and Council Services is increasing by \$11,000 or 0.6%, mainly due to inflationary increases offset by a reduction in postage costs.

Chief Administrative Officer's (CAO) Office

Policy Integration & Communications is focused on implementing a communications framework for the Region, supporting public engagement, intergovernmental relations, and customer service through Access Halton. Access Halton provides 311 services offering access over phone, walk-in and email, the Internet and social media channels, to support service delivery. Access Halton receives more than 300,000 contacts per year. The 2018 Budget for this division is increasing by \$165,000 or 2.6%, primarily due to inflationary increases and additional program costs aimed at improving the customer service experience when seeking Regional services.

The **Internal Audit Division** supports Council and Senior Management in achieving the organization's strategic goals by providing an independent and objective evaluation of the processes and activities related to risk management, internal control, and governance. Recommendations to improve the effectiveness of the processes are communicated as necessary. The 2018 Budget increase of \$17,000 or 2.8% is due to inflationary increases to the program costs.

The **Business Planning & Corporate Initiatives Division** supports the development and monitoring of the Strategic Action Plan, provides corporate Emergency Management, maintains an organization-wide Project Portfolio Management (PPM) framework, supports the use of the Region's standardized project management methodology, and coordinates with Management Committee and Departmental Management Teams (DMTs) on project initiatives including identification, documentation, prioritization and capacity planning, management, reporting and risk mitigation. Services also include measuring and benchmarking corporate performance, identifying opportunities for improvement, and implementing corporate initiatives. The budget increase of \$31,000 or 1.7% is mainly due to inflationary increases.

The **Human Resource Services Division** provides support to the Region and its programs in the attraction, engagement, and retention of the Region's staff. In 2017, the Region launched its e-learning module to increase the efficiency, improve compliance with time sensitive training requirements and reduce the overall cost associated with new hire training. This module is also used to improve the effectiveness of our Internship and Apprenticeship program which provides paid, temporary employment opportunities to new graduates and apprentices, and addresses workload issues in the Departments. The program has been a success as measured by input of departments and the interns themselves, with six of the first cohort (2016/17) obtaining positions which continued their employment with the Region. The 2018 Budget change of \$143,000 or 2.9% is due to inflationary increases and additional program costs to help address seasonal recruitment pressures.

The **Office of the Chair and Regional Council** includes the Regional Chair, a directly elected position who completes the same term of office as the elected Regional Council, acts as head of Regional Council, and is the Chief Executive Officer of the Corporation. The Office includes Regional Council, which is comprised of 21 members who have been elected to represent the residents of Halton for a 4-year term (2015–2018). The 2018 Budget is increasing by \$59,000 or 3.7% due to inflationary pressures and increasing AMO/FCM membership fees based on Halton population growth.

Boards & Agencies

Conservation Authorities

Halton Region provides funding to 3 Conservation Authorities through a municipal levy: Conservation Halton (CH), Credit Valley Conservation (CVC), and Grand River Conservation Authority (GRCA).

Budget Impacts

The total Municipal Levy request from Halton Region by the Conservation Authorities in 2018 is \$9.7 million, an increase of \$402,000 or 4.3%. The following table summarizes the 2018 Budget requests from the Conservation Authorities funded by Halton Region.

2018 Conservation Authorities Municipal Contribution				
Halton Region Funding				
\$000s	2017	2018	Change in Budget	
	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	
Conservation Halton	\$ 8,452	\$ 8,821	\$ 369	4.4%
Credit Valley Conservation	540	561	21	3.9%
Grand River Conservation	271	283	12	4.5%
Total Recommended	\$ 9,263	\$ 9,665	\$ 402	4.3%

The 2018 CH's total Municipal Levy request from the Region is \$8.8 million, based on Halton's apportionment of 92.3558% in 2018. This represents an increase of \$369,000 or 4.4% over the 2017 Municipal Levy, which was based on an apportionment of 92.2788%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

The main driver for the increase in CH's budget and the Municipal Levy request is the increase to their operating budget for the asset management plan funding gap that has been identify to address necessary maintenance and repairs to dams and channels for state-of-good-repair. The CH Board of

Directors is scheduled to approve the 2018 Budget on November 23, 2017. Further details on Conservation Halton's budget can be found in Report No. FN-41-17 (re: 2018 Budget Overview – Conservation Halton).

The 2018 CVC's total Municipal Levy request from the Region is \$561,000, based on Halton's apportionment of 4.9673% in 2018. This represents an increase of \$21,000 or 3.9% over the 2017 Municipal Levy, which was based on an apportionment of 4.9550%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

The main driver for the increase in CVC's budget and the Municipal Levy request is related to materials and supplies and personnel services which accounts for 79% of their operating budget. In 2016, CVC requested \$1.5 million from Halton Region over seven years for their Emerald Ash Borer (EAB) program as a special benefiting levy, of which \$208,000 is requested in 2018. This request is being funded through a capital project in the Region's budget, with transfers from the Tax Stabilization reserve. The Region provides funding to CVC as the work is completed and upon receipt of invoices. The CVC Board of Directors is expected to approve the 2018 budget in early 2018. Further details on CVC's budget can be found in Report No. FN-42-17 (re: 2018 Budget Overview – Credit Valley Conservation).

The 2018 GRCA's total Municipal Levy request from the Region is \$283,000, based on Halton's apportionment of 2.4846% in 2018. This represents an increase of \$12,000 or 4.5% over the 2017 Municipal Levy, which was based on an apportionment 2.4483%. The increase in apportionment reflects that the Region is growing more than other municipalities within the watershed.

The main driver for the increase in GRCA's budget and the Municipal Levy is related to personnel services and inflation. The GRCA Board of Directors is expected to approve the 2017 Budget on February 23, 2018. Further details on GRCA's budget can be found in Report No. FN-43-17 (re: 2018 Budget Overview – Grand River Conservation Authority).

Royal Botanical Gardens

Royal Botanical Gardens (RBG) receives an operating grant from Halton Region and the City of Hamilton. Halton continues to provide funding to RBG at the going rate of inflation.

For 2018, the City of Hamilton and Region of Halton are providing a 1.5% increase to their contribution to RBG. Halton's contribution is budgeted to increase by 1.5% or \$11,000 to a 2018 Budget of \$771,000.

Halton Regional Police Service (HRPS)

The HRPS 2018 budget request is \$150.1 million, which includes an increase of \$5.1 million or 3.5% over the 2017 approved budget. The table below provides a summary of the budget request. Further details regarding this budget request can be found in Report No. FN-44-17 (re: 2018 Budget Overview – Halton Regional Police Service).

\$000s	2017		2018		Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 132,201	\$ 134,965	\$ 461	\$ 135,426	\$ 2,765	2.1%	\$ 3,225	2.4%
Materials & Supplies	6,781	6,935	147	7,083	154	2.3%	\$ 301	4.4%
Purchased Services	7,452	9,457	-	9,457	2,005	26.9%	\$ 2,005	26.9%
Financial & Rent Expenses	321	360	-	360	38	11.9%	38	11.9%
Total Direct Costs	146,756	151,718	608	152,325	4,962	3.4%	5,569	3.8%
Allocated Charges/ (Recoveries)	1,789	1,586	-	1,586	(203)	-11.3%	(203)	-11.3%
Gross Operating Expenditures	148,545	153,304	608	153,911	4,759	3.2%	5,367	3.6%
Capital Expenditures	6,956	7,256	-	7,256	300	4.3%	300	4.3%
Total Gross Expenditures	155,501	160,559	608	161,167	5,059	3.3%	5,667	3.6%
Subsidy Revenue	(5,663)	(6,015)	-	(6,015)	(353)	6.2%	(353)	6.2%
Other Revenue	(4,898)	(5,081)	-	(5,081)	(183)	3.7%	(183)	3.7%
Total Revenue	(10,561)	(11,096)	-	(11,096)	(536)	5.1%	(536)	5.1%
Net Program Expenditures	\$ 144,940	\$ 149,463	\$ 608	\$ 150,071	\$ 4,523	3.1%	\$ 5,131	3.5%

Non Program Items and Fiscal Transactions

Budget Impacts

The table below summarizes the Non-Program and Fiscal Transactions, which have increased by \$4.6 million or 32.3% in the 2018 Tax-Supported Budget. This increase is primarily due to the assessment growth adjustment from 2017, reduction in supplementary tax revenue and increase in tax write-off provision.

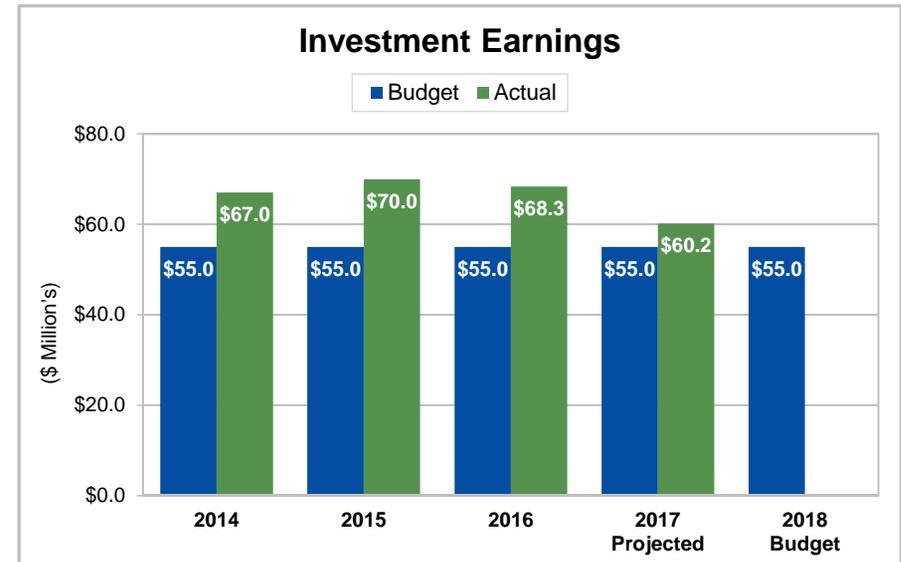
\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2018 - 2017	
Net Interest Earnings	\$ 43,632	\$ (51,383)	\$ -	\$ (7,751)	\$ (7,751)	\$ -	0.0%
Supplementary Tax Revenue	-	(7,000)	-	(7,000)	(7,600)	600	-7.9%
Provincial Offences Act	-	(1,934)	-	(1,934)	(1,900)	(34)	1.8%
Payments-in-Lieu of Taxes	-	(2,800)	-	(2,800)	(2,800)	-	0.0%
Right-of-Way Taxes	-	(1,250)	-	(1,250)	(1,250)	-	0.0%
Tax Write-Off Provision	4,795	-	-	4,795	4,365	430	9.9%
Tax Policy Expenditures	548	-	-	548	548	-	0.0%
Assessment Services	9,134	-	-	9,134	8,784	351	4.0%
General Expenditures	34,647	(6,578)	(2,903)	25,167	21,892	3,275	15.0%
Total	\$ 92,756	\$ (70,945)	\$ (2,903)	\$ 18,909	\$ 14,288	\$ 4,621	32.3%

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 2018 Budget continues to include \$55.0 million of investment income as a source of revenue. \$43.0 million of this revenue will be used to finance the Region's State-of-Good-Repair capital programs and the remaining \$11.4 million used to support the rate and tax supported operating programs. Of the \$11.4 million, \$7.8 million will be used to support the tax supported services, unchanged from the 2017 Budget.

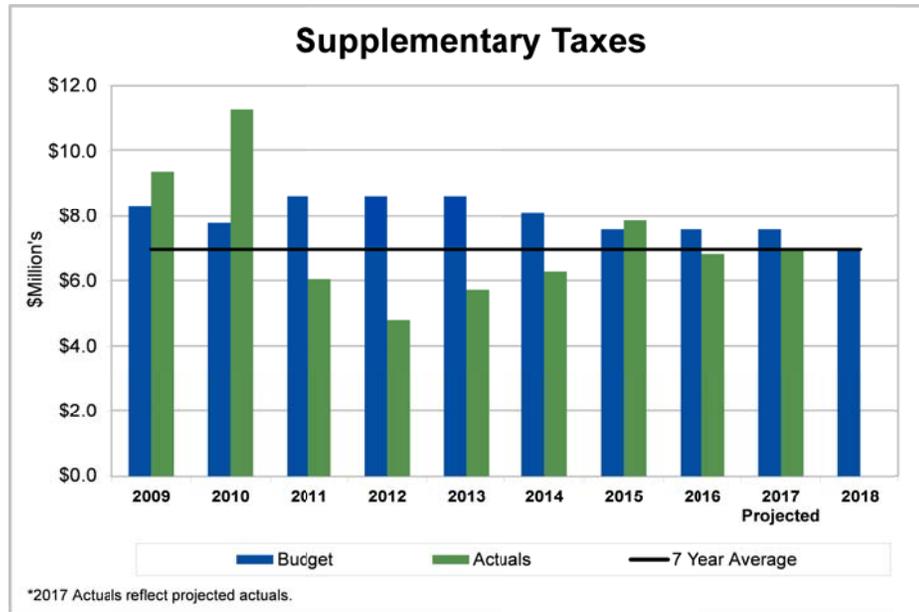
The Region's investment program is actively managed and consists of a Portfolio Manager and a Senior Financial Analyst. As economic conditions improve, investment yields will continue to rise creating additional trading opportunities in securities with shorter maturity terms. In order to effectively monitor, analyze and actively trade in this sector of the market a Senior Advisor is required. The additional cost will be fully funded by interest earnings from the Region's portfolio, with no net Regional impact.

As discussed in Report No. FN-35-17 (re: Investment Performance to August 31, 2017), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. 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. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets. The chart below shows the actual investment earnings, including capital gains, compared to the budget over the past few years.



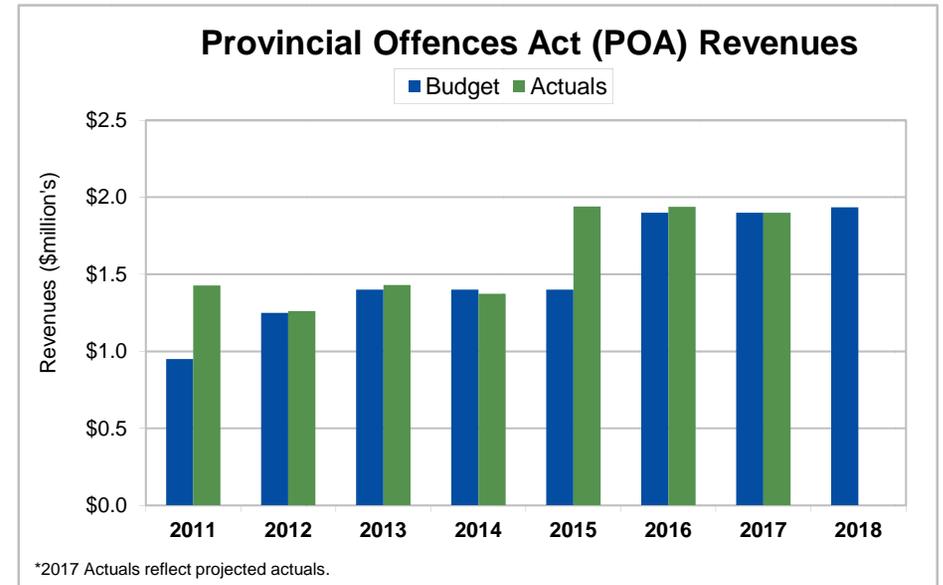
Supplementary Taxes

Periodically throughout the year, the Municipal Property Assessment Corporation (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. The supplementary tax revenue budget has been reduced by \$600,000 to \$7.0 million in order to reflect the actual average revenues over the past 7 years (2010-2016). 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

As outlined in the following chart, the 2018 Budget includes a slight increase of \$34,000 in POA revenue to a total budget of \$1.934 million.



Tax Policy

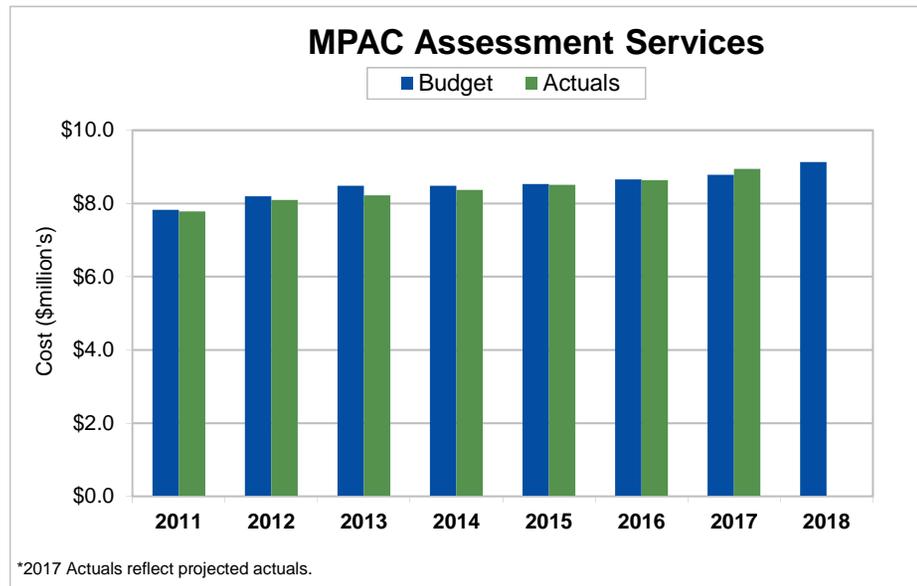
The budget for tax policy includes revenues from payments-in-lieu of taxes and rights-of-way taxes as well as expenditures relating to tax write-offs and several tax rebate programs. The Region receives provincially established payments-in-lieu of taxes for various federal and provincial properties that are exempt from taxation including hospitals, universities, colleges and correctional facilities, as well as taxes on railway and utility rights-of-way based on a per acre rate set by the Province.

The tax rebate programs offered by the Region include provincially mandated programs for a tax increase 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 2018 Budget for tax policy revenues from payments-in-lieu of taxes and rights-of-way taxes remains unchanged over the 2017 Budget at \$4.1 million. The tax write-off provision of \$4.8 million related to the tax write offs and vacancy property tax rebates is increasing by a net increase of \$430,000 or 9.9% over the 2017 Budget. This is based on a tax write-offs increase of \$930,000 from \$3.4 million to \$4.3 million, to more closely reflect a 7-year average. This increase is partially offset by a cost decrease of \$500,000 for the vacancy property tax rebate program to reflect a 50% phase-out as the vacant unit rebate program will be phased out completely in 2019. The tax policy expenditures relating to other tax rebate programs remain unchanged over the 2017 Budget at \$548,000.

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 2018 Budget for MPAC is \$9.1 million, an increase of \$351,000 or 4.0% over the 2017 Budget.



General Expenditures

A significant component of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives (e.g., payback for radio trunking) and grant contributions. Also included in general expenditures are the annual grant provided to McMaster University increased by an additional \$500,000 in the 2018 Budget to a total of \$1.0 million for the final payment funded by the tax stabilization reserve; an adjustment of \$2.2 million for lower than anticipated assessment growth in the 2017 budget; \$350,000 additional operating payback for HRC rehab and replacement; \$121,000 increase to fund the Emerald Ash Borer program payback; and recommended strategic investment of \$455,000 to provide additional support to Information Technology, Financial Reporting, Purchasing & Payroll Services, Financial Planning & Budgets and Asset Management, within corporate support divisions that will be allocated to the operating programs in 2019.

The \$6.5 million in subsidies increased by \$726,000 over 2017 Budget is related to the Federal Gas Tax funding (\$6.5 million related to Tax-Supported Budget). The total Gas Tax allocated to Halton is \$16.0 million in 2018, a \$726,000 increase from the 2017 Budget. Of the \$16.0 million, \$6.5 million is allocated in the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$5.4 million) and the road resurfacing program (\$1.1 million). The remaining \$9.5 million is allocated to the Rate-Supported Budget to fund the Water and Wastewater State-of-Good-Repair capital program.

HALTON REGION

Budget and Business Plan 2018

Water & Wastewater Overview



Water & Wastewater Budget Overview

2018 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 through the 4 local distribution companies.

As shown in the following table, the 2018 Water and Wastewater Rate-Supported Budget has a 3.8% increase, which is lower than the 4.5% as recommended in Report No. FN-22-17 (re: 2018 Budget Directions) as a result of the asset management plan and one-time savings and efficiencies described in more detail below. For a typical residential home using 250 cubic metres (m³) of water per year, this will result in an additional \$35 in 2018 for both water and wastewater charges.

Rate Impact On a Typical Household (250 m ³ / Year)						
2017		2018		Change*		
Budget		Budget		\$	%	
Water	\$ 420	\$ 444	\$ 24	5.7%		
Wastewater	509	520	11	2.2%		
Total	\$ 929	\$ 964	\$ 35	3.8%		

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

As shown in the following table, the 2018 requested budget for Water and Wastewater Services is increasing from \$188.7 million to \$197.1 million, an increase of \$8.4 million or 4.5%. This includes the base budget increase of \$8.3 million and strategic investments of \$78,000 that align with the Council-approved Strategic Action Plan (2015-2018) and address operational issues. The customer growth is estimated to be 1.6% or \$1.2 million, resulting in a net water and wastewater rate increase of \$7.2 million or 3.8% for the 2018 Budget.

2018 Budget				
\$000s	2017	2018	Change in Budget	
	Approved Budget	Requested Budget	2018 Requested / 2017 Budget	
Operating Expenditures				
Personnel Services	\$ 49,346	\$ 50,508	\$	1,161
Hydro	16,016	16,016	-	
Chemicals	2,990	2,827	(163)	
Technology	1,301	1,026	(276)	
Maintenance & Equipment	10,106	10,280	174	
New Meter Installations	459	(162)	(622)	
Property Taxes	3,062	3,264	202	
Water Billing Charges	4,533	4,651	118	
Corporate Support	13,369	13,826	457	
Capital Recoveries	(17,730)	(18,082)	(352)	
Other	17,934	17,986	52	
Sub-total	\$ 101,386	\$ 102,138	\$ 752	
Plant Maintenance (PM)	15,500	11,700	(3,800)	
Total Gross Operating Expenditures	\$ 116,886	\$ 113,838	\$ (3,048)	
Capital Expenditures				
Reserve Transfers (SOG)	\$ 66,525	\$ 79,256	\$	12,731
Other	23,668	17,744	(5,924)	
Sub-total	\$ 90,193	\$ 97,001	\$ 6,807	
Reserve Transfers (PM)	-	3,800	3,800	
Total Capital Expenditures	\$ 90,193	\$ 100,801	\$ 10,607	
Gross Expenditures	\$ 207,079	\$ 214,639	\$ 7,559	
Other Revenues	(18,368)	(17,521)	846	
Net Program Impact	\$ 188,712	\$ 197,117	\$ 8,406	4.5%
Consumption Growth*			-	0.0%
Customer Growth*			\$ (1,234)	-0.7%
Rate Increase			\$ 7,172	3.8%

* Includes 0.0% consumption growth and 1.6% customer growth

As outlined in the table above, operating costs are increasing by \$752,000 driven by inflationary and other projected increases mitigated with one-time savings and efficiencies which will be discussed in the details below. Also included is the movement of the new meter installation program from the Operating Budget to the

Capital Budget to better align with Tangible Capital Asset (TCA) principles. Through the 2017 Budget, the water meter replacement program was realigned to the Capital Budget to better reflect TCA principles. To complete the realignment of the meter program, the new meter installation program has also been moved to the Capital Budget in 2018. New meter installations are fully funded from user fees, which will continue to be collected and deposited into the new meter installation capital project to fund the cost of the program. The costs and revenues associated with new meter installations have been moved from the Operating Budget to the Capital Budget, with no net rate impact resulting from this change.

Although resulting in no net rate impact, a notable change reflected in the 2018 Rate-supported budget is the realignment of large plant maintenance projects from the Operating Budget to the Capital Budget in the amount of \$3.8 million as noted above. In 2017, staff undertook a review of the plant maintenance program in light of the Public Work’s Asset Management Plan and on-going review of the program delivery. As a result of this review, it was determined that the integration of the large plant maintenance program into the State-of-Good-Repair capital program would better reflect the nature of the program activities based on TCA principles and would allow for increased opportunities in optimization of asset management requirements and cost efficiencies. Accordingly, the \$3.8 million base operating budget related to the large plant maintenance program will be transferred to the water and wastewater capital reserves to continue to fund the program as part of the State-of-Good-Repair capital program.

In addition, the operating contributions for the existing State-of-Good-Repair capital program have increased by \$12.7 million based on the Public Work’s Asset Management Plan, which is closely aligned with the 2018 forecast included in the 2017 Budget. The \$5.9 million reduction in other capital expenditures is primarily related to declining debt charges due to retiring debt. The result of these combined changes is a \$10.6 million increase in capital expenditures, which fund the water and wastewater State-of-Good-Repair capital program.

Of the 3.8% increase, 3.1% is driven by capital financing required to support the State-of-Good-Repair capital program, and 0.7% is required to operate and maintain the water and wastewater system.

\$000s	Change in Budget		
	Net Program Impact	With Customer Growth*	Rate Impact
Gross Operating Expenditures	\$ 752		
Other Revenues	846		
Net Operating Expenditures	\$ 1,598	\$ 1,364	0.7%
Capital Expenditures	6,807	5,808	3.1%
Net Program Impact	\$ 8,406	\$ 7,172	3.8%

* Includes 0.0% consumption growth and 1.6% customer growth

2018 Budget Development

The following chart highlights the process undertaken to prepare the 2018 Rate-Supported Budget.

2018 Budget Process		
	Rate Increase	Consumption / Customer Growth
2018 Forecast	5.2%	0.0% / 1.6%
2018 Budget Direction	4.5%	0.0% / 1.6%
2018 Budget	3.8%	0.0% / 1.6%

The 10-year Operating Budget Forecast in the 2017 Budget and Business Plan projected the rate increase for Regional programs in 2018 to be a 5.2% increase. The 10-year Operating Budget Forecast was developed based on existing program financing plans, and program-specific assumptions with respect to expected inflationary and growth factors. For the 2018 Budget Directions, the forecast budget model maintained the water consumption (0.0%) and customer growth (1.6%) projected in the 2017 forecast, and updated the budget model assumptions to reflect updated information and adjusted program financing plans. Based on these factors, Council approved the 2018 Budget Directions with a rate increase not to exceed 4.5%. The targeted 4.5% rate increase is lower than the 5.2% forecast largely driven by adjustments to the capital financing based on the Asset Management Plan as set out in Report No. PW-28-17 (re: Public Works Asset Management Program Update, 2017).

Several times during the budget process, Senior Management reviewed the base budget and proposed strategic investments to ensure levels of service are maintained and to achieve Council priorities. These considerations are reflected in the 2018 Budget with a 3.8% rate increase.

To achieve the 2018 Budget Directions recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2018 Budget incorporates savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The following savings and revenues of \$6.2 million were identified in the 2018 Rate-Supported Budget, which were used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$5.6 million resulting from the retirement of debt.
- Decreased costs of \$163,000 in chemicals based on new contract pricing.
- Decreased IT software costs of \$201,000 based on new contracts.
- Decrease of \$87,000 due to the elimination of non-recurring technology costs.
- Additional revenue of \$118,000 to reflect increased demand for services such as sewer discharge agreement and permit inspection fees.

Also contributing to the 3.8% rate increase, which is lower than the Budget Direction target of 4.5%, is the projected hydro savings of \$876,000. As discussed in Report No. FN-30-17 (re: Operating Budget Variance Report for the period ending August 31, 2017 and Capital Budget Variance and project closure report for the

period ending June 30, 2017), commencing July 1, 2017, the Industrial Conservation Initiative (ICI) program allowed four of Halton's treatment plants to participate in the program as an eligible hydro customer. It is anticipated that this program will help the Region manage its global adjustment costs by reducing demand during peak periods. As a result, the 2018 hydro budget provision, which would otherwise be increased by \$876,000, has been maintained at the 2017 level.

2018 Budget Key Drivers

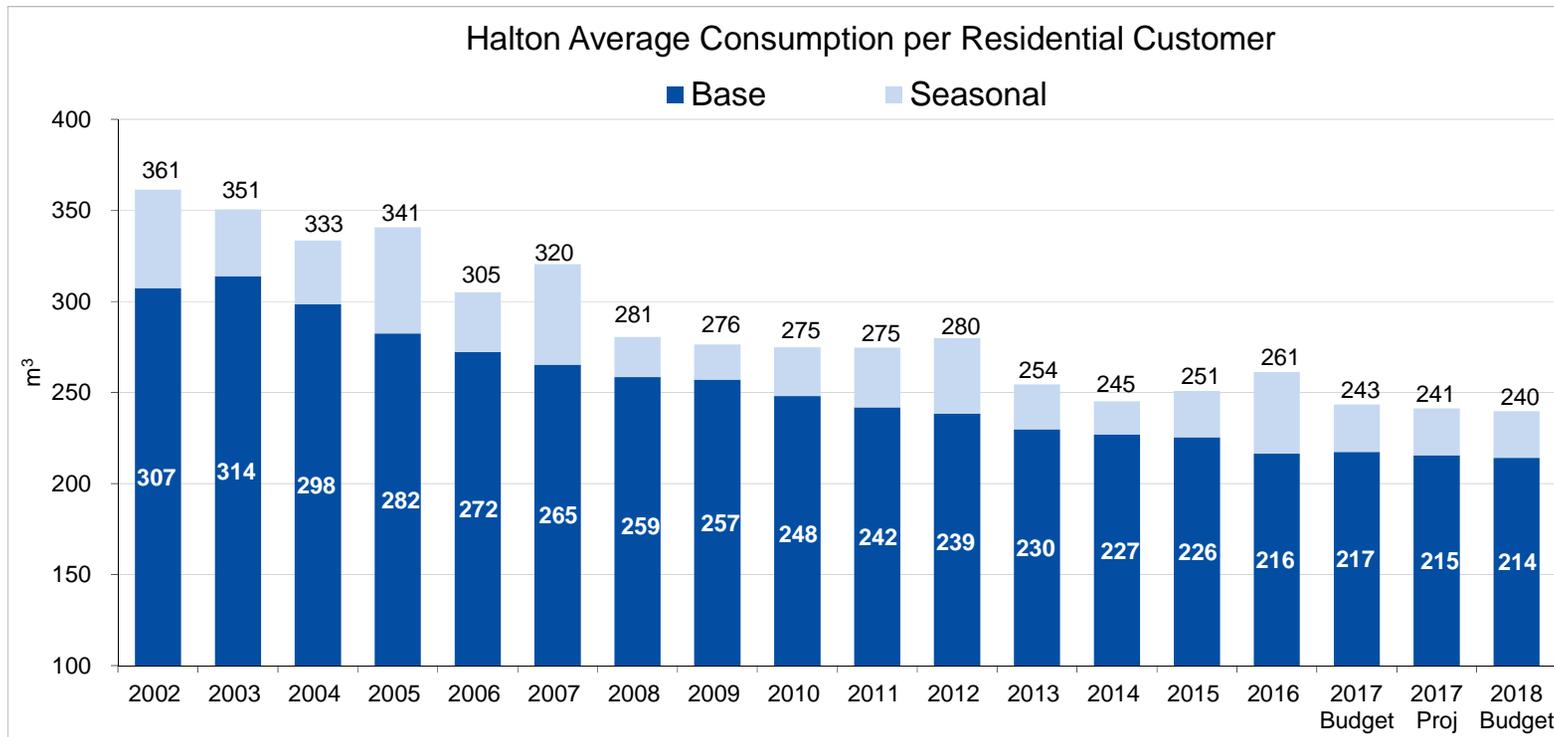
The savings discussed above, together with customer growth of 1.6%, are used to partially fund the key drivers in the 2018 Budget. The investments required to address these key drivers have been included in the 2018 Budget within an overall 3.8% rate increase, totalling \$7.2 million. The following key drivers of the 2018 Budget reflect Council's priorities as set out in the Region's Strategic Action Plan (2015-2018) and are detailed later in the divisional overviews.

- **Water and Wastewater Maintenance Program** - The 2018 Rate-Supported Operating Budget provides \$20.8 million for the ongoing repair and maintenance of the water and wastewater system. This is a decrease of \$3.8 million from the 2017 Budget resulting from the movement of larger maintenance projects from the operating budget to the capital budget. Further, in order to maintain existing service levels for the growing water and wastewater system, the following strategic investments of \$806,000 are proposed for 2018, with no net rate impact:
 - **Project Manager (Water and Wastewater Treatment) - \$124,000** to hire a Project Manager II within the Water and Wastewater Treatment Division to oversee capital programming as outlined in Report No. PW-28-17 (re: Public Works Asset Management Program Update, 2017), with the costs to be recovered from capital program, resulting in no additional net rate impact.
 - **Instrumentation Technician - \$292,000** for three additional Instrumentation Technicians in order to meet service delivery and workload pressures and to reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Waste and Wastewater System Services Maintenance. The base budget allocated for external contractors has been reduced to hire these permanent resources, resulting in no additional net rate impact.
 - **Millwright - \$390,000** in order to meet service delivery and workload pressures through the addition of four Millwrights, which will also reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Waste and Wastewater System Services Maintenance. The base budget allocated for external contractors has been reduced to hire these permanent resources, resulting in no additional net rate impact.
- **Infrastructure Management and Delivery** In order to maintain existing service levels for the growing water and wastewater system and to meet growing legislative requirements, the following strategic investment is proposed at a cost of \$78,000 for 2018:
 - **Laboratory Technician- \$78,000** to hire an additional Laboratory Technician to manage the volume of incoming samples and ensure these are efficiently received, processed, logged into the Laboratory Information Management System (LIMS), and distributed to the lab testing areas for analysis within prescribed holding times.
- **Basement Flooding Mitigation Program** The Region continues to provide \$160,000 in the 2018 Budget for the Region's ex-gratia grant program and for the Basement Flooding Prevention subsidy program. In addition, the Region-wide Basement Flooding Mitigation program is well on the way as set out in Report No. PW-40-17 (re: Region Wide Basement Flooding Mitigation Program Update). The budget includes the continued implementation of the Region-wide Basement Flooding Mitigation program as set out in Report No. PW-18-16 (re: Region Wide Basement Flooding Mitigation Program) and the related financial

plan. This program is expected to require \$85.3 million between 2016 and 2025 in support of the annual grant for the Basement Flooding Prevention Program (i.e., voluntary downspout/weeping tile disconnections and lateral lining and repair) (\$24.9 million) and the 10-year capital program (\$60.4 million). The 2018 Budget includes the ongoing annual grant funding of \$2.3 million and capital project funding of \$6.0 million.

- Sustainable Rate Revenue** The Region implemented the results of the Rate Revenue Review (FN-20-16 re: 2017 Budget Directions) in the 2017 Budget and Business Plan, which included adjustments to projected consumption growth from 54.8 million m³ to 52.9 million m³ to reflect the declining trend in actual consumption, implementing a uniform rate structure and phasing out the wastewater cap by 2020 for billing purposes. The 2018 Budget continues with these parameters including anticipated consumption of 52.9 million m³, which staff will continue to monitor as consumption continues to decline. The rate forecast anticipates further reductions to budgeted consumption.

It is expected that water conservation efforts and growing environmental awareness will continue to affect the consumption level in the forecast period although the rate of this trend is projected to decelerate with efficient plumbing and appliances reaching maturity over time. As shown in the graph below, the actual base consumption (with no seasonal variables) has been steadily decreasing, with an average annual household consumption reduced by 4.8% from 227m³ to 216m³ over the past three years (2014-2016). Accordingly, the 10-year operating forecast as shown later incorporates provisions for declining consumption.



Long-Term Water Meter & Billing Strategy

As part of the strategy to ensure sustainable rate revenue, the Region initiated the implementation of its long-term water meter and billing strategy (PW-29-16/FN-22-16) in 2017 based on funding (\$4.1 million) provided through the 2017 Budget. The strategy will help ensure reliable, sustainable, cost-effective and customer service focused billing from the Region's 157,000 water meter assets.

The Region has commenced in the replacement of the existing 12,500 small pulse meters (12mm to 25mm) and applicable larger meters (40mm to 250mm) in 2017 to ensure all customers are billed accurately for the amount of water consumed, with the replacement expected to be complete in 2019.

In addition, the Region has undertaken development of a long-term water meter and billing strategy, which will provide a holistic framework to manage the growing water meter customers. The strategy will consider all aspects of the delivery of the water meter program, including service level standards, billing and reading options, technology alternatives (Automated Meter Reading (AMR), Advanced Meter Infrastructure (AMI)), implementation roadmap, gap analysis and assessment of Halton's readiness for the future state. It is expected that the work will be completed in early 2018, at which time staff will bring forward the findings and recommendations for Council consideration. Council approved recommendations and the related financial requirements will be addressed through the 2019 Budget and Business Plan.

2018 Water & Wastewater Operating Budget by Major Program

As shown in the following table, the 2018 requested budget for water and wastewater services is increasing from \$188.7 million to \$197.1 million, an increase of \$8.4 million or 4.5%. This includes the base budget increase of \$8.3 million or 4.4% and strategic investments of \$78,000 that align with the Council approved Strategic Action Plan (2015-2018) and address operational issues. When combined with the 1.6% customer growth (\$1.2 million), this results in a net water and wastewater rate increase for the 2018 Budget of \$7.2 million or 3.8%. The net expenditures shown below incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

As discussed earlier, of the 3.8% increase, 3.1% relates to capital financing of the State-of-Good-Repair program, and 0.7% is required to operate and maintain the water and wastewater system. The changes in the 2018 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services								
\$000s	2017	2018			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget	
Water Treatment	\$ 22,782	\$ 22,216	\$ 20	\$ 22,235	\$ (566)	-2.5%	\$ (546)	-2.4%
Wastewater Treatment	40,541	38,885	20	38,905	(1,656)	-4.1%	(1,636)	-4.0%
Water Distribution	24,545	24,618	22	24,640	73	0.3%	95	0.4%
Wastewater Collection	20,132	20,001	17	20,018	(131)	-0.7%	(114)	-0.6%
Infrastructure Management	80,711	91,319	-	91,319	10,607	13.1%	10,607	13.1%
Net Program Impact	\$ 188,712	\$ 197,039	\$ 78	\$ 197,117	\$ 8,328	4.4%	\$ 8,406	4.5%
Customer Growth (1.6%)							(1,234)	-0.7%
Net Increase Requirement							\$ 7,172	3.8%

Schedule may not add due to rounding.

2018 Water & Wastewater Operating Budget by Cost Category

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

Total Rate Operating Budget Comparison by Cost Category								
\$000s	2017	2018			Change In Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Budget		2018 Requested to 2017 Budget	
Personnel Services	\$ 49,346	\$ 50,430	\$ 876	\$ 51,306	\$ 1,083	2.2%	\$ 1,959	4.0%
Materials & Supplies	27,081	27,204	31	27,234	123	0.5%	154	0.6%
Purchased Services	39,225	35,002	(705)	34,298	(4,223)	-10.8%	(4,928)	-12.6%
Financial and Rent Expenses	54	210	-	210	155	287.1%	155	287.1%
Grants & Assistance	2,467	2,442	-	2,442	(25)	-1.0%	(25)	-1.0%
Total Direct Costs	118,174	115,288	202	115,490	(2,886)	-2.4%	(2,684)	-2.3%
Allocated Charges/Recoveries	(14,742)	(15,439)	(124)	(15,563)	(696)	4.7%	(820)	5.6%
Corporate Support Charges/Recoveries	13,369	13,826	-	13,826	457	3.4%	457	3.4%
Transfers to Reserves - Operating	86	86	-	86	-	0.0%	-	0.0%
Transfers from Reserves - Operating	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	116,886	113,760	78	113,838	(3,126)	-2.7%	(3,048)	-2.6%
Capital Financing Expenditures	90,193	100,801	-	100,801	10,607	11.8%	10,607	11.8%
Total Gross Expenditures	207,079	214,561	78	214,639	7,481	3.6%	7,559	3.7%
Subsidies	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%
Other Revenues	(8,886)	(8,039)	-	(8,039)	846	-9.5%	846	-9.5%
Total Revenue	(18,368)	(17,521)	-	(17,521)	846	-4.6%	846	-4.6%
Net Expenditures	\$ 188,712	\$ 197,039	\$ 78	\$ 197,117	\$ 8,328	4.4%	\$ 8,406	4.5%
Consumption Growth								0.0%
Customer Growth								1.6%
Rate Impact								3.8%

Expenditures

Personnel Services - \$2.0 million increase

As shown in the following table, compensation costs are proposed to increase by 3.97% or \$2.0 million in 2018 as a result of:

- 2.20% or \$1.1 for base budget compensation increases, comprised of the following:
 - 1.90% or \$936,000 increase to salary/wage budget, based on a 2.0% increase to the non-union salary grid and anticipated increases in union agreements for 2018 and a \$19,000 reduction resulting from in-year changes and other compensation adjustments. Actual salary/wage increases for non-union staff are based on a pay for performance merit system.
 - 0.30% or \$148,000 increase to benefit costs, including a premium increase of 2.0% for extended health care and 2.0% for dental costs where personnel rates are further adjusted to represent the group's utilization experience.
- 1.78% or \$876,000 increase for an additional 9.0 full-time equivalents (FTEs) recommended as strategic investments in the 2018 Budget. Of the 9.0 FTEs (\$876,060), 8.0 FTEs (\$799,080) are funded by reallocated base budget and capital recovery, with no net rate impact.

2018 Compensation Summary						
	2016	2017	2018			Change
	Compensation Budget	Adjusted Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	
Infrastructure Planning & Policy	\$ 8,564,410	\$ 9,021,100	\$ 242,990	\$ 76,980	\$ 9,341,070	3.55%
Engineering & Construction	8,512,330	8,807,330	221,920	-	9,029,250	2.52%
Water & Wastewater System Services	13,195,850	13,484,300	257,460	292,350	14,034,110	4.08%
Water & Wastewater Treatment	17,562,190	18,033,630	360,980	506,730	18,901,340	4.81%
Total	\$ 47,834,780	\$ 49,346,360	\$ 1,083,350	\$ 876,060	\$ 51,305,770	3.97%
Compensation Increase			2.20%	1.78%	3.97%	

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2018 Rate-Supported Budget as strategic investments is 9.0 FTEs or a 1.99% increase, which results in a total complement of 461.0 FTEs.

2018 Complement Summary						
	2016	2017		2018		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change %
Infrastructure Planning & Policy	78.0	80.0	-	1.0	81.0	1.25%
Engineering & Construction	73.0	73.0	-	-	73.0	0.00%
Water & Wastewater System Services	133.0	134.0	-	3.0	137.0	2.24%
Water & Wastewater Treatment	163.0	165.0	-	5.0	170.0	3.03%
FTE	447.0	452.0	-	9.0	461.0	1.99%
Staff Increase			0.00%	1.99%	1.99%	

Materials & Supplies - \$154,000 increase

- \$564,000 increase in minor plant maintenance materials and supplies to bring additional maintenance in-house, with offsetting reductions in purchased services for externally contracted maintenance.
- (\$65,000) decrease due to the elimination of non-recurring IT costs.
- (\$84,000) decrease in materials for new meter installations due to the movement of the program to capital.
- (\$84,000) decrease in mobile phones due to new contract pricing.
- (\$163,000) reduction in chemicals based on new contract pricing.

Purchased Services - \$4.9 million decrease

- (\$5.1 million) decrease in plant maintenance due to the movement of larger maintenance projects to the capital budget, also due to the reallocation of funds to materials and to personnel for additional staff resources to increase maintenance in-house.
- (\$375,000) decrease in new meter installations due to the movement of the program to the capital budget.
- \$96,000 increase in biosolids haulage based on contract.
- \$118,000 increase in Local Distribution Company charges to accommodate a rate increase of 1.0% and customer growth.
- \$202,000 increase in property taxes based on actual trends.
- \$246,000 increase in wastewater main cleaning and repair based on the planned inspection and repair program.

Financial & Rent Expenses - \$155,000 increase

- \$155,000 increase in equipment leases for increased wastewater flushings and watermain repairs.

Grants & Assistance - \$25,000 decrease

- Decrease due to the discontinuation of grant to the University of Waterloo for the Natural Sciences and Engineering Research Council.

Allocated Charges/Recoveries - \$820,000 increase

- \$639,000 increase in capital recoveries to reflect project delivery costs and for an additional staff resource proposed in strategic investments in support of the capital program.
- \$139,000 decrease in IT SCADA charges based on a new software agreement.
- \$64,000 decrease in fleet charges due to savings in gasoline and other materials.

Corporate Support Charges/Recoveries - \$457,000 increase

- Increases are mainly driven by the expanding Rate-supported program with additional staff resources approved in 2017.

Capital Financing Expenditures - \$10.6 million increase

- \$16.5 million increase in transfers to capital reserves to support the water and wastewater State-of-Good-Repair capital program, including \$3.8 million related to the movement of larger plant maintenance projects from the operating budget to the capital budget.
- \$5.6 million reduction in debt charges resulting from the retirement of debt.
- \$354,000 decrease in development charge (DC) financing related to the decrease in the growth-related debt charges.
- \$35,000 planned increase to support the purchase of new and replacement vehicles.

Revenues - \$846,000 decrease

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown below, the 2018 Budget includes \$17.5 million in other revenues, a decrease of \$846,000 or 4.6% over 2017.

Rate Program Fees & Other Revenues				
\$000s	2017	2018	Change in Budget	
Gas Tax Revenue	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	3,617	-	0.0%
Fees for Service	3,495	2,601	(894)	-25.6%
Sewer Discharge Agreements	1,079	1,101	22	2.0%
Bulk Water Charges	694	721	26	3.8%
Total	\$ 18,368	\$ 17,521	\$ (846)	-4.6%

The change in program fees and other revenues is mainly driven by a decrease in fees for service due to the movement of the new meter installation program from the operating budget to the capital budget (\$964,000) to better reflect the nature of the program based on TCA principles. The fees for the new water meter installations will continue to be collected and deposited into capital projects to finance the cost. This decrease is offset with increases of \$50,000 based on growing demand for permit inspections, \$22,000 for sewer discharge agreement revenue, and \$26,000 for bulk water charges based on the rate increase. The 2018

Budget also includes \$9.5 million of Gas Tax funding and \$3.6 million of investment earnings applied to the rate-supported services, which have remained unchanged from the 2017 Budget.

2018 Rate Strategic Investments

A total of 9 additional staff at a net cost of \$78,000 is included in the 2018 Water & Wastewater budget as shown in the following table. Details of the business cases for these positions can be found in the Rate-Supported Budget Detail section.

2018 Rate Supported Strategic Investments							
Dept	Division	Title	FTE	Gross Impact	Savings	Capital Recovery	Rate Impact
PW	PW Admin	Laboratory Technician	1.0	\$ 78,130			\$ 78,130
PW	Water & Wastewater Treatment	Project Manager II	1.0	123,880		(123,880)	-
PW	Water & Wastewater Treatment / System Services	Instrumentation Technician	3.0	292,350	(292,350)		-
PW	Water & Wastewater Treatment / System Services	Millwright	4.0	389,800	(389,800)		-
Rate Total			9.0	\$ 884,160	\$(682,150)	\$(123,880)	\$ 78,130

- **Project Manager (Water and Wastewater Treatment) - \$124,000** to hire a Project Manager II within the Water and Wastewater Treatment Division to oversee capital programming as outlined in Report No. PW-28-17 (re: "Public Works Asset Management Program Update 2017"), with the costs to be recovered from capital program, resulting in no additional net rate impact.
- **Instrumentation Technician - \$292,000** for three additional Instrumentation Technicians in order to meet service delivery and workload pressures and to reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Waste and Wastewater System Services Maintenance. The base budget allocated for external contractors has been reduced to hire these permanent resources, resulting in no additional net rate impact.
- **Millwright - \$390,000** in order to meet service delivery and workload pressures through the addition of four Millwrights, which will also reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Waste and Wastewater System Services Maintenance. The base budget allocated for external contractors has been reduced to hire these permanent resources, resulting in no additional net rate impact.
- **Laboratory Technician - \$78,000** is required to manage the volume of incoming samples and ensure these are efficiently received, processed, logged into the LIMS, and distributed to the lab testing areas for analysis within prescribed holding times and without disrupting the workflow of the testing areas. The Laboratory Technician is also responsible for sample counter reception, inventory and purchasing of laboratory supplies to help maintain uninterrupted operations.

10-Year Water & Wastewater Operating Budget Forecast

The rate forecast has been prepared based on current financing plans approved by Council to maintain levels of service. 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 1.2% to 1.6%
- Consumption growth of -0.9% to 0.0%
- 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 Asset Management Plan updates resulting from the Halton Region Asset Management Roadmap Implementation Plan.
- Further reductions in consumption per customer.
- Change in residential and industrial customer 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 water and wastewater rate forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and to ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases above the rate of inflation in a range between 3.8% and 4.3%. Over half of the increase (1.5% to 3.1%) is required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program.

Also included in the forecast is the provision for the declining water consumption trends. As noted earlier, it is expected that water conservation efforts and growing environmental awareness will continue to affect the consumption level in the forecast period. Over the past three years (2014-2016), the actual base consumption (with no seasonal variables) has been steadily decreasing, with the average annual household consumption reduced by 4.8% from 227m³ to 216m³. Accordingly, the 2018 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past three years. The forecast maintains the current projected consumption (52.9 million m³) for the first half of the 10-year period and reflects a gradual annual decline during the second half

reaching 50.5 million m³ (-4.5%) by 2027. Staff will continue to closely monitor the trend and determine whether any further adjustments needs to be made in the annual budget process.

Ten Year Operating Budget Forecast For Rate Supported Services										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
(\$000s)	Requested Budget	Forecast								
Water Treatment	\$ 22,235	\$ 23,047	\$ 23,893	\$ 24,802	\$ 25,740	\$ 26,779	\$ 27,903	\$ 29,057	\$ 30,311	\$ 31,648
Wastewater Treatment	38,905	40,325	41,806	43,395	45,037	46,854	48,821	50,841	53,035	55,374
Water Distribution	24,640	25,540	26,478	27,484	28,524	29,675	30,921	32,200	33,590	35,071
Wastewater Collection	20,018	20,749	21,511	22,329	23,173	24,109	25,121	26,160	27,289	28,492
Infrastructure Management	91,319	97,060	103,269	109,460	115,994	121,368	126,611	131,650	136,509	141,459
Net Program Impact	\$ 197,117	\$ 206,722	\$ 216,957	\$ 227,469	\$ 238,468	\$ 248,784	\$ 259,376	\$ 269,908	\$ 280,734	\$ 292,044
Customer Growth	1.6%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.2%	1.2%	1.2%
Consumption Growth	0.0%	0.0%	0.0%	0.0%	0.0%	-0.9%	-0.9%	-0.9%	-0.9%	-0.9%
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Rate Increase	3.8%	4.2%	4.3%	4.2%	4.2%	4.3%	4.2%	4.0%	4.0%	4.0%
Rate Impact:										
State-of-Good-Repair	3.1%	2.5%	2.6%	2.5%	2.5%	2.0%	1.8%	1.7%	1.6%	1.5%
Operating Expenses	0.7%	1.7%	1.7%	1.7%	1.7%	1.8%	1.9%	1.8%	1.9%	2.0%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Residential Bill (250 m³ p.a.)	\$ 964	\$ 1,004	\$ 1,048	\$ 1,092	\$ 1,138	\$ 1,186	\$ 1,236	\$ 1,286	\$ 1,337	\$ 1,391
\$ Increase	\$ 35	\$ 40	\$ 43	\$ 44	\$ 46	\$ 49	\$ 50	\$ 49	\$ 51	\$ 53

Rate Budget Forecast as Projected in the 2017 Budget										
Annual % Rate Increase	5.2%	5.0%	5.3%	5.0%	5.0%	4.9%	4.9%	4.5%	4.3%	
Rate Impact:										
State-of-Good-Repair	3.7%	3.4%	3.8%	3.5%	3.6%	3.6%	3.6%	3.2%	3.0%	
Operating Expenses	1.5%	1.6%	1.5%	1.5%	1.4%	1.3%	1.3%	1.3%	1.3%	
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

Water & Wastewater Budget

The Region's Water and Wastewater Rate-Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater (sewer). The Public Works Department delivers the water and wastewater program through systems that include 12 water treatment plants and 7 Wastewater Treatment Plants (WWTPs).

Budget Impacts

The 2018 Rate-Supported Budget expenditures are increasing by \$8.4 million or 4.5%. When combined with customer growth, this results in a 3.8% rate increase, which equates to a \$35 annual increase per typical household (consuming 250 m³ /year). The increase is mainly driven by investment in the State-of-Good-Repair capital program. In addition, 9.0 FTEs are proposed as strategic investments and will be described below in each of the respective program details.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact			
Water & Wastewater Services					Net Rate Impact	2018-2017	
Water Treatment	\$ 23,428	\$ (1,664)	\$ 471	\$ 22,235	\$ 22,782	\$ (546)	-2.4%
Wastewater Treatment	40,571	(2,300)	634	38,905	40,541	(1,636)	-4.0%
Water Distribution	27,075	(1,961)	(474)	24,640	24,545	95	0.4%
Wastewater Collection Infrastructure	21,044	(1,324)	298	20,018	20,132	(114)	-0.6%
Management	123,808	(10,271)	(22,218)	91,319	80,711	10,607	13.1%
Total	\$ 235,927	\$ (17,521)	\$ (21,289)	\$ 197,117	\$ 188,712	\$ 8,406	4.5%
FTE				437	428	9	2.1%



Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton. It should be noted that growth-related capital programs will not proceed until the next Allocation Program is implemented.

The State-of-Good-Repair program sets out the rehabilitation/upgrade/replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$47.7 million in capital funding over the next 8 years and the accelerated water meter replacement program. State-of-good-repair requirements will also be addressed as part of the Development-related program, in particular servicing of the Built-boundary area.

The table on p.187 provides a summary of the 2018 10-year Water and Wastewater capital program. The 10-year total is \$2.1 billion, with \$173.6 million allocated for 2018.

Water Treatment

Water Treatment is responsible for the reliable provision of clean, safe drinking water in accordance with all legislative requirements. Water Treatment operates and maintains 12 water treatment plants: 3 surface water (lake source) (Burlington, Burloak and Oakville) and 9 groundwater (well source). These facilities employ a multi-barrier treatment approach and highly trained licenced operators to ensure that the drinking water produced is of the highest quality. Operations and maintenance staff manage water treatment facility assets through planned and preventative maintenance programs.

Budget Impacts

The 2018 Water Treatment budget reflects a net decrease of \$546,000 or -2.4%, with details discussed below.

Resulting from a review of the plant maintenance program, changes were included in the 2018 Budget in order to realize efficiencies and optimization of the program. The large plant maintenance program was moved from the operating budget to the capital program in order to take advantage of project cost efficiencies through strategies such as bundling, deferrals, or coordinating where possible with projects delivered through the Non-Development State-of-Good-Repair capital program.



\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact		
Water Treatment						2018-2017	
Plant Operations	\$ 17,383	\$ (1,664)	\$ 511	\$ 16,230	\$ 15,715	\$ 515	3.3%
Plant Maintenance	6,045	-	(40)	6,005	7,066	(1,061)	-15.0%
Total	\$ 23,428	\$ (1,664)	\$ 471	\$ 22,235	\$ 22,782	\$ (546)	-2.4%

Water Plant Operations

Water Plant Operations provides clean, safe, potable water sourced from all 12 of the Region's water treatment plants to the residents and businesses of Halton. The Town of Oakville, the City of Burlington and a portion of the Town of Milton utilize water from Lake Ontario, while the communities of Georgetown, Acton, Campbellville and the rest of Milton draw their water from well systems. All water plants and groundwater systems are controlled through a SCADA system that is monitored 24/7.

The 2018 Water Plant Operations budget reflects an increase of \$515,000 or 3.3% compared to the 2017 Budget in order to maintain service levels and is driven by inflationary increases, realignment in support costs based on actual trends, and an increase in hydro costs which have been mitigated by the participation of 2 water treatment plants in the Industrial Conservation Initiative. The Industrial Conservation Initiative allows eligible hydro customers to manage their global adjustment costs by reducing demand during peak periods. As shown below, the Water Plant Operations cost per megalitre (ML) has remained relatively consistent in recent years.

Water Plant Operations	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Megalitre of Treated Drinking Water (Ground Water based)	8,728	8,688	9,009	8,500	8,800
Megalitre of Treated Drinking Water (Surface Water Based)	52,421	53,844	56,790	52,500	54,300
Megalitre of Treated Drinking Water (Total)	61,149	62,532	65,799	61,000	63,100
Water Plant Operations Cost / Megalitre of Water Treated	n/a	\$241	\$229	\$254	\$257
Hydro Consumption / Megalitre of Water Treated	493.9	467.9	456.6	472.4	476.1
Percent of Compliance to Drinking Water Standards	100%	100%	100%	100%	100%

The volume of treated drinking water is driven by many factors, including the amount of warm weather experienced in the Region, rainfall, population growth, the type and age of the homes being served, as well as the number and types of businesses being served.

The volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has increased only slightly in recent years despite a growing population. This is a result of water conservation programs, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses.

Energy costs represent a significant portion of the water treatment budget. Water Treatment uses more than 29 million kilowatt hours (kWh) annually, representing over 21% of Halton's corporate electricity consumption. Hydro consumption at water plants depends on the size, quantity, type and age of equipment and the level of treatment. Enhancements to the level of treatment and expansions at the Region's water plants also impact annual electricity demand. In coordination with the local hydro utilities, the Public Works department has initiated an Energy and Resource Management Initiative in an effort to identify opportunities to reduce electricity use and improve energy conservation. Regional staff actively manages hydro use where possible and considers increased efficiencies and conservation for energy use to offset increased hydro pricing.

The Region has maintained a perfect compliance rating of 100% over the past five years and aims to continue this trend.

Water Plant Maintenance

Water Plant Maintenance provides maintenance services for all 12 of the Region's water treatment plants through planned and preventative maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at water plants.

The Water Plant Maintenance budget for 2018 reflects an overall decrease of \$1.1 million or -15.0% which is the result of the movement of large plant maintenance projects from the operating budget to the capital program. Following a review of the maintenance program, changes were included in the 2018 budget in order to realize project cost efficiencies through strategies such as project bundling, deferrals, or coordinating where possible with projects delivered through the Non-Development State-of-Good-Repair capital program.

Another recommended change includes reducing reliance on external contractors and bringing more maintenance in-house. In-house maintenance staff are better able to assess the status of assets and deliver a continuous high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training. The 2018 Budget includes strategic investments for an Instrumentation Technician and a Millwright; these investments have been offset with equivalent reductions in purchased services for externally contracted maintenance, resulting in no net rate impact.

The lower value of the Canadian dollar since 2014 has impacted the costs associated with plant maintenance, including the goods and services required to perform maintenance services. The increasing size and complexity of the Region's water plants, in response to legislative regulations, also impacts increasing maintenance costs due to the equipment needed to service and maintain these plants. Through efficiencies and optimization of processes, the Water Plant Maintenance cost per ML of water treated has been relatively consistent as shown below.

Water Plant Maintenance	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Maintenance Hours by Type: Regular Maintenance	17,135	12,571	19,905	19,000	19,500
Maintenance Hours by Type: Urgent - Unscheduled	1,017	866	1,150	1,200	1,100
Water Plant Maintenance Cost / Megalitre of Water Treated	n/a	\$ 101	\$ 92	\$ 103	\$ 95

Water Plant Maintenance devotes a significant number of hours to regular maintenance, ensuring that the critical components of the closely monitored and highly regulated drinking water environment are in working order and available when needed. Emergency maintenance is performed as needed based upon the criticality of the equipment. As the Region's water infrastructure expands and is upgraded in response to population growth and regulatory pressures, maintenance hours are expected to increase. Halton's Water Plant Maintenance staff work diligently to optimize regular maintenance and minimize disruptive and expensive emergency work.

Wastewater Treatment

Wastewater Treatment is responsible for the safe, efficient and effective operation and maintenance of seven Wastewater Treatment Plants (WWTPs) to remove contaminants in the wastewater stream prior to being discharged to the environment. Solids generated by the treatment process are transported to a centrally-located Biosolids Management Centre for further processing and final disposition, and to treat and dispose of solid organic matter recovered from the wastewater. These plants treat more than 76 billion litres of wastewater annually.

Wastewater is treated in a safe and responsible manner that complies with all provincial and federal regulations, approvals and standards. Wastewater is tested and monitored regularly prior to discharge. Operations staff manages wastewater treatment facility assets through planned and preventative maintenance programs. Wastewater Treatment is also responsible for the treatment and disposition of residual solids through the Biosolids Management Program.

Budget Impacts

The 2018 Operating Budget for Wastewater Treatment is \$38.9 million which represents a net decrease of \$1.6 million or -4.0% from the 2017 Budget, with details discussed below.

Resulting from a review of the plant maintenance program, changes were included in the 2018 Budget in order to realize efficiencies and optimization of the program. The large plant maintenance program was moved from the operating budget to the capital program in order to take advantage of project cost efficiencies through strategies such as project bundling, deferrals, or coordinating where possible with projects delivered through the Non-Development State-of-Good-Repair capital program.



\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2018-2017	
Plant Operations	\$ 26,651	\$ (2,300)	\$ 734	\$ 25,085	\$ 24,907	\$ 177	0.7%
Plant Maintenance	10,138	-	(100)	10,038	11,691	(1,653)	-14.1%
Biosolids Management	3,783	-	-	3,783	3,943	(160)	-4.1%
Total	\$ 40,571	\$ (2,300)	\$ 634	\$ 38,905	\$ 40,541	\$ (1,636)	-4.0%

Wastewater Plant Operations

Wastewater Plant Operations provides 24/7 operations for three secondary and four tertiary treatment plants to treat wastewater prior to being discharged to the environment. The 2018 Wastewater Treatment operations budget has increased by \$177,000 or 0.7% resulting from inflationary increases offset largely with savings in hydro due to the participation of two WWTPs in the Industrial Conservation Initiative program, which allows eligible hydro customers to manage their global adjustment costs by reducing demand during peak periods.

Wastewater Plant Operations	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Megalitre of Wastewater Treated	84,346	76,588	84,778	89,197	83,521
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	n/a	\$286	\$280	\$275	\$300
Hydro Consumption / Megalitre of Wastewater Treated	584	685	621	598	651
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment	99.6%	100.0%	99.9%	99.7%	99.7%

The volume of wastewater treated has remained relatively consistent despite a growing population. This trend is a result of significant efforts by water conservation programs, the Region's efforts to remove the extraneous water out of the system, changes to the Ontario Building Code, and an increased environmental awareness among Halton's residents and businesses. It is anticipated that this trend will not continue and that flows will begin to increase as the population continues to grow. As part of the implementation of the Region-wide Basement Flooding Mitigation program, the Region continues to invest in the sewer system optimization capital program and flow monitoring in order to address sources of infiltration and to improve system performance, thereby further increasing the resiliency of the system to the impacts of future storm events.

Hydro consumption at WWTPs depends on size, quantity, type and age of equipment, and the level of treatment of the individual treatment plant. Enhancements to the levels of treatment to improve effluent quality at the Region's WWTPs have increased annual electricity demand, as well as WWTP expansions. The Burlington Skyway WWTP recently upgraded to a tertiary level of treatment and expanded capacity from 118 to 140 ML per day, and the Mid-Halton WWTP is currently being expanded from 75 to 125 ML per day.

The Public Works department has initiated an Energy and Resource Management initiative in an effort to identify opportunities to reduce electricity use and improve energy conservation. Halton staff actively manages hydro use where possible, and continues to seek efficiencies and conservation in electricity use as opportunities to offset increased hydro consumption. Hydro consumption per ML remained in line with the overall treatment costs due to expansion and upgrade activities resulting from regulatory requirements and growth pressures while the wastewater flows have remained relatively consistent.

Wastewater treatment consistently treats over 99.5% of wastewater to a secondary or better level of treatment. This treatment is a critical step in the protection of Halton's natural environment, and its drinking and recreational water sources.

Wastewater Treatment Maintenance

Wastewater Treatment Maintenance provides maintenance services for all seven of the Region's WWTPs and the Biosolids Management Centre through planned and preventative maintenance programs. Wastewater Plant Maintenance also provides corrective and emergency repair services, and coordinates contractors and specialized trades conducting maintenance work.

Wastewater Treatment Maintenance	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Maintenance Hours by Type: Regular Maintenance	28,246	27,681	26,324	30,000	31,000
Maintenance Hours by Type: Urgent - Unscheduled	3,450	3,082	3,488	3,500	3,200
Wastewater Plant Maintenance Cost / Megalitre of Wastewater Treated	n/a	\$144	\$131	\$123	\$120

The 2018 Wastewater Treatment Maintenance budget reflects a decrease of \$1.7 million or -14.1% compared to the 2017 Budget due to the movement of large plant maintenance projects from the operating budget to the capital program in order to realize efficiencies through the combined management of projects with the Non-Development State-of-Good -Repair capital program. Another recommended change to the program includes reducing reliance on external contractors and bringing more maintenance in-house. In-house maintenance staff are better able to assess the status of assets and deliver a continuous high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training.

The 2018 Budget includes strategic investments for an Instrumentation Technician and a Millwright; these investments have been offset with equivalent reductions in purchased services for externally contracted maintenance, resulting in no net rate impact.

Wastewater Treatment combines many complex biological, mechanical, chemical, and physical processes in a challenging environment to effectively treat wastewater. These challenges mean that some degree of emergency maintenance is unavoidable.

Biosolids Management

Compared to 2017, the 2018 Biosolids Management Program budget has decreased by \$160,000 or -4.1%, mainly due to a decrease in the volume of biosolids treated and disposed of through Halton’s Biosolids Management Program.

Solids Management	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Tonnes of Bio-solids Treated and Disposed	32,085	33,386	35,830	35,161	35,077
Cost / Tonne of Bio-solids Treated and Disposed	\$105	\$110	\$92	\$111	\$108

In general, tonnes of biosolids treated and disposed of are in line with Regional growth. Treatment and disposal cost per tonne has been increasing in line with overall cost increases. The recent contract includes an alternative biosolids management approach which has resulted in a slight reduction in unit costs.

Water Distribution

Water Distribution is responsible for the operation and maintenance of water infrastructure, and distributes approximately 62 billion litres of safe drinking water to more than 200,000 households and businesses in Halton each year. Water Distribution also ensures drinking water is supplied in a safe, efficient manner and in accordance with all legislative requirements. Water Distribution maintains and operates over 2,200 kilometres (km) of water mains, 22 water reservoirs, 14 booster pumping stations, 13,800 hydrants, and 20,500 valves. In addition to continuous monitoring at reservoirs and booster pumping stations, licensed operators sample and test drinking water more than 5,000 times annually. Operations staff manage the water distribution system through preventive and reactive maintenance programs and responds to customer service inquiries, including emergencies 24/7.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2018-2017	
Water Distribution							
Distribution Network Operations & Maintenance	\$ 16,612	\$ (1,701)	\$ (474)	\$ 14,437	\$ 14,480	\$ (44)	-0.3%
Service Connections	1,517	(137)	-	1,381	865	516	59.6%
Fire Suppression	755	(124)	-	631	680	(49)	-7.3%
Pumping Stations	8,192	-	-	8,192	8,520	(328)	-3.8%
Total	\$ 27,075	\$ (1,961)	\$ (474)	\$ 24,640	\$ 24,545	\$ 95	0.4%

Budget Impacts

The 2018 Water Distribution budget reflects a net increase of \$95,000 or 0.4% which is required to maintain existing levels of service.

Regional growth of the distribution network continues to increase the number of service connections, water meter, and fire hydrant assets being operated and maintained. Distribution infrastructure is expanding while per capita water consumption continues to decline. Decreased consumption results from Ontario Building Code updates that require efficient fixtures in new homes such

as low-flow toilets, which contributes to the lower per household water use.

Furthermore, water efficiency awareness continues to grow amongst Halton residents and businesses. However, most compliance-related maintenance and operations are not tied to consumption, and continue to increase with the addition of new infrastructure assets. Economic pressures on this budget include increased costs for contracted services, as well as increased costs for parts and supplies due to a lower Canadian dollar and fluctuations in commodity prices. While there is limited discretion to adjust service levels in response to some economic pressures, controllable costs have been effectively managed to remain below the rate of inflation.



Distribution Network Operations and Maintenance

Distribution Network Operations and Maintenance includes all activities necessary to protect the integrity of the infrastructure network of water mains and appurtenances, as well as ensuring that they are functioning properly. Water distribution operators complete preventive and reactive maintenance and repairs to sustain the distribution network that ensures an uninterrupted supply of safe drinking water to residents and businesses of Halton. Operators also respond to customer requests for service, such as responding to frozen water service complaints and conducting water quality tests.

The 2018 Budget shows a decrease of \$44,000 or -0.3%, compared to 2017 largely due to the redeployment of resources to other areas.

Distribution network infrastructure continues to increase in order to accommodate growth in the Region. As water mains, valves, fire hydrant, pumps and other assets are added to the system, operational and maintenance programs are expanded to ensure that the Region remains compliant with legislative drinking water standards and continues to deliver an uninterrupted supply of drinking water to residents and businesses.

Distribution Network Operations & Maintenance	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Annual Number of Water Main Breaks	136	150	115	110	110
Number of km's of Watermain Operated and Maintained	2,218	2,232	2,238	2,274	2,310
Megalitre of Drinking Water Distributed	50,950	52,953	55,889	51,760	52,913
Number of Water Locates	25,308	49,802	35,321	30,761	28,000
Cost / km of Watermain Operated and Maintained	n/a	\$5,525	\$5,216	\$6,327	\$6,250
Number of Customer Service Complaints	683	789	822	650	600
Percent of Compliance to Drinking Water Standards in the Distribution System	99.9%	99.9%	99.9%	99.9%	100.0%

The cost to operate and maintain the distribution network is increasingly impacted by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies, and external services, as well as changing weather patterns.

Significant efforts continue to be made in order to mitigate the pressures of rising costs, such as the optimization of operating and maintenance programs to ensure the most efficient use of resources.

The kilometres of water mains (and the associated number of valves and hydrants within the distribution network) continue to expand as the Region continues to grow. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible while continuing to recognize the need to manage overall operating costs.

Halton was impacted by extreme winter conditions in 2014 and 2015, which led to the significant increase in water main breaks during that time. Extreme winter conditions during this time resulted in an increased number of complaints and inquiries received by staff, mostly related to frozen water services. Historical averages for years with reasonable winter weather have been around 110 breaks per year. Capital programs to replace aging water mains ensure that the integrity of the infrastructure is maintained and that in the

absence of extreme winter conditions, the historical average of water main breaks per year can be maintained. In addition, diligent tracking of complaints ensures that issues are addressed quickly and steps are taken to mitigate future concerns. Public Works continues to strive to constantly reduce complaints and has initiated numerous improvement initiatives to achieve this goal.

The total volume of drinking water distributed has varied over the past four years mainly due to changing seasonal conditions, however the trend of declining non-seasonal consumption per household continues to have an impact. In 2018, staff are projecting average total consumption reflective of the past four years which includes both dry and wet seasonal conditions. When combined with customer growth, this results in a reduced consumption per household projected for 2018.

The number of locate requests that the Region receives has significantly increased as a result of the Ontario One Call legislation that came into effect in 2014. The objectives of this new legislation are to minimize damage to underground infrastructure and protect public safety. Due to the new requirements, measures have been implemented to handle the increased number of locate requests. The Region is working closely with Ontario One Call on initiatives to amend requirements and develop tools that will ensure municipalities are not unnecessarily burdened with locate requests.

Working with service providers, Halton staff are working to optimize the locate program and a decrease in the number of requests due to efforts to optimize request processing at Ontario One Call is resulting in a reduction in the number of requests.

Over the last five years, the Region has had a near perfect record of compliance to drinking water standards. Water quality is continuously monitored throughout the distribution system and more than 5,000 tests are conducted annually to ensure safe, high-quality drinking water.

Service Connections

Service Connections maintenance is related to maintaining the public water services that connect each residence and business to the Region's water network. Water distribution operators and meter technicians also maintain curb boxes and water meters, and respond to customer inquiries related to water pressure and flow.

The 2018 Operating Budget is increasing by \$516,000 or 59.6% which is largely attributed to the movement of the new meter installation program from the Operating Budget to the Capital Budget to better align with Tangible Capital Asset principles, and is offset in state of good repair costs. New meter installations are fully funded from user fees, which will continue to be collected to finance the cost in the Capital Budget, with no overall net rate impact resulting from this change.

Service Connections	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Service Connections Operated and Maintained (000s)	149	150	155	157	160
Number of Water Meters Maintained (000s)	153	155	157	161	164

As shown in the table above, the number of water service customers has been growing each year, increasing the number of service connections and meters being maintained. Staff are proposing an extensive meter replacement initiative over the next few years, funded through the capital budget. The 2017 meter replacement program to replace end-of-life residential and larger industrial/commercial/institutional meters is expected to significantly reduce the number of meter reading issues and service calls that meter technicians respond to as a result of aging meters.

Furthermore, a proactive maintenance program for large meters (40 mm and greater), which began in 2017, will continue, prolonging the life of the meters and ensuring that the proper volume of water is being recorded. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when their accuracy in measuring volume degrades.

Fire Suppression

Fire Suppression refers to the maintenance, repair and testing of fire hydrants throughout the Region. In compliance with Ontario Regulation 213/07, preventive maintenance is performed on hydrants annually to ensure they are in good condition and functioning properly for the protection of Halton citizens.

The 2018 Budget for this type of maintenance is decreasing by \$49,000 or - 7.3%, largely due to the optimization of the Hydrant Fire Flow Program testing frequency.

As Halton continues to grow and infrastructure expands, the number of hydrants in the water distribution system requiring preventive maintenance to ensure adequate fire protection is increasing. Preventive maintenance of older hydrants proactively identifies age-related deficiencies. Hydrant repairs to correct deficiencies have been identified as a priority for 2018.

Pumping Stations

Operations and Maintenance of Reservoirs and Pumping Stations refers to the activities that are carried out to ensure that the outlying facilities used to store and pump drinking water throughout the Region are in good condition and functioning properly. Outlying facilities include reservoirs that store drinking water to ensure an uninterrupted supply of water and fire protection, and booster pumping stations that are used to maintain water pressure and pump water from the water facilities to homes and businesses across the Region.

These outlying facilities contain more than 2,000 critical pieces of equipment that are inspected and maintained on a regular basis. At some outlying facilities, drinking water is re-chlorinated to ensure it is safe at all times. Critical equipment is maintained to ensure uninterrupted service by implementing planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work.

Resulting from a review of the maintenance program, changes were included in the 2018 Budget in order to gain efficiencies and optimize the program. The 2018 Budget is decreasing by \$328,000 or -3.8% as a result of moving minor capital maintenance projects from the operating budget to the capital program to realize project cost efficiencies through strategies such as bundling, deferrals, or coordinating where possible with projects delivered through the non-development State-of-Good-Repair capital program.

Pumping Stations	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Pumping Stations Operated and Maintained	14	14	14	14	15

Mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations require preventive maintenance and corrective repairs to ensure pumps, valves, controls and instruments continue to function adequately.

Wastewater Collection

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial and industrial customers in seven separate catchment areas of the Wastewater Treatment Plants (WWTPs). Halton collects approximately 76 billion litres of wastewater (such as water from toilets, dishwashers and washing machines) in a safe, responsible manner in accordance with all legislated requirements every year. Wastewater Collection operates and maintains more than 1,894 km of sewer mains and 80 pumping stations. Operations staff manages the wastewater collection system by implementing preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

Budget Impacts

The 2018 Wastewater Collection budget reflects a net decrease of \$114,000 or -0.6%.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2018-2017	
Collection Network Operations & Maintenance	\$ 9,499	\$ (1,231)	\$ 498	\$ 8,766	\$ 8,215	\$ 551	6.7%
Lateral Connections	901	(93)	-	808	852	(44)	-5.2%
Flood Mitigation Program	2,410	-	-	2,410	2,410	-	0.0%
Pumping Stations	8,234	-	(200)	8,034	8,655	(621)	-7.2%
Total	\$ 21,044	\$ (1,324)	\$ 298	\$ 20,018	\$ 20,132	\$ (114)	-0.6%



Regional infrastructure continues to expand and there are a greater number of assets to be maintained. Furthermore, work related to the Basement Flooding Mitigation Program continues to be a priority.

The Enhanced Basement Flooding Prevention Subsidy program provides subsidies Region-wide for downspout and weeping tile disconnection as well as sanitary lateral repairs. These programs will reduce the volume of rainwater entering the sanitary system.

Collection Network Operations and Maintenance

Collection Network Operations and Maintenance includes all of the activities necessary to protect the integrity of the infrastructure network of pipes and manholes, ensuring wastewater is effectively and efficiently collected and conveyed to the WWTPs. Wastewater Collection operators are responsible for completing preventive maintenance and reactive maintenance, such as routine and emergency sewer main flushing and repairs. Operators respond to customer requests for service, such as responding to reports of blocked sewer mains and overflowing manholes.

The 2018 Budget is increasing by \$551,000 or 6.7% due to the operation and maintenance of new infrastructure to accommodate growth and external factors such as the cost of materials, supplies and services, with additional increases to address required wastewater main cleaning and repair. Through proactive programs, such as sewer main flushing and inspections, Halton ensures that deficiencies are identified and fixed before they become expensive problems that impact residents and businesses.

Collection Network Operations & Maintenance	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of km's of Operated and Maintained	1,861	1,890	1,894	1,924	1,955
Number of Wastewater Locates	29,752	35,687	14,778	12,000	12,000
Cost per km of Wastewater Collection Network Operated and Maintained	n/a	\$4,304	\$5,575	\$4,230	\$4,484
Number of Customer Service Complaints	3,558	981	964	1,050	900

Collection network infrastructure continues to increase in order to accommodate growth in the Region. As sewer mains, manholes, pumps and other assets are added to the system, operational and maintenance programs are expanded to ensure that Halton remains compliant with standards and continues to provide uninterrupted conveyance of wastewater from households and businesses. The cost to operate and maintain the collection network is increasingly impacted by external factors, such as the cost for energy, materials, supplies and external services which are required to deliver services throughout the Region. Significant efforts continue to be made to mitigate the pressures of rising costs such as the optimization of operating and maintenance programs to ensure the most efficient use of resources.

As a growing municipality, the kilometres of sewer mains within the wastewater collection network continues to expand. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible. In concert with service providers, Halton staff are working to optimize the locates program internally and with Ontario One Call and a decrease in the number of requests is being realized. The number of locate requests that require processing is expected to normalize as the program matures, and is anticipated to stabilize at levels lower than currently seen.

The consistently low volume of complaints demonstrates that the Region successfully provides this service. Statistics show that many customers were impacted by extreme weather events in 2014. The Flood Mitigation Program reduces the risks to customers associated with future extreme weather events.

Lateral Connections

Lateral Connections maintenance refers to the activities that ensure wastewater is conveyed from homes and businesses to Regional sewer mains. Building plumbing is connected via service laterals to sewer mains. Collection operators undertake Closed Circuit Television (CCTV) inspections to diagnose issues that prevent wastewater from flowing from buildings to sewer mains efficiently as well as repair the public section of cracked and broken laterals, clear blockages whenever issues are identified.

The 2018 Budget is decreasing by \$44,000 or -5.2% as a result of a decrease in vehicle charges to align with trends.

Lateral Connections	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Lateral Connections Maintained (000s)	102	103	111	113	115

The Region's infrastructure continues to expand in line with growth pressures. The increase in the number of service connections is reflective of the new homes and businesses being built. Operations respond to service requests due to blocked laterals 24/7. The 2018 program will include an increased focus on repairing deficient public-side lateral connections to prevent blockages and backups. The Flood Mitigation Program includes a subsidy for lateral repairs to reduce issues that lead to blockages and backups. This program is expected to reduce pressures on staff time by reducing the occurrences of blocked and broken laterals.

Flood Mitigation Program

Flood Mitigation Programs include the Downspout Disconnection and the Weeping Tile Disconnection Subsidy Programs, the Lateral Lining Subsidy Program, and the Backwater Valve Subsidy Programs.

The Region established the Downspout Disconnection and Weeping Tile Disconnection Subsidy Programs in 2016 to encourage property owners to complete private-side disconnections. Program participation results in the prevention of water entering the sanitary system during rain events. Preventing this source of water from entering the sanitary sewer system reduces the risks of basement flooding.

Flood Mitigation Program	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Weeping Tiles Disconnected	n/a	137	29	30	40
Number of Downspouts Disconnected	n/a	1,072	1,678	1,700	1,700

The Region has a comprehensive subsidy program that provides:

- 100% subsidy for downspout and weeping tile disconnection
- 50% subsidy for lateral lining and repairs
- 50% for backwater valve installation

Pumping Stations

Pumping Stations Operations and Maintenance refers to the activities that are carried out to ensure that the pumping stations that convey wastewater are in good condition and functioning properly.

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators and other equipment are maintained and functioning properly. Through planned and preventative maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades to conduct maintenance work, critical equipment is maintained to ensure uninterrupted service.

Pumping station maintenance practices have been improved to mitigate the risk of by-passes. Additional maintenance is performed at stations that are historically problematic. Pump stations have also been upgraded to improve performance during high flow events such as rain storms. Improved alarm protocols have led to a faster response time by Operations staff to resolve issues that could result in by-pass events.

Following a review of the maintenance program, changes were included in the 2018 budget in order to realize efficiencies and optimization of the program. The minor capital maintenance program was moved from the operating budget to the capital program in order to take advantage of project cost efficiencies through strategies such as project bundling, deferrals, or coordinating where possible with projects delivered through the non-development state of good repair capital program. As a result the 2018 Budget is decreasing by \$621,000 or -7.2%. Also included in the 2018 Budget are strategic investments for two Millwrights and an Instrumentation Technician in order to reduce reliance on external contractors and bring more maintenance in-house. These investments

have been offset with equivalent reductions in purchased services for externally contracted maintenance, resulting in no net rate impact. In-house maintenance staff are better able to assess the status of assets and deliver a continuous high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training.

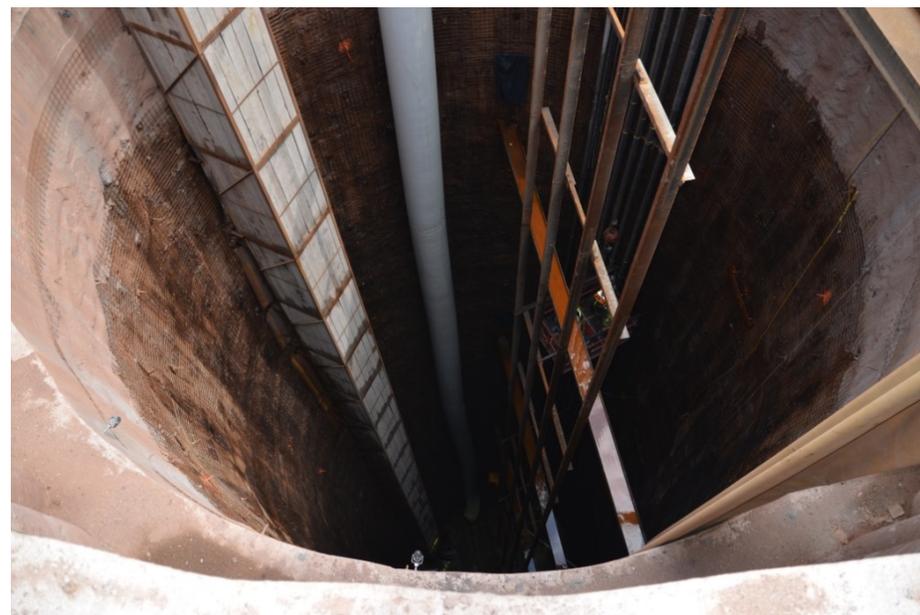
Pumping Stations	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Pumping Stations Operated and Maintained	82	82	79	80	80
Number of By-Passes at pumping stations	24	2	0	6	6

Within pumping stations there are more than 2,300 critical pieces of equipment in operation to convey the wastewater collected from homes and businesses across the Region to the treatment plants. Upgrading or expanding the stations, rather than building new ones, is one method the Region is utilizing to efficiently meet the demands of growth.

Infrastructure Management

Infrastructure Management includes all planning and policy activities related to the Region's Water and Wastewater assets. These activities include monitoring asset conditions, as well as developing and implementing infrastructure renewal plans through the Asset Management Program. The estimated book value of these assets as of December 31, 2016 was \$3.7 billion. The Public Works Asset Management Update, 2017 (PW-28-17) was presented to Regional Council in July, 2017, outlining the department's approach to developing a 10-year capital forecast, incorporating technical levels of service, life cycle modeling and risk.

As such, key activities of Infrastructure Management include the Water and Wastewater State-of-Good-Repair (Non-Development) capital program, growth plans such as the Water and Wastewater Servicing Master Plan, maintaining asset information and inventory records, as well as developing and enforcing Regional Water and Wastewater Works policies.



Budget Impacts

The Infrastructure Management budget reflects a net increase of \$10.6 million or 13.1%, which is required to maintain existing levels of service and to support the Region's investment in the State-of-Good-Repair capital program and to support the expanding asset base.

\$000s	2018 Budget				2017 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2018-2017	
State of Good Repair System Growth Planning	\$ 110,707	\$ (9,482)	\$ (9,906)	\$ 91,319	\$ 80,711	\$ 10,607	13.1%
Development Review	969	-	(969)	-	-	-	0.0%
Engineering & Construction Information Management	777	(785)	8	-	-	-	0.0%
	10,459	-	(10,459)	-	-	-	0.0%
	897	(4)	(893)	-	-	-	0.0%
Total	\$ 123,808	\$ (10,271)	\$ (22,218)	\$ 91,319	\$ 80,711	\$ 10,607	13.1%

State-of-Good-Repair

State-of-Good-Repair includes the operating contribution required to finance the 10-Year State-of-Good-Repair Water and Wastewater capital program. As noted in the Public Works Asset Management Program Update, 2017 (PW-28-17), the first four (4) years of the 2018 capital plan are prioritized by applying a risk-based approach while timing of projects in years five (5) through ten (10) have been identified through the application of life cycle models.

The 2018 10-Year Water and Wastewater State-of-Good-Repair (Non-Development) capital program will invest \$1.0 billion to renew the existing water and wastewater infrastructure assets, which are explained in further detail in the Capital Budget section below. These investments address aging, poor and fair condition infrastructure to provide reliable, safe, sustainable, suitable and cost efficient services, as outlined in the Public Works Asset Management Program Update, 2017 (PW-28-17).

State of Good Repair	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Percent of Water Infrastructure Rated as Good, Very Good or Excellent	64	64	64	64	64
Percent of Wastewater Infrastructure Rated as Good, Very Good or Excellent	60	60	60	60	60
Water Loss Rate - Percent	n/a	15%	15%	15%	14%
Number of Watermain Breaks / 100 KM's of Watermain	6.1	6.7	5.1	4.8	4.8
Number of Main Line Wastewater Back-Ups / 100 KM of Pipe	0.8	1.9	1.4	0.8	0.8

The condition and performance of the assets are monitored and reported through the Infrastructure Condition Report Card, last updated in 2013 (PW-24-15/FN-39-15/LPS109-15). The 2017 update to the Asset Management Program (PW-28-17) informed the 10-Year Water and Wastewater State-of-Good-Repair (Non-Development) capital program, with a goal of achieving an average Infrastructure Condition Report Card rating of Good. The Region expects the percentage of assets in Good, Very Good and Excellent condition will be maintained in 2018. It is anticipated that an update of Halton's Infrastructure Condition Report Card will be presented to Regional Council in 2018, as scheduled.

In 2018, capital needs assessments of water and wastewater facilities (plants and pumping stations) will be completed to identify rehabilitation needs in order to assess risk and inform the capital plan.

Region-wide capital investments and outreach programs, such as the Basement Flooding Mitigation Program (including downspout disconnection, weeping tile disconnection), lateral linings, and manhole capital improvement programs will result in reduced volume of extraneous water entering into the wastewater network. Rainwater infiltration and inflow (I&I) is a significant risk to the performance of the wastewater system and can lead to basement flooding. Accordingly, investments in these programs are necessary to optimize sewer capacity.

The Region anticipates a reduction in the water system losses, through reduction in non-revenue water uses. Non-revenue water uses can include, but are not limited to, water lost from pipe leaks or water main breaks, water used by the Region to commission or flush water mains, inaccuracies in water billing and water theft. The reduction in these losses is anticipated as a result of initiatives to educate Regional contractors on water efficiency in the commissioning process, the optimization of maintenance programs such as dead end flushing, the replacement of water mains with a high break history or are in poor condition, and the replacement of aging water meters.

The Region maintains a relatively young distribution network with an average age of 25 years. The age of the network contributes to Halton's overall water main break rate, which is consistently amongst the lowest in the country.

The 2018 10-year Water and Wastewater State-of-Good-Repair (Non-Development) capital investments and distribution network growth contributes to the reduction in targets for water main breaks per 100 km. Investments include small-diameter water main replacements, primarily renewing cast iron and ductile iron pipes that are aging and in poor condition.

System Growth Planning

System Growth Planning includes growth related to infrastructure from the 2012 Allocation Program and will transition to delivering the next Allocation Program.

In addition, it is anticipated that the Integrated Growth Management Strategy (LPS151-16) will be underway in 2018. This is a multi-year, multi-step process which integrates growth management, infrastructure master plan development, development charges review and allocation program delivery to accommodate projected growth to 2041.

The 2018 Budget is increasing by \$2,000 or 0.2% resulting from inflationary increases largely offset with savings in the operating budget.

Development Review

Development Review predicts that the number of development related applications and permits processed will remain steady at the existing (2017) levels in 2018, despite the Region's continued growth and the past trend of an increasing number of reviews and applications being processed. The Region's growth projections align with this assumption.

The 2018 Budget is decreasing by \$54,000 or 5.7% due to the transfer of 1.0 FTE to support the Water Distribution and Wastewater Collection programs.

Development Review	2014 Actual	2015 Actual	2016 Actual	2017 Projected	2018 Projected
Number of Development Applications Reviewed	n/a	111	238	200	200
Number of Permits Processed	434	492	518	600	600

Engineering and Construction

Engineering and Construction builds safe and sustainable municipal infrastructure for internal clients (water and wastewater systems, water and wastewater treatment), and external clients (development industry). In addition to building new infrastructure, state-of-good-repair projects remain a priority for renewal of aging infrastructure in order to operate at targeted levels of service, mitigate disruptions to residents and businesses and to maintain compliance with legislated requirements.

Resulting from a review of the plant maintenance program, changes were included in the 2018 budget in order to realize efficiencies and optimization of the program. The large plant maintenance program was moved from the operating budget to the capital budget in order to take advantage of project cost efficiencies through strategies such as bundling, deferrals, or coordinating where possible with projects delivered through the non-development state of good repair capital program.

The 2018 Budget is increasing by \$227,000 or 1.9% resulting from inflationary increases, and a strategic investment proposed for a Project Manager II to deliver the annual capital program that works to maintain the water and wastewater treatment plant resources in a good state of repair. This position will be recovered from the Capital Budget with no net rate impact.

Information Management

Information Management includes the organization of and control over the structure, processing and delivery of information used in the operation, maintenance and development of Halton's water and wastewater infrastructure.

The 2018 Budget is increasing by \$49,000 or 2.5% resulting from inflationary increases.

Water & Wastewater Capital Budget & Forecast Overview

The Water and Wastewater capital program consists of the Development program and the State-of-Good-Repair (Non-Development) program. The Development program facilitates the infrastructure required to provide new and expanded capacity, distribution and conveyance systems to support the anticipated growth in Halton. It should be noted that growth-related capital programs will not proceed until the next Allocation Program is implemented.

The State-of-Good-Repair program sets out the rehabilitation/upgrade/replacement needs for existing capital infrastructure based on Public Work's Asset Management Plan (PW-28-17). The program also includes the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$47.7 million in capital funding over the next 8 years (2018-2025) and \$45.4 million for water meter installations. State-of-good-repair requirements will also be addressed as part of the Development-related program, in particular servicing of the Built-boundary area.

The following table provides a summary of the 2018 10-year Water and Wastewater capital program. The 10-year total is \$2.1 billion, with \$173.6 million allocated for 2018.

2018 Capital Budget & Forecast
Summary of Rate Capital Budget & Financing (\$'000s)

	Gross Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Development											
Water	\$ 501,551	\$ 53,338	\$ 26,973	\$ 57,367	\$ 4,158	\$ 14,913	\$ 143,178	\$ 61,630	\$ 47,589	\$ 82,563	\$ 9,842
Wastewater	569,770	52,508	130,097	49,490	19,275	10,199	106,908	15,046	115,701	66,875	3,671
Sub-total	1,071,321	105,846	157,070	106,857	23,433	25,112	250,086	76,676	163,290	149,438	13,513
State-Of-Good-Repair											
Water	493,988	41,500	56,353	36,969	59,006	60,031	54,431	59,954	42,128	49,564	34,052
Wastewater	550,429	26,259	48,806	27,756	28,183	70,575	59,945	62,905	67,923	53,373	104,704
Sub-total	1,044,417	67,759	105,159	64,725	87,189	130,606	114,376	122,859	110,051	102,937	138,756
Total	\$ 2,115,738	\$ 173,605	\$ 262,229	\$ 171,582	\$ 110,622	\$ 155,718	\$ 364,462	\$ 199,535	\$ 273,341	\$ 252,375	\$ 152,269
Financing											
External Rcvry/Other	\$ 9,860	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986	\$ 986
Dev't Charges - Res.	732,225	73,679	114,281	73,564	12,454	13,964	161,960	60,583	106,818	104,824	10,098
Rate Capital Reserves	1,130,539	76,303	107,235	71,724	92,847	136,166	146,433	123,418	128,211	110,432	137,770
Infrstr. Invstmnt Rvl. Fnd.	243,114	22,637	39,727	25,308	4,335	4,602	55,083	14,548	37,326	36,133	3,415
Total	\$ 2,115,738	\$ 173,605	\$ 262,229	\$ 171,582	\$ 110,622	\$ 155,718	\$ 364,462	\$ 199,535	\$ 273,341	\$ 252,375	\$ 152,269

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

2018 Water & Wastewater Capital Budget

The 2018 Water and Wastewater Capital Budget totals \$173.6 million, consisting of \$105.8 million for the Development program and \$67.8 million for the State-of-Good-Repair (non-Development) program.

The **\$105.8 million Development program** in 2018 represents a \$23.1 million decrease from the 2017 forecast based on timing of construction. The 2018 Budget includes implementation of the following major projects:

- \$25.0 million for Watermain on Britannia Road from 4th Line to Regional Road 25 (Zone M4).
- \$19.5 million for Wastewatermain on Britannia Road to 6th Line to James Snow Parkway.
- \$11.8 million for Twinned Forcemain on Britannia Road from Trafalgar Road to 6th Line.
- \$10.0 million for Oakville WPP Re-rating from 109 to 130 MI/d.
- \$7.8 million for WWM on Maple Avenue East between Lakeshore Road and Plains Road East.

The **\$67.8 million State-of-Good-Repair program** has decreased from the 2017 forecast by \$2.4 million. The 2018 Budget incorporates significant investments of \$46.7 million for water distribution and wastewater collection systems rehabilitation and replacements, \$13.3 million for plant/facilities infrastructure upgrades, replacements and maintenance, and \$2.4 million for the new water meter and replacement installation program. The 2018 Budget includes the following major projects:

- \$6.0 million for the Basement Flooding Mitigation Program (PW-22-15).
- \$4.0 million for WM on Sinclair Circle, Alconbury Crescent and Previn Court.
- \$2.6 million for Regional Inflow / Infiltration Remediation Program.
- \$2.5 million for 150mm/200mm WM on Maple Avenue (North of Hammond Street to Lakeshore Road).
- \$2.4 million for new Water Meter Installations and Water Meter Replacements.
- \$2.2 million for 300mm WM on Mississauga Street (Rebecca Street to Lakeshore Road West).
- \$2.1 million for WM on Longmoor Drive (Hydro Corridor to Appleby Line).
- \$1.9 million for 400mm WM on Bronte Street (500m north of Main Street to Steeles Avenue).
- \$1.9 million for 300mm WM on Leighland Avenue (Trafalgar Road to Sixth Line).
- \$1.9 million for Boiler Unit #1 & Hot Water Pumps at Oakville WWTP.
- \$1.7 million for 200mm WM on Cherryhill Crescent (Meadowhill Road to End).
- \$1.7 million for WM on Cindy Lane, Cape Avenue and Joel Avenue.
- \$1.6 million for 250mm WWM on Ontario Street South (Main Street East to Donald Campbell Avenue).
- \$1.5 million for decommission and relocation of sewer currently located in backyard easements on Felan Avenue and Maurice Drive Area.
- \$1.4 million for transferring of laterals from easement to Main Street South and Park Avenue.
- \$1.3 million for 300mm WM on Harvester Road (Appleby Line to South Service Road westerly).

10-year Water & Wastewater Capital Budget and Forecast

The 2018 10-year Water and Wastewater program totals \$2.1 billion, consisting of \$1.1 billion (50.6%) for the Development program and \$1.0 billion (49.4%) for the State-of-Good-Repair program.

The **\$1.1 billion 10-year Development program** is a \$2.4 million decrease from the 2017 program. The 10-year program includes:

- \$358.1 million to service Region-wide capacity-related infrastructure.
- \$557.5 million to service Greenfield area related infrastructure.
- \$84.4 million to service built boundary areas related infrastructure.
- \$71.3 million for employment land servicing related infrastructure.

Implementation of the \$1.1 billion Development program will also address State-of-Good-Repair needs for existing infrastructure in the amount of \$96.0 million. Combined with the non-Development State-of-Good-Repair program discussed below, the total 10-year (2018-2027) State-of-Good-Repair program is \$1.1 billion.

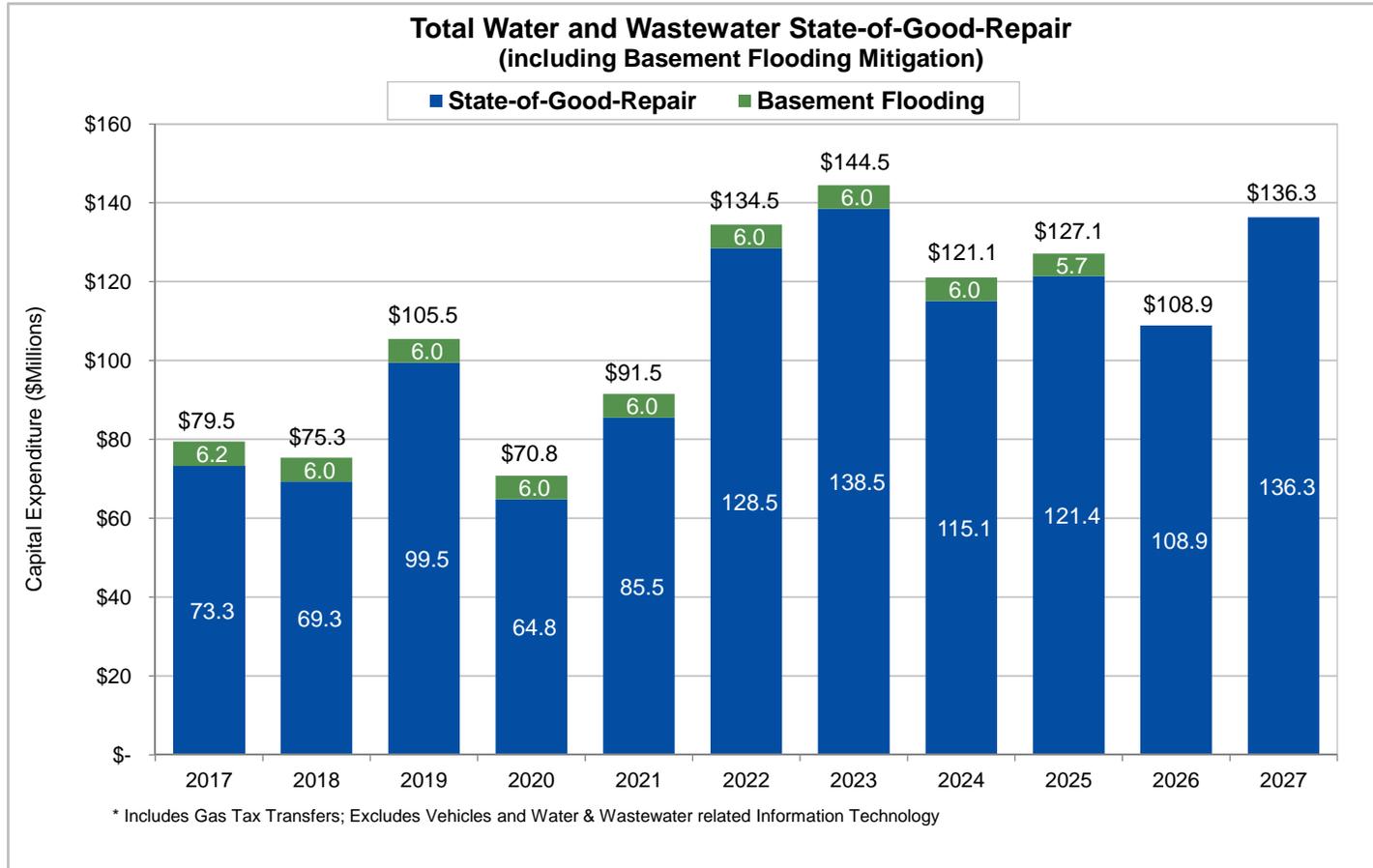
The **\$1.0 billion 10-year State-of-Good-Repair program** is a \$73.6 million decrease from the 2017 program. The 2018 Plan has been prepared based on Public Works Asset Management Plan, and incorporates the large plant maintenance and new water meter installation program moved from the operating budget to better reflect TCA principles. As discussed earlier, the 10 year State-of-Good-Repair program will continue to be updated through the annual budget process based on optimized decision making process developed under the Public Work's Asset Management Strategy. This review included:

- Determining the Public Works' technical levels of service and key performance indicators.
- Developing lifecycle models to determine the replacement timing of the Public Work's assets.
- Producing an asset risk registry to prioritize projects through an asset risk assessment approach.
- Integrating the replacement works identified above into the existing 10-year State-of-Good-Repair capital program.

The 10-year water and wastewater State-of-Good Repair program includes:

- \$331.0 million for water distribution and wastewater collection systems rehabilitation and replacements, including the basement flooding mitigation program of \$47.7 million.
- \$605.1 million for plants/facilities infrastructure upgrades, replacements, including Burlington WPP, Burlington Skyway WWTP and the implementation of the Pumping Station Master Plan in the Burlington East area.
- \$45.4 million for new water meter installations and replacements.
- \$39.1 million for plant maintenance.

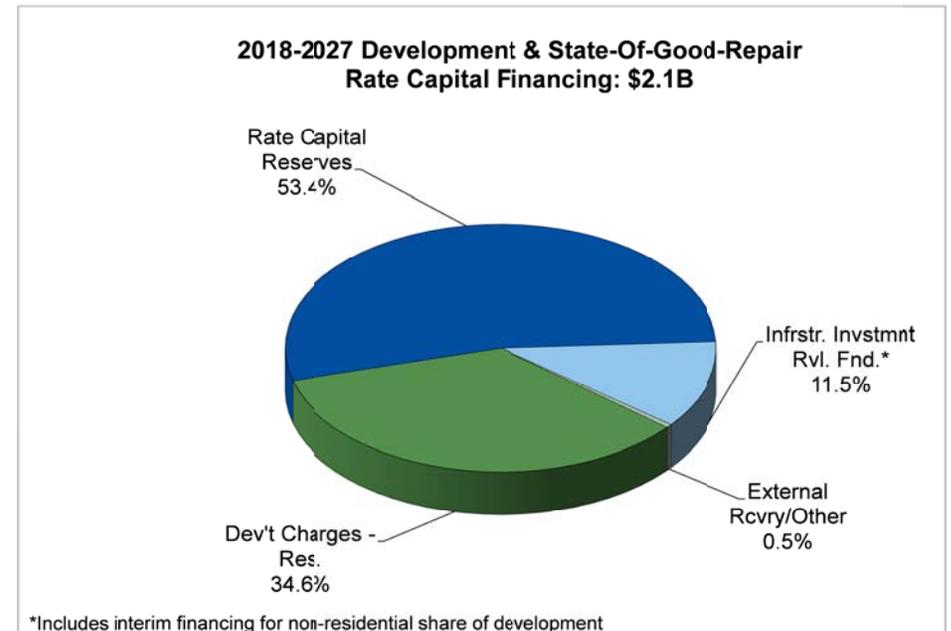
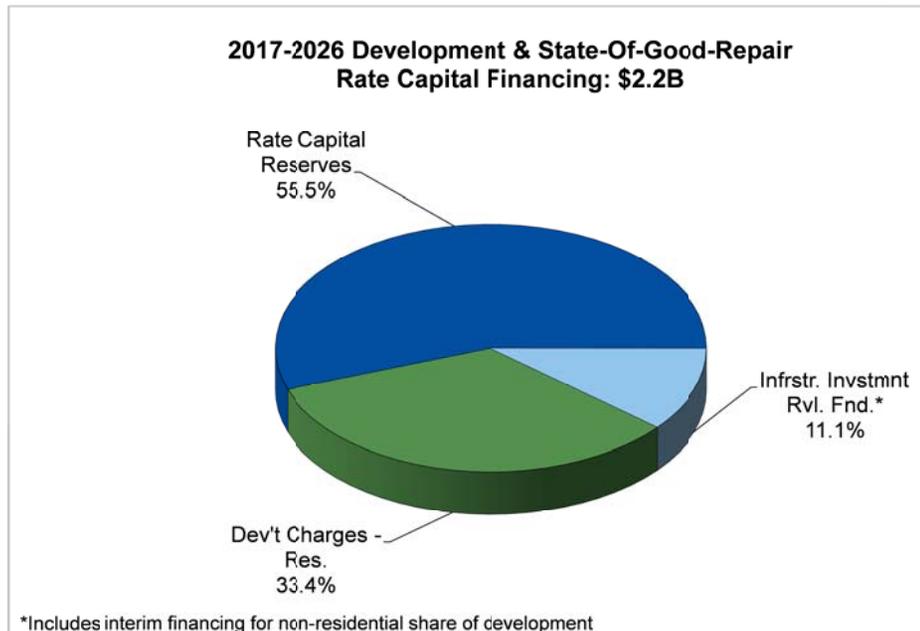
The following graph illustrates the state-of-good-repair (\$1.1 billion), including the Development-related State-of-Good-Repair infrastructure needs of \$96.0 million over the next 10 years.



10-year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2018 10-year financing plan for the Water and Wastewater capital program, compared to the 2017 plan.

Financing of the 2018 Capital Budget and forecast is based on Council-approved financing plans, including Development Financing Plan (CS-20-12) and the 2018 Budget Directions (FN-22-17).



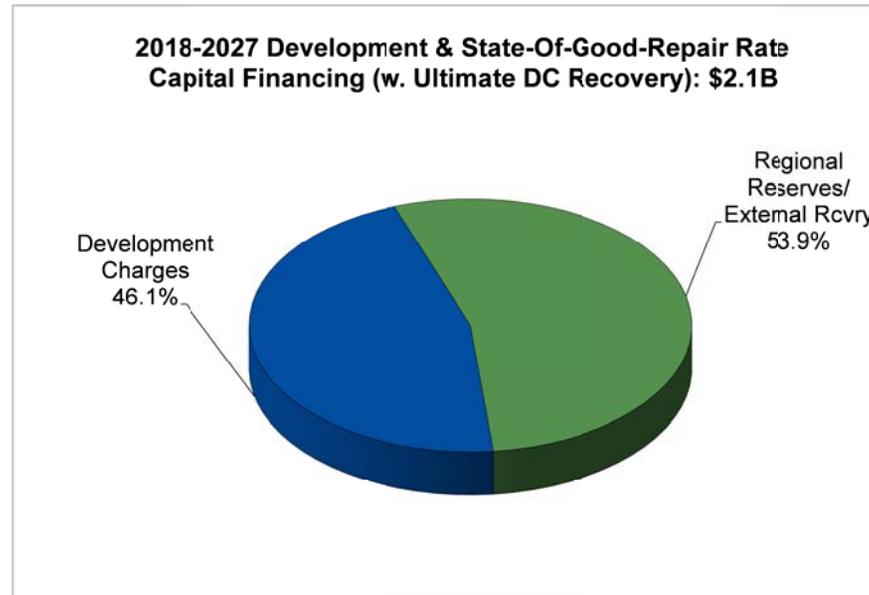
The Rate Capital reserves (53.4%) (including Operating transfers and Gas Tax funds) and the External Recoveries (0.5%) provide the financing for the State-of-Good-Repair program, while residential DCs (34.6%) and the Revolving Fund (11.5%) are a main source of funding for the Development-related program.

The 2018 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) are used to fund the State-of-Good-Repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2018 Water and Wastewater budget increased the total operating contributions to \$95.5 million in support of the water/wastewater State-of-Good-Repair capital program. As noted earlier, the financing to the Rate Capital reserve provides sufficient capacity to fund the growing State-of-Good-Repair capital program on a pay-as-you-go basis over the next 10 years. This strategy removes the reliance on debt financing for the forecast and provides financial flexibility as demonstrated in the financial plan prepared for the implementation of the Basement Flooding Mitigation strategy in 2016 and for the adjustments to the consumption and rate structure in 2017.

The funding share of the DCs in the 2018 10-year Development program is marginally larger than the 2017 program on a percentage basis due to the decrease in the state-of-good repair program based on Public Work's Asset Management Strategy. The Financing of the Development Program will not proceed until the implementation of the next Allocation Program.

The Revolving Fund is used to provide interim financing for the non-residential development related costs, in accordance with the Development Financing Plan (CS-20-12 re: 2012-2020 Development Financing Plan), which is the framework being utilized to develop the 2018 Budget. 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. By the end of 2017, the Region's investment from the Revolving Fund is anticipated to be \$230.9 million. These Regional investments will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

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 \$2.1 billion, \$1.0 billion (53.9%) is related to the State-of-Good-Repair capital program and the balance of \$1.1 billion (46.1%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (46.1%) and the State-of-Good-Repair program will be funded by the reserves (53.9%) supported by water and wastewater rates and external recoveries.



State-of-Good-Repair Water & Wastewater Capital Financing

The 10-year State-of-Good-Repair Water and Wastewater capital program identifies \$1.0 billion, with \$67.8 million required in 2018. In the 2018 Budget Forecast, the funding required for the State-of-Good-Repair program will be financed by capital reserves (\$1.0 billion) 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 2018.

Development Water & Wastewater Capital Financing

The 2018 10-year Development Water and Wastewater program totals \$1.1 billion and reflects the Region's infrastructure staging plan prepared in anticipation of future Allocation Programs. The program consists of the following:

- **\$915.6 million for servicing Greenfield and Region-wide Capacity.** This program will facilitate the future allocation programs. The program will consist of \$358.1 million of capacity-related projects that will benefit Region-wide and \$557.5 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects will be dependent upon the timing of future Allocation Programs..

- **\$71.3 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 \$71.3 million has been identified in the 2018 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.
- **\$84.4 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 2018 10-year capital program incorporates the water and wastewater growth-related infrastructure program at an estimated cost of \$1.1 billion which has been financed in accordance with the Council-approved development financing plan framework (CS-20-12). It is important to note that the growth-related capital programs will not proceed until the next Allocation Program is implemented.

The following is a summary of the financing plan for the \$1.1 billion 10-year Development program. The Region continues to finance the 10-year growth-related Water and Wastewater capital program primarily from DCs and the Region’s Infrastructure Investment Revolving Fund (Revolving Fund).

Development Water/Wastewater Capital 2018-2027 (\$Millions)				
Program	Total	Res.	Non-Res.	Non-Growth
		DC	Reviv. Fund	Regional Rsrv
Water	\$ 501.6	\$ 372.6	\$ 117.6	\$ 11.4
Wastewater	569.8	359.6	125.6	84.6
Total	\$ 1,071.3	\$ 732.2	\$ 243.1	\$ 96.0

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), which is the basis for the 2018 Capital Budget financing. 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 year’s 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 these principles, the residential funding share of future allocation programs will be provided by the participating residential developers and the Regional funding will be provided mainly from the internal reserve borrowing capacity (e.g. Capital Investment Revolving Fund) while limiting significant debt issuance. The following is a breakdown of water and water infrastructure financing for the 2018 Budget and Forecast:

Residential Development Financing (\$732.2 million):

- **The Residential-led Greenfield development** in the future allocation areas (e.g. Milton, Burlington, Oakville and Georgetown) – require a Development Financing Agreement from residential developers to front-end finance, including a funding required to address shortfalls in total DC 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 (\$243.1 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$224.6 million)** – the Region provides interim financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). Halton currently uses internal borrowing primarily from the Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$18.5 million)** – the Region will provide front-end financing through the Revolving Fund for servicing the non-residential share of employment lands. The interim financing will be recovered from DCs (including carrying costs). Serviced employment lands are one of the most effective investments the Region can make to promote economic growth in Halton.

Non-Growth (\$96.0 million):

- **Non-growth (benefit to existing taxpayers) share (\$96.0 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$96.0 million will be financed from capital reserves. Of the \$96.0 million required, \$33.8 million (35.2%) is scheduled for the first five years of the forecast period including:
 - West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (\$7.2 million).
 - Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (\$ 6.6 million).
 - 825-900mm WWM on Maple Avenue East between Lakeshore Rd and Plains Rd East (\$6.2 million).
 - Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (\$6.0 million).
 - 375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (\$2.1 million).
 - Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (\$1.8 million).
 - 300mm WM on No. 14 Sideroad from Tremaine Road to Milton Reservoir (\$1.3 million).

HALTON REGION

Budget and Business Plan 2018

Community Profile



Halton's Communities

Halton is a vibrant and growing community with more than 556,000 residents and four distinct communities—Burlington, Halton Hills, Milton and Oakville. Recognized for its high quality of life, innovative programs and services, and strong financial position, Halton Region is committed to enhancing the lives of all residents and continuing to be a great place to live, work, raise a family and retire.

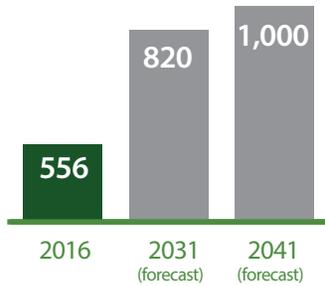


Close to major markets in Canada and the United States, Halton's central location translates to expanded business and professional employment opportunities for Halton residents. Just 30 minutes from Toronto and 45 minutes from Niagara, Halton is accessible via three Canadian airports, a well-maintained road and highway system, public transit and GO train service.

Halton combines vibrant agricultural communities and the charm of small-town life with the amenities, shopping and culinary delights of major urban centres. It offers ample access to nature, arts, culture, heritage, leisure, sporting activities and more—all year round. For more information, visit halton.ca, download our OneHalton app or follow us on Twitter, Instagram, Facebook, LinkedIn, YouTube or call 311.

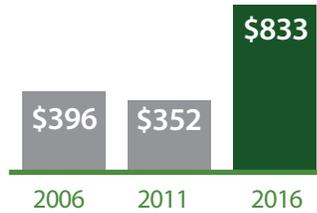


POPULATION GROWTH¹
(thousands)



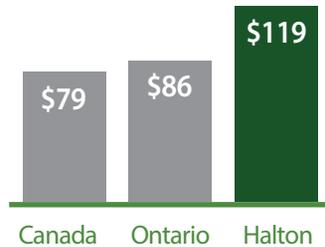
Halton Region is a growing community. To meet the requirements of the Provincial *Places to Grow Act, Proposed Growth Plan for the Greater Golden Horseshoe 2017*, Halton is expected to grow to 1 million people by 2041¹.

INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL CONSTRUCTION VALUE³
(millions)



Over the last decade, Halton's average annual Industrial, Commercial and Institutional (ICI) development growth increased nearly 7.0 per cent³.

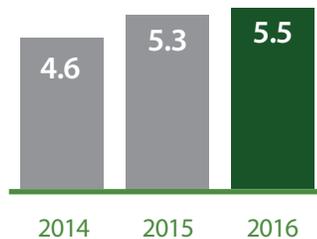
AVERAGE HOUSEHOLD INCOME²
(thousands)



Halton Region residents have a higher average household income than residents in the rest of the province.

Residents are also well-educated—74 per cent of adults have some level of post secondary education².

UNEMPLOYMENT RATE⁴
(%)



In 2016, the unemployment rate in Halton averaged 5.5 per cent, significantly lower than the provincial and national averages⁴.

Note: The 2011 Best Planning Estimates (BPEs) are the official numbers used for planning Regional services and infrastructure. The 2016 BPEs exceeded the Census population by 1.4 per cent and dwellings by 6 per cent. Please see report no. LPS43-17 for a thorough comparison of the 2016 BPEs and Census counts.

556,210
2016 POPULATION⁵

205,461
NUMBER OF HOUSEHOLDS IN 2016⁵

13,287
NUMBER OF BUSINESSES IN 2016⁶

5.5%
HALTON UNEMPLOYMENT RATE IN 2016⁴

67.1%
HALTON LABOUR FORCE PARTICIPATION RATE IN 2016⁴

224,299
JOBS IN HALTON IN 2016⁶

- 1 The Provincial Growth Plan was amended in 2017 and provides population and employment allocations to the Region to 2041
- 2 Statistics Canada National Household Survey 2011
- 3 Statistics Canada, Building Permits Survey February 2017 (LPS25-17 Economic Development-Economic Review 2016)
- 4 Statistics Canada, Labour Force Survey Estimates (custom tabulation, three-month moving average, unadjusted), (LPS25-17 Economic Development-Economic Review 2016)
- 5 June 2011 Best Planning Estimates (see note)
- 6 Halton Region 2016 Employment Survey Results (LPS25-17 Economic Development-Economic Review 2016)



Halton's Cultural Heritage

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 industrial manufacturing, 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 1960s led to a reorganization at the local level.

In 1974, Halton County was incorporated and reorganized into the Regional Municipality of Halton with four restructured municipalities (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville).



County of Halton banner being carried at International Ploughing Match in Brant County, 1969. From the Halton Heritage Services collection.



A crowd gathered on Main Street, Milton attending the sod turning for the Milton Post Office, 1800s. From the Halton Heritage Services collection.



Main Street, looking south, Milton. From the Halton Heritage Services collection.

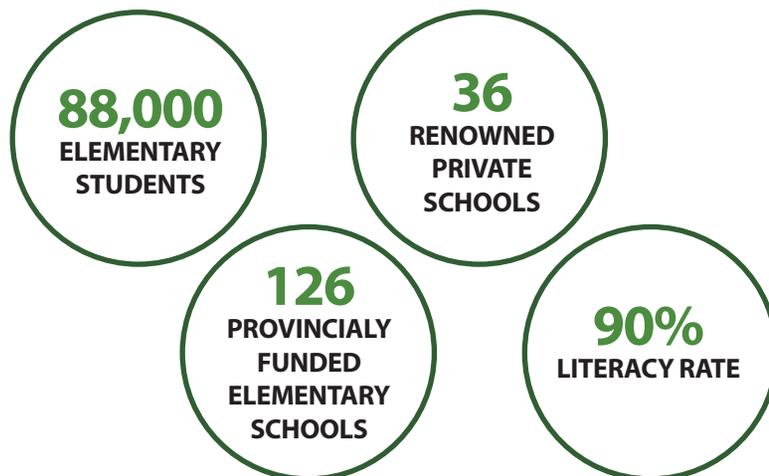
Education

Elementary and secondary schools

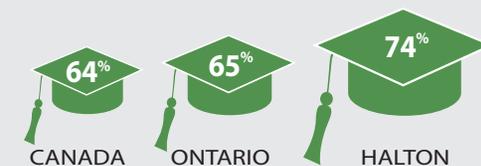
- Among Ontario's elementary and secondary schools, Halton schools are consistently highly ranked.
- Oakville's Appleby College is ranked among the top 25 private schools in Canada by Top Private Schools Canada.
- Halton's education offerings include French and French Immersion schools.

Post-secondary and continuing education

- Halton is located in the centre of an education triangle that includes more than 20 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.
- The Sheridan Institute of Technology and Advanced Learning in Oakville offers a wide range of full-time day courses, including its renowned animation, arts and design programs.



Post-secondary education (Over age 25)¹



¹ Statistics Canada, National Household Survey, 2011

Hospitals

Halton Region is home to four hospitals, one in each of Halton's four communities:

- **Georgetown Hospital**

Georgetown Hospital and Milton District Hospital received a combined \$666,194 in funding in 2017 from the Ontario Government to make critical improvements to their facilities, including upgrades or replacements to roofs, windows, heating and air conditioning systems, fire alarms and back-up generators. The funding will help both hospitals, located in rapidly expanding communities, with growing healthcare demands.

- **Milton District Hospital**

In fall 2017, Milton District Hospital opened 330,000 sq. ft. of new patient-centred space marking the completion of an expansion project that more than tripled the size of the hospital and doubled the number of inpatient beds. With a focus on patient-centred care, the hospital's expansion was designed to provide exceptional health services within an innovative hospital environment to serve Milton's growing community.

- **Oakville-Trafalgar Memorial Hospital**

The new 1.6 million-square-foot state-of-the-art Oakville Trafalgar Memorial Hospital offers a full range of health services, including maternal and childcare, critical care, emergency care, surgery, complex continuing care, rehabilitation, diagnostics, ambulatory care and a variety of support services.

- **Joseph Brant Hospital (Burlington)**

Phase 2 of the Hospital Redevelopment and Expansion Project was completed in August 2017 with the opening of the Michael-Lee Chin & Family Patient Tower. The new seven storey state-of-the-art Patient Tower combines technology, open spaces and a calming environment to encourage health and healing.



Physician Recruitment

Halton Region is dedicated to the health and well-being of all residents. Increasing the number of doctors with practices in Halton is an important step towards reaching that goal. Halton Region has undertaken a comprehensive and coordinated strategy to attract new physicians that will establish medical practices in Halton.

By collaborating with our Local Municipalities, hospitals, clinics and community representatives, as well as our local doctors, our Physician Recruitment program has helped to recruit (and retain) more than 270 new family doctors for Halton since 2003.



Regional Economy

The Region is dedicated to growing the regional economy in order to support a high standard of living and the delivery of high-quality public services. Halton's strong economy is bolstered by the competitive edge that comes from its geographic location, proximity to leading academic institutions and top talent, market access and its highly skilled workforce.

Halton Region Small Business Centre

The Halton Region Small Business Centre supports local entrepreneurs looking to start and grow their businesses. Services include free one-on-one business consulting and coaching for starting or growing a business, assistance with business registration, resources and information about government programs and funding opportunities, seminars and entrepreneurial training programs.

Halton Global Business Centre

The Halton Global Business Centre, in collaboration with partners such as the Haltech Regional Innovation Centre, provides information and client services on export development and scaling up business operations. Services include export counseling, market support, workshops, information on government programs and funding and networking opportunities.

Insight and Investment Services

Halton's economic development team assists existing companies and those looking to invest in Halton. Services include providing data and insight into Halton's economy and demographics, industry and workforce analysis, liaising between government agencies, industry organizations and local businesses, investment and site selection assistance, coordination of site visits and tours, and business expansion and relocation assistance. This team also supports the newly created Toronto Global and its international investment attraction marketing activities.

Halton's Economic Development Strategy 2012-2021 identifies target sectors for business attraction and retention. The Region is currently focused on growing its advanced manufacturing/engineering, financial services and technology industry clusters. To learn more, visit halton.ca/business.



90%

of Halton based businesses anticipate steady or increased profits over the next 12 months¹.

INDUSTRIAL, COMMERCIAL AND INSTITUTIONAL DEVELOPMENT BUILDING PERMIT VALUE² (millions)



Since 2005, Halton Region's Industrial, Commercial and Institutional (ICI) sectors have seen annual average growth of 22 per cent.

¹ 2016 Halton Business Conditions Survey

² Statistics Canada, Building Permits Survey

Top 10 Private Sector Employers in Halton in 2016

(Based on number of employees)

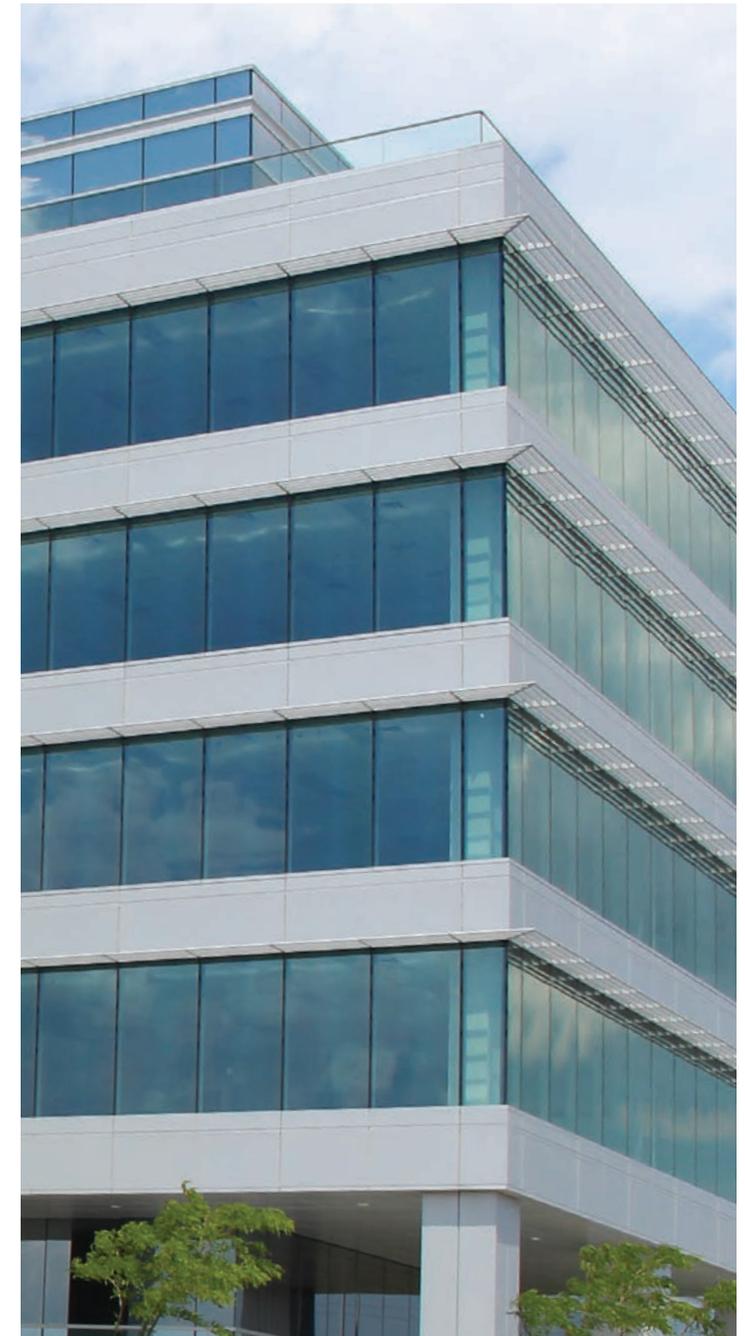
Company	Location
Ford Motor Company of Canada Ltd.*	Oakville
Sofina Foods Inc.	Burlington
GFS Ontario	Milton
Karmax Heavy Stamping, a division of Magna International Inc.	Milton
Evertz Technologies Ltd.	Burlington
Siemens Industry Software Ltd.	Oakville
Goodrich Aerospace Canada Ltd.	Oakville
Wescam Inc.	Burlington
Mold Masters (2007) Ltd.	Halton Hills
Sobeys Capital Inc.	Milton

* Including the Oakville Assembly Complex, Canadian Headquarters, Evaluation Centre and Ford Credit Canada.

Principal Corporate Taxpayers in 2016

Regional Tax Levy
(Dollars in Thousands)

Company	Location	Halton Region Taxes	Local Taxes	School Board Taxes
Canapen (Halton) Ltd.	Burlington	\$1,216	\$1,442	\$2,323
Calloway REIT	Halton Hills, Oakville	1,046	1,293	2,127
RK (Burlington Mall) Inc.	Burlington	884	1,049	1,689
Union Gas Ltd.	Burlington, Halton Hills, Milton, Oakville	652	652	2,116
Ford Motor Company of Canada Ltd.	Oakville	766	831	1,512
Riocan Holdings (Oakville Place) Inc.	Oakville	691	749	1,344
2121049 Ontario Ltd.	Oakville	604	655	1,176
Silgold Developments Inc.	Oakville	556	602	1,081
Sun Life Assurance of Canada	Halton Hills, Oakville	512	607	1,027
Lowe's Companies Canada ULC	Milton	566	448	1,087



HALTON REGION

Budget and Business Plan 2018

Policies & Procedures



Policies and 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 Chartered Professional Accountants of Canada.

Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; and
- 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 reports 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 and water and wastewater treatment plants, along with the water distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period of January 1 to December 31.



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 will be funded are presented to Council 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.

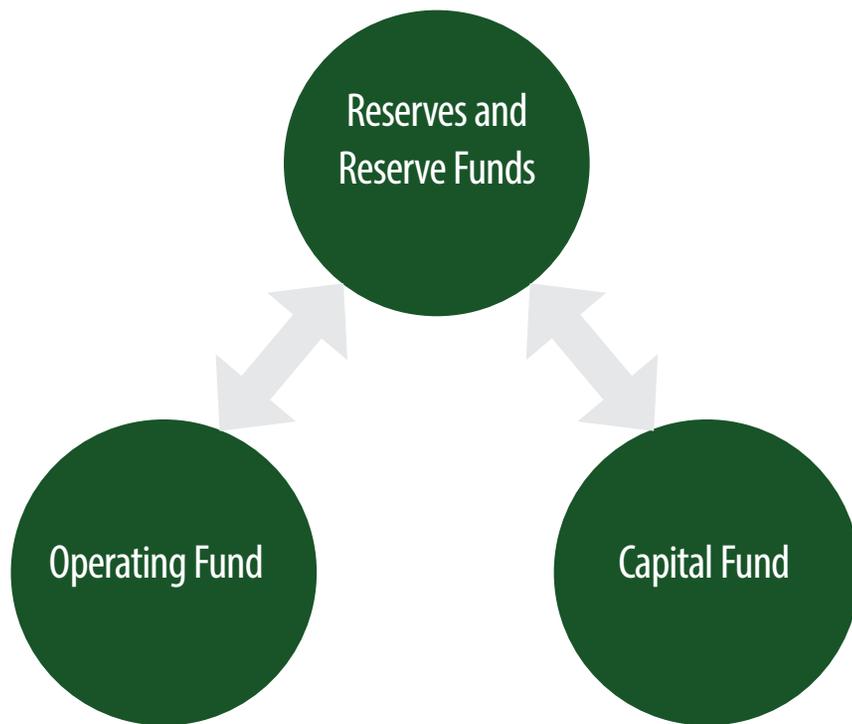
Reserves and Reserve Funds: The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short- and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact 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.

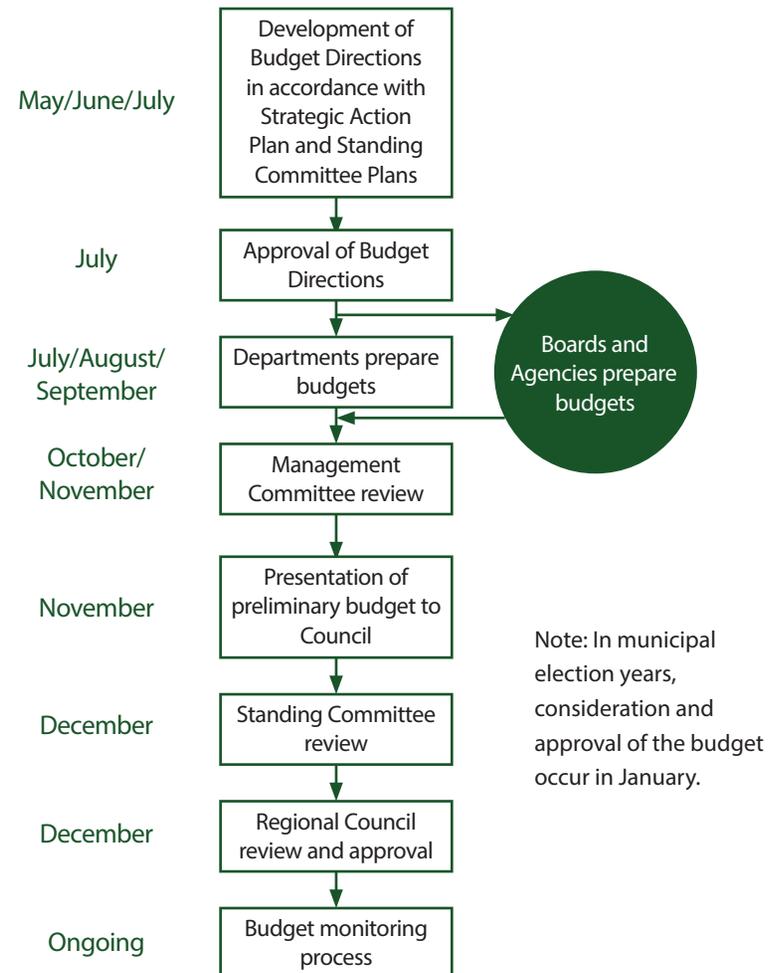
Fund relationships

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 a Council-approved Action Plan and annual Standing Committee Plans, the Region develops the Budget Directions Report in early spring. The Budget Directions Report is a policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered by the Standing Committees and Regional Council. Staff also use this as a guide in developing the following year's budget process.



Operating departments prepare their preliminary budget requests based on the Council-approved Budget Directions Report 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. Regional staff prepare an annual Budget Information Package, which recommends cost and revenue increases for various budget components (e.g., general inflation, interest, etc.). This package also includes specific technical information to assist in the budget preparation and outlines how to input information 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. Preliminary budgets are renewed by Financial Planning & Budgets Division staff, as well as the Management Committee, which is comprised of the Region's most senior staff.

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 and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies, and are 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 reviews the document prior to Council approval in December. 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: The proposed budget is prepared based on the Council-approved Budget Directions Report, the most recent program pressures and economic data, and iterative refinements and reviews by the 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).



Budget adoption: 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 Health and Social Services Committee, the Planning and Public Works Committee and the Administration and Finance Committee.

The Committee and Council meetings are open to the public and are advertised in the local newspapers as well as on the Regional website. The following are dates for the review and consideration of the 2018 Budget and Business Plan:

November 15, 2017	• 2018 Budget and Business Plan Council Information Session
December 5, 2017	• 2018 Budget review by Health and Social Services Committee
December 6, 2017	• 2018 Budget review by Planning and Public Works Committee
December 7, 2017	• 2018 Budget review by Administration and Finance Committee
December 13, 2017	• 2018 Budget approval by Regional Council

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 for 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 on April 30, August 31 and December 31. Capital budget (life-to-date) variance and project closure reports are presented twice annually on 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 31 per cent of the Region's total gross expenditures for all services, excluding the Halton Regional Police Service (HRPS), any increase in staff complement must be explicitly approved by Council. New positions, whether temporary or permanent, are approved through the Region's budget process.

Master Plans and 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 and water and 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. The forecasts are designed to 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 at 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 generated by property tax revenue 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.

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 Rate stabilization 15% of gross expenditures
Funding	Shortfalls from the target should be funded from annual operating surpluses 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 a 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 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 Supplementary taxes Annual operating budget surpluses
Authority to Access	Council authority required to access funds, normally established with annual budget or specific Council resolution delegating authority to staff (e.g., project closures or tender awards)
Interest Allocation	Interest allocation at year-end based on actual interest earnings

Commodity Price Hedging Policy

The goal of the Commodity Price Hedging Policy is to allow the Regional Treasurer to enter into a fixed price agreement for the future delivery of any or all portions of a commodity, when it is deemed advantageous for the Region to do so. The Treasurer must report annually on all commodity price hedging agreements in place in accordance with the *Municipal Act, 2001*, Regulation 653/05, and Halton's Commodity Price Hedging Policy as approved through Council Report No. CS-19-07.

The Region considers procuring price hedging agreements for electricity, natural gas, gasoline and diesel, as discussed below:

- Halton Region did not enter into a fixed price agreement for electricity in 2017 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.

- For natural gas, Halton Region has an annual fixed price contract expiring on October 31 of each year. In 2017, approximately 30 per cent of the annual volume was purchased on contract with the remaining 70 per cent purchased at the spot market price.
- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region is currently in the final renewal year with Canada Clean Fuels and Valero Energy Inc. for bulk gasoline and diesel fuel purchases.

Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have increased for electricity. Natural gas and diesel prices have decreased with price fully offset by demand increases. Gasoline has increased with price partially offset by demand decreases.

Commodity (\$000s)	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2017 Projected Actual	2018 Requested Budget	Change in Budget (2018-2017)
Electricity	10,189	17,379	20,322	19,875	19,751	19,954	170
Natural Gas	511	649	539	720	711	720	-
Gasoline and Diesel	1,322	1,188	1,070	1,330	1,267	1,325	(4)

HALTON REGION

Budget and Business Plan 2018

Glossary

Glossary of Terms

Accrual Accounting	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.
Actual	Actual revenue and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
Allocated Charges/Recoveries	Transactions related to allocating charges and recoveries between departments.
Allowance	A provision for an expected loss or reduction in the value of an asset in order to reduce the reported value of the asset to an amount that reflects its estimated realizable value.
Amortization	The annual cost of writing off the cost of an asset over a period of time.
Annualization	The cost of a full year of operation.
Assessment	A value that is established for real property for use as a basis for property taxes.
Base Budget	The budget required to maintain service levels as established by the previous year's budget.
Benchmarking	Determining the quality of products, services and practices by measuring critical factors (e.g., how fast or how reliable a product or service is) and comparing the results to those of highly regarded competitors.
Boards & Agencies	Autonomous bodies that receive funding from Halton Region, including the Halton Regional Police Service, Royal Botanical Gardens, Conservation Halton, Grand River Conservation Authority and Credit Valley Conservation.
Budget	A financial plan for a specified period of time (fiscal year) that estimates all planned revenues and expenditures for various municipal services.
Budget Document	The official written statement prepared by staff, which presents the proposed budget to Regional Council.
Canadian Union of Public Employees (CUPE)	Canada's largest union, with more than 650,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and childcare, municipalities, social services, libraries, utilities, transportation, airlines and more.
Capital Budget and Forecast	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
Capital Expenditure	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 that spans 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.
Case Mix Index (CMI)	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.
Complement	The total number of full-time equivalent staff positions approved by Regional Council.
Contingency	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
Corporate Sustaining Chargeback	A method that is used to allocate costs that are required for corporate management purposes, generally fixed in nature, and not directly or indirectly consumed through a service-delivery process.
Current Value Assessment (CVA)	Real estate property value that is determined under the direction of the Province of Ontario as a basis for levying property taxes.
Debenture Debt	The payment of interest and repayment of principal to holders of the Region's debt instruments.
Debt Payment	The payment of principal and interest on borrowed funds.
Deficit	The excess of expenditures over revenues in a fund over an accounting period.
Development Charges (DC)	Charges collected from developers that are imposed under the <i>Development Charges Act</i> when land is developed.
Development Charges By-law (DCB)	By-law approved by Regional Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i> .
Early Learning and Child Development (ELCD)	Funding (formerly known as Best Start) for expenditures in licensed childcare programs. Some examples include wage subsidies, fee subsidies and services for children with special needs.
Environmental Assessment (EA)	A process to predict the effects of proposed initiatives on the environment.
Expenditure	The disbursement of appropriated funds to purchase goods and/or services.
Fees and Charges	Charges for expenses incurred when services are provided to an individual or groups rather than the community at large.
Fiscal Year	The 12-month accounting period for recording financial transactions. Halton Region's fiscal year is from January 1 to December 31.

Term	Definition
Fleet	The vehicles owned and operated by the Region.
Fringe Benefits	Payment to which participants may be entitled under a plan, including pension benefits.
Full-day Kindergarten (FDK)	Full-day junior and senior kindergarten for children aged four and five in public and separate schools.
Full-time Equivalent (FTE)	A measure of staffing equivalent to that produced by one person working full time for one year.
Generally Accepted Accounting Principles (GAAP)	Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting.
Geographic Information System (GIS)	A system that integrates existing regional graphic and tabular spatial data into a common shared database.
GO Transit	An inter-municipal transit system throughout the Greater Toronto Area (GTA).
Government Finance Officers Association (GFOA)	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.
Grant	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.
Greater Toronto Area (GTA)	The geographic area of jurisdiction of the City of Toronto and the four surrounding regional municipalities of Durham, Halton, Peel and York.
Halton Community Housing Corporation (HCHC)	A separate corporation that owns and manages 1,961 social housing units in Halton Region. The Region provides the HCHC with management services.
Halton Region	The geographic area made up of the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.
Halton Regional Police Service (HRPS)	Contributes to the safety and well-being of the Region's 556,000 residents through the provision of police services.
Halton Regional Police Service Board (HRPSB)	The governing body for the HRPS.
Halton Region Official Plan (OP)	Outlines the long-term vision for Halton's physical form and community character in accordance with the <i>Planning Act</i> .
Inflation	A rise in price levels caused by general economic activity and growth.

Term	Definition
Investment Income	Revenue associated with the Region's cash management activities of investing cash balances.
Investment in Affordable Housing (IAH)	New federal/provincial funding that builds on the principles of Ontario's Long-Term Affordable Housing Strategy.
Integrated Planning and Financial System (IPFS)	An automated software application which sets out the infrastructure costs and staging associated with replacement of infrastructure and servicing new growth areas.
Levy	Property taxation funding which is raised through taxes.
Long-Term Care (LTC)	Related to services for older adults.
Local Municipality	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).
Municipal Performance Measurement Program (MPMP)	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.
Municipal Property Assessment Corporation (MPAC)	Established by the Municipal Property Assessment Corporation Act, MPAC administers and determines a uniform, province-wide system of current value assessment for all properties.
ML/d	Megalitres per day. One Megalitre is equivalent to one million litres.
Ontario Disability Support Payments (ODSP)	An income redistribution program previously funded by the Province of Ontario (80%) and the Region (20%) to provide payments to individuals with disabilities who are unable to work; Municipal funding for this program was completely phased out in 2011.
Ontario Municipal Board (OMB)	An independent adjudicative tribunal established under statute by the Province of Ontario. The OMB hears appeals and applications on a wide range of municipal and land-related matters.
Ontario Municipal CAO's Benchmarking Initiative (OMBI)	A partnership project to encourage service excellence in municipal government. Participating municipalities work together to identify and share performance statistics and operational best practices.
Ontario Municipal Employees Retirement System (OMERS)	A local government pension plan coordinated by the Province of Ontario and funded from municipal employee and employer contributions.
Ontario Nurses' Association (ONA)	The union representing 65,000 registered nurses and allied health professionals and almost 16,000 nursing students providing care in hospitals, long-term care facilities, public health, the community, clinics and industry.

Term	Definition
Ontario Public Service Employees Union (OPSEU)	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.
Ontario Works (OW)	A Provincial program jointly funded with the Region, administered by the Region to provide social assistance to residents. The Province of Ontario will fund this completely by 2018.
Operating Budget	The budget containing allocations for expenditures, such as salaries and wages, materials and supplies, utilities and insurance, to provide government services for the current year.
Performance Measure	Data collected to determine how effective and/or efficient a program is in achieving its objectives.
Performance Indicators (PIs)	Specific quantitative measures of a department's/program's work performed, or the results obtained toward meeting an objective.
Program	A regional business unit formed to provide a specific type of service (e.g., Public Health, Waste Management).
Property Tax	A tax levied on the assessed value of real estate.
Province	The Province of Ontario.
Provincial Offences Act (POA)	An Act that 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> .
Public Sector Accounting Board (PSAB)	A board under the Chartered Professional Accountants of Canada, which develops standards for municipal financial reporting.
Regional Official Plan Amendment (ROPA)	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.
Reserve	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 the Tax Stabilization Reserve.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund, which may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project, e.g., Development Charges Reserve Funds).
Resource Productivity and Recovery Authority (RPRA)	An entity established to enable government, municipalities and industry to work together to help financially sustain Ontario's municipal waste diversion programs (formerly WDO).

Term	Definition
Revenue	Funds that a government receives as income, including tax payments, fines, grants and interest income.
Strategic Action Plan	A plan to reflect Halton Regional Council's priorities and focus on what services are important to Halton residents, developed each new term by the Council. On April 1, 2015 Regional Council approved the <i>Strategic Action Plan 2015-2018</i> .
Strategic Investments	Any proposed variation in the budgeted expenditures or revenues that are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council's consideration.
Systems Application Process (SAP)	Software used for the Region's financial and human resource information systems.
Supplementary Taxes	Property taxes resulting from assessment added to the tax roll after January 1 of a given tax year.
Surplus	When total revenues from current operations exceed total expenditures.
Tangible Capital Assets (TCA)	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.
Tax Levy	The total amount to be received by property taxes for operating and debt service purposes specified in the annual Tax Levy By-law.
Tax Rate	The actual rate of tax applied to the Current Value Assessment (CVA) to determine taxes payable.
Wastewater Treatment Plant (WWTP)	Halton Region owns and operates seven Wastewater Treatment Plants that treat almost 213,000 cubic metres of wastewater every day.
Water Purification Plant (WPP)	Halton-owned and operated state-of-the-art Water Purification Plants deliver safe, high-quality and cost-effective drinking water. Halton is committed to the important responsibility of providing safe, clean drinking water.

HALTON REGION

Budget and Business Plan 2018

Operating Budget

HALTON REGION

Budget and Business Plan 2018

Tax Details

Tax Supported Budget Summary

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

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

Net Program Expenditure – Tax

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

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

Net Dollars	2015	2016	2017		2018			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested 2017 Approved		
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	\$ (7,875,577)	\$ (6,815,730)	\$ (7,600,000)	\$ (7,600,000)	\$ (7,000,000)	\$ -	\$ (7,000,000)	\$ 600,000	-7.9%	\$ 600,000	-7.9%	
Tax Policy Expenditures	308,409	382,187	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,510,195	8,635,878	8,783,900	8,945,900	9,134,400	-	9,134,400	350,500	4.0%	350,500	4.0%	
General Expenditures	28,406,476	25,139,375	21,891,641	24,101,641	24,711,600	454,970	25,166,570	2,819,958	12.9%	3,274,928	15.0%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,938,347)	(1,937,694)	(1,900,000)	(1,900,000)	(1,934,400)	-	(1,934,400)	(34,400)	1.8%	(34,400)	1.8%	
Payments-in-Lieu of Taxes	(3,198,982)	(2,994,419)	(2,800,000)	(2,800,000)	(2,800,000)	-	(2,800,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,226,807)	(1,201,239)	(1,250,000)	(1,250,000)	(1,250,000)	-	(1,250,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	3,858,080	7,183,019	4,365,000	4,965,000	4,795,000	-	4,795,000	430,000	9.9%	430,000	9.9%	
Total Non-Prog Items & Fiscal Transactions	19,092,647	20,640,577	14,287,741	17,259,741	18,453,800	454,970	18,908,770	4,166,058	29.2%	4,621,028	32.3%	
Boards and Agencies												
Conservation Authorities	8,382,873	8,810,687	9,262,611	9,262,611	9,664,796	-	9,664,796	402,185	4.3%	402,185	4.3%	
RBG and Special Grants	736,295	747,963	768,049	768,049	771,329	-	771,329	3,280	0.4%	3,280	0.4%	
Total Boards and Agencies	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465	4.0%	
Net Regional Impact Expenditure	232,347,505	240,813,785	247,309,666	248,308,666	253,865,428	1,945,099	255,810,528	6,555,762	2.7%	8,500,861	3.4%	
Halton Regional Police Services												
Police Services	119,596,005	131,172,951	137,984,290	136,984,290	142,207,231	607,838	142,815,069	4,222,942	3.1%	4,830,780	3.5%	
Police Services - Debt Charges	4,943,833	6,719,802	5,105,731	5,105,731	5,103,602	-	5,103,602	(2,129)	0.0%	(2,129)	0.0%	
Police Services - Reserves/Capital Transfers	5,730,182	1,821,946	1,850,009	1,850,009	2,152,138	-	2,152,138	302,129	16.3%	302,129	16.3%	
Total Halton Regional Police Services	130,270,020	139,714,700	144,940,030	143,940,030	149,462,971	607,838	150,070,809	4,522,942	3.1%	5,130,780	3.5%	
Net Regional Levy Requirement	\$ 362,617,525	\$ 380,528,485	\$ 392,249,696	\$ 392,248,696	\$ 403,328,400	\$ 2,552,937	\$ 405,881,337	\$ 11,078,704	2.8%	\$ 13,631,641	3.5%	

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

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



Net Program Expenditure – by Committee

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

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

Comparison of 2018 Requested and 2017 Approved

Operating Budget

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



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

Net Dollars	2015	2016	2017		2018			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested 2017 Approved		
Administration & Finance												
Corporate Administration												
Corporate Administration	\$ (2,257,993)	\$ (2,549,871)	\$ -	\$ (891,818)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	
Total Corporate Administration	(2,257,993)	(2,549,871)	-	(891,818)	-	-	-	-	0.0%	-	0.0%	
Economic Development												
Economic Development	2,085,764	2,285,859	2,570,955	2,446,141	2,597,997	-	2,597,997	27,042	1.1%	27,042	1.1%	
Total Economic Development	2,085,764	2,285,859	2,570,955	2,446,141	2,597,997	-	2,597,997	27,042	1.1%	27,042	1.1%	
Non-Program Items & Fiscal Transactions												
Supplementary Tax Revenue	(7,875,577)	(6,815,730)	(7,600,000)	(7,600,000)	(7,000,000)	-	(7,000,000)	600,000	-7.9%	600,000	-7.9%	
Tax Policy Expenditures	308,409	382,187	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	8,510,195	8,635,878	8,783,900	8,945,900	9,134,400	-	9,134,400	350,500	4.0%	350,500	4.0%	
General Expenditures	28,406,476	25,139,375	21,891,641	24,101,641	24,711,600	454,970	25,166,570	2,819,958	12.9%	3,274,928	15.0%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,938,347)	(1,937,694)	(1,900,000)	(1,900,000)	(1,934,400)	-	(1,934,400)	(34,400)	1.8%	(34,400)	1.8%	
Payments-in-Lieu of Taxes	(3,198,982)	(2,994,419)	(2,800,000)	(2,800,000)	(2,800,000)	-	(2,800,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,226,807)	(1,201,239)	(1,250,000)	(1,250,000)	(1,250,000)	-	(1,250,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	3,858,080	7,183,019	4,365,000	4,965,000	4,795,000	-	4,795,000	430,000	9.9%	430,000	9.9%	
Total Non-Prog Items & Fiscal Transactions	19,092,647	20,640,577	14,287,741	17,259,741	18,453,800	454,970	18,908,770	4,166,058	29.2%	4,621,028	32.3%	
Boards and Agencies												
Conservation Authorities	8,382,873	8,810,687	9,262,611	9,262,611	9,664,796	-	9,664,796	402,185	4.3%	402,185	4.3%	
RBG and Special Grants	736,295	747,963	768,049	768,049	771,329	-	771,329	3,280	0.4%	3,280	0.4%	
Total Boards and Agencies	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465	4.0%	
Total Administration & Finance	28,039,587	29,935,215	26,889,356	28,844,724	31,487,922	454,970	31,942,892	4,598,566	17.1%	5,053,536	18.8%	
Net Regional Impact Expenditure	\$ 402,564,011	\$ 426,532,376	\$ 436,021,391	\$ 435,267,391	\$ 450,904,763	\$ 2,023,229	\$ 452,927,992	\$ 14,883,372	3.4%	\$ 16,906,601	3.9%	
Halton Regional Police Services												
Total Halton Regional Police Services	130,270,020	135,177,019	144,940,030	143,940,030	149,462,971	607,838	150,070,809	4,522,942	3.1%	5,130,780	3.5%	
Net Regional Levy & Rate Requirement	\$ 532,834,031	\$ 561,709,395	\$ 580,961,420	\$ 579,207,421	\$ 600,367,734	\$ 2,631,067	\$ 602,998,801	\$ 19,406,314	3.3%	\$ 22,037,381	3.8%	



Corporate Administration Costs

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

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

Gross Expenditures & Revenues by Program

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

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



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



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



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



HALTON REGION

Budget and Business Plan 2018

Health

Health Department

Departmental Summary

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

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



Public Health Resources

Divisional Summary

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

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



Budget Change Report

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

Healthy Environments & Communicable Disease

Divisional Summary

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

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



Budget Change Report

Healthy Environments & Communicable Disease	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 8,267,340	\$ 7,881,800	\$ 8,345,020	\$ -	\$ 8,345,020	\$ 77,680	0.9%	1.0 FTE transferred to Public Health Resources. Decrease in health promotion and program resources to align with actual spending and reflect program need.
Materials & Supplies	386,385	337,110	385,205	-	385,205	(1,180)	-0.3%	
Purchased Services	671,789	496,900	613,689	-	613,689	(58,100)	-8.7%	
Financial and Rent Expenses	3,000	1,700	3,000	-	3,000	-	0.0%	
Grants & Assistance	1,500	1,100	1,500	-	1,500	-	0.0%	
Total Direct Costs	9,330,014	8,718,610	9,348,414	-	9,348,414	18,400	0.2%	
Allocated Charges/Recoveries	58,370	58,370	64,742	-	64,742	6,372	10.9%	Increased to reflect provisions for on-going cell phone replacement needs.
Corporate Support	2,808,719	2,884,378	2,828,271	-	2,828,271	19,552	0.7%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	12,197,103	11,661,358	12,241,427	-	12,241,427	44,324	0.4%	
Transfer to Reserves - Capital	195,000	195,000	195,000	-	195,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	195,000	195,000	195,000	-	195,000	-	0.0%	
Total Gross Expenditures	12,392,103	11,856,358	12,436,427	-	12,436,427	44,324	0.4%	
Subsidy Revenue	(7,219,317)	(7,210,767)	(7,132,395)	-	(7,132,395)	86,922	-1.2%	
Other Revenue	(56,900)	(61,270)	(57,100)	-	(57,100)	(200)	0.4%	
Total Revenue	(7,276,217)	(7,272,037)	(7,189,495)	-	(7,189,495)	86,722	-1.2%	
Net Program Expenditures	\$ 5,115,886	\$ 4,584,321	\$ 5,246,932	\$ -	\$ 5,246,932	\$ 131,046	2.6%	

Healthy Families

Divisional Summary

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

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



Budget Change Report

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

Clinical Health Services

Divisional Summary

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

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



Budget Change Report

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

Paramedic Services

Divisional Summary

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

Paramedic Services	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	183.5		183.5	12.0	195.5	-	12.0 6.5%
Relief Hours	54,362		66,856	9,864	76,720	12,494	0 22,358 41.1%



Budget Change Report

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

Strategic Investment

Paramedic Services - Community Health Assessment Program

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

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

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

Business Case

Recommendation:

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

Need:

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

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

Implications:

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

Alternatives:

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

Reference:

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

Strategic Investment

Paramedic Services - Paramedics

Funding Source

Tax

Program Details

Department	Health
Division	Paramedic Services
Program	
Cost Centre	440300, 443000

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

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

These new resources will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy. The budget includes an expectation of 47% subsidy for the additional resources. This additional subsidy, if approved, would begin in 2019 due to Provincial-approved timing.

Implications:

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

Alternatives:

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

Reference:

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

Strategic Investment

Paramedic Services - Operations Superintendent

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

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

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

Business Case

Recommendation:

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

Need:

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

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

Implications:

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

Alternatives:

None

Reference:

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

HALTON REGION

Budget and Business Plan 2018

Social & Community Services

Social & Community Services Department

Departmental Summary

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

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



Children's Services

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Children's Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 9,481,120	\$ 10,136,627	\$ 10,415,110	\$ 10,151,170	\$ 10,820,210	\$ 223,240	\$ 11,043,450	\$ 405,100	3.9%	\$ 628,340	6.0%
Materials & Supplies	367,649	385,557	435,047	435,047	428,421	17,154	445,575	(6,626)	-1.5%	10,528	2.4%
Purchased Services	17,760,196	18,029,814	19,576,309	18,793,812	20,682,895	(240,394)	20,442,501	1,106,586	5.7%	866,192	4.4%
Financial and Rent Expenses	264,842	274,983	271,443	271,443	273,157	-	273,157	1,714	0.6%	1,714	0.6%
Grants & Assistance	20,242,175	25,630,711	26,509,548	25,927,363	34,234,047	-	34,234,047	7,724,499	29.1%	7,724,499	29.1%
Total Direct Costs	48,115,982	54,457,691	57,207,457	55,578,835	66,438,730	-	66,438,730	9,231,273	16.1%	9,231,273	16.1%
Allocated Charges / Recoveries	227,052	189,973	244,275	244,275	251,433	-	251,433	7,158	2.9%	7,158	2.9%
Corporate Support	2,120,729	2,256,007	2,428,101	2,428,101	2,544,286	-	2,544,286	116,185	4.8%	116,185	4.8%
Transfers to Reserves-Operating	1,849,960	1,134,020	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(100,000)	(100,000)	(60,000)	(60,000)	-	-	-	60,000	-100.0%	60,000	-100.0%
Gross Operating Expenditures	52,213,724	57,937,692	59,844,833	58,216,211	69,259,449	-	69,259,449	9,414,616	15.7%	9,414,616	15.7%
Transfer to Reserves - Capital	50,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	50,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Total Gross Expenditures	52,263,724	57,987,692	59,894,833	58,266,211	69,309,449	-	69,309,449	9,414,616	15.7%	9,414,616	15.7%
Subsidy Revenue	(38,319,795)	(45,303,393)	(47,712,891)	(46,221,269)	(58,236,555)	-	(58,236,555)	(10,523,664)	22.1%	(10,523,664)	22.1%
Other Revenue	(1,081,754)	(1,181,781)	(816,300)	(884,300)	(829,800)	-	(829,800)	(13,500)	1.7%	(13,500)	1.7%
Total Revenue	(39,401,549)	(46,485,175)	(48,529,191)	(47,105,569)	(59,066,355)	-	(59,066,355)	(10,537,164)	21.7%	(10,537,164)	21.7%
Net Program Expenditures	\$ 12,862,175	\$ 11,502,517	\$ 11,365,642	\$ 11,160,642	\$ 10,243,094	\$ -	\$ 10,243,094	\$ (1,122,548)	-9.9%	\$ (1,122,548)	-9.9%

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



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Children's Services								
Personnel Services	\$ 10,415,110	\$ 10,151,170	\$ 10,820,210	\$ 223,240	\$ 11,043,450	\$ 628,340	6.0%	Increase includes an increase in hours for Early Childhood Educators at the Regional Child Care Centres as per amendments to the Child Care and Early Years Act; additional relief hours of 731 to address intake pressures; and two additional resources proposed for Strategic Investment (Program Advisor and Child Care Co-ordinator).
Materials & Supplies	435,047	435,047	428,421	17,154	445,575	10,528	2.4%	Increase includes administrative costs (IT, office supplies, travel and cell phone) proposed for Strategic Investment.
Purchased Services	19,576,309	18,793,812	20,682,895	(240,394)	20,442,501	866,192	4.4%	Increase in Fee Subsidy of \$683,000, \$100,000 Temporary Agencies and \$150,000 Professional Services for new EDU funding (all offset by subsidy), offset by removal of one-time Child Care Study for (\$60,000) funded from reserve.
Financial and Rent Expenses	271,443	271,443	273,157	-	273,157	1,714	0.6%	
Grants & Assistance	26,509,548	25,927,363	34,234,047	-	34,234,047	7,724,499	29.1%	Increase based on EarlyON Child and Family Centres funding (\$3.7 million), ELCC bilateral (\$3.4 million), and Child Care expansion (\$0.8 million) as set out in SS-20-17 and SS-21-17.
Total Direct Costs	57,207,457	55,578,835	66,438,730	-	66,438,730	9,231,273	16.1%	
Allocated Charges/Recoveries	244,275	244,275	251,433	-	251,433	7,158	2.9%	
Corporate Support	2,428,101	2,428,101	2,544,286	-	2,544,286	116,185	4.8%	Reflects increased number of PCs required by the program.
Transfer to Reserves - Operating	25,000	25,000	25,000	-	25,000	-	0.0%	
Transfer from Reserves - Operating	(60,000)	(60,000)	-	-	-	60,000	-100.0%	Removal of one-time reserve transfer for child care study.
Gross Operating Expenditures	59,844,833	58,216,211	69,259,449	-	69,259,449	9,414,616	15.7%	
Transfer to Reserves - Capital	50,000	50,000	50,000	-	50,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	50,000	50,000	50,000	-	50,000	-	0.0%	
Total Gross Expenditures	59,894,833	58,266,211	69,309,449	-	69,309,449	9,414,616	15.7%	
Subsidy Revenue	(47,712,891)	(46,221,269)	(58,236,555)	-	(58,236,555)	(10,523,664)	22.1%	Increased by Ministry of Education subsidy for EarlyON Child and Family Centres (\$3.65 million), Early Learning and Child Care Bi-lateral Agreement (\$4.7 million) and Child Care Expansion Plan (\$2.2 million).
Other Revenue	(816,300)	(884,300)	(829,800)	-	(829,800)	(13,500)	1.7%	Increase in Regional Child Care Centre Fees.
Total Revenue	(48,529,191)	(47,105,569)	(59,066,355)	-	(59,066,355)	(10,537,164)	21.7%	
Net Program Expenditures	\$ 11,365,642	\$ 11,160,642	\$ 10,243,094	\$ -	\$ 10,243,094	\$ (1,122,548)	-9.9%	

Strategic Investment

EarlyON Child and Family Centres

Funding Source	Tax
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Program Details

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

Complement Details

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

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 223,240	\$ 223,240
Materials & Supplies	17,154	17,154
Purchased Services	(240,394)	(240,394)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 FTE permanent positions in the Children's Services Division that is 100% provincially funded from the EarlyON Child and Family Centres (formerly OEYCFC) initiative.

Need:

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

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

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

Implications:

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

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

Alternatives:

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

Reference:

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

Employment & Social Services

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Halton Newcomer Strategy

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 181,970	\$ 181,970
Materials & Supplies	-	-
Purchased Services	(181,970)	(181,970)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.6 FTE permanent Supervisor and Program Lead positions to support the work of the Halton Newcomer Strategy Steering Committee (HNS), a Local Immigration Partnership (LIP) funded by Immigration, Refugees and Citizenship Canada (IRCC).

Need:

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

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

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

Implications:

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

Alternatives:

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

Reference:

N/A

Strategic Investment

Integrated Employment Specialist

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 139,990	\$ 139,990
Materials & Supplies	-	-
Purchased Services	(139,990)	(139,990)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.5 FTEs permanent Integrated Employment Specialists to support the Youth Job Connection (YJC) program. YJC provides pre-employment workshops, job matching, paid job placements and supports, as well as hiring incentives for employers converting staff from temporary status.

Need:

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

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

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

Implications:

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

Alternatives:

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

Reference:

N/A

Housing Services

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Integrated Housing Worker/Housing Program Analyst

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

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

Funding Impact		
Operating	2018 Impact	2019 Impact
Personnel Services	\$ 201,830	\$ 201,830
Materials & Supplies	-	-
Purchased Services	(201,830)	(201,830)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 2.0 FTE permanent Integrated Housing Worker (IHW) and Housing Programs Analyst (HPA) that are 100% provincially funded from the Community Homelessness Prevention Initiative (CHPI) and Home for Good (HFG) allocations.

Need:

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

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

Implications:

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

Alternatives:

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

Reference:

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



Quality & Service Integration

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

HRCIF Enhancement

Funding Source

Tax

Program Details

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

Complement Details

Position Title	
FTE Impact	
Personnel Group	

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

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

Implications:

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

Alternatives:

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

Reference:

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

Strategic Investment

Community Safety and Well-Being Advisor

Funding Source	Tax
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Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

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

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

Implications:

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

Alternatives:

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

Reference:

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

Services for Seniors

Divisional Summary

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

Services for Seniors	2017		2018			Change	
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved
FTE	496.4		496.4	2.8	499.2	-	2.8 0.6%
Relief Hours	55,788		68,734	-	68,733	12,946	23% 12,945 23%



Budget Change Report

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

Strategic Investment

Adult Day Program Service Enhancement

Funding Source	Tax
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Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

Implications:

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

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

Alternatives:

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

Reference:

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

HALTON REGION

Budget and Business Plan 2018

Legislative & Planning Services

Legislative & Planning Services Department

Departmental Summary

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

Legislative & Planning Services Department	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
FTE	65.0		65.0	1.0	66.0	-	0.0%	1.0	1.5%



Planning Services

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Project Manager III

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

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

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

Implications:

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

Alternatives:

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

Reference:

N/A

Economic Development

Divisional Summary

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

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



Budget Change Report

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

HALTON REGION

Budget and Business Plan 2018

Public Works – Tax

Public Works Department – Tax

Departmental Summary

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

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



Road Operations

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Road Operations Safety Technician

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

Implications:

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

Alternatives:

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

Reference:

PW-39-16 Red Light Camera Program

Waste Management

Divisional Summary

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

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



Budget Change Report

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

HALTON REGION

Budget and Business Plan 2018

Corporate Administration

Corporate Administration

Consolidated Summary

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

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



Finance Department

Departmental Summary

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

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



Financial Planning & Budgets

Divisional Summary

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

Financial Planning & Budgets	2017		2018			Change			
Staff Complement	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved	2018 Requested to 2017 Approved		
FTE	39.0		39.0	1.0	40.0	-	0.0%	1.0	2.6%



Budget Change Report

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

Strategic Investment

Senior Advisor - Investments

Funding Source	Tax
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Program Details

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

Complement Details

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

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 130,450	\$ 130,450
Materials & Supplies	2,120	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,570	130,450
Allocated Charges/Recoveries	(132,570)	(130,450)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 permanent FTE Senior Advisor - Investments position to monitor, analyze and actively trade short-term investments as part of the Portfolio Management Program within the Financial Planning and Budgets Division. This additional support for Region's investment program will provide a Senior Advisor focused on trading opportunities in securities with shorter maturity terms to potentially generate additional capital gains for the Region and to allow the Portfolio Manager to focus on trading in long-term investments.

Need:

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

Implications:

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

Alternatives:

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

Reference:

N/A

Financial, Purchasing & Payroll Services

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Accounts Payable Supervisor

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

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

Implications:

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

Alternatives:

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

Reference:

N/A

Information Technology

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Systems Analyst - SAP Payroll

Funding Source	Tax
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Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

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

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

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

Implications:

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

Alternatives:

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

Reference: Council Report FN-37-16

Strategic Investment

Network Technology Analyst

Funding Source	Tax
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Program Details	
Department	Finance
Division	Information Technology
Program	Technology and Infrastructure
Cost Centre	661150

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

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

Business Case

Recommendation:

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

Need:

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

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

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

Implications:

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

Alternatives:

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

Reference:

N/A

CAO's Office

Departmental Summary

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

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



Policy Integration & Communications

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change			
Policy Integration & Communications	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved			
Personnel Services	\$ 4,039,351	\$ 4,268,261	\$ 4,988,065	\$ 4,581,196	\$ 5,128,984	\$ -	\$ 5,128,984	\$ 140,918	2.8%	\$ 140,918	2.8%		
Materials & Supplies	210,530	295,314	276,570	272,996	315,204	-	315,204	38,634	14.0%	38,634	14.0%		
Purchased Services	898,140	1,029,388	1,278,624	1,087,565	1,272,618	-	1,272,618	(6,006)	-0.5%	(6,006)	-0.5%		
Financial and Rent Expenses	88	-	-	-	-	-	-	-	0.0%	-	0.0%		
Grants & Assistance	51,500	51,500	51,500	51,500	51,500	-	51,500	-	0.0%	-	0.0%		
Total Direct Costs	5,199,610	5,644,464	6,594,760	5,993,257	6,768,306	-	6,768,306	173,546	2.6%	173,546	2.6%		
Allocated Charges / Recoveries	(590,130)	(1,175,450)	(184,940)	(184,940)	(182,943)	-	(182,943)	1,997	-1.1%	1,997	-1.1%		
Corporate Support	(5,001,695)	(5,417,592)	(6,391,651)	(6,415,498)	(6,567,194)	-	(6,567,194)	(175,543)	2.7%	(175,543)	2.7%		
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Gross Operating Expenditures	(392,216)	(948,578)	18,169	(607,180)	18,169	-	18,169	-	0.0%	-	0.0%		
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Total Gross Expenditures	(392,216)	(948,578)	18,169	(607,180)	18,169	-	18,169	-	0.0%	-	0.0%		
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%		
Other Revenue	(9,991)	(2,174)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%		
Total Revenue	(9,991)	(2,174)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%		
Net Program Expenditures	\$ (402,207)	\$ (950,752)	\$ -	\$ (625,349)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%		

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



Budget Change Report

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

Internal Audit

Divisional Summary

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

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



Budget Change Report

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

Business Planning & Corporate Initiatives

Divisional Summary

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

Budget Change Report

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

Human Resources

Divisional Summary

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

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



Budget Change Report

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

Office of the Chair

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Office of the Chair	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 213,069	\$ 216,682	\$ 220,540	\$ 220,540	\$ 225,260	\$ -	\$ 225,260	\$ 4,720	2.1%	\$ 4,720	2.1%
Materials & Supplies	12,466	16,450	20,650	20,650	19,590	-	19,590	(1,060)	-5.1%	(1,060)	-5.1%
Purchased Services	12,076	9,006	20,300	20,300	20,300	-	20,300	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	3,000	3,000	3,000	-	3,000	-	0.0%	-	0.0%
Total Direct Costs	237,611	242,137	264,490	264,490	268,150	-	268,150	3,660	1.4%	3,660	1.4%
Allocated Charges / Recoveries	9,696	11,808	9,102	9,102	8,110	-	8,110	(992)	-10.9%	(992)	-10.9%
Corporate Support	(268,709)	(273,618)	(273,592)	(273,592)	(276,260)	-	(276,260)	(2,668)	1.0%	(2,668)	1.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	(21,402)	(19,673)	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	(21,402)	(19,673)	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ (21,402)	\$ (19,673)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

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



Budget Change Report

	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Office of the Chair								
Personnel Services	\$ 220,540	\$ 220,540	\$ 225,260	\$ -	\$ 225,260	\$ 4,720	2.1%	
Materials & Supplies	20,650	20,650	19,590	-	19,590	(1,060)	-5.1%	Reduction in cell phone costs based on new contract.
Purchased Services	20,300	20,300	20,300	-	20,300	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	3,000	3,000	3,000	-	3,000	-	0.0%	
Total Direct Costs	264,490	264,490	268,150	-	268,150	3,660	1.4%	
Allocated Charges/Recoveries	9,102	9,102	8,110	-	8,110	(992)	-10.9%	Reduction in vehicle rental charge based on the reduced gasoline and other materials based on actual trend.
Corporate Support	(273,592)	(273,592)	(276,260)	-	(276,260)	(2,668)	1.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Regional Council

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
Regional Council	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 1,076,598	\$ 1,094,878	\$ 1,109,470	\$ 1,109,470	\$ 1,149,450	\$ -	\$ 1,149,450	\$ 39,980	3.6%	\$ 39,980	3.6%
Materials & Supplies	55,773	15,234	25,200	25,200	29,700	-	29,700	4,500	17.9%	4,500	17.9%
Purchased Services	169,777	147,514	179,750	179,750	191,150	-	191,150	11,400	6.3%	11,400	6.3%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	1,302,149	1,257,626	1,314,420	1,314,420	1,370,300	-	1,370,300	55,880	4.3%	55,880	4.3%
Allocated Charges / Recoveries	1,086	1,339	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	(1,245,961)	(1,303,270)	(1,314,420)	(1,314,420)	(1,370,300)	-	(1,370,300)	(55,880)	4.3%	(55,880)	4.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(45,000)	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	12,274	(44,305)	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	12,274	(44,305)	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(533)	(366)	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(533)	(366)	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Expenditures	\$ 11,741	\$ (44,671)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

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



Budget Change Report

Regional Council	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 1,109,470	\$ 1,109,470	\$ 1,149,450	\$ -	\$ 1,149,450	\$ 39,980	3.6%	Increase for three new Council members expected to start December 2018 (LPS82-16). One-time increase for chairs and microphones for 3 new Councillors (LPS82-16). Increase in membership fees to AMO and FCM which are based on Halton Population growth and conference costs for Councillors appointed to Boards/Committees (FCM).
Materials & Supplies	25,200	25,200	29,700	-	29,700	4,500	17.9%	
Purchased Services	179,750	179,750	191,150	-	191,150	11,400	6.3%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	1,314,420	1,314,420	1,370,300	-	1,370,300	55,880	4.3%	
Allocated Charges/Recoveries	-	-	-	-	-	-	0.0%	Increase in recoveries based on program costs.
Corporate Support	(1,314,420)	(1,314,420)	(1,370,300)	-	(1,370,300)	(55,880)	4.3%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Asset Management

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Maintenance and Tenant Services Worker

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

Implications:

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

Alternatives:

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

Reference:

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



Strategic Investment

Stores Supervisor

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

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

Business Case

Recommendation:

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

Need:

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

Implications:

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

Alternatives:

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

Reference:

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

Legal Services

Divisional Summary

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

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



Budget Change Report

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

Strategic Investment

Assistant Corporate Counsel

Funding Source

Tax

Program Details

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

Complement Details

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

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 158,940	\$ 158,940
Materials & Supplies	4,004	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	162,944	158,940
Allocated Charges/Recoveries	(162,944)	(158,940)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 permanent FTE Assistant Corporate Counsel to provide legal support for planning and tribunals. This legal support will consist of conducting litigation on behalf of the Region which will include providing all related necessary legal advice to the Planning Department. Handling planning litigation internally will decrease expenditures on external legal counsel and will develop Halton staff-based expertise in this area.

Need:

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

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

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

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

Implications:

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

Alternatives:

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

Reference:

N/A



Regional Clerk & Council Services

Divisional Summary

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

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



Budget Change Report

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

HALTON REGION

Budget and Business Plan 2018

Halton Regional Police Services

Halton Regional Police Service

Departmental Summary

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



HALTON REGION

Budget and Business Plan 2018

Other Boards & Agencies

Other Boards & Agencies

Divisional Summary

Net Dollars	2015		2016		2017		2018			Change	
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Boards & Agencies											
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ - 0.0%
Materials & Supplies	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Purchased Services	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Grants & Assistance	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
Total Direct Costs	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
Allocated Charges / Recoveries	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Corporate Support	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Gross Operating Expenditures	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Debt Charges	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Capital Expenditures	-	-	-	-	-	-	-	-	0.0%	- 0.0%	
Total Gross Expenditures	9,119,168	9,558,650	10,030,660	10,030,660	10,436,125	-	10,436,125	405,465	4.0%	405,465 4.0%	
Subsidy Revenue	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Other Revenue	-	-	-	-	-	-	-	-	-	0.0%	- 0.0%
Total Revenue	-	-	-	-	-	-	-	-	0.0%	- 0.0%	
Net Program Expenditures	\$ 9,119,168	\$ 9,558,650	\$ 10,030,660	\$ 10,030,660	\$ 10,436,125	\$ -	\$ 10,436,125	\$ 405,465	4.0%	\$ 405,465 4.0%	

HALTON REGION

Budget and Business Plan 2018

Non-Program (Fiscal)

Non-Program (Fiscal)

Divisional Summary

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

Budget Change Report

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

HALTON REGION

Budget and Business Plan 2018

Fees & Charges – Tax

Fees & Charges

Department Division		Health Healthy Environments and Communicable Diseases					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Food Safety and Environmental Health Services Program							
Food Safety Education Publications	25	\$ 23.89	\$ 23.89	HST	0.0%	Fee is increased every few years to reflect material increases in cost.	
Food Handler Training Courses	600	\$ 47.79	\$ 47.79	HST	0.0%	Fee is increased every few years to reflect material increases in cost.	
Food Handler Exam Only	600	\$ 8.85	\$ 8.85	HST	0.0%	Fee is increased every few years to reflect material increases in cost.	
Reports to Lawyers re Outstanding Work Orders	130	\$ 104.42	\$ 106.19	HST	1.7%	Inflation	
Lot Assessments - Severances	9	\$ 118.58	\$ 120.35	HST	1.5%	Industry standard increase.	
Lot Assessments - Minor Variance	9	\$ 118.58	\$ 120.35	HST	1.5%	Industry standard increase.	
Pool Operator Training Course	60	\$ 22.12	\$ 22.12	HST	0.0%	Fee is increased every few years to reflect material increases in cost.	
Air Quality Education Publications	-	\$ 11.90	\$ 11.90	5%	0.0%	Fee is increased every few years to reflect material increases in cost.	

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Health Clinical Health Services				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Sexual Health Services						
Intrauterine Devices	732	\$10-335	\$10-335	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
**Herpes Treatment	52	\$6-40	\$6-40	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
**Birth Control Contraceptives	4,210	\$ 10.00	\$ 10.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Human Papilloma Virus Vaccine	128	\$ 155.25	\$ 155.25	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Mental Health Treatment						
Administration Fee for Medical Reports (chart review and medical report preparation)	4	\$ 50.00	\$ 50.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration Fee for Medical Reports (photocopies and short statement/paragraph preparation)	-	\$ 50.00	\$ 50.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration Fee for Medical Reports (full narrative typed report)	5	\$ 100.00	\$ 100.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration Fee for Medical Reports (complete and detailed report involving extensive chart review and report preparation)	5	\$ 150.00	\$ 150.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Administration fee to copy info from charts	600	\$ 0.15	\$ 0.15	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Immunizations						
Thermometers	50	\$ 59.29	\$ 62.83	HST	6.0%	As per material costs.

* 2018 Proposed fee exclusive of applicable taxes

**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 Division		Health Paramedic Services				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Administration Fee for Call Reports	40	\$ 72.57	\$ 73.45	HST	1.2%	Inflation
Transport to Non-Billing Facility	1	\$ 45.00	\$ 45.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Transport of Un-Insured Patient	1	\$ 240.00	\$ 240.00	Exempt	0.0%	Fee is increased every few years to reflect material increases in cost.
Basic Life Support / Healthcare Provider Training (BLS/HCP)	10	\$ 53.98	\$ 54.87	HST	1.6%	Inflation
HeartSaver BLS Level C Training	40	\$ 36.28	\$ 37.17	HST	2.4%	Inflation
Modified Course Level E (CPR, Automated External Defibrillator Training)	40	\$ 30.09	\$ 30.97	HST	2.9%	Inflation
CPR for Family and Friends Kit	50	\$ 30.09	\$ 30.09	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Special Events - Admin Fee	1	\$ 232.74	\$ 236.28	HST	1.5%	Inflation
Special Events Coverage - One Paramedic - regular hourly rate. Contracts would be 4.5hours minimum charge	4	\$ 88.50	\$ 88.50	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Special Events Coverage - Two Paramedics - regular hourly rate. Contracts would be 4.5hours minimum charge	4	\$ 151.33	\$ 151.33	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Special Events Coverage - One Paramedic - Stat Holiday rate. Contracts would be 4.5hours minimum charge	4	\$ 109.73	\$ 109.73	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Special Events Coverage - Two Paramedics - Stat Holiday rate. Contracts would be 4.5hours minimum charge	4	\$ 192.92	\$ 192.92	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Interview Paramedic	1	\$ 258.41	\$ 258.41	HST	0.0%	Fee is increased every few years to reflect material increases in cost.
Public Access Defibrillation Program - Site Assessment	1	\$ 322.12	\$ 327.43	HST	1.6%	Inflation

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Social & Community Services Children's Services					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Children's Services							
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%		
Regional Child Care Centres							
Toddler Half Day	1,827	\$ 34.92	\$ 35.58	Exempt	1.9%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.	
Toddler Full Day	8,352	\$ 51.01	\$ 51.98	Exempt	1.9%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.	
Preschool Half Day	5,220	\$ 33.55	\$ 34.19	Exempt	1.9%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.	
Preschool Full Day	21,663	\$ 47.00	\$ 47.89	Exempt	1.9%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.	
Preschool Nursery School	1,305	\$ 17.64	\$ 17.98	Exempt	1.9%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.	

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Social & Community Services Services for Seniors					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Adult Day Program							
Milton Place & Friends Landing - Daily Fee	-	\$ 20.06	\$ 20.46	Exempt	2.0%	Inflation	
Silver Creek Place - Daily Fee	-	\$ 20.06	\$ 20.46	Exempt	2.0%	Inflation	
Wellington Terrace							
Nurse Call Monitoring (monthly)	-	\$ 45.00	\$ 45.00	Exempt	0.0%		
Nutrition Services							
Meals On Wheels-per meal	-	\$ 6.52	\$ 6.65	Exempt	2.0%	Inflation	
Entrée (+soup +Dessert) (7 or more)	-	\$ 41.24	\$ 42.06	Exempt	2.0%	Inflation	
Entrée (+soup or Dessert) (7 or more)	-	\$ 37.99	\$ 38.75	Exempt	2.0%	Inflation	
Entrée Only (7 or More)	-	\$ 36.63	\$ 37.36	Exempt	2.0%	Inflation	
Entrée (Individual)	-	\$ 5.46	\$ 5.57	Exempt	2.0%	Inflation	
Sandwich Meals	-	\$ 5.63	\$ 5.74	Exempt	2.0%	Inflation	
Soup or Salad	-	\$ 1.13	\$ 1.15	Exempt	2.0%	Inflation	
Container Billing (each)	-	\$ 0.68	\$ 0.69	Exempt	2.0%		
Resident Basic Fees (daily)							
Basic Max (as of 7/1/2016)	0	\$ 59.58	\$ 60.18	Exempt	1.0%	Inflation	
Basic Average		Varies	n/a	Exempt			

* 2018 Proposed fee exclusive of applicable taxes

Department		Legislative and Planning Services				
Division		Halton Region Museum and Heritage Services**				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Education Programs						
School One Hour - Per Child*	60	\$ 6.00	\$ 6.00	Exempt	0.0%	
School Two Hours - Per Child*	60	\$ 7.00	\$ 7.00	Exempt	0.0%	
School Three Hours - Per Child*	0	\$ 8.00	N/A	N/A	N/A	
School Four Hours - Per Child*	200	\$ 9.00	\$ 9.00	Exempt	0.0%	
Adult program Per Adult - 1 hour	0	\$ 6.00	\$ 6.00	HST	0.0%	
Adult program Per Adult - 2 hours	0	\$ 7.00	\$ 7.00	HST	0.0%	
Adult program Per Adult - 3 hours	0	\$ 8.00	N/A	N/A	N/A	

* 2018 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, as documented in the Halton Region Museum Policy Manual.

Department Division		Legislative and Planning Services Planning Services					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Regional Official Plan (2009)	2	\$ 59.39	\$ 60.58	HST	2.0%	Inflation	
Regional Official Plan (2006)	2	\$ 59.39	\$ 60.58	HST	2.0%	Inflation	
Regional Official Plan (1980)	0	\$ 65.09	\$ 66.39	HST	2.0%	Inflation	
Maps (Official Plan 1980)	0	\$ 5.85	\$ 5.96	HST	2.0%	Inflation	
Regional Plan Updates Subscription	0	\$ 13.92	\$ 14.20	HST	2.0%	Inflation	
Reports (\$.06/pg. min \$3.00)	500	\$ 0.06	\$ 0.06	HST	0.0%	No fee increase	
Special Data Requests (at cost)	5	Actual Cost	Actual Cost	HST			
Halton Region's Database Search for Environmental Source Information	30	\$ 148.46	\$ 151.43	HST	2.0%	Inflation	
Aquifer Management Plan	0	\$ 86.79	\$ 88.52	HST	2.0%	Inflation	
MOU HUSP	0	\$ 47.95	\$ 48.91	HST	2.0%	Inflation	
MOU HASR	0	\$ 89.07	\$ 90.85	HST	2.0%	Inflation	
Photocopy (\$.42/pg. min \$3.00)	250	\$ 0.43	\$ 0.43	HST	2.0%	Inflation	
General - Development Assessments	1	\$ 178.14	\$ 181.70	HST	2.0%	Inflation	
General - Development Research	1	\$ 178.14	\$ 181.70	HST	2.0%	Inflation	
General - DATS Computer Analysis	1	\$ 178.14	\$ 181.70	HST	2.0%	Inflation	
General - DATS Continuing Reports per hour	1	\$ 34.09	\$ 34.78	HST	2.0%	Inflation	
General - Old File Retrieval	4	\$ 18.28	\$ 18.65	HST	2.0%	Inflation	
Subdivision – Application Fee**	9	\$ 8,672.99	\$ 8,846.45	HST	2.0%	Inflation	
Subdivision - Plan Revision (pre Draft Approval)**	0	\$ 623.47	\$ 635.94	HST	2.0%	Inflation	
Subdivision - Plan Revision (post Draft Approval) Applicant Initiated**	2	\$ 1,782.55	\$ 1,818.20	HST	2.0%	Inflation	
Subdivision - Emergency Extension (3 months)**	0	\$ 248.98	\$ 253.95	HST	2.0%	Inflation	

* 2018 Proposed fee exclusive of applicable taxes

** 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".



Department Division		Legislative and Planning Services Planning Services					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Subdivision - Draft Approval Extension (One Year)**	6	\$ 712.59	\$ 726.85	HST	2.0%	Inflation	
Subdivision - Registration**	14	\$ 1,782.55	\$ 1,818.20	HST	2.0%	Inflation	
Subdivision - Phased Draft Approval**	0	\$ 8,545.09	\$ 8,715.99	HST	2.0%	Inflation	
Subdivision - Phase Revision Requiring Circulation (50% of Phased Draft Approval Fee)**	0	\$ 4,273.08	\$ 4,358.55	HST	2.0%	Inflation	
Subdivision - Sub-Phasing Requiring Circulation (30% of Phased Draft Approval Fee)**	0	\$ 2,563.65	\$ 2,614.93	HST	2.0%	Inflation	
Subdivision - Phase Revision and Sub-Phasing Not Requiring Circulation (Pre Draft-Approval)**	0	\$ 623.47	\$ 635.94	HST	2.0%	Inflation	
Condominium – Application Fee**	10	\$ 2,506.59	\$ 2,556.72	HST	2.0%	Inflation	
Condominium – Exemption Fee**	2	\$ 415.66	\$ 423.98	HST	2.0%	Inflation	
Condominium – Vacant Land or Common Element**	1	\$ 368.86	\$ 376.23	HST	2.0%	Inflation	
Condominium - Revision**	0	\$ 374.55	\$ 382.05	HST	2.0%	Inflation	
Condominium – Emergency Extension (3 Months)**	0	\$ 248.98	\$ 253.95	HST	2.0%	Inflation	
Condominium – Draft Approval Extension (One Year)**	0	\$ 248.98	\$ 253.95	HST	2.0%	Inflation	
Condominium - Final Approval**	3	\$ 606.33	\$ 618.46	HST	2.0%	Inflation	
Condominium Conversion**	0	\$ 1,187.61	\$ 1,211.36	HST	2.0%	Inflation	
Consent – Application Fee**	45	\$ 950.12	\$ 969.13	HST	2.0%	Inflation	
Consent - Revision**	0	\$ 248.98	\$ 253.95	HST	2.0%	Inflation	
Validation of Title**	0	\$ 248.98	\$ 253.95	Exempt	2.0%	Inflation	

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Department Division		Legislative and Planning Services Planning Services					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Part Lot Control Bylaw – Application Fee	24	\$ 475.07	\$ 484.57	HST	2.0%	Inflation	
Local Official Plan Amendment – Applicant - initiated**, ***	6	\$ 7,127.92	\$ 7,270.48	HST	2.0%	Inflation	
Local Official Plan Amendment – Applicant - initiated Revision**, ***	0	\$ 3,563.97	\$ 3,635.24	HST	2.0%	Inflation	
Local Official Plan Amendment Requiring Regional Approval– Applicant initiated**, ***	0	\$ 7,127.98	\$ 7,270.54	HST	2.0%	Inflation	
Zoning Bylaw Amendment – Applicant-initiated**, ***	33	\$ 950.08	\$ 969.08	Exempt	2.0%	Inflation	
Holding Provision Removal**	3	\$ 296.93	\$ 302.86	HST	2.0%	Inflation	
Temporary Use By-law Permits and Renewals**	3	\$ 475.07	\$ 484.57	HST	2.0%	Inflation	
Zoning By-law Amendment - Revisions to Application**, ***	1	\$ 475.07	\$ 484.57	Exempt	2.0%	Inflation	
Minor Variance - Application Fee**	387	\$ 29.72	\$ 30.32	HST	2.0%	Inflation	
Site Plan - Application Fee - Applicant Initiated**	83	\$ 950.12	\$ 969.13	HST	2.0%	Inflation. Halton's local municipalities are now exempt from paying this fee for municipally-initiated projects.	
Site Plan – Revision - Applicant Initiated**	12	\$ 594.95	\$ 606.85	HST	2.0%	Inflation	
Site Plan – Minor Development/ Minor Modification**	27	\$ 594.95	\$ 606.85	HST	2.0%	Inflation	
Parkway Belt West Plan Amendment - Applicant Initiated	3	\$ 2,376.35	\$ 2,423.88	HST	2.0%	Inflation	
Niagara Escarpment Plan Amendment - Major Files	0	\$ 8,435.46	\$ 8,604.17	HST	2.0%	Inflation	
Niagara Escarpment Plan Amendment - Minor Files	0	\$ 2,376.35	\$ 2,423.88	HST	2.0%	Inflation	

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*** Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.



Department		Legislative and Planning Services				
Division		Planning Services				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Regional Official Plan Amendment Application Fee**,***	0	\$ 8,435.46	\$ 8,604.17	HST	2.0%	Inflation
Pits and Quarries Regional Official Plan Amendment Application Fee	0	\$ 118,804.55	\$ 121,180.64	HST	2.0%	Inflation
ROPA Public Meeting Advertising Fee	0	Actual Cost	Actual Cost	HST		
Review of Applications Requiring Planning Act Approval in Bordering Municipalities	0	\$ 17,821.05	\$ 18,177.47	HST	2.0%	Inflation
Green Energy Act Application Reviews	0	\$ 950.08	\$ 969.08	HST	2.0%	Inflation
Ontario Power Authority Project Applications	0	\$ 950.08	\$ 969.08	HST	2.0%	Inflation
Engineering and Inspection Fees - Land Development Agreements (based on total cost of water and wastewater works)	0				0.0%	
\$0 - \$100,000.00		greater of 10% or \$5,000.00	greater of 10% or \$5,000.00			As per Report LPS77-13
\$100,000.00 - \$250,000.00		7%	7%	HST		
\$250,000.00.01 - \$500,000.00		6%	6%			
over \$500,000.00		5% to a max of \$100,000.00	5% to a max of \$100,000.00			

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*** Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.



Department Division							Legislative and Planning Services Economic Development						
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase							
Small Business Seminars	250	\$ 25.50	\$ 26.00	HST	2.0%	Inflation							
Other Small Business Events	155	\$ 31.59	\$ 32.22	HST	2.0%	Inflation							
Tourism Education Seminars	40	\$ 26.01	\$ 26.53	HST	2.0%	Inflation							
Tourism Consumer Events	0	\$ 27.04	N/A	N/A	N/A								
Tourism Product Development - Business Participation	0	\$ 259.90	N/A	N/A	N/A								
Tourism Exemption Application under the Retail Business Holidays Act	1	\$ 1,582.43	\$ 1,614.08	Exempt	2.0%	Inflation							

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Legal Services					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Municipal Enquiries							
Municipal Enquiries (reply by regular mail)	265	\$ 82.82	\$ 84.47	HST	2.0%	Inflation	
Municipal Enquiries (reply by fax)	8	\$ 118.71	\$ 121.08	HST	2.0%	Inflation	
Waste Related Agreements							
Sewer Discharge	1	\$ 2,492.07	\$ 2,541.91	HST	2.0%	Inflation	
Other - Waste Related Agreements	2	\$ 353.74	\$ 360.81	HST	2.0%	Inflation	
General Agreements							
Encroachment	4	\$ 353.74	\$ 360.81	HST	2.0%	Inflation	
Lease/License/Easement	2	\$ 353.74	\$ 360.81	HST	2.0%	Inflation	
Other - General Agreements	10	\$ 353.74	\$ 360.81	HST	2.0%	Inflation	
Search of parcel Register (per P.I.N.)	24	\$ 42.55	\$ 43.40	HST	2.0%	Inflation	
Corporate Searches	2	\$ 42.55	\$ 43.40	HST	2.0%	Inflation	
Electronic Document Preparation/Amendment (per document)	11	\$ 100.71	\$ 102.72	HST	2.0%	Inflation	
Electronic Registration and Administration (per document)	8	\$ 184.78	\$ 188.47	HST	2.0%	Inflation	
Registration of Plan - No Agreement Required	5	\$ 289.96	\$ 295.76	HST	2.0%	Inflation	
Minor Residential Servicing Agreements							
1 lot/unit	6	\$ 1,031.14	\$ 1,051.76	HST	2.0%	Inflation	
Other Minor Residential Service	1	\$ 1,031.14	\$ 1,051.76	HST	2.0%	Inflation	

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Legal Services					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Minor Development Non-Servicing Agreements							
Site Plan	7	\$ 498.25	\$ 508.21	HST	2.0%	Inflation	
Plan Registration for Common Element Condominium	1	\$ 353.74	\$ 360.81	HST	2.0%	Inflation	
Consent Application	2	\$ 498.25	\$ 508.21	HST	2.0%	Inflation	
Other - Minor Development Non-servicing Agreements	2	\$ 353.74	\$ 360.81	HST	2.0%	Inflation	
Major Development Agreements							
Development/Development Charge	6	\$ 2,955.57	\$ 3,014.68	HST	2.0%	Inflation	
Residential/Comm/Ind/rural Subdiv/Condo (per plan)	33	\$ 2,955.57	\$ 3,014.68	HST	2.0%	Inflation	
Residential (2lots/units or more) Comm/Ind/Inst Servicing	14	\$ 1,680.45	\$ 1,714.06	HST	2.0%	Inflation	

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Regional Clerk and Council Services				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Council (Agenda/Minutes)	1	\$ 254.68	\$ 259.78	HST	2.0%	Inflation
Standing Committee (1)	1	\$ 135.87	\$ 138.59	HST	2.0%	Inflation
Standing Committee (3)	1	\$ 278.61	\$ 284.19	HST	2.0%	Inflation
Sub-Committees (each)	1	\$ 135.87	\$ 138.59	HST	2.0%	Inflation
Application Fee Under MFIPPA	35	\$ 5.00	\$ 5.00	Exempt	0.0%	Legislation Fee under MFIPPA.
Record Search Time/15 Minutes	40	\$ 7.50	\$ 7.50	Exempt	0.0%	Legislation Fee under MFIPPA.
Record Preparation/15 Minutes	8	\$ 7.50	\$ 7.50	Exempt	0.0%	Legislation Fee under MFIPPA.
Photocopying MFIPPA (per page)	5,000	\$ 0.20	\$ 0.20	Exempt	0.0%	Legislation Fee under MFIPPA.
Computer Programming/15 Minutes	0	\$ 15.00	\$ 15.00	Exempt	0.0%	Legislation Fee under MFIPPA.
Computer Disks (CDs)	1	\$ 10.00	\$ 10.00	Exempt	0.0%	Legislation Fee under MFIPPA.
Photocopies (per page)	0	\$ 0.20	\$ 0.20	HST	0.0%	No fee increase

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Legislative and Planning Services Asset Management					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Auditorium 1/2 - Minimum Room Rental	1	\$ 272.35	\$ 277.80	HST	2.0%	Inflation	
Auditorium 1/2 - Room Rental Incremental /hr	1	\$ 31.85	\$ 32.49	HST	2.0%	Inflation	
Auditorium Full - Minimum Room Rental	5	\$ 336.16	\$ 342.88	HST	2.0%	Inflation	
Auditorium Full - Room Rental Incremental /hr	3	\$ 31.85	\$ 32.49	HST	2.0%	Inflation	
Small Meeting Room - Minimum Room Rental	1	\$ 86.89	\$ 88.63	HST	2.0%	Inflation	
Small Meeting Room - Room Rental Incremental /hr	0	\$ 9.21	\$ 9.40	HST	2.0%	Inflation	
Large Meeting Room - Minimum Room Rental	1	\$ 173.88	\$ 177.35	HST	2.0%	Inflation	
Large Meeting Room - Room Rental Incremental /hr	1	\$ 17.34	\$ 17.69	HST	2.0%	Inflation	
Cafeteria - Evening Room Rental - Minimum	3	\$ 173.88	\$ 177.35	HST	2.0%	Inflation	
Cafeteria - Evening Room Rental - Incremental /hr	1	\$ 17.34	\$ 17.69	HST	2.0%	Inflation	
Fee For Service - Security (Reg /hr)	15	\$ 19.21	\$ 19.21	HST	0.0%	As per contractual agreement	
Fee For Service - Maintenance (Reg /hr)	1	\$ 42.44	\$ 43.29	HST	2.0%	Inflation	
Fee For Service - Contracted Cleaning of Auditorium or Cafeteria Areas includes Common Area	12	\$ 16.28	\$ 19.25	HST	18.2%	Increase as per renewed contract costs	
Fee For Service - Contracted Cleaning of Additional Small Meeting Room(s) used with Cafeteria or Auditorium (single add on price)	12	\$ 16.28	\$ 19.25	HST	18.2%	Increase as per renewed contract costs	
Fee For Service - Contracted Cleaning of Additional Large Meeting Room(s) used with Cafeteria or Auditorium (single add on price)	12	\$ 16.28	\$ 19.25	HST	18.2%	Increase as per renewed contract costs	
During Event - Day Porter/Matron - Weekend rate per hour	20	\$ 16.28	\$ 19.25	HST	18.2%	Increase as per renewed contract costs	
During Event - Day Porter/Matron - Weekday rate per hour - 5:00 pm to 7:00 am	20	\$ 16.28	\$ 19.25	HST	18.2%	Increase as per renewed contract costs	

* 2018 Proposed fee exclusive of applicable taxes



Department Division		Public Works Road Operations				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST OR Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Entrance Permit						
Cut Curb & Installation Permit by Applicant (minimum 2 inspections)						
Culvert Installation Permit (minimum 3 inspections)						
Inspections (each)	75	\$ 120.00	\$ 122.00	HST	2.0%	Inflation
Permit Administration Fee	25	\$ 89.51	\$ 91.30	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
Culvert Cost (including headwalls/rip rap) (Per metre)						
12" 300mm	3	\$ 203.11	\$ 207.17	Exempt	2.0%	Inflation
15" 375mm	3	\$ 212.27	\$ 216.52	Exempt	2.0%	Inflation
18" 450mm	3	\$ 216.88	\$ 221.22	Exempt	2.0%	Inflation
24" 600mm	3	\$ 235.20	\$ 239.91	Exempt	2.0%	Inflation
30" 750mm	2	\$ 254.75	\$ 259.85	Exempt	2.0%	Inflation
Excavation Permit						
Permit includes minimum 2 inspections						
Inspections (each)	75	\$ 120.00	\$ 122.00	HST	2.0%	Inflation
Permit Administration Fee	25	\$ 89.51	\$ 91.30	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
Road Occupancy Permit						
Permit includes minimum 2 inspections						
Inspections (each)	30	\$ 120.00	\$ 122.00	HST	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes



Department Division		Public Works Road Operations				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Permit Administration Fee	60	\$ 89.51	\$ 91.30	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
Special Event Permit						
Permit Administration Fee	5	\$ 269.02	\$ 274.40	Exempt	2.0%	Inflation
Oversize / Overweight Vehicles Operation Permit						
Single event move Permit (includes 2 inspections)						
Inspections (each)	30	\$ 120.00	\$ 122.00	HST	2.0%	Inflation
Permit Administration Fee	90	\$ 89.51	\$ 91.30	Exempt	2.0%	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)	220	\$ 238.67	\$ 243.44	Exempt	2.0%	Inflation
Tourism-Oriented Destination Signage (TODS)						
Application	5	\$ 58.51	\$ 59.68	Exempt	2.0%	Inflation
Installation – Small Signs	10	\$ 407.38	\$ 415.53	Exempt	2.0%	Inflation
Installation – Medium signs	10	\$ 582.94	\$ 594.59	Exempt	2.0%	Inflation
Installation – Large signs	15	\$ 815.95	\$ 832.27	Exempt	2.0%	Inflation
Annual maintenance – Small signs	50	\$ 70.02	\$ 71.42	Exempt	2.0%	Inflation
Annual maintenance – Medium signs	150	\$ 92.96	\$ 94.82	Exempt	2.0%	Inflation
Annual maintenance – Large signs	225	\$ 117.00	\$ 119.34	Exempt	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes



Department Division		Public Works Road Operations				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Transportation Data						
Intersection Traffic Movement (TM) Count (8-hr)	2	\$ 70.02	\$ 71.42	HST	2.0%	Inflation
Automatic Traffic Recorder (ATR) Count (24-hr)	60	\$ 48.19	\$ 49.16	HST	2.0%	Inflation
Automatic Traffic Recorder (ATR) Book	2	\$ 177.87	\$ 181.42	HST	2.0%	Inflation
Traffic Signal Timing	20	\$ 59.70	\$ 60.89	HST	2.0%	Inflation
Collision Data	2	\$ 143.45	\$ 146.32	HST	2.0%	Inflation
Modelling Data	10	\$ 149.16	\$ 152.15	HST	2.0%	Inflation
Noise Abatement (Retrofit)						
Installation of noise barriers (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
Municipal Access Agreements for New Service Providers						
Administrative and Legal Costs		\$ 2,388.47	\$ 2,436.24	HST	2.0%	Inflation
Agreement preparation		\$ 17,908.25	\$ 18,266.41	HST	2.0%	Inflation
Annual Letter of credit (security)		\$ 29,845.98	\$ 30,442.90	Exempt	2.0%	Inflation
Municipal Access Agreements for Telecommunication Carriers						
Telecommunication Carriers Annual Fee		\$ 5,380.36	\$ 5,487.96	HST	2.0%	PW-30-11 By-Law No 18-11
Telecommunication Development Agreement Fee		\$ 5,380.36	\$ 5,487.96	HST	2.0%	PW-30-11 By-Law No 18-11

* 2018 Proposed fee exclusive of applicable taxes



Department Division		Public Works Waste Management				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST OR Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Tipping Fee (per tonne)	800	\$ 165.00	\$ 165.00	Exempt	0.0%	
Appliances (per unit)	400	\$ 5.00	\$ 5.00	Exempt	0.0%	
Asbestos (per tonne starting from 0; requires prior approval)		\$ 330.00	\$ 330.00	Exempt	0.0%	
Brick and Rubble (< wheel barrow)		\$ 5.00	\$ 5.00	Exempt	0.0%	
Brick and Rubble (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year). Commercial loads not accepted		\$ 10.00	\$ 10.00	Exempt	0.0%	
Container Station Fee (< 50 kg)	63,000	\$ 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)	7,830	\$ 165.00	\$ 165.00	Exempt	0.0%	
Commercial Blue Box Recyclables (per tonne, starting from 0)		\$ 165.00	\$ 165.00	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%	
Fill (< wheel barrow)		\$ 5.00	\$ 5.00	Exempt	0.0%	
Fill (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year). Commercial loads not accepted		\$ 10.00	\$ 10.00	Exempt	0.0%	
Leaf and Yard (per load) - residential loads	7,500	\$ 5.00	\$ 5.00	Exempt	0.0%	
Leaf and Yard (per tonne, starting from 0) - commercial loads		\$ 165.00	\$ 165.00	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%	

* 2018 Proposed fee exclusive of applicable taxes



Department Division		Public Works Waste Management				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Blue Boxes - 16 gallon		\$ 4.42	\$ 4.42	HST	0.0%	
Blue Boxes - 22 gallon	500	\$ 4.42	\$ 4.42	HST	0.0%	
Composters	150	\$ 13.27	\$ 13.27	HST	0.0%	
Garbage Tags (5 per sheet)	15,000	\$ 10.00	\$ 10.00	Exempt	0.0%	
Green Carts - 13 gallon	75	\$ 13.27	\$ 13.27	HST	0.0%	
Security Deposit - Bin Rental (refundable) 11 - 20 bins		\$ 100.00	\$ 100.00	Exempt	0.0%	
Security Deposit - Bin Rental (refundable) 21 - 50 bins		\$ 200.00	\$ 200.00	Exempt	0.0%	
Security Deposit - Bin Rental (refundable) 51 or more bins		\$ 500.00	\$ 500.00	Exempt	0.0%	
Cost per damaged / missing bin		\$ 75.00	\$ 75.00	HST	0.0%	

* 2018 Proposed fee exclusive of applicable taxes

Department Division		Finance Financial Planning and Budgets				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Residential Administration Fee - per unit - Subdivision or Servicing Agreement	3,000	\$ 144.18	\$ 147.07	HST	2.0%	Inflation
Minor agreements (e.g. - Servicing Agreements with no DCs, Deferral, Temporary Blg. or any amendments to DC or Financial Agreements)	20	\$ 355.16	\$ 362.26	HST	2.0%	Inflation
Financial Agreements - (e.g. DC Prepayments or Capital Financing)	20	\$ 2,566.67	\$ 2,618.00	HST	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes

Department		Finance				
Division		Financial, Purchasing and Payroll Services				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase
Handling Fee-Couriered Documents	20	\$ 11.86	\$ 12.10	HST	2.0%	Inflation
Download Fee-Bid Documents	1,500	\$ 11.86	\$ 12.10	HST	2.0%	Inflation
Bid documents < \$100,000	30	\$ 17.58	\$ 17.93	HST	2.0%	Inflation
Bid documents > \$100,000	150	\$ 29.55	\$ 30.14	HST	2.0%	Inflation
New - Download Construction Tender and Drawings less than 50 sheets	175	\$ 49.63	\$ 50.62	HST	2.0%	Inflation
New - Download Construction Tender and Drawings greater than 50 sheets	10	\$ 99.25	\$ 101.24	HST	2.0%	Inflation
NSF Cheque Charge	45	\$ 23.83	\$ 24.30	Exempt	2.0%	Inflation
Administration Charge	-	\$ 11.86	\$ 12.10	HST	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes

Department Division		CAO Policy Integration & Communications					
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018/2017 Fee % Increase	Basis for Fee Increase	
Travel Mugs	100	\$ 14.10	\$ 14.38	HST	2.0%	Inflation	
Travel Mug Set	50	\$ 15.29	\$ 15.60	HST	2.0%	Inflation	
Coffee Mugs	150	\$ 14.77	\$ 15.07	HST	2.0%	Inflation	
Water Bottles	200	\$ 2.76	\$ 2.81	HST	2.0%	Inflation	
Pens	200	\$ 15.29	\$ 15.60	HST	2.0%	Inflation	
Wallet	35	\$ 26.22	\$ 26.74	HST	2.0%	Inflation	
Golf Balls	35	\$ 10.87	\$ 11.09	HST	2.0%	Inflation	
Umbrella	10	\$ 12.54	\$ 12.79	HST	2.0%	Inflation	
Ladies Watch	20	\$ 39.28	\$ 40.06	HST	2.0%	Inflation	
Men's Watch	20	\$ 42.45	\$ 43.30	HST	2.0%	Inflation	
Halton Pins	200	\$ 1.82	\$ 1.86	HST	2.0%	Inflation	
Business Card Holder	20	\$ 6.55	\$ 6.69	HST	2.0%	Inflation	
Tote Bag	75	\$ 6.55	\$ 6.69	HST	2.0%	Inflation	
Brief Case	25	\$ 29.50	\$ 30.09	HST	2.0%	Inflation	
Inukshuks	35	\$ 33.87	\$ 34.54	HST	2.0%	Inflation	
Men's golf shirts	40	\$ 28.40	\$ 28.97	HST	2.0%	Inflation	
Men's sweat shirts	20	\$ 28.40	\$ 28.97	HST	2.0%	Inflation	
Men's jackets	10	\$ 57.85	\$ 59.00	HST	2.0%	Inflation	
Men's T-shirts	40	\$ 10.92	\$ 11.14	HST	2.0%	Inflation	
Ladies Shirt	25	\$ 10.92	\$ 11.14	HST	2.0%	Inflation	
Women's T-shirts	25	\$ 10.92	\$ 11.14	HST	2.0%	Inflation	
Ladies Sweat Shirts	30	\$ 31.63	\$ 32.26	HST	2.0%	Inflation	

* 2018 Proposed fee exclusive of applicable taxes

HALTON REGION

Budget and Business Plan 2018

Water & Wastewater Details

Rate Supported Budget Summary

Regional Water & Wastewater Services												
	2015	2016	2017		2018			Change in Budget				
Rate Supported Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved		
Treatment	\$ 63,688,282	\$ 68,134,743	\$ 69,218,500	\$ 67,196,499	\$ 67,689,426	\$ 162,945	\$ 67,852,371	\$ (1,529,074)	-2.2%	\$ (1,366,129)	-2.0%	
System Services	45,681,807	51,326,858	48,667,229	47,876,832	48,516,791	39,065	48,555,856	(150,438)	-0.3%	(111,373)	-0.2%	
Infrastructure Planning & Policy	3,191,955	3,772,034	3,966,524	3,682,524	3,182,175	-	3,182,175	(784,348)	-19.8%	(784,348)	-19.8%	
Engineering & Construction	9,614,673	9,368,402	12,330,731	11,016,797	12,177,967	-	12,177,967	(152,764)	-1.2%	(152,764)	-1.2%	
Public Works Administration	460,747	471,441	433,100	170,900	438,300	-	438,300	5,200	1.2%	5,200	1.2%	
Recoveries from Capital Projects	(14,458,997)	(13,858,665)	(17,730,087)	(15,936,152)	(18,244,757)	(123,880)	(18,368,637)	(514,670)	2.9%	(638,550)	3.6%	
Gross Operating Expenditures	\$ 108,178,466	\$ 119,214,813	116,885,997	114,007,400	113,759,902	78,130	113,838,032	(3,126,095)	-2.7%	(3,047,965)	-2.6%	
Capital Expenses												
Debt Charges	36,856,436	36,200,094	33,220,286	33,050,286	27,650,294	-	27,650,294	(5,569,992)	-16.8%	(5,569,992)	-16.8%	
Transfers to Reserve	33,806,212	48,526,789	55,657,002	55,657,002	72,153,667	-	72,153,667	16,496,665	29.6%	16,496,665	29.6%	
Transfers to Vehicle Reserve	1,154,000	1,303,500	1,386,100	1,386,100	1,420,800	-	1,420,800	34,700	2.5%	34,700	2.5%	
Transfers to Gas Tax Reserve	9,481,789	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%	
Transfers from Reserve	(755,871)	(9,610,207)	(9,552,017)	(9,552,017)	(9,906,002)	-	(9,906,002)	(353,985)	3.7%	(353,985)	3.7%	
Capital Expenditures	80,542,566	85,902,176	90,193,371	90,023,371	100,800,759	-	100,800,759	10,607,388	11.8%	10,607,388	11.8%	
Total Gross Expenditures	\$ 188,721,032	\$ 205,116,989	207,079,368	204,030,771	214,560,661	78,130	214,638,791	7,481,293	3.6%	7,559,423	3.7%	
Subsidy Revenue	(9,481,789)	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%	
Other Revenues												
Bulk Water Charges	(645,168)	(796,363)	(694,400)	(694,400)	(720,780)	-	(720,780)	(26,380)	3.8%	(26,380)	3.8%	
Fees for Service	(3,561,001)	(4,394,896)	(3,495,044)	(3,699,446)	(2,600,747)	-	(2,600,747)	894,297	-25.6%	894,297	-25.6%	
Sewer Discharge Agreements	(1,199,569)	(1,108,138)	(1,079,200)	(1,079,200)	(1,100,800)	-	(1,100,800)	(21,600)	2.0%	(21,600)	2.0%	
Interest Earnings	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	-	(3,617,000)	-	0.0%	-	0.0%	
Total Revenue	(18,504,527)	(19,398,398)	(18,367,644)	(18,572,046)	(17,521,327)	-	(17,521,327)	846,317	-4.6%	846,317	-4.6%	
Net Program Impact	\$ 170,216,506	\$ 185,718,591	\$ 188,711,724	\$ 186,958,725	\$ 197,039,334	\$ 78,130	\$ 197,117,464	\$ 8,327,610	4.4%	\$ 8,405,740	4.5%	
Growth Impact:												
Customer Growth (1.6%)										(1,233,554)	-0.7%	
Net Increase Requirement										\$ 7,172,186	3.8%	

Gross Expenditures & Revenue by Program															
\$000s	Total Direct Costs					Other Expenditures					Capital Expenditures				
	2016	2017	2018	Change in Budget		2016	2017	2018	Change in Budget		2016	2017	2018	Change in Budget	
	Actual	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	2017 Approved	Actual	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	2017 Approved	Actual	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	
Treatment	\$ 56,304	\$ 60,492	\$ 57,778	\$ (2,714)	-4.5%	\$ 10,273	\$ 6,677	\$ 7,260	\$ 584	8.7%	\$ -	\$ -	\$ -	\$ -	0.0%
System Services	35,377	37,551	37,180	(371)	-1.0%	15,894	11,022	10,427	(595)	-5.4%	-	-	-	-	0.0%
Infrastructure Planning & Policy	5,095	5,941	5,990	49	0.8%	(4,165)	(5,194)	(5,200)	(6)	0.1%	-	-	-	-	0.0%
Engineering & Construction	7,193	9,401	9,581	180	1.9%	(7,193)	(9,401)	(9,581)	(180)	1.9%	-	-	-	-	0.0%
Public Works Administration	4,327	4,789	4,962	172	3.6%	(3,888)	(4,391)	(4,558)	(167)	3.8%	-	-	-	-	0.0%
Capital Financing	-	-	-	-	0.0%	-	-	-	-	0.0%	85,902	90,193	100,801	10,607	11.8%
Total Water & Wastewater Systems	108,295	118,174	115,490	(2,684)	-2.3%	10,920	(1,288)	(1,652)	(364)	28.3%	85,902	90,193	100,801	10,607	11.8%
Water & Wastewater Rate Revenues															
Bulk Water Charges	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Gas Tax Revenues	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Fees for Service	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Sewer Discharge Agreements	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Interest Earnings	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Revenues	-	-	-	-	-	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Impact	\$ 108,295	\$ 118,174	\$ 115,490	\$ (2,684)	-2.3%	\$ 10,920	\$ (1,288)	\$ (1,652)	\$ (364)	28.3%	\$ 85,902	\$ 90,193	\$ 100,801	\$ 10,607	11.8%

Gross Expenditures & Revenue by Program															
\$000s	Total Gross Expenditures					Total Revenue				Net Program Expenditures					
	2016	2017	2018	Change in Budget		2016	2017	2018	Change in Budget		2016	2017	2018	Change in Budget	
	Actual	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	2017 Approved	Actual	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	2017 Approved	Actual	Approved Budget	Requested Budget	2018 Requested to 2017 Approved	2017 Approved
Treatment	\$ 66,577	\$ 67,168	\$ 65,038	\$ (2,130)	-3.2%	\$ -	\$ -	\$ -	\$ -		\$ 66,577	\$ 67,168	\$ 65,038	\$ (2,130)	-3.2%
System Services	51,270	48,573	47,607	(966)	-2.0%	-	-	-	-		51,270	48,573	47,607	(966)	-2.0%
Infrastructure Planning & Policy	929	747	789	43	5.7%	-	-	-	-		929	747	789	43	5.7%
Engineering & Construction	-	-	-	-	0.0%	-	-	-	-		-	-	-	-	0.0%
Public Works Administration	438	398	403	5	1.3%	-	-	-	-		438	398	403	5	1.3%
Capital Financing	85,902	90,193	100,801	10,607	11.8%	-	-	-	-		85,902	90,193	100,801	10,607	11.8%
Total Water & Wastewater Systems	205,117	207,079	214,639	7,559	3.7%	-	-	-	-		205,117	207,079	214,639	7,559	3.7%
Water & Wastewater Rate Revenues															
Subsidy Revenue	-	-	-	-	0.0%	(9,482)	(9,482)	(9,482)	-	0.0%	(9,482)	(9,482)	(9,482)	-	0.0%
Bulk Water Charges	-	-	-	-	0.0%	(796)	(694)	(721)	(26)	3.8%	(796)	(694)	(721)	(26)	3.8%
Fees for Service	-	-	-	-	0.0%	(4,395)	(3,495)	(2,601)	894	-25.6%	(4,395)	(3,495)	(2,601)	894	-25.6%
Sewer Discharge Agreements	-	-	-	-	0.0%	(1,108)	(1,079)	(1,101)	(22)	2.0%	(1,108)	(1,079)	(1,101)	(22)	2.0%
Interest Earnings	-	-	-	-	0.0%	(3,617)	(3,617)	(3,617)	-	0.0%	(3,617)	(3,617)	(3,617)	-	0.0%
Total Rate Revenues	-	-	-	-	0.0%	(19,398)	(18,368)	(17,521)	846	-4.6%	(19,398)	(18,368)	(17,521)	846	-4.6%
Total Rate Impact	\$ 205,117	\$ 207,079	\$ 214,639	\$ 7,559	3.7%	\$ (19,398)	\$ (18,368)	\$ (17,521)	\$ 846	-4.6%	\$ 185,719	\$ 188,712	\$ 197,117	\$ 8,406	4.5%



Departmental Summary

Rate Supported Services	2015	2016	2017		2018			Change in Budget			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 43,776,320	\$ 43,501,537	\$ 49,346,360	\$ 46,031,832	\$ 50,429,710	\$ 876,060	\$ 51,305,770	\$ 1,083,350	2.2%	\$ 1,959,410	4.0%
Materials & Supplies	25,427,699	27,556,091	27,080,939	26,201,744	27,203,940	30,509	27,234,449	123,001	0.5%	153,510	0.6%
Purchased Services	37,850,279	36,718,697	39,225,231	38,706,678	35,002,287	(704,559)	34,297,728	(4,222,944)	-10.8%	(4,927,503)	-12.6%
Financial & Rent Expenses	297,805	232,215	54,142	83,842	209,595	-	209,595	155,453	287.1%	155,453	287.1%
Grants & Assistance	562,779	286,001	2,467,000	2,467,000	2,442,000	-	2,442,000	(25,000)	-1.0%	(25,000)	-1.0%
Total Direct Costs	107,914,882	108,294,541	118,173,672	113,491,097	115,287,532	202,010	115,489,542	(2,886,141)	-2.4%	(2,684,131)	-2.3%
Allocated Charges / Recoveries	(12,844,321)	(10,646,498)	(14,742,438)	(12,938,460)	(15,438,923)	(123,880)	(15,562,803)	(696,485)	4.7%	(820,365)	5.6%
Corporate Support	11,734,655	12,520,515	13,369,063	13,369,063	13,825,594	-	13,825,594	456,531	3.4%	456,531	3.4%
Transfer to Reserves - Operating	1,580,227	9,140,198	85,700	85,700	85,700	-	85,700	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(206,977)	(93,943)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	108,178,466	119,214,813	116,885,997	114,007,399	113,759,902	78,130	113,838,032	(3,126,094)	-2.7%	(3,047,964)	-2.6%
Transfer to Reserves - Capital	34,960,212	49,830,289	57,043,102	57,043,102	73,574,467	-	73,574,467	16,531,365	29.0%	16,531,365	29.0%
Transfer to Gas Tax Reserve	9,481,789	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	(755,871)	(9,610,207)	(9,552,017)	(9,552,017)	(9,906,002)	-	(9,906,002)	(353,985)	3.7%	(353,985)	3.7%
Debt Charges	36,856,436	36,200,094	33,220,286	33,050,286	27,650,294	-	27,650,294	(5,569,992)	-16.8%	(5,569,992)	-16.8%
Capital Financing Expenditures	80,542,566	85,902,176	90,193,371	90,023,371	100,800,759	-	100,800,759	10,607,388	11.8%	10,607,388	11.8%
Total Gross Expenditures	188,721,032	205,116,989	207,079,368	204,030,770	214,560,661	78,130	214,638,791	7,481,293	3.6%	7,559,423	3.7%
Subsidy Revenue	(9,481,789)	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%
Other Revenue	(9,022,738)	(9,916,398)	(8,885,644)	(9,090,046)	(8,039,327)	-	(8,039,327)	846,317	-9.5%	846,317	-9.5%
Total Revenue	(18,504,527)	(19,398,398)	(18,367,644)	(18,572,046)	(17,521,327)	-	(17,521,327)	846,317	-4.6%	846,317	-4.6%
Net Program Impact	\$ 170,216,506	\$ 185,718,591	\$ 188,711,724	\$ 186,958,725	\$ 197,039,334	\$ 78,130	\$ 197,117,464	\$ 8,327,610	4.4%	\$ 8,405,740	4.5%

Staff Complement (F.T.E.)	2017		2018			Change in Budget			
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
FTE	452.0		452.0	9.0	461.0	0.0	0.0%	9.0	2.0%

Budget Change Report

Rate Supported Services	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 49,346,360	\$ 46,031,832	\$ 50,429,710	\$ 876,060	\$ 51,305,770	\$ 1,959,410	4.0%	Increase includes 4 Millwrights, 3 Instrumentation Technicians, a Project Manager II and a Laboratory Technician proposed as Strategic Investments (SIF).
Materials & Supplies	27,080,939	26,201,744	27,203,940	30,509	27,234,449	153,510	0.6%	An increase of \$564,000 in plant maintenance materials to bring more maintenance in-house, which was a reallocation from purchased services, offset with decreases in chemicals (\$163,000) and cell phones (\$91,000) due to new contract pricing, materials for new meter installations due to the movement of meters to capital (\$84,000), and (\$86,000) for IT hardware/software due to the elimination of non-recurring items.
Purchased Services	39,225,231	38,706,678	35,002,287	(704,559)	34,297,728	(4,927,503)	-12.6%	Reflects decreases in plant maintenance due to the movement of larger maintenance projects to capital and due to the reallocation of funds to materials and additional staff resources to increase maintenance in-house (\$5.1 million), and in new meter installations due to the movement of meters to capital (\$375,000). These are offset with increases in wastewater main cleaning and repair (\$246,000), water billing charges based on price increases and customer growth (\$118,000), biosolids haulage due to contracted rate increase (\$96,000), and property taxes based on actual trends (\$202,000).
Financial and Rent Expenses	54,142	83,842	209,595	-	209,595	155,453	287.1%	Increase in equipment leases for increased wastewater flushings and watermain repairs.
Grants & Assistance	2,467,000	2,467,000	2,442,000	-	2,442,000	(25,000)	-1.0%	Decrease due to the discontinuation of grant to the University of Waterloo for the Natural Sciences and Engineering Research Council.
Total Direct Costs	118,173,672	113,491,097	115,287,532	202,010	115,489,542	(2,684,131)	-2.3%	
Allocated Charges/Recoveries	(14,742,438)	(12,938,460)	(15,438,923)	(123,880)	(15,562,803)	(820,365)	5.6%	Increase in capital recoveries to reflect project delivery costs (\$639,000) and for an additional Project Manager proposed in SIF, and decreases in IT software charges (\$139,000) due to savings with a new agreement, and in fleet charges (\$64,000) due to savings in gas and other materials.
Corporate Support	13,369,063	13,369,063	13,825,594	-	13,825,594	456,531	3.4%	Increase in corporate support for expanding program, including additional staff resources hired through 2017 SIFs, increase in number of PCs, phones and office
Transfer to Reserves - Operating	85,700	85,700	85,700	-	85,700	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	116,885,997	114,007,399	113,759,902	78,130	113,838,032	(3,047,964)	-2.6%	
Transfer to Reserves - Capital	66,525,102	66,525,102	83,056,467	-	83,056,467	16,531,365	24.8%	Increase related to \$12.7 million to support the State of Good Repair Capital Program, and \$3.8 million due to realignment of large plant maintenance.
Transfer from Reserves - Capital	(9,552,017)	(9,552,017)	(9,906,002)	-	(9,906,002)	(353,985)	3.7%	Increase in development charge contributions for growth-related debt.
Debt Charges	33,220,286	33,050,286	27,650,294	-	27,650,294	(5,569,992)	-16.8%	Decrease mainly due to retired debt.
Capital Expenditures	90,193,371	90,023,371	100,800,759	-	100,800,759	10,607,388	11.8%	
Total Gross Expenditures	207,079,368	204,030,770	214,560,661	78,130	214,638,791	7,559,423	3.7%	
Subsidy Revenue	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	
Other Revenue	(8,885,644)	(9,090,046)	(8,039,327)	-	(8,039,327)	846,317	-9.5%	Decrease in new meter installation revenue due to the movement of the new meter installation program to the capital budget (\$964,000), offset by increases in permit inspection fees, bulk water, and sewer discharge agreement revenue based on inflationary increase and rate increase (\$97,000).
Total Revenue	(18,367,644)	(18,572,046)	(17,521,327)	-	(17,521,327)	846,317	-4.6%	
Net Program Expenditures	\$ 188,711,724	\$ 186,958,725	\$ 197,039,334	\$ 78,130	\$ 197,117,464	\$ 8,405,740	4.5%	

Divisional Summary

Public Works Administration	2015	2016	2017		2018			Change in Budget			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 3,339,174	\$ 3,452,296	\$ 3,601,460	\$ 3,413,441	\$ 3,793,870	\$ 76,980	\$ 3,870,850	\$ 192,410	5.3%	\$ 269,390	7.5%
Materials & Supplies	469,617	484,519	478,200	469,678	475,960	1,150	477,110	(2,240)	-0.5%	(1,090)	-0.2%
Purchased Services	332,103	389,783	707,767	641,272	611,567	-	611,567	(96,200)	-13.6%	(96,200)	-13.6%
Financial & Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	1,569	-	2,000	2,000	2,000	-	2,000	-	0.0%	-	0.0%
Total Direct Costs	4,142,464	4,326,597	4,789,427	4,526,391	4,883,397	78,130	4,961,527	93,970	2.0%	172,100	3.6%
Allocated Charges / Recoveries	(4,494,422)	(4,702,449)	(5,195,747)	(5,194,911)	(5,349,781)	(78,130)	(5,427,911)	(154,034)	3.0%	(232,164)	4.5%
Corporate Support	765,457	814,256	804,420	804,420	869,684	-	869,684	65,264	8.1%	65,264	8.1%
Transfer to Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	413,498	438,404	398,100	135,900	403,300	-	403,300	5,200	1.3%	5,200	1.3%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Financing Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	413,498	438,404	398,100	135,900	403,300	-	403,300	5,200	1.3%	5,200	1.3%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(413,498)	(438,404)	(398,100)	(505,900)	(403,300)	-	(403,300)	(5,200)	1.3%	(5,200)	1.3%
Total Revenue	(413,498)	(438,404)	(398,100)	(505,900)	(403,300)	-	(403,300)	(5,200)	1.3%	(5,200)	1.3%
Net Program Impact	\$ -	\$ -	\$ -	\$ (370,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Budget Change Report

Public Works Administration	2017		2018			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved			
Personnel Services	\$ 3,601,460	\$ 3,413,441	\$ 3,793,870	\$ 76,980	\$ 3,870,850	\$ 269,390	7.5%	Increase includes Laboratory Technician proposed as a Strategic Investment (SIF).	
Materials & Supplies	478,200	469,678	475,960	1,150	477,110	(1,090)	-0.2%		
Purchased Services	707,767	641,272	611,567	-	611,567	(96,200)	-13.6%		Reflects reductions in professional services (\$80,000), contracted services (\$10,000), and temporary employment agencies (\$5,000) based on actual trends.
Financial and Rent Expenses	-	-	-	-	-	-	0.0%		
Grants & Assistance	2,000	2,000	2,000	-	2,000	-	0.0%		
Total Direct Costs	4,789,427	4,526,391	4,883,397	78,130	4,961,527	172,100	3.6%	Reflects increase for interdepartmental recoveries based on inflation with an additional increase for additional staff resource proposed as a SIF (Laboratory Technician).	
Allocated Charges/Recoveries	(5,195,747)	(5,194,911)	(5,349,781)	(78,130)	(5,427,911)	(232,164)	4.5%		
Corporate Support	804,420	804,420	869,684	-	869,684	65,264	8.1%		Increase driven by IT support cost for increase in number of PCs.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%		
Gross Operating Expenditures	398,100	135,900	403,300	-	403,300	5,200	1.3%		
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
Capital Expenditures	-	-	-	-	-	-	0.0%		
Total Gross Expenditures	398,100	135,900	403,300	-	403,300	5,200	1.3%		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	(398,100)	(505,900)	(403,300)	-	(403,300)	(5,200)	1.3%		
Total Revenue	(398,100)	(505,900)	(403,300)	-	(403,300)	(5,200)	1.3%		
Net Program Expenditures	\$ -	\$ (370,000)	\$ -	\$ -	\$ -	\$ -	0.0%		

Strategic Investment

Laboratory Technician

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Public Works Administration
Program	Regional Laboratory
Cost Centre	208300

Complement Details	
Position Title	Laboratory Technician
FTE Impact	1.0
Personnel Group	OCT/MMSG

Funding Impact	2018 Impact	2019 Impact
Operating		
Personnel Services	\$ 76,980	\$ 76,980
Materials & Supplies	1,150	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	78,130	76,980
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	78,130	76,980
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ 78,130	\$ 76,980

Business Case

Recommendation:

Approve 1.0 permanent FTE Laboratory Technician to manage regulatory water and wastewater sample intake, analytical preparation and testing, inventory, and purchasing of laboratory supplies for Halton Region's accredited environmental laboratory.

Need:

Halton Region's Canadian Association of Laboratory Accreditation (CALA) and the Ministry of Environment and Climate Change's (MOECC) licenced laboratory processes all regulatory drinking water and wastewater samples. A Laboratory Technician is required to manage the volume of incoming samples and ensure these are efficiently received, processed, logged into the Laboratory Information Management System (LIMS), and distributed to the lab testing areas for analysis within prescribed holding times and without disrupting the workflow of the testing areas. The Laboratory Technician is also responsible for sample counter reception, inventory and purchasing of laboratory supplies to help maintain uninterrupted operations.

Well defined roles and responsibilities within the lab to manage risks arising from the required Laboratory's Quality Management System (QMS), a complex and mandatory Quality Assurance program, and governing Ministry of the Environment and Climate Change regulations. Specific competency and training documentation is required for lab tasks. A review of laboratory functions indicated improved customer service, efficiency and quality control by consolidating a variety of tasks with a Laboratory Technician. The Lab Technician role could also undertake less complex analysis during peak periods thereby allowing Laboratory Analysts to complete complex, technical responsibilities. Currently this work is being performed with short-term co-op student placements.

Implications:

Samples cannot be processed as efficiently without additional resource support, which can introduce potential delays in laboratory analysis and a greater risk of error. Continued use of short-term co-op student placements requires significant effort to regularly undertake hiring, onboarding and training. It also means the person cannot become proficient in all required tasks or assist with testing, and requires increased oversight which reduces coworkers' efficiency.

Alternatives:

Continue with co-op student placements. This would not realize the efficiencies noted above.

Reference:

N/A

Water & Wastewater Treatment

Divisional Summary

Water & Wastewater Treatment	2015		2016		2017		2018			Change in Budget		
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved		
Personnel Services	\$ 16,199,892	\$ 16,203,636	\$ 18,033,630	\$ 16,889,164	\$ 18,394,610	\$ 506,730	\$ 18,901,340	\$ 360,980	2.0%	\$ 867,710	4.8%	
Materials & Supplies	17,861,159	19,428,326	19,988,304	19,385,131	19,733,095	19,136	19,752,231	(255,209)	-1.3%	(236,073)	-1.2%	
Purchased Services	21,232,321	20,539,472	22,430,332	22,147,205	19,511,875	(401,986)	19,109,889	(2,918,457)	-13.0%	(3,320,443)	-14.8%	
Financial & Rent Expenses	13,606	14,860	14,600	14,300	14,600	-	14,600	-	0.0%	-	0.0%	
Grants & Assistance	25,000	25,000	25,000	25,000	-	-	-	(25,000)	-100.0%	(25,000)	-100.0%	
Total Direct Costs	55,331,977	56,211,294	60,491,866	58,460,800	57,654,180	123,880	57,778,060	(2,837,686)	-4.7%	(2,713,806)	-4.5%	
Allocated Charges / Recoveries	1,994,593	2,794,233	2,270,989	2,580,055	2,587,525	(84,815)	2,502,710	316,536	13.9%	231,721	10.2%	
Corporate Support	3,870,548	4,152,937	4,395,592	4,395,592	4,747,566	-	4,747,566	351,974	8.0%	351,974	8.0%	
Transfer to Reserves - Operating	736,747	3,334,762	10,000	10,000	10,000	-	10,000	-	0.0%	-	0.0%	
Transfer from Reserves - Operating	(12,123)	(8,823)	-	-	-	-	-	-	0.0%	-	0.0%	
Gross Operating Expenditures	61,921,742	66,484,403	67,168,447	65,446,447	64,999,270	39,065	65,038,335	(2,169,176)	-3.2%	(2,130,112)	-3.2%	
Transfer to Reserves - Capital	17,480,106	26,040,144	29,646,551	29,646,551	36,787,233	-	36,787,233	7,140,682	24.1%	7,140,682	24.1%	
Transfer to Gas Tax Reserve	4,740,895	4,741,000	4,741,000	4,741,000	4,741,000	-	4,741,000	-	0.0%	-	0.0%	
Transfer from Reserves - Capital	(377,935)	(4,805,103)	(4,776,009)	(4,776,009)	(2,467,491)	-	(2,467,491)	2,308,518	-48.3%	2,308,518	-48.3%	
Debt Charges	18,639,913	19,335,537	16,610,143	15,446,943	11,434,031	-	11,434,031	(5,176,112)	-31.2%	(5,176,112)	-31.2%	
Capital Financing Expenditures	40,482,979	45,311,579	46,221,686	45,058,486	50,494,773	-	50,494,773	4,273,088	9.2%	4,273,088	9.2%	
Total Gross Expenditures	102,404,721	111,795,982	113,390,132	110,504,932	115,494,044	39,065	115,533,109	2,103,911	1.9%	2,142,976	1.9%	
Subsidy Revenue	(4,740,895)	(4,741,000)	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	-	0.0%	
Other Revenue	(2,842,583)	(3,951,147)	(3,136,500)	(3,136,500)	(3,162,600)	-	(3,162,600)	(26,100)	0.8%	(26,100)	0.8%	
Total Revenue	(7,583,478)	(8,692,147)	(7,877,500)	(7,877,500)	(7,903,600)	-	(7,903,600)	(26,100)	0.3%	(26,100)	0.3%	
Net Program Impact	\$ 94,821,243	\$ 103,103,835	\$ 105,512,632	\$ 102,627,432	\$ 107,590,444	\$ 39,065	\$ 107,629,509	\$ 2,077,811	2.0%	\$ 2,116,876	2.0%	



Budget Change Report

Water & Wastewater Treatment	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 18,033,630	\$ 16,889,164	\$ 18,394,610	\$ 506,730	\$ 18,901,340	\$ 867,710	4.8%	Increase includes a Project Manager II, 2 Instrumentation Technicians and 2 Millwrights proposed as Strategic Investments (SIF).
Materials & Supplies	19,988,304	19,385,131	19,733,095	19,136	19,752,231	(236,073)	-1.2%	Decrease reflects reduction in hydro (\$339,000) due to the participation of 4 treatment plants in the Industrial Conservation Initiative (ICI), reducing projected global adjustment costs, chemicals (\$163,000) and cell phones (\$45,000) due to new contract pricing, and (\$44,000) for the elimination of non-recurring equipment and technology costs. These are offset partially with an increase of \$374,000 to increase in-house maintenance, which was reallocated from purchased services.
Purchased Services	22,430,332	22,147,205	19,511,875	(401,986)	19,109,889	(3,320,443)	-14.8%	Decrease in plant maintenance due to the movement of larger maintenance projects to capital and due to the reallocation of funds to materials and additional staff resources to increase in-house maintenance (\$3.5 million). This is offset partly with increases in biosolids haulage due to a contracted rate increase (\$96,000), water billing charges based on price increases and customer growth (\$32,000), and property taxes (\$73,000).
Financial and Rent Expenses	14,600	14,300	14,600	-	14,600	-	0.0%	
Grants & Assistance	25,000	25,000	-	-	-	(25,000)	-100.0%	Decrease due to the discontinuation of grant to the University of Waterloo for the Natural Sciences and Engineering Research Council.
Total Direct Costs	60,491,866	58,460,800	57,654,180	123,880	57,778,060	(2,713,806)	-4.5%	
Allocated Charges/Recoveries	2,270,989	2,580,055	2,587,525	(84,815)	2,502,710	231,721	10.2%	Increased inter-departmental charges based on program cost, partly offset with increased capital recoveries to reflect project delivery costs and for a Project Manager II proposed as a SIF.
Corporate Support	4,395,592	4,395,592	4,747,566	-	4,747,566	351,974	8.0%	Increase in corporate support for expanding program, including an additional resource hired through 2017 SIF.
Transfer to Reserves - Operating	10,000	10,000	10,000	-	10,000	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	67,168,447	65,446,447	64,999,270	39,065	65,038,335	(2,130,112)	-3.2%	
Transfer to Reserves - Capital	34,387,551	34,387,551	41,528,233	-	41,528,233	7,140,682	20.8%	Increase related to \$5.5 million to support the State-of-Good-Repair Capital Program, and \$1.9 million due to realignment of large plant maintenance.
Transfer from Reserves - Capital	(4,776,009)	(4,776,009)	(2,467,491)	-	(2,467,491)	2,308,518	-48.3%	Decrease related to realignment of sinking fund contributions.
Debt Charges	16,610,143	15,446,943	11,434,031	-	11,434,031	(5,176,112)	-31.2%	Decrease mainly due to retired debt.
Capital Expenditures	46,221,686	45,058,486	50,494,773	-	50,494,773	4,273,088	9.2%	
Total Gross Expenditures	113,390,132	110,504,932	115,494,044	39,065	115,533,109	2,142,976	1.9%	
Subsidy Revenue	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	
Other Revenue	(3,136,500)	(3,136,500)	(3,162,600)	-	(3,162,600)	(26,100)	0.8%	Reflects increases for sewer discharge agreement revenues and septic tank disposal revenues based on inflationary increase.
Total Revenue	(7,877,500)	(7,877,500)	(7,903,600)	-	(7,903,600)	(26,100)	0.3%	
Net Program Expenditures	\$105,512,632	\$102,627,432	\$107,590,444	\$ 39,065	\$107,629,509	\$ 2,116,876	2.0%	

Strategic Investments

Project Manager II

Funding Source	Rate
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Program Details

Department	Public Works
Division	Water & Wastewater Treatment
Program	Plant Capital & Engineering
Cost Centre	236200

Complement Details

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

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 116,930	\$ 116,930
Materials & Supplies	5,450	580
Purchased Services	1,500	1,500
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	123,880	119,010
Allocated Charges/Recoveries	(123,880)	(119,010)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 permanent FTE Project Manager II within the Plant Capital & Engineering program to ensure Halton continues to maintain Public Works Water and Wastewater Treatment infrastructure at appropriate levels of service and in a state of good repair. It is recommended that a Project Manager II be added as a compliment within the Water & Wastewater Treatment Division to track, coordinate, and efficiently deliver the projects contained within the annual minor capital program. This position will also assist in the managing and implementing the asset management data and information requirements for capital programming as outlined in Report No. PW-28-17 (re:

Need:

The Project Manager II is required to deliver the Water and Wastewater Treatment Division annual minor capital program that works to maintain the water and wastewater treatment plant resources in a good state of repair. As the number of assets continue to increase with the growth of the system, so does the volume of projects. The role of this Project Manager II will be to review, track, coordinate and deliver this work while actively seeking project cost efficiencies through strategies such as appropriate bundling, deferrals, or coordinating where possible with projects delivered through the Non-Development State-Of-Good-Repair capital program. Further, this position is needed to ensure that appropriate asset information is tracked and provided to best inform the Asset Management Program in order to keep lifecycle models for Water and Wastewater Treatment assets current. This role will be responsible for the coordination, analysis and interpretation of the data from plant operations, including risk assessments, and developing reports to be used by divisional management in decision making. This role will be the key interface to Asset Planning group on asset management strategy. This position works directly on capital projects and is therefore recovered from the capital budget.

Implications:

The lack of resources to adequately coordinate and manage the Water and Wastewater Treatment Division minor capital program, will translate into increasing risk of not maintaining assets in a good state of repair and increased risk of declining levels of service. The lack of resources to adequately coordinate and manage the Public Works asset management information will result in the Department being limited in performing lifecycle modelling, risk assessments, and tracking of technical level of service and key performance indicators, translating into the risk of declining levels of service and overall state of good repair for Public Works infrastructure.

Alternatives:

Alternatives include using consultants to manage these projects and asset management information at an expected higher cost than in-house staff and lack of overall coordination and continuous improvement of the program.

Reference:

Report No. PW-28-17 (re: "Public Works Asset Management Program Update 2017")

Strategic Investments

Instrumentation Technician

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Water & Wastewater Treatment
Program	W&WW Treatment and Systems Mntce
Cost Centre	234200 233200 225200

Complement Details	
Position Title	Instrumentation Technician
FTE Impact	3.0
Personnel Group	CUPE (PW)

Funding Impact		
Operating	2018 Impact	2019 Impact
Personnel Services	\$ 292,350	\$ 292,350
Materials & Supplies	10,390	1,940
Purchased Services	(302,740)	(294,290)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:
Approve 3.0 permanent FTE Instrumentation Technicians in order to meet service delivery and workload pressures due to recent and future treatment system growth, to reduce costs associated with purchased services within Water and Wastewater Treatment, and Water and Wastewater System Services Plant Maintenance, and to ensure appropriate institutionalization of knowledge associated with the safe and efficient operation and maintenance of water and wastewater treatment and system assets.

Need:
The number of assets in Halton's Water and Wastewater Treatment and Systems Maintenance program has increased due to continued rapid growth. Additional in-house Instrumentation Technicians are required to complete maintenance activities as preventive maintenance plans are increasing in complexity and volume, in conjunction with technology and the expansion of the systems. These positions are required to ensure that customer level of service are delivered and asset maintenance needs are met. With emphasis on continually improving maintenance practices and service delivery, it is important that in-house skills and knowledge are retained. This is a necessary component of ensuring a high quality of work and timely execution of Instrumentation work. Contractors are currently employed to augment staff resources and assist with workload demands. Additional staff resources will aid in maintaining an appropriate span of control over mechanical maintenance work. In-house Instrumentation Technicians are better able to assess the status of treatment and systems assets, and deliver a high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training.

This investment will have an effective net zero cost on the maintenance program, as costs will be offset by equivalent reductions in purchased services for externally contracted maintenance.

Implications:
Without additional Instrumentation Technicians, preventive maintenance and necessary repair work may not be completed exposing Halton to the risk of equipment failure, reduced levels of service, and non-compliance with legislation requiring documented maintenance activities. In addition, continued increased reliance on external resources would be required to complete mechanical work and prevent large backlogs of incomplete work. Subsequently, Halton would experience further reduced control over the quality of work and reduced in-house knowledge and skill.

Alternatives:
Continued reliance on external resources. This would not realize the efficiencies and improvements to the Maintenance program as noted above.

Reference:
N/A



Strategic Investments

Millwright

Funding Source	Rate
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Program Details

Department	Public Works
Division	Water & Wastewater Treatment
Program	W&WW Treatment & Systems Maintenance
Cost Centre	234200 233200 225200

Complement Details

Position Title	Millwright
FTE Impact	4.0
Personnel Group	CUPE (PW)

Funding Impact

Operating	2018 Impact	2019 Impact
Personnel Services	\$ 389,800	\$ 389,800
Materials & Supplies	13,520	2,420
Purchased Services	(403,320)	(392,220)
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Expenditures	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 4.0 permanent FTE Millwrights in order to meet service delivery and workload pressures due to recent and future treatment and system growth, to reduce costs associated with purchased services within Water and Wastewater Treatment Plant and Water and Wastewater System Services Maintenance, and to ensure appropriate institutionalization of knowledge associated with the safe and efficient operation and maintenance of water and wastewater treatment and system assets.

Need:

The number of assets in the Halton water and wastewater treatment and systems has increased due to continued rapid growth. Additional in-house Millwrights are required to complete maintenance activities as preventive maintenance plans are increasing in complexity and volume, in conjunction with technology and the expansion of the systems. These positions are required to ensure that customer level of service are delivered and asset maintenance needs are met. With emphasis on continually improving maintenance practices and service delivery, it is important that in-house skills and knowledge are retained. This is a necessary component of ensuring a high quality of work and timely execution of mechanical work. Contractors are currently employed to augment staff resources and assist with workload demands. Additional staff resources will aid in maintaining an appropriate span of control over mechanical maintenance work. In-house Millwrights are better able to assess the status of treatment and system assets, and deliver a high level of service because of their specialized familiarity with Halton equipment and operating conditions, gained through experience and training.

This investment will have an effective net zero cost on the maintenance program, as costs will be offset by equivalent reductions in purchased services for externally contracted maintenance.

Implications:

Without additional Millwrights, preventive maintenance and necessary repair work may not be completed, exposing Halton to the risk of equipment failure, reduced levels of service, and non-compliance with legislation requiring documented maintenance activities. In addition, continued increased reliance on external resources would be required to complete mechanical work and prevent large backlogs of incomplete work. Subsequently, Halton would experience further reduced control over the quality of work and reduced in-house knowledge and skill.

Alternatives:

Continued reliance on external resources. This would not realize the efficiencies and improvements to the Maintenance program as noted above.

Reference:

N/A

Water & Wastewater System Services

Divisional Summary

Water & Wastewater System Services	2015	2016	2017		2018			Change in Budget			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 12,551,860	\$ 12,481,682	\$ 13,484,300	\$ 13,086,300	\$ 13,741,760	\$ 292,350	\$ 14,034,110	\$ 257,460	1.9%	\$ 549,810	4.1%
Materials & Supplies	6,757,800	7,238,325	6,207,188	5,974,488	6,636,457	10,223	6,646,680	429,269	6.9%	439,492	7.1%
Purchased Services	15,675,630	15,277,073	15,399,746	15,210,049	14,186,619	(302,573)	13,884,046	(1,213,127)	-7.9%	(1,515,700)	-9.8%
Financial & Rent Expenses	99,615	32,751	39,542	69,542	194,995	-	194,995	155,453	393.1%	155,453	393.1%
Grants & Assistance	534,589	254,492	2,420,000	2,420,000	2,420,000	-	2,420,000	-	0.0%	-	0.0%
Total Direct Costs	35,619,494	35,284,323	37,550,777	36,760,380	37,179,831	-	37,179,831	(370,946)	-1.0%	(370,946)	-1.0%
Allocated Charges / Recoveries	4,789,784	6,154,279	6,549,717	6,615,717	5,955,504	39,065	5,994,569	(594,213)	-9.1%	(555,148)	-8.5%
Corporate Support	3,752,104	4,019,204	4,396,595	4,396,595	4,357,113	-	4,357,113	(39,482)	-0.9%	(39,482)	-0.9%
Transfer to Reserves - Operating	774,704	5,805,436	75,700	75,700	75,700	-	75,700	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(194,854)	(85,120)	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	44,741,232	51,178,122	48,572,789	47,848,392	47,568,148	39,065	47,607,213	(1,004,641)	-2.1%	(965,576)	-2.0%
Transfer to Reserves - Capital	17,480,106	23,790,144	27,396,551	27,396,551	36,787,233	-	36,787,233	9,390,682	34.3%	9,390,682	34.3%
Transfer to Gas Tax Reserve	4,740,895	4,741,000	4,741,000	4,741,000	4,741,000	-	4,741,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	(377,935)	(4,805,103)	(4,776,009)	(4,776,009)	(7,438,511)	-	(7,438,511)	(2,662,503)	55.7%	(2,662,503)	55.7%
Debt Charges	18,216,523	16,864,556	16,610,143	17,603,343	16,216,263	-	16,216,263	(393,880)	-2.4%	(393,880)	-2.4%
Capital Financing Expenditures	40,059,588	40,590,598	43,971,686	44,964,886	50,305,985	-	50,305,985	6,334,300	14.4%	6,334,300	14.4%
Total Gross Expenditures	84,800,820	91,768,720	92,544,474	92,813,277	97,874,134	39,065	97,913,199	5,329,659	5.8%	5,368,724	5.8%
Subsidy Revenue	(4,740,895)	(4,741,000)	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	-	0.0%
Other Revenue	(3,685,131)	(4,556,036)	(3,895,183)	(3,991,785)	(2,948,663)	-	(2,948,663)	946,520	-24.3%	946,520	-24.3%
Total Revenue	(8,426,026)	(9,297,036)	(8,636,183)	(8,732,785)	(7,689,663)	-	(7,689,663)	946,520	-11.0%	946,520	-11.0%
Net Program Impact	\$ 76,374,794	\$ 82,471,684	\$ 83,908,292	\$ 84,080,492	\$ 90,184,471	\$ 39,065	\$ 90,223,536	\$ 6,276,179	7.5%	\$ 6,315,244	7.5%



Budget Change Report

Water & Wastewater System Services	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 13,484,300	\$ 13,086,300	\$ 13,741,760	\$ 292,350	\$ 14,034,110	\$ 549,810	4.1%	Increase includes an Instrumentation Technician and 2 Millwrights proposed as Strategic Investments (SIF).
Materials & Supplies	6,207,188	5,974,488	6,636,457	10,223	6,646,680	439,492	7.1%	Reflects increases in hydro for a rate increase (\$339,000) and in plant maintenance to bring more maintenance in-house (\$191,000), which was a reallocation from purchased services, offset partly with a decrease due to the movement of new meter installations to the capital budget (\$84,000).
Purchased Services	15,399,746	15,210,049	14,186,619	(302,573)	13,884,046	(1,515,700)	-9.8%	Reflects decreases in plant maintenance due to the movement of larger maintenance projects to capital and due to the reallocation of funds to materials and additional staff resources to bring more maintenance in-house (\$1.5 million), also in new meter installations due to the movement of meters to capital (\$375,000). These are offset with increases in wastewater main cleaning and repair (\$246,000), water billing charges based on a rate increase and customer growth (\$86,000), and property taxes (\$129,000).
Financial and Rent Expenses	39,542	69,542	194,995	-	194,995	155,453	393.1%	Increase in equipment leases for increased wastewater flushings and watermain repairs.
Grants & Assistance	2,420,000	2,420,000	2,420,000	-	2,420,000	-	0.0%	
Total Direct Costs	37,550,777	36,760,380	37,179,831	-	37,179,831	(370,946)	-1.0%	
Allocated Charges/Recoveries	6,549,717	6,615,717	5,955,504	39,065	5,994,569	(555,148)	-8.5%	Increased capital recoveries based on project delivery costs, and decrease in IT charges due to savings with a new agreement (\$95,000) .
Corporate Support	4,396,595	4,396,595	4,357,113	-	4,357,113	(39,482)	-0.9%	
Transfer to Reserves - Operating	75,700	75,700	75,700	-	75,700	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	48,572,789	47,848,392	47,568,148	39,065	47,607,213	(965,576)	-2.0%	
Transfer to Reserves - Capital	32,137,551	32,137,551	41,528,233	-	41,528,233	9,390,682	29.2%	Increase related to \$7.8 million to support the State-of-Good-Repair Capital Program, and \$1.9 million due to realignment of plant maintenance.
Transfer from Reserves - Capital	(4,776,009)	(4,776,009)	(7,438,511)	-	(7,438,511)	(2,662,503)	55.7%	Increase related to realignment of sinking fund contributions.
Debt Charges	16,610,143	17,603,343	16,216,263	-	16,216,263	(393,880)	-2.4%	Decrease mainly due to retired debt.
Capital Expenditures	43,971,686	44,964,886	50,305,985	-	50,305,985	6,334,300	14.4%	
Total Gross Expenditures	92,544,474	92,813,277	97,874,134	39,065	97,913,199	5,368,724	5.8%	
Subsidy Revenue	(4,741,000)	(4,741,000)	(4,741,000)	-	(4,741,000)	-	0.0%	
Other Revenue	(3,895,183)	(3,991,785)	(2,948,663)	-	(2,948,663)	946,520	-24.3%	Decrease in new meter installation revenue due to the program moving to the capital budget.
Total Revenue	(8,636,183)	(8,732,785)	(7,689,663)	-	(7,689,663)	946,520	-11.0%	
Net Program Expenditures	\$ 83,908,292	\$ 84,080,492	\$ 90,184,471	\$ 39,065	\$ 90,223,536	\$ 6,315,244	7.5%	



Engineering & Construction

Divisional Summary

Engineering & Construction	2015	2016	2017		2018			Change in Budget			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 7,418,616	\$ 6,801,452	\$ 8,807,330	\$ 7,507,288	\$ 9,029,250	\$ -	\$ 9,029,250	\$ 221,920	2.5%	\$ 221,920	2.5%
Materials & Supplies	227,680	257,167	303,020	268,220	262,458	-	262,458	(40,562)	-13.4%	(40,562)	-13.4%
Purchased Services	142,857	134,536	290,267	311,033	288,867	-	288,867	(1,400)	-0.5%	(1,400)	-0.5%
Financial & Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Direct Costs	7,789,153	7,193,154	9,400,617	8,086,541	9,580,575	-	9,580,575	179,958	1.9%	179,958	1.9%
Allocated Charges / Recoveries	(9,771,388)	(9,282,789)	(11,649,204)	(10,335,128)	(11,901,676)	-	(11,901,676)	(252,472)	2.2%	(252,472)	2.2%
Corporate Support	1,982,433	2,089,635	2,248,587	2,248,587	2,321,101	-	2,321,101	72,514	3.2%	72,514	3.2%
Transfer to Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	199	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Financing Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	199	-	-	-	-	-	-	-	0.0%	-	0.0%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(199)	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Revenue	(199)	-	-	-	-	-	-	-	0.0%	-	0.0%
Net Program Impact	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%					

Budget Change Report

Engineering & Construction	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 8,807,330	\$ 7,507,288	\$ 9,029,250	\$ -	\$ 9,029,250	\$ 221,920	2.5%	Reflects decreases related to the elimination of non-recurring IT and furniture costs (\$37,000), and in cell phones due new contract pricing (\$21,000), offset partly with an increase of \$30,000 for replacement surveying equipment.
Materials & Supplies	303,020	268,220	262,458	-	262,458	(40,562)	-13.4%	
Purchased Services	290,267	311,033	288,867	-	288,867	(1,400)	-0.5%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
Total Direct Costs	9,400,617	8,086,541	9,580,575	-	9,580,575	179,958	1.9%	
Allocated Charges/Recoveries	(11,649,204)	(10,335,128)	(11,901,676)	-	(11,901,676)	(252,472)	2.2%	Increase in capital recovery to reflect cost of project delivery.
Corporate Support	2,248,587	2,248,587	2,321,101	-	2,321,101	72,514	3.2%	Increase in corporate support for expanding program, including an additional resource hired through 2017 strategic investment.
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	-	-	-	-	-	-	0.0%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
Total Revenue	-	-	-	-	-	-	0.0%	
Net Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	

Infrastructure Planning & Policy

Divisional Summary

Infrastructure Planning & Policy	2015	2016	2017		2018			Change in Budget			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Base to 2017 Approved		2018 Requested to 2017 Approved	
Personnel Services	\$ 4,266,778	\$ 4,562,472	\$ 5,419,640	\$ 5,135,640	\$ 5,470,220	\$ -	\$ 5,470,220	\$ 50,580	0.9%	\$ 50,580	0.9%
Materials & Supplies	111,443	147,754	104,227	104,227	95,970	-	95,970	(8,257)	-7.9%	(8,257)	-7.9%
Purchased Services	467,368	377,834	397,119	397,119	403,359	-	403,359	6,240	1.6%	6,240	1.6%
Financial & Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	1,622	6,509	20,000	20,000	20,000	-	20,000	-	0.0%	-	0.0%
Total Direct Costs	4,847,210	5,094,568	5,940,985	5,656,985	5,989,549	-	5,989,549	48,564	0.8%	48,564	0.8%
Allocated Charges / Recoveries	(5,362,888)	(5,609,773)	(6,718,193)	(6,604,193)	(6,730,495)	-	(6,730,495)	(12,302)	0.2%	(12,302)	0.2%
Corporate Support	1,364,113	1,444,483	1,523,869	1,523,869	1,530,130	-	1,530,130	6,261	0.4%	6,261	0.4%
Transfer to Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	848,436	929,279	746,661	576,661	789,184	-	789,184	42,523	5.7%	42,523	5.7%
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Capital Financing Expenditures	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Total Gross Expenditures	848,436	929,279	746,661	576,661	789,184	-	789,184	42,523	5.7%	42,523	5.7%
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(848,436)	(929,279)	(746,661)	(746,661)	(789,184)	-	(789,184)	(42,523)	5.7%	(42,523)	5.7%
Total Revenue	(848,436)	(929,279)	(746,661)	(746,661)	(789,184)	-	(789,184)	(42,523)	5.7%	(42,523)	5.7%
Net Program Impact	\$ -	\$ -	\$ -	\$ (170,000)	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Budget Change Report

Infrastructure Planning & Policy	2017		2018			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2018 Requested to 2017 Approved		
Personnel Services	\$ 5,419,640	\$ 5,135,640	\$ 5,470,220	\$ -	\$ 5,470,220	\$ 50,580	0.9%	Reflects decreases in cell phones due to new contract pricing (\$15,000), travel expenses (\$3,000) and clothing (\$2,000) based on actual trends, offset partly with an increase of \$12,000 for new software (e.g. GIS).
Materials & Supplies	104,227	104,227	95,970	-	95,970	(8,257)	-7.9%	
Purchased Services	397,119	397,119	403,359	-	403,359	6,240	1.6%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	20,000	20,000	20,000	-	20,000	-	0.0%	
Total Direct Costs	5,940,985	5,656,985	5,989,549	-	5,989,549	48,564	0.8%	
Allocated Charges/Recoveries	(6,718,193)	(6,604,193)	(6,730,495)	-	(6,730,495)	(12,302)	0.2%	
Corporate Support	1,523,869	1,523,869	1,530,130	-	1,530,130	6,261	0.4%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
Gross Operating Expenditures	746,661	576,661	789,184	-	789,184	42,523	5.7%	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
Capital Expenditures	-	-	-	-	-	-	0.0%	
Total Gross Expenditures	746,661	576,661	789,184	-	789,184	42,523	5.7%	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(746,661)	(746,661)	(789,184)	-	(789,184)	(42,523)	5.7%	Increase in permit revenue based on inflationary increase and increased demand.
Total Revenue	(746,661)	(746,661)	(789,184)	-	(789,184)	(42,523)	5.7%	
Net Program Expenditures	\$ -	\$ (170,000)	\$ -	\$ -	\$ -	\$ -	0.0%	

HALTON REGION

Budget and Business Plan 2018

Fees & Charges – Water & Wastewater

Fees & Charges

Department Division						
Public Works Integrated Management Systems & Quality Assurance						
Service Offered	2018 Est # Units	2017 Approved Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Residential audit	20	\$ 46.37	\$ 47.30	Exempt	2.0%	Inflation
Commercial/industrial institutional audit	21	\$ 161.17	\$ 164.40	Exempt	2.0%	Inflation
Compliance program application annual fee (inspection)	25	\$ 2,093.70	\$ 2,135.57	HST	2.0%	Inflation
Sampling & Analysis Fee	20	\$ 418.74	\$ 427.12	HST	2.0%	Inflation
Sampling & Analysis Fee each Additional Lab analysis		\$183.12 or actual cost	\$186.78 or actual cost	HST	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater Treatment				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Tenant Water Service						
Water deposit (minimum)		\$ 100.00	\$ 100.00	Exempt	0.0%	
Bulk Water - Perm. Sites Coin / .25 m ³		\$ 0.50	\$ 0.50	Exempt	0.0%	
Bulk Water - Perm. Sites Invoice / m ³	272,454	\$ 2.55	\$ 2.65	Exempt	3.8%	Increased water rates
Bulk Water Rates - Mobile Stations / m ³		\$ 2.55	\$ 2.65	Exempt	3.8%	Increased water rates
Bulk Water Rates - Hydrant Meter Rental / m ³		\$ 2.55	\$ 2.65	Exempt	3.8%	Increased water rates
Wastewater Service						
Septic tank disposal (per 500 gal)	17,342	\$ 12.93	\$ 13.19	Exempt	2.0%	Inflation
Sewer Discharge Abatement Application	5	\$ 968.46	\$ 987.83	HST	2.0%	Inflation
Sewer Discharge Agreement / 1000 m ³	2,559	\$ 419.89	\$ 428.29	Exempt	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2018 Est # Units	2017 Approved Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Water Main Taps						
20mm to 50mm	70	\$ 398.01	\$ 405.97	Exempt	2.0%	Inflation
100mm & larger	70	\$ 742.24	\$ 757.09	Exempt	2.0%	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		\$ 7,381.16	\$ 7,528.79	Exempt	2.0%	Inflation
Fire hydrant relocation investigation		\$ 366.00	\$ 373.00	HST	2.0%	Inflation
Standby time for Fire Hydrant Relocation (Refundable)		\$ 300.00	\$ 300.00	Exempt	0.0%	
Water Service						
Residential Shut off - Regular Hours	441	\$ 172.13	\$ 175.57	Exempt	2.0%	Inflation
Residential Turn on - Regular Hours						
Residential On/off same day - Regular Hours						
Residential Shut off - After Hours	35	\$ 292.99	\$ 298.85	Exempt	2.0%	Inflation
Residential Turn on - After Hours						
Residential On/off same day - After Hours						
Industrial/Commercial Shut off - Regular Hours		Actual Cost	Actual Cost	Exempt		
Industrial/Commercial Turn on - Regular Hours						
Industrial/Commercial On/off same day - Regular Hours						
Industrial/Commercial Shut off - After Hours		Actual Cost	Actual Cost	Exempt		
Industrial/Commercial Turn on - After Hours						
Industrial/Commercial On/off same day - After Hours						

* 2018 Proposed fee exclusive of applicable taxes.

Department Division							Public Works Water & Wastewater System Services						
Service Offered	2018 Est # Units	2017 Approved Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase							
Water service cleaning		\$ 231.96	\$ 236.60	Exempt	2.0%	Inflation							
Testing and Inspection Report (per consultant report/per device/annually)	6,200	\$ 53.00	\$ 54.00	HST	2.0%	Inflation							
Backflow Prevention/Cross-Connection Initial Survey (Hazard review)	20	\$ 106.00	\$ 108.00	HST	2.0%	Inflation							
Thawed private water service pipe - 15mm to 25mm		\$ 531.02	\$ 541.64	Exempt	2.0%	Inflation							
Thawed private water service pipe - greater than 25mm		Actual Cost	Actual Cost	Exempt									
Water Meter Installations by Region													
20mm	2,363	\$ 393.85	\$ 334.47	Exempt	-15.1%	To reflect full cost recovery and renewed contract							
25mm	112	\$ 403.00	\$ 420.73	Exempt	4.4%								
Water Meter Purchase, Seal and Connect by Region only													
40mm	34	\$ 645.64	\$ 793.93	Exempt	23.0%	To reflect full cost recovery and renewed contract							
50mm	35	\$ 856.30	\$ 956.65	Exempt	11.7%								
75mm	17	\$ 1,554.30	\$ 3,315.63	Exempt	113.3%								
100mm	3	\$ 2,694.58	\$ 4,581.58	Exempt	70.0%								
150mm	-	\$ 4,994.36	\$ 8,506.67	Exempt	70.3%								
200mm		\$ 7,511.34	\$ 11,817.31	Exempt	57.3%								
250mm		\$ 10,030.58	\$ 25,778.25	Exempt	157.0%								
Note: Cost of meter includes construction water													
Frozen water meter repair (15 mm - 25 mm inclusive)	35	\$ 351.36	\$ 358.39	Exempt	2.0%	Inflation							
Frozen water meter repair (40 mm and larger)		Actual Cost	Actual Cost	Exempt									

* 2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2018 Est # Units	2017 Approved Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Water Meter Calibration Testing						
15mm to 25mm		Actual Cost	Actual Cost	HST		
40mm to 250mm		Actual Cost	Actual Cost	HST		
Hydrant meter rental (monthly charge)		\$ 633.63	\$ 646.31	Exempt	2.0%	Inflation
Hydrant Meter relocation during rental period		\$ 451.71	\$ 460.75	Exempt	2.0%	Inflation
Hydrant meter replacement (if lost by lessee)		Actual Cost	Actual Cost	HST		
Penalty for failure to respond to meter maintenance requests		\$ 179.46	\$ 183.05	Exempt	2.0%	Inflation
Water Meter Deposit (Refundable)						
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%	
Wastewater Services						
Wastewater / Regional Storm Lateral Disconnect By Region - no maintenance hole removal @ property line by Region		\$ 4,865.04	\$ 4,962.34	Exempt	2.0%	Inflation
Wastewater / Regional Storm main taps (all sizes)	70	\$ 604.28	\$ 616.36	Exempt	2.0%	Inflation
Standby time for Wastewater / Regional Storm Main Taps (Refundable)		\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater / Regional Storm lateral TV inspection	111	\$ 285.00	\$ 291.00	HST	2.0%	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	\$ 354.13	\$ 361.22	Exempt	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes.



Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Water Permits						
20 mm or 25 mm Water Service Inspection Public side	180	\$ 429.00	\$ 438.00	HST	2.0%	Inflation
40 mm or 50 mm Water Service Inspection - includes (2) bacterial tests and (1) swabbing Public side	20	\$ 1,339.00	\$ 1,366.00	HST	2.0%	Inflation
100 mm or larger Water service inspection - includes (2) bacterial and (1) pressure test Public side	60	\$ 1,660.00	\$ 1,693.00	HST	2.0%	Inflation
Inspect disconnection of old domestic water service 15mm to 50mm	150	\$ 285.00	\$ 291.00	HST	2.0%	Inflation
Inspect disconnection of old water service 100mm and larger	15	\$ 1,533.00	\$ 1,564.00	HST	2.0%	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	5	\$ 285.00	\$ 291.00	HST	2.0%	Inflation
Standby time for Meter Chamber inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Pressure Test	130	\$ 398.00	\$ 406.00	HST	2.0%	Inflation
Bacterial Test	300	\$ 345.00	\$ 352.00	HST	2.0%	Inflation
Swabbing Test	200	\$ 221.00	\$ 225.00	HST	2.0%	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	\$ 1,533.00	\$ 1,564.00	HST	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Residential Permit Application - Water Application includes: Plan Review Records Research Permits Cost Estimate Permit Issuance	150	\$ 190.46	\$ 194.27	Exempt	2.0%	Inflation
Commercial/Industrial/Institutional Permit Application - Water Application includes: Plan Review Records Research Permit Cost Estimate Permit Issuance	80	\$ 285.66	\$ 291.38	Exempt	2.0%	Inflation
Wastewater Permits						
Wastewater / Regional Storm lateral inspection- includes all sizes	220	\$ 812.00	\$ 828.00	HST	2.0%	Inflation
Wastewater / Regional Storm maintenance hole inspection	50	\$ 191.00	\$ 195.00	HST	2.0%	Inflation
Standby time for Wastewater / Regional Storm inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater / Regional Storm Lateral Disconnect Inspection - including maintenance hole removal at property line (by owner)	120	\$ 668.00	\$ 681.00	HST	2.0%	Inflation
Standby time for Wastewater main / Regional Storm Disconnect / Manhole removal (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	

* 2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Residential Permit Application - Wastewater						
Application includes: Plan Review Records Research Permits Cost Estimate Permit Issuance	200	\$ 190.46	\$ 194.27	Exempt	2.0%	Inflation
Industrial/Commercial/Institutional Permit Application - Wastewater						
Application includes: Plan Review Records Research Permit Cost Estimate Permit Issuance	40	\$ 285.66	\$ 291.38	Exempt	2.0%	Inflation

* 2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Water and Wastewater Linear Design Standard	1	\$ 52.08	\$ 53.12	HST	2.0%	Inflation
Subscription Fee for Water and Wastewater Linear Design Standard (3 yr subscription & updates)		\$ 32.48	\$ 33.13	HST	2.0%	Inflation
Water and Wastewater Facilities Design Manual and Consultants procedure Manual - Facilities	2	\$ 65.13	\$ 66.44	HST	2.0%	Inflation
Guide for Facility Project Delivery		\$ 25.98	\$ 26.50	HST	2.0%	Inflation
Uniform Traffic Signal Specifications (incl. CD)	1	\$ 71.62	\$ 73.06	HST	2.0%	Inflation
Guide for Production Engineering Contract Documents (CAD Standards Manual with CD)		\$ 52.08	\$ 53.12	HST	2.0%	Inflation
Tender Documents inclusive of Contract Documents & Specifications (non-refundable):						
Large drawings ≥ 50 sheets		\$ 180.41	\$ 184.02	HST	2.0%	Inflation
Large drawings < 50 sheets		\$ 90.13	\$ 91.93	HST	2.0%	Inflation
Each additional sets of drawings:						
Large drawings ≥ 50 sheets		\$ 120.28	\$ 122.69	HST	2.0%	Inflation
Large drawings < 50 sheets		\$ 60.08	\$ 61.28	HST	2.0%	Inflation
11 x 17 drawings package		\$ 30.04	\$ 30.64	HST	2.0%	Inflation
Each Additional Contract Document & Specification set		\$ 30.04	\$ 30.64	HST	2.0%	Inflation
Halton Urban Structure Plan (HUSP)		\$ 50.27	\$ 51.28	HST	2.0%	Inflation
Sustainable Halton Miscellaneous Documentation		\$ 122.08	\$ 124.52	HST	2.0%	Inflation
Miscellaneous Environmental Assessments and Studies for Water & Wastewater Infrastructure		\$ 91.53	\$ 93.36	HST	2.0%	Inflation

*2018 Proposed fee exclusive of applicable taxes.



Department Division		Public Works Infrastructure Planning & Policy				
Service Offered	2018 Est # Units	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Transportation Studies, Master Plan & Miscellaneous Documents		\$ 61.05	\$ 62.27	HST	2.0%	Inflation
Halton Water & Wastewater Master Plan Review (2002)		\$ 377.26	\$ 384.80	HST	2.0%	Inflation
South Halton Water & Wastewater Master Plan Update (2008)		\$ 183.13	\$ 186.79	HST	2.0%	Inflation
Halton Water & Wastewater Master Plan Review (2011)		\$ 377.26	\$ 384.80	HST	2.0%	Inflation
Aerial Photos (24 x36)	2	\$ 12.99	\$ 13.25	HST	2.0%	Inflation
Digital Orthophotography- 1km x1km	4	\$ 65.13	\$ 66.44	HST	2.0%	Inflation
Digital Terrain Model 1km x 1km		\$ 65.13	\$ 66.44	HST	2.0%	Inflation
License for GIS Vector files Water or Wastewater for Single Asset Layer		\$ 122.08	\$ 124.52	HST	2.0%	Inflation
License for GIS Vector files Water or Wastewater for Additional Asset Layers (per each additional layer)		\$ 61.05	\$ 62.27	HST	2.0%	Inflation
Print of "As Constructed" Plan and Profile Sheet Large drawings	50	\$ 12.99	\$ 13.25	HST	2.0%	Inflation
Print of "As Constructed" Plan and Profile Sheet 11" x 17"		\$ 3.85	\$ 3.93	HST	2.0%	Inflation
Water and Sewer Operating Maps		\$ 12.99	\$ 13.25	HST	2.0%	Inflation
All Custom Maps(including aerial photography) - Time @ Shop Rate	2	Time @ \$50.14 hr + \$4.04 / lin ft	Time @ \$51.14 hr + \$4.12 / lin ft	HST	2.0%	Inflation

*2018 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater			
Service Offered	2017 Actual Fee	2018 Proposed Fee	Applicable Taxes (HST or Exempt) *	2018 / 2017 Fee % Increase	Basis for Fee Increase
Connection Charges - Water					
Residential Water Lateral	Actual	Actual	Exempt		
Non-Residential Water Lateral	Actual	Actual	Exempt		
Residential Water Connection / SDE	\$ 3,991.10	\$ 4,062.94	Exempt	1.80%	index per By-law 152-12
Non-Residential Water Connection / sq.ft.	\$ 1.42	\$ 1.45	Exempt	1.80%	index per By-law 152-12
Connection Charges - Wastewater					
Residential Wastewater Lateral	Actual	Actual	Exempt		
Non-Residential Wastewater Lateral	Actual	Actual	Exempt		
Residential Wastewater Connection / SDE	\$ 4,634.21	\$ 4,717.63	Exempt	1.80%	index per By-law 152-12
Non-Residential Wastewater Connection / sq.ft.	\$ 1.87	\$ 1.90	Exempt	1.80%	index per By-law 152-12

* 2018 Proposed fee exclusive of applicable taxes

**Regional Municipality of Halton
2018 Combined Water & Wastewater Rates**

Monthly Service Charges		Residential	Commercial / Industrial
Meter Size			
20 mm or less		\$ 29.61	\$ 29.61
25 mm		\$ 51.57	\$ 95.94
40 mm		\$ 91.70	\$ 157.53
50 mm		\$ 213.61	\$ 344.56
75 mm		\$ 388.99	\$ 614.22
100 mm		\$ 673.62	\$ 1,050.26
150 mm		\$ 1,728.38	\$ 2,668.70
200 mm		\$ 2,783.15	\$ 4,287.38
250 mm		\$ 3,425.79	\$ 5,356.44
Monthly Usage Charge			
(per cubic metre)			
From	To		
0m ³	- 90m ³	First 90m ³ at \$	2.4342 \$ 2.4342
Greater than 90m ³		Balance at \$	1.1189 \$ 2.4342

**Regional Municipality of Halton
2018 Monthly Water Rates & Wastewater Surcharge**

Meter Size ^{*(1)}	Residential		Commercial / Industrial	
	Water	Wastewater	Water	Wastewater
20 mm or less	\$13.69	\$15.92	\$13.69	\$15.92
25 mm	\$23.73	\$27.84	\$40.42	\$55.52
40 mm	\$42.09	\$49.61	\$66.52	\$91.01
50 mm	\$97.94	\$115.67	\$145.42	\$199.14
75 mm	\$178.70	\$210.29	\$259.05	\$355.17
100 mm	\$309.01	\$364.61	\$443.07	\$607.19
150 mm	\$792.85	\$935.53	\$1,125.67	\$1,543.03
200 mm	\$1,276.47	\$1,506.68	\$1,808.54	\$2,478.84
250 mm	\$1,597.02	\$1,828.77	\$2,259.76	\$3,096.68

Usage Charge ^{*(2)} (per cubic metre)	Residential		Commercial / Industrial	
	Water	Wastewater	Water	Wastewater
From To				
0m ³ - 90m ³ First 90m ³ at	\$ 1.1189	\$ 1.3153	\$ 1.1189	\$ 1.3153
Greater than 90m ³ Balance at	\$ 1.1189		\$ 1.1189	\$ 1.3153

Notes: ^{*(1)} Monthly Charge Per Metered Service
^{*(2)} Progressive usage rate; all consumption billed progressively through consumption blocks up to total billable



HALTON REGION

Budget and Business Plan 2018

Capital Budget

HALTON REGION

Budget and Business Plan 2018

Tax – Capital

CAPITAL BUDGET
TAX-CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
2018 Finance									
Financial Planning & Budgets	405	-	405	86	216	103	-	-	-
Information Technology	5,089	-	5,089	-	-	5,089	-	-	-
Sub-total	5,494	-	5,494	86	216	5,192	-	-	-
Health									
Paramedic Services	7,832	-	7,832	446	2,262	5,124	-	-	-
Health -Other	51	-	51	-	-	51	-	-	-
Sub-total	7,883	-	7,883	446	2,262	5,175	-	-	-
Legislative & Planning Services									
Planning	22,143	-	22,143	322	4,624	17,197	-	-	-
Asset Management	15,227	-	15,227	-	-	15,227	-	-	-
Sub-total	37,370	-	37,370	322	4,624	32,424	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	207,039	-	207,039	-	95,374	111,665	-	-	-
Waste Management	2,720	-	2,720	-	-	2,720	-	-	-
Sub-total	209,759	-	209,759	-	95,374	114,385	-	-	-
Halton Regional Police Service	7,380	-	7,380	290	600	6,490	-	-	-
TOTAL 2018	268,585	-	268,585	1,144	103,076	164,365	-	-	-
2019 Finance									
Financial Planning & Budgets	305	-	305	86	216	3	-	-	-
Information Technology	4,810	-	4,810	-	-	4,810	-	-	-
Sub-total	5,115	-	5,115	86	216	4,813	-	-	-
Health									
Paramedic Services	1,776	-	1,776	13	67	1,696	-	-	-
Health -Other	333	-	333	-	-	333	-	-	-
Sub-total	2,109	-	2,109	13	67	2,029	-	-	-
Legislative & Planning Services									
Planning	22,464	-	22,464	108	3,526	18,830	-	-	-
Asset Management	4,577	-	4,577	-	-	4,577	-	-	-
Sub-total	27,041	-	27,041	108	3,526	23,407	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	253,814	-	253,814	-	138,887	114,927	-	-	-
Waste Management	2,734	-	2,734	-	-	2,734	-	-	-
Sub-total	256,548	-	256,548	-	138,887	117,661	-	-	-
Halton Regional Police Service	27,008	-	27,008	458	1,097	16,707	-	8,747	-
TOTAL 2019	318,521	-	318,521	665	143,793	165,317	-	8,747	-



CAPITAL BUDGET
TAX-CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
2020 Finance									
Financial Planning & Budgets	814	-	814	230	575	9	-	-	-
Information Technology	3,848	-	3,848	-	-	3,848	-	-	-
Sub-total	4,662	-	4,662	230	575	3,857	-	-	-
Health									
Paramedic Services	1,492	-	1,492	15	75	1,402	-	-	-
Health -Other	175	-	175	-	-	175	-	-	-
Sub-total	1,667	-	1,667	15	75	1,577	-	-	-
Legislative & Planning Services									
Planning	27,930	-	27,930	138	4,590	23,202	-	-	-
Asset Management	32,258	-	32,258	-	-	32,258	-	-	-
Sub-total	60,188	-	60,188	138	4,590	55,460	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	172,640	-	172,640	-	79,586	93,054	-	-	-
Waste Management	7,954	-	7,954	33	636	7,285	-	-	-
Sub-total	180,594	-	180,594	33	80,222	100,339	-	-	-
Halton Regional Police Service	6,045	-	6,045	279	670	5,096	-	-	-
TOTAL 2020	253,856	-	253,856	695	86,132	167,029	-	-	-
2021 Finance									
Financial Planning & Budgets	610	-	610	173	431	6	-	-	-
Information Technology	5,086	-	5,086	-	-	5,086	-	-	-
Sub-total	5,696	-	5,696	173	431	5,092	-	-	-
Health									
Paramedic Services	1,911	-	1,911	16	79	1,816	-	-	-
Health -Other	345	-	345	-	-	345	-	-	-
Sub-total	2,256	-	2,256	16	79	2,161	-	-	-
Legislative & Planning Services									
Planning	11,604	-	11,604	50	3,423	8,131	-	-	-
Asset Management	3,959	-	3,959	-	-	3,959	-	-	-
Sub-total	15,563	-	15,563	50	3,423	12,090	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	123,389	-	123,389	-	64,049	59,340	-	-	-
Waste Management	1,069	-	1,069	-	-	1,069	-	-	-
Sub-total	124,458	-	124,458	-	64,049	60,409	-	-	-
Halton Regional Police Service	4,789	-	4,789	279	680	3,830	-	-	-
TOTAL 2021	153,462	-	153,462	518	68,662	84,282	-	-	-



CAPITAL BUDGET
TAX-CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
2022 Finance									
Financial Planning & Budgets	305	-	305	86	216	3	-	-	-
Information Technology	3,344	-	3,344	-	-	3,344	-	-	-
Sub-total	3,649	-	3,649	86	216	3,347	-	-	-
Health									
Paramedic Services	1,559	-	1,559	17	84	1,458	-	-	-
Health -Other	110	-	110	-	-	110	-	-	-
Sub-total	1,669	-	1,669	17	84	1,568	-	-	-
Legislative & Planning Services									
Planning	13,315	-	13,315	286	4,504	8,525	-	-	-
Asset Management	3,247	-	3,247	-	-	3,247	-	-	-
Sub-total	16,562	-	16,562	286	4,504	11,772	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	127,166	-	127,166	-	55,506	71,660	-	-	-
Waste Management	1,170	-	1,170	-	-	1,170	-	-	-
Sub-total	128,336	-	128,336	-	55,506	72,830	-	-	-
Halton Regional Police Service	4,697	-	4,697	279	690	3,728	-	-	-
TOTAL 2022	155,613	-	155,613	668	61,000	93,945	-	-	-
2023 Finance									
Financial Planning & Budgets	305	-	305	86	216	3	-	-	-
Information Technology	4,697	-	4,697	-	-	4,697	-	-	-
Sub-total	5,002	-	5,002	86	216	4,700	-	-	-
Health									
Paramedic Services	3,494	-	3,494	17	84	3,393	-	-	-
Health -Other	124	-	124	-	-	124	-	-	-
Sub-total	3,618	-	3,618	17	84	3,517	-	-	-
Legislative & Planning Services									
Planning	12,456	-	12,456	143	4,652	7,661	-	-	-
Asset Management	3,619	-	3,619	-	-	3,619	-	-	-
Sub-total	16,075	-	16,075	143	4,652	11,280	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	90,801	-	90,801	-	47,929	42,872	-	-	-
Waste Management	5,789	-	5,789	-	-	5,789	-	-	-
Sub-total	96,590	-	96,590	-	47,929	48,661	-	-	-
Halton Regional Police Service	4,963	-	4,963	219	556	4,188	-	-	-
TOTAL 2023	126,948	-	126,948	465	53,437	73,046	-	-	-



**CAPITAL BUDGET
TAX-CAPITAL**

**2018
BUDGET & BUSINESS PLAN**

2018 - 2027 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
2024 Finance									
Financial Planning & Budgets	305	-	305	86	216	3	-	-	-
Information Technology	4,378	-	4,378	-	-	4,378	-	-	-
Sub-total	4,683	-	4,683	86	216	4,381	-	-	-
Health									
Paramedic Services	5,711	-	5,711	17	84	5,610	-	-	-
Health -Other	401	-	401	-	-	401	-	-	-
Sub-total	6,112	-	6,112	17	84	6,011	-	-	-
Legislative & Planning Services									
Planning	14,947	-	14,947	193	4,775	9,979	-	-	-
Asset Management	3,262	-	3,262	-	-	3,262	-	-	-
Sub-total	18,209	-	18,209	193	4,775	13,241	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	120,980	-	120,980	-	63,591	57,389	-	-	-
Waste Management	1,980	-	1,980	-	-	1,980	-	-	-
Sub-total	122,960	-	122,960	-	63,591	59,369	-	-	-
Halton Regional Police Service	4,317	-	4,317	75	204	4,038	-	-	-
TOTAL 2024	156,981	-	156,981	371	68,870	87,740	-	-	-
2025 Finance									
Financial Planning & Budgets	814	-	814	230	575	9	-	-	-
Information Technology	4,687	-	4,687	-	-	4,687	-	-	-
Sub-total	5,501	-	5,501	230	575	4,696	-	-	-
Health									
Paramedic Services	2,557	-	2,557	17	84	2,456	-	-	-
Health -Other	113	-	113	-	-	113	-	-	-
Sub-total	2,670	-	2,670	17	84	2,569	-	-	-
Legislative & Planning Services									
Planning	13,903	-	13,903	50	4,423	9,430	-	-	-
Asset Management	3,707	-	3,707	-	-	3,707	-	-	-
Sub-total	17,610	-	17,610	50	4,423	13,137	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	201,643	-	201,643	-	106,308	95,335	-	-	-
Waste Management	15,961	-	15,961	-	-	15,961	-	-	-
Sub-total	217,604	-	217,604	-	106,308	111,296	-	-	-
Halton Regional Police Service	4,307	-	4,307	75	204	4,028	-	-	-
TOTAL 2025	248,393	-	248,393	372	111,594	136,427	-	-	-



**CAPITAL BUDGET
TAX-CAPITAL**

**2018
BUDGET & BUSINESS PLAN**

2018 - 2027 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
2026 Finance									
Financial Planning & Budgets	610	-	610	173	431	6	-	-	-
Information Technology	4,028	-	4,028	-	-	4,028	-	-	-
Sub-total	4,638	-	4,638	173	431	4,034	-	-	-
Health									
Paramedic Services	2,284	-	2,284	17	84	2,183	-	-	-
Health -Other	123	-	123	-	-	123	-	-	-
Sub-total	2,407	-	2,407	17	84	2,306	-	-	-
Legislative & Planning Services									
Planning	23,404	-	23,404	157	4,687	18,560	-	-	-
Asset Management	4,043	-	4,043	-	-	4,043	-	-	-
Sub-total	27,447	-	27,447	157	4,687	22,603	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	112,382	-	112,382	-	64,495	47,887	-	-	-
Waste Management	498	-	498	-	-	498	-	-	-
Sub-total	112,880	-	112,880	-	64,495	48,385	-	-	-
Halton Regional Police Service	3,836	-	3,836	75	204	3,557	-	-	-
TOTAL 2026	151,909	-	151,909	422	69,901	81,586	-	-	-
2027 Finance									
Financial Planning & Budgets	305	-	305	86	216	3	-	-	-
Information Technology	4,705	-	4,705	-	-	4,705	-	-	-
Sub-total	5,010	-	5,010	86	216	4,708	-	-	-
Health									
Paramedic Services	1,671	-	1,671	17	84	1,570	-	-	-
Health -Other	350	-	350	-	-	350	-	-	-
Sub-total	2,021	-	2,021	17	84	1,920	-	-	-
Legislative & Planning Services									
Planning	12,065	-	12,065	143	4,652	7,270	-	-	-
Asset Management	4,193	-	4,193	-	-	4,193	-	-	-
Sub-total	16,258	-	16,258	143	4,652	11,463	-	-	-
Social & Community Services									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
Sub-total	700	-	700	-	-	700	-	-	-
Public Works									
Transportation	196,133	-	196,133	-	112,693	83,440	-	-	-
Waste Management	990	-	990	-	-	990	-	-	-
Sub-total	197,123	-	197,123	-	112,693	84,430	-	-	-
Halton Regional Police Service	4,990	-	4,990	133	345	4,512	-	-	-
TOTAL 2027	226,103	-	226,103	379	117,990	107,734	-	-	-



CAPITAL BUDGET
TAX-CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
TOTAL Finance									
Financial Planning & Budgets	4,778	-	4,778	1,322	3,308	148	-	-	-
Information Technology	44,672	-	44,672	-	-	44,672	-	-	-
Sub-total	49,450	-	49,450	1,322	3,308	44,820	-	-	-
Health									
Paramedic Services	30,287	-	30,287	592	2,987	26,708	-	-	-
Health -Other	2,125	-	2,125	-	-	2,125	-	-	-
Sub-total	32,412	-	32,412	592	2,987	28,833	-	-	-
Legislative & Planning Services									
Planning	174,231	-	174,231	1,590	43,856	128,785	-	-	-
Asset Management	78,092	-	78,092	-	-	78,092	-	-	-
Sub-total	252,323	-	252,323	1,590	43,856	206,877	-	-	-
Social & Community Services									
Childrens Services	500	-	500	-	-	500	-	-	-
Services for Seniors	6,500	-	6,500	-	-	6,500	-	-	-
Sub-total	7,000	-	7,000	-	-	7,000	-	-	-
Public Works									
Transportation	1,605,987	-	1,605,987	-	828,418	777,569	-	-	-
Waste Management	40,865	-	40,865	33	636	40,196	-	-	-
Sub-total	1,646,852	-	1,646,852	33	829,054	817,765	-	-	-
Halton Regional Police Service	72,334	-	72,334	2,162	5,250	56,176	-	8,747	-
TOTAL 2018-2027	2,060,371	-	2,060,371	5,699	884,455	1,161,470	-	8,747	-

Note: Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

HALTON REGION

Budget and Business Plan 2018

Transportation

CAPITAL BUDGET

2018

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2018 TRANSPORTATION SYSTEM PROJECT LISTING 2018 (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
Expansion Activities										
PR-2079D	3981	Trafalgar Road - Widening from 4 to 6 lanes from Dundas Street to Highway 407 (OAK) (Regional Rd 3)	7,750			3,968	3,782			
PR-2961	6985	Trafalgar Road - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) (Regional Road 3)	27,557			13,580	13,977			
	5839	James Snow Parkway - Widening from 4 to 6 lanes from Highway 401 to Britannia Road (MIL) (Regional Road 4)	825			502	323			
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)	4,040			2,223	1,817			
PR-2671B	3983	Dundas Street - Widening from 4 to 6 lanes from Tremaine Road to Bronte Road (OAK) (Regional Rd 5)	3,254			1,645	1,609			
PR-2550	5180	Dundas Street - Widening from 4 to 6 lanes from North Hampton to Appleby Line (BUR) (Regional Road 5)	3,674			1,787	1,887			
	6802	Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6)	28,881			14,232	14,649			
	7334	Britannia Road (CONSTRUCTION ONLY) - Widening from 2 to 4 lanes from James Snow Parkway to Trafalgar Road (MIL) Regional Road 6	28,493			15,318	13,175			
	7335	Britannia Road (CONSTRUCTION ONLY) - Widening from 2 to 4 lanes from Trafalgar Road to Highway 407 (MIL) Regional Road 6	11,402			5,619	5,783			
PR-2876B	7336	Ninth Line - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) Regional Road 13	3,400			1,458	1,942			
PR-2959	6448	Winston Churchill Boulevard - Widening from 4 to 6 lanes from Highway 401 to Steeles Avenue (Halton's Share) (HHS) (Regional Road 19)	1,064			572	492			



CAPITAL BUDGET

2018

TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2018 TRANSPORTATION SYSTEM PROJECT LISTING 2018 (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
	6818	Bronte Road - Widening from 4 to 6 lanes from Speers Road to Highway 407 (OAK) (Regional Road 25)	825			475	350			
	7460	William Halton Parkway (CONSTRUCTION ONLY) - New 4 lane road from Sixth Line to Neyagawa Boulevard (OAK) Regional Road 40	12,204			7,811	4,393			
	7489	William Halton Parkway (CONSTRUCTION ONLY) - 2 to 4 lanes from Old Bronte Road to Hospital Gate (OAK) Regional Road 40	2,543			1,628	915			
	7490	William Halton Parkway (CONSTRUCTION ONLY) - New 4 lane road from Third Line to Sixteen Mile Creek (OAK) Regional Road 40	13,500			8,640	4,860			
	7375	Active Transportation Infill Projects (Region-wide) (REG)	2,730			874	1,856			
	7493	Active Transportation New Off-Road Capital Projects (Region-wide) (REG)	2,322			1,338	984			
		Sub-total	154,464			81,670	72,794			
<u>Maintenance Activities</u>										
PR-2280	5173	Miscellaneous Bridges and Culverts Rehabilitation & Replacement Program (Region-wide) (REG)	3,376				3,376			
PR-2662	6106	Retaining Wall Rehabilitation & Replacement Program - Various Locations (Region-wide) (REG)	339				339			
PR-2073	4743	Retrofit Noise Attenuation Barriers - Various Locations (Region-wide) (REG)	700				700			
PR-2389	5641	Traffic Signal Controller, timer and signing upgrades - Various Intersections (Region-wide) (REG)	780			250	530			
PR-2890	6856	Traffic Signal Interconnect (Region-wide) (REG)	157				157			



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2018 TRANSPORTATION SYSTEM PROJECT LISTING 2018 (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
	7377	Intelligent Transportation System Implementation (Region-wide) (REG)	500			160	340			
PR-2515	5746	LED Street Light Replacement Program (Region-wide) (REG)	1,751				1,751			
PR-2891	6857	Operational Improvements (Region-wide) (REG)	523				523			
PR-2416	5642	Bridge Inspections & Evaluation Studies (Region-wide) (REG)	127				127			
		Sub-total	8,253			410	7,843			
Non-Infrastructure Solutions										
PR-2875	6831	Active Transportation Master Plan (Region-wide) (REG)	203			130	73			
	7567	Miscellaneous R.O.W. Purchases and Road Dedication Engineering & Surveys (Region-wide) (REG)	209				209			
PR-2192	5017	Transportation Infrastructure Management System (Region-wide) (REG)	60				60			
PR-2258	5196	Smart Commute Travel Demand Management Initiative (Region-wide) (REG)	356			114	242			
PR-2319	5425	Speed Reduction Education & Enforcement Campaign (Region-wide) (REG)	52				52			
PR-2315	5431	Traffic and Screen Line Counts & Studies (Region-wide) (REG)	157			50	107			
PR-2316	5432	Road Needs Study Update (Region-wide) (REG)	50				50			
PR-2414	5444	Transportation Master Plan Study (Region-wide) (REG)	1,046			669	377			
PR-2415	5643	Traffic Operations & Safety Related Studies (Region-wide) (REG)	168				168			



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2018 TRANSPORTATION SYSTEM PROJECT LISTING 2018 (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-2877	6832	Data Management Group (Region-wide) (REG)	157			100	57			
PR-2874	6838	Growth Management Studies (Region-wide) (REG)	523			335	188			
PR-2878	6858	Cordon Count Data (Region-wide) (REG)	52			33	19			
	7568	MTO Highway Studies (Region-wide) (REG)	131			84	47			
	7569	Urban Design Guidelines (Region-wide) (REG)	157			100	57			
	7672	Replacement Noise Attenuation Studies (REG) (Region-wide)	100				100			
	7675	Storm Sewer Inspections, Studies, and Needs Assessments (REG) (Region-wide)	250				250			
		Sub-total	3,671			1,615	2,056			
		Renewal/Rehabilitation Activities								
PR-2314	5426	Active Transportation Initiatives (Region-wide) (REG)	51			16	35			
PR-2888	6854	New Traffic Signals - Development (Region-wide) (REG)	1,719			1,100	619			
PR-3035	7142	Miscellaneous Works Related to Road Resurfacing (Region-wide) (REG)	898				898			
		Sub-total	2,668			1,116	1,552			
		Replacement Activities								



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2018 TRANSPORTATION SYSTEM PROJECT LISTING 2018 (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-2829	6445	Guelph Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 1)	5,212			1,668	3,544			
PR-3198	7438	Guelph Line & 1 Side Road - Intersection Improvements (BUR) (Regional Road 1)	374			120	254			
	7488	Guelph Line (CONSTRUCTION ONLY) Reconstruction, 1km north of Derry Road to Conservation Road (MIL) Regional Road 1	1,980				1,980			
	5376	Trafalgar Rd - Grade Separation at Metrolinx Crossing south of Hwy 7 (HHS) (Regional Road 3)	750			408	342			
PR-2672B	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	1,800			1,152	648			
PR-3145	5181	Steeles Avenue - Grade Separation at CN crossing west of Bronte Street (MIL) (Regional Road 8)	11,273			7,215	4,058			
	7459	10 Side Road (CONSTRUCTION ONLY) - 2 Lane Reconstruction/Realignment to intersection at Winston Churchill Blvd. (HHS) Regional Road 10	4,068				4,068			
PR-2464	5312	Winston Churchill Blvd - 2 lane Reconstruction from Credit River Bridge to Old Pine Road (Halton's Share) (HHS) (Regional Road 19)	351				351			
PR-3192	7374	Winston Churchill Boulevard - Reconstruction from Terra Cotta to Balinafad Rd/32 Side Road (Halton's Share) (HHS) Regional Road 19	2,483				2,483			
	7492	Winston Churchill Boulevard - 2 lane Reconstruction from Old Pine Road to 17 Side Road (Halton's Share) (HHS) Regional Road 19	4,300				4,300			
	7668	Winston Churchill Boulevard Re-alignment and Reconstruction from About 500m South of King St. to King St. (HHS) (Regional Road 19)	850				850			
	7686	Tremaine Road Reconstruction from Railway Crossing to South of Highway 401 Bridge (MIL) (Regional Road 22)	2,420				2,420			



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2018 TRANSPORTATION SYSTEM PROJECT LISTING 2018 (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
	7674	Replacement Noise Attenuation Barriers (REG) (Region-wide)	2,042				2,042			
PR-30002	6885	Vehicle Replacements - Transportation (Region-wide) (REG)	80				80			
		Sub-total	37,983			10,563	27,420			
		Total	207,039			95,374	111,665			
		Summary								
		Expansion Activities	154,464		81,670	72,794				
		Maintenance Activities	8,253		410	7,843				
		Non-Infrastructure Solutions	3,671		1,615	2,056				
		Renewal/Rehabilitation Activities	2,668		1,116	1,552				
		Replacement Activities	37,983		10,563	27,420				
		Grand Total	207,039		95,374	111,665				



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Expansion Activities													
PR-2322A	2659	Guelph Line - Widening from 4 to 6 lanes from Mainway to Upper Middle Road (BUR) (Reg. Rd. 1)	10,650								1,217	1,550	7,883
		EA											
		Design	1,217								1,217		
		Property	1,550									1,550	
		Utility Relocate	196										196
		Construction	7,687										7,687
	6805	Guelph Line - Widening from 4 to 6 lanes from Upper Middle Road to Dundas Street (Regional Road 1) (BUR)	825										825
		EA	825										825
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2079D	3981	Trafalgar Road - Widening from 4 to 6 lanes from Dundas Street to Highway 407 (OAK) (Regional Rd 3)	36,214	7,750	1,017	27,447							
		EA											
		Design	2,299	2,299									
		Property	5,451	5,451									
		Utility Relocate	1,017		1,017								
		Construction	27,447			27,447							
	6823	Trafalgar Road - Widening from 4 to 6 lanes from Highway 407 to Britannia Road (MIL) (Regional Road 3)	33,116					825		3,733	2,603	618	25,337
		EA	825					825					
		Design	3,733							3,733			
		Property	2,603								2,603		
		Utility Relocate	618									618	
		Construction	25,337										25,337



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2018-2027 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2018 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6827	Trafalgar Road - Widening from 4 to 6 lanes from Britannia Road to Steeles Avenue including Highway 401 Structure (MIL) (Regional Road 3)	19,620								825		7,029	11,766
		EA	825								825			
		Design	7,029										7,029	
		Property	11,766											11,766
		Utility Relocate												
		Construction												
PR-2960A	6984	Trafalgar Road - Widening from 2 to 4 lanes from 10 Side Road to Highway 7 (HHS) (Regional Road 3)	50,138		1,017	49,121								
		EA												
		Design												
		Property												
		Utility Relocate	1,017	1,017										
		Construction	49,121		49,121									
PR-2961A	6985	Trafalgar Road - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) (Regional Road 3)	27,557	27,557										
		EA												
		Design												
		Property												
		Utility Relocate	2,034	2,034										
		Construction	25,523	25,523										
	5839	James Snow Parkway - Widening from 4 to 6 lanes from Highway 401 to Britannia Road (MIL) (Regional Road 4)	38,523	825		4,330	3,604	887	28,877					
		EA	825	825										
		Design	4,330		4,330									
		Property	3,604			3,604								
		Utility Relocate	887				887							
		Construction	28,877						28,877					



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2018-2027 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2018 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6806	James Snow Parkway - New 6 lane road from Highway 407 to Britannia Road (MIL) (Regional Road 4)	4,638								1,100			3,538
		EA	1,100								1,100			
		Design	3,538											3,538
		Property												
		Utility Relocate												
		Construction												
	6807	James Snow Parkway - Widening from 4 to 6 lanes from Highway 401 to Tremaine Road (MIL) (Regional Road 4)	12,421							825		6,784	3,688	1,124
		EA	825							825				
		Design	6,784									6,784		
		Property	3,688										3,688	
		Utility Relocate	1,124											1,124
		Construction												
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)	25,697	4,040		21,657								
		EA												
		Design												
		Property	4,040	4,040										
		Utility Relocate												
		Construction	21,657			21,657								
PR-2671B	3983	Dundas Street - Widening from 4 to 6 lanes from Tremaine Road to Bronte Road (OAK) (Regional Rd 5)	26,983	3,254	23,729									
		EA												
		Design												
		Property	2,704	2,704										
		Utility Relocate	550	550										
		Construction	23,729		23,729									



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2018-2027 TRANSPORTATION FORECAST												
PROJECT FORECAST LISTING 2018 (000 DOLLARS)												
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR								
				2018	2019	2020	2021	2022	2023	2024	2025	2026
	3984	Dundas Street - Widening from 4 to 6 lanes from Guelph Line to North Hampton (BUR) (Regional Road 5)	21,259		2,412	681	18,166					
		EA										
		Design										
		Property	2,412	2,412								
		Utility Relocate	681		681							
		Construction	18,166			18,166						
PR-2550A	5180	Dundas Street - Widening from 4 to 6 lanes from North Hampton to Appleby Line (BUR) (Regional Road 5)	19,132	3,674	15,458							
		EA										
		Design	2,204	2,204								
		Property	1,470	1,470								
		Utility Relocate										
		Construction	15,458	15,458								
PR-2672B	5385	Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	48,600	48,600								
		EA										
		Design										
		Property										
		Utility Relocate										
		Construction	48,600	48,600								
	7487	Dundas Street - Widening from 4 to 6 lanes from Guelph Line to Halton/Hamilton Boundary, including improvements at Brant Street (BUR) Regional Road 5	28,847	988	3,884	834	23,141					
		EA										
		Design	988	988								
		Property	3,884		3,884							
		Utility Relocate	834			834						
		Construction	23,141				23,141					



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2018-2027 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2018 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6757	"5 1/2 Line" - New 6 lane road from Britannia Road to Steeles Avenue & Interchange at Highway 401 (MIL)	48,483							566		9,082		38,835
		EA	566							566				
		Design	9,082									9,082		
		Property	38,835											38,835
		Utility Relocate												
		Construction												
	6802	Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6)	46,135	28,881	17,254									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	46,135	28,881	17,254									
	7333	Britannia Road (CONSTRUCTION ONLY) - Widening from 2 to 4 lanes from Regional Road 25 to James Snow Parkway (MIL) Regional Road 6	31,566		31,566									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	31,566		31,566									
	7334	Britannia Road (CONSTRUCTION ONLY) - Widening from 2 to 4 lanes from James Snow Parkway to Trafalgar Road (MIL) Regional Road 6	28,493	28,493										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	28,493	28,493										



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7335	Britannia Road (CONSTRUCTION ONLY) - Widening from 2 to 4 lanes from Trafalgar Road to Highway 407 (MIL) Regional Road 6	11,402	11,402									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	11,402	11,402									
	6804	Derry Road - Widening from 4 to 6 lanes from Tremaine Road to Highway 407 (MIL) (Regional Road 7)	825									825	
		EA	825									825	
		Design											
		Property											
		Utility Relocate											
		Construction											
	6819	Steeles Avenue - Widening from 2 to 4 lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)	15,564		1,498	3,325	226	10,515					
		EA											
		Design	1,498		1,498								
		Property	3,325			3,325							
		Utility Relocate	226				226						
		Construction	10,515					10,515					
	6821	Steeles Avenue - Widening from 4 to 6 lanes from Regional Road 25 to Trafalgar Road (MIL) (Regional Road 8)	62,278			825		6,561	8,476	46,416			
		EA	825			825							
		Design	6,561					6,561					
		Property	7,407						7,407				
		Utility Relocate	1,069						1,069				
		Construction	46,416							46,416			



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2018-2027 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2018 (000 DOLLARS)														
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6822	Steeles Avenue - Widening from 4 to 6 lanes (with RBL) from Trafalgar Road to Winston Churchill Boulevard (HHS) (Regional Road 8)	17,423							825		4,128	11,743	727
		EA	825							825				
		Design	4,128									4,128		
		Property	11,743										11,743	
		Utility Relocate	727											727
		Construction												
	6758	10 Side Road - Widening from 2 to 4 lanes from Trafalgar Road to Winston Churchill Boulevard (HHS) (Regional Road 10)	3,920									550		3,370
		EA	550									550		
		Design	3,370											3,370
		Property												
		Utility Relocate												
		Construction												
PR-3036A	6808	Ninth Line - Widening from 2 to 4 lanes from Burnhamthorpe Road to Highway 407 (OAK) (Regional Road 13)	14,517			1,550	2,038	160	10,769					
		EA												
		Design	1,550		1,550									
		Property	2,038				2,038							
		Utility Relocate	160					160						
		Construction	10,769						10,769					
PR-3037A	6809	Ninth Line - Widening from 2 to 4 lanes from Dundas Street to Burnhamthorpe Road (OAK) (Regional Road 13)	16,812				1,528	4,243		331	10,710			
		EA												
		Design	1,528				1,528							
		Property	4,243					4,243						
		Utility Relocate	331							331				
		Construction	10,710								10,710			



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7336	Ninth Line - Widening from 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) Regional Road 13	32,891	3,400	4,302	25,189							
		EA											
		Design											
		Property	6,800	3,400	3,400								
		Utility Relocate	902	902									
		Construction	25,189			25,189							
	6824	Brant Street Widening from 4 to 6 lanes from North Service Road to Dundas Street (BUR) (Regional Road 18)	27,681						825		2,348	7,534	16,974
		EA	825						825				
		Design	2,348								2,348		
		Property	7,131									7,131	
		Utility Relocate	403									403	
		Construction	16,974										16,974
PR-2738A	3989	Winston Churchill Blvd - Widening from 2 to 4 lanes from 2km south of 5 Side Road to potential by-pass (Halton's Share) (HHS) (Regional Rd 19)	11,486			1,292	500	1,474	8,220				
		EA											
		Design	1,292			1,292							
		Property	500				500						
		Utility Relocate	1,474					1,474					
		Construction	8,220						8,220				
PR-2666A	5438	Winston Churchill Boulevard - Widening from 4 to 6 lanes from Dundas Street to Upper Middle Road/QEW (Halton's Share) (OAK) (Regional Road 19)	3,598					304			1,223		2,071
		EA	304					304					
		Design	1,223								1,223		
		Property	2,071										2,071
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2959A	6448	Winston Churchill Boulevard - Widening from 4 to 6 lanes from Highway 401 to Steeles Avenue (Halton's Share) (HHS) (Regional Road 19)	4,270	1,064	400	501	2,305						
		EA											
		Design	1,064	1,064									
		Property	400		400								
		Utility Relocate	501			501							
		Construction	2,305				2,305						
	6846	Winston Churchill Boulevard - Widening from 4 to 6 lanes 2km south of 5 Side Road to 5 Side Road (Halton's Share) (HHS) (Regional Road 19)	770									770	
		EA											
		Design	770									770	
		Property											
		Utility Relocate											
		Construction											
	6847	Winston Churchill Boulevard Widening 5-7 lanes from Steeles Avenue to 2 km South of 5 Side Road (Halton's Share) (HHS) (Regional Road 19)	686					249				437	
		EA	249					249					
		Design	437									437	
		Property											
		Utility Relocate											
		Construction											
PR-2921A	7494	Norval Bypass (HHS) Regional Road 19	23,520		1,523	4,258	17,739						
		EA											
		Design	1,523		1,523								
		Property	4,118			4,118							
		Utility Relocate	140			140							
		Construction	17,739				17,739						



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6812	Appleby Line - Widening from 4 to 6 lanes from Fairview Street to Taywood Drive (BUR) (Regional Road 20)	8,701									5,576		3,125
		EA												
		Design	5,576									5,576		
		Property	3,125											3,125
		Utility Relocate												
		Construction												
	6803	Burloak Drive - Widening from 4 to 6 lanes from Harvester Road to Upper Middle Road (BUR) (Regional Road 21)	7,187									550	3,264	3,373
		EA	550									550		
		Design	3,264										3,264	
		Property	3,373											3,373
		Utility Relocate												
		Construction												
	6810	North Service Road - New 4 lanes from Burloak Drive to Bronte Road (OAK)	1,100										1,100	
		EA	1,100										1,100	
		Design												
		Property												
		Utility Relocate												
		Construction												
	5845	Tremaine Road - Widening from 4 to 6 lanes from Highway 401 to Derry Road (MIL) (Regional Road 22)	76,027			825		23,589			1,248	50,365		
		EA	825			825								
		Design	6,842					6,842						
		Property	16,747					16,747						
		Utility Relocate	1,248							1,248				
		Construction	50,365									50,365		



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6830	Tremaine Road - Widening from 2 to 4 lanes from Dundas Street to Lower Base Line (OAK) (Regional Road 22)	41,268		550		10,353		647	29,718			
		EA	550		550								
		Design	4,489				4,489						
		Property	5,864				5,864						
		Utility Relocate	647						647				
		Construction	29,718							29,718			
	6834	Tremaine Road - Widening from 2 to 4 lanes from Lower Base Line to Britannia Road (MIL) (Regional Road 22)	27,625			550		3,059	2,794	477	20,745		
		EA	550			550							
		Design	3,059					3,059					
		Property	2,794						2,794				
		Utility Relocate	477							477			
		Construction	20,745								20,745		
	6811	Regional Road 25 - Widening from 2 to 4 lanes from 5 Side Road to 10 Side Road (HHS) (Regional Road 25)	13,312		550		1,057	3,955	462	7,288			
		EA	550		550								
		Design	1,057				1,057						
		Property	3,955					3,955					
		Utility Relocate	462						462				
		Construction	7,288							7,288			
	6814	Regional Road 25 - Widening from 4 to 6 lanes from Highway 407 to Britannia Road (MIL) (Regional Road 25)	54,472			825		5,980	4,838		919	41,910	
		EA	825			825							
		Design	5,980					5,980					
		Property	4,838						4,838				
		Utility Relocate	919								919		
		Construction	41,910									41,910	



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6815	Regional Road 25 - Widening from 4 to 6 lanes from Britannia Road to Derry Road (MIL) (Regional Road 25)	24,011					825		2,430	2,978	474	17,304
		EA	825					825					
		Design	2,430							2,430			
		Property	2,978								2,978		
		Utility Relocate	474									474	
		Construction	17,304										17,304
	6817	Regional Road 25 - Widening from 4 to 6 lanes from Steeles Avenue to 5 Side Road (MIL) (Regional Road 25)	23,256		3,643	1,785	431	17,397					
		EA											
		Design	3,643		3,643								
		Property	1,785			1,785							
		Utility Relocate	431				431						
		Construction	17,397					17,397					
	6818	Bronte Road - Widening from 4 to 6 lanes from Speers Road to Highway 407 (OAK) (Regional Road 25)	66,143	825			7,166		6,945	1,035	50,172		
		EA	825	825									
		Design	7,166				7,166						
		Property	6,945						6,945				
		Utility Relocate	1,035							1,035			
		Construction	50,172								50,172		
	6825	Upper Middle Road - Widening from 4 to 6 lanes from Appleby Line to Burloak Drive (BUR) (Regional Road 38)	2,564								825		1,739
		EA	825								825		
		Design	1,739										1,739
		Property											
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6826	Upper Middle Road - Widening from 4 to 6 lanes from Trafalgar Road to Grand Boulevard (OAK) (Regional Road 38)	19,941					535	2,065	2,477	311	14,553	
		EA	535					535					
		Design	2,065						2,065				
		Property	2,477							2,477			
		Utility Relocate	311								311		
		Construction	14,553									14,553	
	6828	Upper Middle Road - Widening from 4 to 6 lanes from Bronte Road to Neyagawa Boulevard (OAK) (Regional Road 38)	43,416					825		4,416	6,045	810	31,320
		EA	825					825					
		Design	4,416							4,416			
		Property	6,045								6,045		
		Utility Relocate	810									810	
		Construction	31,320										31,320
	6829	Upper Middle Road - Widening from 4 to 6 lanes from Ninth Line to Winston Churchill Boulevard (OAK) (Regional Road 38)	5,157						825		2,579	1,359	394
		EA	825						825				
		Design	2,579								2,579		
		Property	1,359									1,359	-
		Utility Relocate	394										394
		Construction											
	7337	Upper Middle Road - Intersection Operational Improvements (OAK) Regional Road 38	5,345		5,345								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,345		5,345								



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7338	Upper Middle Road - Widening from 4 to 6 lanes from Neyagawa Boulevard to Trafalgar Road (OAK) Regional Road 38	4,688					321		1,837		2,194	336
		EA	321					321					
		Design	1,837							1,837			
		Property	2,194									2,194	
		Utility Relocate	336										336
		Construction											
	7339	Upper Middle Road - Widening from 4 to 6 lanes from Grand Boulevard to Ninth Line (OAK) Regional Road 38	1,316					321		428		428	139
		EA	321					321					
		Design	428							428			
		Property	428									428	
		Utility Relocate	139										139
		Construction											
PR-2263F	5273	William Halton Parkway - New 4 lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 40)	13,318		13,318								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	13,318		13,318								
PR-2263E	5413	William Halton Parkway - New 4 lane bridge over 16 Mile Creek to (Regional Road 40) (OAK)	45,000		45,000								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	45,000		45,000								



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2263D	7460	William Halton Parkway (CONSTRUCTION ONLY) - New 4 lane road from Sixth Line to Neyagawa Boulevard (OAK) Regional Road 40	12,204	12,204									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	12,204	12,204									
PR-2263C	7489	William Halton Parkway (CONSTRUCTION ONLY) - 2 to 4 lanes from Old Bronte Road to Hospital Gate (OAK) Regional Road 40	4,043	2,543	1,500								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,043	2,543	1,500								
PR-2263G	7490	William Halton Parkway (CONSTRUCTION ONLY) - New 4 lane road from Third Line to Sixteen Mile Creek (OAK) Regional Road 40	13,500	13,500									
		EA											
		Design											
		Property	4,000	4,000									
		Utility Relocate											
		Construction	9,500	9,500									
	7375	Active Transportation Infill Projects (Region-wide) (REG)	6,146	2,730	1,374	942		877	223				
		Study	6,146	2,730	1,374	942		877	223				
		Design											
		Property											
		Utility Relocate											
		Construction											



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7493	Active Transportation New Off-Road Capital Projects (Region-wide) (REG)	22,599	2,322	1,438	3,794	242	1,928	1,729	3,415	4,421	899	2,411
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	22,599	2,322	1,438	3,794	242	1,928	1,729	3,415	4,421	899	2,411
	7398	New Vehicle - Road Operations (Region-wide) (REG)	80							80			
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	80							80			
		Sub-Total	1,348,959	154,464	222,482	152,781	66,189	107,971	79,911	107,254	185,338	99,978	172,591
Maintenance Activities													
PR-2280A	5173	Miscellaneous Bridges and Culverts Rehabilitation & Replacement Program (Region-wide) (REG)	6,972	3,376	261	250	373	1,462	250	250	250	250	250
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	6,972	3,376	261	250	373	1,462	250	250	250	250	250
PR-2662A	6106	Retaining Wall Rehabilitation & Replacement Program - Various Locations (Region-wide) (REG)	1,589	339	90	50	106	50	50	401	50	50	403
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,589	339	90	50	106	50	50	401	50	50	403



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2073A	4743	Retrofit Noise Attenuation Barriers - Various Locations (Region-wide) (REG)	1,600	700	100	100	100	100	100	100	100	100	100
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,600	700	100	100	100	100	100	100	100	100	100
	7377	Intelligent Transportation System Implementation (Region-wide) (REG)	500	500									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	500	500									
PR-2389A	5641	Traffic Signal Controller, timer and signing upgrades - Various Intersections (Region-wide) (REG)	7,647	780	780	780	780	780	780	780	780	780	627
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,647	780	780	780	780	780	780	780	780	780	627
PR-2890A	6856	Traffic Signal Interconnect (Region-wide) (REG)	1,570	157	157	157	157	157	157	157	157	157	157
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,570	157	157	157	157	157	157	157	157	157	157



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2043A	4370	Emergency Diversion Route Signing for Road Closure Action Plan (Region-wide) (REG)	418		261	157							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	418		261	157							
PR-2515A	5746	LED Street Light Replacement Program (Region-wide) (REG)	2,930	1,751	131	131	131	131	131	131	131	131	131
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,930	1,751	131	131	131	131	131	131	131	131	131
PR-2887A	6853	Centre-median Landscaping Improvements (Region-wide) (REG)	572		156		104	52	52	52	52	52	52
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	572		156		104	52	52	52	52	52	52
PR-2891A	6857	Operational Improvements (Region-wide) (REG)	5,230	523	523	523	523	523	523	523	523	523	523
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,230	523	523	523	523	523	523	523	523	523	523

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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7666	Storm Pump Stations (REG) (Region-Wide)	3,967					485	840	840	840	481	481
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,967					485	840	840	840	481	481
PR-2416A	5642	Bridge Inspections & Evaluation Studies (Region-wide) (REG)	951	127	50	132	50	142	50	147	50	153	50
		Study	951	127	50	132	50	142	50	147	50	153	50
		Design											
		Property											
		Utility Relocate											
		Construction											
		Sub-Total	33,946	8,253	2,509	2,280	2,324	3,882	2,933	3,381	2,933	2,677	2,774
Non-Infrastructure Solutions													
PR-2875A	6831	Active Transportation Master Plan (Region-wide) (REG)	575	203					372				
		EA	575	203					372				
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-1322A	7567	Miscellaneous R.O.W. Purchases and Road Dedication Engineering & Surveys (Region-wide) (REG)	2,090	209	209	209	209	209	209	209	209	209	209
		Study	100	10	10	10	10	10	10	10	10	10	10
		Design											
		Property	1,990	199	199	199	199	199	199	199	199	199	199
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2192A	5017	Transportation Infrastructure Management System (Region-wide) (REG)	600	60	60	60	60	60	60	60	60	60	60
		Study	600	60	60	60	60	60	60	60	60	60	60
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2258A	5196	Smart Commute Travel Demand Management Initiative (Region-wide) (REG)	3,560	356	356	356	356	356	356	356	356	356	356
		Study	3,560	356	356	356	356	356	356	356	356	356	356
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2319A	5425	Speed Reduction Education & Enforcement Campaign (Region-wide) (REG)	520	52	52	52	52	52	52	52	52	52	52
		Study	520	52	52	52	52	52	52	52	52	52	52
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2315A	5431	Traffic and Screen Line Counts & Studies (Region-wide) (REG)	1,778	157	157	157	261	157	157	157	157	261	157
		Study	1,778	157	157	157	261	157	157	157	157	261	157
		Design											
		Property											
		Utility Relocate											
		Construction											



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2316A	5432	Road Needs Study Update (Region-wide) (REG)	500	50	50	50	50	50	50	50	50	50	50
		Study	500	50	50	50	50	50	50	50	50	50	50
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2414A	5444	Transportation Master Plan Study (Region-wide) (REG)	2,092	1,046					1,046				
		Study	2,092	1,046					1,046				
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2415A	5643	Traffic Operations & Safety Related Studies (Region-wide) (REG)	1,680	168	168	168	168	168	168	168	168	168	168
		Study	1,680	168	168	168	168	168	168	168	168	168	168
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2526A	5644	Region-wide Traffic Operations Study Update (REG)	1,246					523					723
		Study	1,246					523					723
		Design											
		Property											
		Utility Relocate											
		Construction											
PR2877A	6832	Data Management Group (Region-wide) (REG)	1,570	157	157	157	157	157	157	157	157	157	157
		EA	1,570	157	157	157	157	157	157	157	157	157	157
		Design											
		Property											
		Utility Relocate											
		Construction											



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PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3070A	6833	Transportation Tomorrow Survey (Region-wide) (REG)	210				105						105
		EA	210				105						105
		Design											
		Property											
		Utility Relocate											
		Construction											
	6836	Regional Road 25/Third Line Alignment Options Study (MIL)	523			523							
		EA	523			523							
		Design											
		Property											
		Utility Relocate											
		Construction											
	6837	Development Charge Background Study (Region-wide) (REG)	942				471						471
		EA	942				471						471
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2874A	6838	Growth Management Studies (Region-wide) (REG)	5,230	523	523	523	523	523	523	523	523	523	523
		EA	5,230	523	523	523	523	523	523	523	523	523	523
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2878A	6858	Cordon Count Data (Region-wide) (REG)	626	52	52	52	105	52	52	52	52	105	52
		EA	626	52	52	52	105	52	52	52	52	105	52
		Design											
		Property											
		Utility Relocate											
		Construction											



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2262A	7568	MTO Highway Studies (Region-wide) (REG)	1,310	131	131	131	131	131	131	131	131	131	131
		Study	1,310	131	131	131	131	131	131	131	131	131	131
		Design											
		Property											
		Utility Relocate											
		Construction											
	7569	Urban Design Guidelines (Region-wide) (REG)	314	157						157			
		EA	314	157						157			
		Design											
		Property											
		Utility Relocate											
		Construction											
	7672	Replacement Noise Attenuation Studies (REG) (Region-wide)	500	100		100			100		100		100
		Study	500	100		100			100		100		100
		Design											
		Property											
		Utility Relocate											
		Construction											
	7675	Storm Sewer Inspections, Studies, and Needs Assessments (REG) (Region-wide)	450	250	100	100							
		Study	450	250	100	100							
		Design											
		Property											
		Utility Relocate											
		Construction											
		Sub-Total	26,316	3,671	2,015	2,638	2,648	2,538	3,490	2,015	1,915	2,748	2,638



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Renewal/Rehabilitation Activities													
PR-2314A	5426	Active Transportation Initiatives (Region-wide) (REG)	834	51	51	51	51	105	105	105	105	105	105
		Study	834	51	51	51	51	105	105	105	105	105	105
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2888A	6854	New Traffic Signals - Development (Region-wide) (REG)	17,190	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	17,190	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719	1,719
PR-2889A	6855	New Signalized Intersections (Region-wide) (REG)	7,036			128	1,256	628	1,256	628	1,256	628	1,256
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,036			128	1,256	628	1,256	628	1,256	628	1,256
PR-3035A	7142	Miscellaneous Works Related to Road Resurfacing (Region-wide) (REG)	7,383	898	838	798	830	826	767	573	386	700	767
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	7,383	898	838	798	830	826	767	573	386	700	767
		Sub-Total	32,443	2,668	2,608	2,696	3,856	3,278	3,847	3,025	3,466	3,152	3,847



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Replacement Activities													
PR-2829A	6445	Guelph Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 1)	5,212	5,212									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,212	5,212									
	7438	Guelph Line & 1 Side Road - Intersection Improvements (BUR) (Regional Road 1)	2,512	374	2,138								
		EA											
		Design											
		Property	214	214									
		Utility Relocate	160	160									
		Construction	2,138		2,138								
PR-2596B	7488	Guelph Line (CONSTRUCTION ONLY) Reconstruction, 1km north of Derry Road to Conservation Road (MIL) Regional Road 1	1,980	1,980									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,980	1,980									
	7676	Guelph Line Reconstruction from Colling Road to Britannia Road (BUR) (Regional Road 1)	2,318		2,318								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,318		2,318								



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7677	Guelph Line Reconstruction from No. 20 Side Road to No. 25 Side Road (MIL) (Regional Road 1)	3,836			3,836							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,836			3,836							
	7678	Guelph Line Reconstruction from No. 25 Side Road to No. 30 Side Road (MIL) (Regional Road 1)	3,839			3,839							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,839			3,839							
	7679	Guelph Line Reconstruction from No. 30 Side Road to No. 32 Side Road (MIL) (Regional Road 1)	1,433			1,433							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,433			1,433							
	3991	Trafalgar Rd - Grade Separation at CN Crossing north of Maple Ave (HHS) (Regional Road 3)	27,129			305	26,824						
		EA											
		Design											
		Property											
		Utility Relocate	305			305							
		Construction	26,824				26,824						



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2018-2027 TRANSPORTATION FORECAST												
PROJECT FORECAST LISTING 2018 (000 DOLLARS)												
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR								
				2018	2019	2020	2021	2022	2023	2024	2025	2026
	5376	Trafalgar Rd - Grade Separation at Metrolinx Crossing south of Hwy 7 (HHS) (Regional Road 3)	18,141	750		305	17,086					
		EA										
		Design	750	750								
		Property										
		Utility Relocate	305		305							
		Construction	17,086			17,086						
PR-2672B	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	19,068	1,800	17,268							
		EA										
		Design										
		Property										
		Utility Relocate	1,800	1,800								
		Construction	17,268		17,268							
	7486	Derry Road - Reconstruction from Milborough Line to McNiven Road (MIL) Regional Road 7	3,636					585		3,051		
		EA										
		Design	585					585				
		Property										
		Utility Relocate										
		Construction	3,051							3,051		
	7739	Derry Road Reconstruction from Guelph Line to Walkers Line, and Derry Road Reconstruction from Appleby Line to Tremaine Road (MIL)	5,131									5,131
		EA										
		Design										
		Property										
		Utility Relocate										
		Construction	5,131									5,131



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	5181	Steeles Avenue - Grade Separation at CN crossing west of Bronte Street (MIL) (Regional Road 8)	11,273	11,273									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	11,273	11,273									
	7740	Campbellville Road Reconstruction from Milborough Line to Campbell Avenue (MIL)	4,080										4,080
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,080										4,080
	7459	10 Side Road (CONSTRUCTION ONLY) - 2 Lane Reconstruction/Realignment to intersection at Winston Churchill Blvd. (HHS) Regional Road 10	4,068	4,068									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,068	4,068									
	7681	Ninth Line (South Leg) Reconstruction from Halton Region Boundary to Steeles Avenue (HHS) (Regional Road 13)	921							921			
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	921							921			



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7683	Brant Street Reconstruction from Fairview Street to QEW (BUR) (Regional Road 18)	3,805										3,805
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	3,805										3,805
PR-2464A	5312	Winston Churchill Blvd - 2 lane Reconstruction from Credit River Bridge to Old Pine Road (Halton's Share) (HHS) (Regional Road 19)	3,025	351	500	1,000	1,174						
		EA											
		Design	351	351									
		Property	500		500								
		Utility Relocate	1,000			1,000							
		Construction	1,174				1,174						
	7374	Winston Churchill Boulevard - Reconstruction from Terra Cotta to Balinafad Rd/32 Side Road (Halton's Share) (HHS) Regional Road 19	2,483	2,483									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,483	2,483									
PR-2144B	7491	Winston Churchill Boulevard - 2 lane Reconstruction from 5 Side Road to 10 Side Road (Halton's Share) (HHS) Regional Road 19	6,510		762	1,000	500	4,248					
		EA											
		Design	762		762								
		Property	1,000			1,000							
		Utility Relocate	500				500						
		Construction	4,248					4,248					



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2236A	7492	Winston Churchill Boulevard - 2 lane Reconstruction from Old Pine Road to 17 Side Road (Halton's Share) (HHS) Regional Road 19	7,499	4,300	1,000	500	1,699						
		EA											
		Design	4,300	4,300									
		Property	1,000		1,000								
		Utility Relocate	500			500							
		Construction	1,699				1,699						
	7668	Winston Churchill Boulevard Re-alignment and Reconstruction from About 500m South of King St. to King St. (HHS) (Regional Road 19)	850	850									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	850	850									
PR-2867C	7689	Appleby Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 20)	6,767								2,992	3,775	
		EA											
		Design	2,992								2,992		
		Property											
		Utility Relocate											
		Construction	3,775									3,775	
	7485	Burloak Drive - (CONSTRUCTION ONLY) 4 lane urbanization from north of QEW to Upper Middle Road (BUR) Regional Road 21	4,384								4,384		
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,384								4,384		



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2018-2027 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7669	Old Tremaine Road from South Cul De Sac to Old Tremaine Road (Access Road) (MIL) (Regional Road 22)	306				306						
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	306				306						
	7670	Old Tremaine Road Reconstruction from Old Tremaine Road (Access Road) to North Cul De Sac (MIL) (Regional Road 22)	783				783						
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	783				783						
	7686	Tremaine Road Reconstruction from Railway Crossing to South of Highway 401 Bridge (MIL) (Regional Road 22)	2,420	2,420									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,420	2,420									
	7682	Regional Road 25 Reconstruction from North of Main Street to No. 32 Side Road (HHS) (Regional Road 25)	1,555								1,555		
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,555								1,555		



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2018-2027 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7680	No. 32 Side Road Reconstruction from Halton Region Boundary to Highway 7 (MIL) (Regional Road 32)	2,923					2,923					
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,923					2,923					
	7674	Replacement Noise Attenuation Barriers (REG) (Region-wide)	4,192	2,042	214			291			366	12	1,267
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,192	2,042	214			291			366	12	1,267
PR-30002A	6885	Vehicle Replacements - Transportation (Region-wide) (REG)	244	80		27		35	35		27	40	
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	244	80		27		35	35		27	40	
	7671	Storm System Construction (REG) (Region-wide)	2,000					2,000					
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	2,000					2,000					
		Sub-Total	164,323	37,983	24,200	12,245	48,372	9,497	620	5,305	7,991	3,827	14,283
		TOTAL Required Financing	1,605,987	207,039	253,814	172,640	123,389	127,166	90,801	120,980	201,643	112,382	196,133



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Waste Management

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2018 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2018 (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
Expansion Activities										
PR-3172	5629	Halton Waste Management Site- Cell 4 West (REG)	75				75			
PR-2823	6397	Halton Waste Management Site - Potable Water Hook-up (REG)	300				300			
PR-3025	7009	HWMS Optimization Study Implementation (REG)	300				300			
		Sub-total	675				675			
Maintenance Activities										
	6994	Closed Landfill Environmental Management Plan - 2019 - 2020 (REG)	125				125			
		Sub-total	125				125			
Non-Infrastructure Solutions										
PR-2368	5479	Halton Waste Management Site - Purchase Buffer Lands (REG)	500				500			
		Sub-total	500				500			
Renewal/Rehabilitation Activities										
	6999	Building Assessment for Household Hazardous Waste - Rehab (REG)	75				75			



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2018 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2018 (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
	7289	Burlington Closed Landfill - Flow Meter and Chamber Renew/Rehab (REG)	60				60			
	7290	Armstrong Closed Landfill - Stormwater Sewer (REG)	125				125			
	7292	Bayview Closed Landfill - Pump Station Upgrades (BUR)	125				125			
		Sub-total	385				385			
		Replacement Activities								
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	85				85			
	7003	GPS System Landfill Equipment Replacement - 2018 & 2026 (REG)	150				150			
PR-3189	7004	Equipment Replacement - Compactor - 2017 (REG)	400				400			
PR-3085	7005	Equipment Replacement - Bulldozer - 2016 (REG)	400				400			
		Sub-total	1,035				1,035			



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2018 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2018 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	2,720				2,720			
		Summary								
		Expansion Activities	675				675			
		Maintenance Activities	125				125			
		Non-Infrastructure Solutions	500				500			
		Renewal/Rehabilitation Activities	385				385			
		Replacement Activities	1,035				1,035			
		Grand Total	2,720				2,720			



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WASTE MANAGEMENT-CAPITAL

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2018-2027 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2018 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Expansion Activities													
PR-1742	3687	Halton Waste Management Site - Litter Control Fence (REG)	110			50				60			
PR-3172	5629	Halton Waste Management Site- Cell 4 West (REG)	17,575	75					2,500		15,000		
PR-2741	6222	Landfill Gas System (REG)	1,625		55	205	175	550	50	30	300	110	150
PR-2823	6397	Halton Waste Management Site - Potable Water Hook-up (REG)	300	300									
PR-3173	6998	Buildings Assessment for Household Hazardous Waste - Study (REG)	20					20					
PR-3025	7009	HWMS Optimization Study Implementation (REG)	400	300				100					
PR-3188	7141	Halton Waste Management Site - Final Cover - Erosion Control & Vegetation - Cell 3 (REG)	370			150			100		120		
	7229	Transfer Station - Organics - Construction (REG)	7,100			7,100							
		Sub-total	27,500	675	55	7,505	175	670	2,650	90	15,420	110	150
Maintenance Activities													
	6994	Closed Landfill Environmental Management Plan - 2019 - 2020 (REG)	425	125	300								
	6995	Closed Landfill Environmental Management Plan - 2023-2024 (REG)	425					125	300				
		Sub-total	850	125	300			125	300				
Non-Infrastructure Solutions													
PR-2368	5479	Halton Waste Management Site - Purchase Buffer Lands (REG)	2,500	500	500		500		500		500		



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2018-2027 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6997	Solid Waste Management Strategy 2023 (REG)	500							500			
		Sub-total	3,000	500	500		500			1,000		500	
Renewal/Rehabilitation Activities													
	7001	Bayview Closed Landfill SCADA - 2021 (BUR)	100				100						
	7292	Bayview Closed Landfill - Pump Station Upgrades (BUR)	1,625	125	1,500								
	6880	Halton Waste Management Site - Roads 5 and 6 Upgrades and Surfacing (REG)	520				120	400					
	6993	Halton Waste Management Site - Scales Upgrade - 2021 (REG)	50				50						
	6999	Building Assessment for Household Hazardous Waste - Rehab (REG)	175	75						100			
	7000	Armstrong Closed Landfill SCADA - 2021 (REG)	100				100						
	7218	Oakville 4th Line (Closed) Landfill - Pump Station Upgrades (REG)	150								150		
	7219	Halton Waste Management Site - Scales Upgrade - 2026 (REG)	50										50
	7288	Halton Waste Management Site - Pump Station 1 - Upgrades (REG)	200			200							
	7289	Burlington Closed Landfill - Flow Meter and Chamber Renew/Rehab (REG)	60	60									
	7290	Armstrong Closed Landfill - Stormwater Sewer (REG)	150	125						25			



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2018-2027 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7293	Armstrong Closed Landfill - Pump Station Upgrades (REG)	100					100					
	7638	LCM Grey Water Tank Replacement (REG)	30										30
	7639	LCM SCADA Landfill Gas HWMS (REG)	100										100
	7640	LCM SCADA HWMS (REG)	100										100
	7641	LCM Leachate Pumps HWMS (REG)	50										50
	7642	LCM East Pond Pumping Station (REG)	50										50
	7643	LCM Flow Meter Georgetown And Bayview (REG)	20										20
	7644	LCM Bayview Closed Landfill - Pump Station Upgrades (Pumps) (REG)	20										20
		Sub-total	3,650	385	1,500	200	370	500	125	150		50	370
Replacement Activities													
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	1,840	85	379	174	24		389	40	41	238	470
	7003	GPS System Landfill Equipment Replacement - 2018 & 2026 (REG)	250	150								100	
PR-3189	7004	Equipment Replacement - Compactor - 2017 (REG)	400	400									
PR-3085	7005	Equipment Replacement - Bulldozer - 2016 (REG)	400	400									
	7006	Equipment Replacement - Bulldozer - 2024 (REG)	1,400							1,400			
	7094	Equipment Replacement - Compactor - 2023 (REG)	1,500						1,500				



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2018-2027 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7291	Halton Waste Management Site - Tarping Machine Replacement (REG)	75			75							
		Sub-total	5,865	1,035	379	249	24		1,889	1,440	41	338	470
		Total Required Financing	40,865	2,720	2,734	7,954	1,069	1,170	5,789	1,980	15,961	498	990



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Other Regional Programs

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OTHER REGIONAL PROGRAMS-CAPITAL

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2018 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2018 (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
Finance											
Information Technology											
T5410A	CST000001	Desktop Growth Licensing	35		35			35			
T5410B	CST000002	ERP Growth Licensing	45		45			45			
T5460A	CST000006	Technology - Replacement Servers	150		150			150			
T5460B	CST000007	Technology - Replacement Network	305		305			305			
T5450A	CST000008	Technology Infrastructure - New	127		127			127			
T5440A	CST000010	Microcomputer - Replacement	649		649			649			
T5410D	CST000021	GIS Growth Licensing	50		50			50			
T5410E	CST000022	Security Infrastructure Growth Licensing	90		90			90			
T5410F	CST000023	Customer Service Growth Licensing	50		50			50			
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	45		45			45			
T5430C	CST000031	Voice New	53		53			53			
T5440B	CST000032	Printers Replacement	132		132			132			
T5450B	CST000033	New Servers	141		141			141			
T5480A	CST000038	Water Lab Information System	25		25			25			
T5480C	CST000040	W/WW Application Maintenance	150		150			150			
T5440C	CST000041	Voice Replacement	150		150			150			
T5410J	CST000049	PS Growth Licensing	9		9			9			
T5460G	CST000069	SCADA Infrastructure/Server Replacement	105		105			105			
T5480K	CST000082	Maint. Work Management Replacement	250		250			250			
T5471H	CST000092	PS - Wireless	15		15			15			
T5480L	CST000093	PW CMMS Growth Licensing	60		60			60			
T5410Q	CST000103	DATS License Growth	14		14			14			
	CST000114	Microsoft/Office Upgrade	160		160			160			
T5420J	CST000116	Sire Upgrade/Replacement	125		125			125			
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	130		130			130			
T5420VA	CST000118	Halton.ca Upgrade/Replacement	50		50			50			
T5420MC	CST000123	New Non-Enterprise Systems	55		55			55			
T5422I	CST000130	Information Mgmt - Public Works	90		90			90			



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2018 OTHER REGIONAL PROGRAMS PROJECT LISTING 2018 (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
T5410R	CST000133	Non-Enterprise Systems Growth Licensing	12		12			12			
	CST000134	IT Service Request & Asset Mgmt Replacement	200		200			200			
	CST000135	IPFS Replacement	300		300			300			
	CST000136	Debenture Management System Replacement	100		100			100			
	CST000137	AMS Property Mgmt Replacement (Yardi)	300		300			300			
T5420MD	CST000138	Enterprise Sytem Enhancements	175		175			175			
T5420MF	CST000142	Service Access Strategy	250		250			250			
	CST000143	Internal Audit - Software	28		28			28			
	CST000144	Maintenance Module for Social Housing	89		89			89			
	CST000148	DATS Replacement - Phase 2	50		50			50			
	CST000149	Investment Management System	150		150			150			
	CST000150	Talent Management System	175		175			175			
		Division Sub-total	5,089		5,089			5,089			
Other											
T5219A	CSB000009	Growth Studies	305		305	86	216	3			
T5225B	CSB000014	Development Charge Appeal	100		100			100			
		Division Sub-total	405		405	86	216	103			
		Department Sub-total	5,494		5,494	86	216	5,192			



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BUDGET & BUSINESS PLAN

2018 OTHER REGIONAL PROGRAMS PROJECT LISTING 2018 (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
Health Other											
	HO000005	Public Health Vehicle	51		51			51			
		Division Sub-total	51		51			51			
Paramedic Services											
T6714A	HAM000005	PS Stations	1,170		1,170	164	831	175			
T6715A	HAM000007	PS Stations	1,264		1,264			1,264			
T6717A	HAM000012	PS Stations	1,921		1,921	269	1,364	288			
	HAM000014	PS Vehicles	1,762		1,762	13	67	1,682			
T6719A	HAM000015	Defibrillators	1,615		1,615			1,615			
	HAM000018	Power Stretchers	100		100			100			
		Division Sub-total	7,832		7,832	446	2,262	5,124			
		Department Sub-total	7,883		7,883	446	2,262	5,175			



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2018 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2018 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUB/Y/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
Legislative & Planning Services											
Asset Management											
T5013A	CSA000001	HRC - Rehab & Replacement	10,930		10,930			10,930			
T5014A	CSA000002	Facility Office Space Accommodation	600		600			600			
T5016A	CSA000004	Region - Accessibility and Security	100		100			100			
T5021A	CSA000011	Landfill - Rehab & Replacement	70		70			70			
T5024A	CSA000015	Region - Building Condition Assessments	100		100			100			
T5025A	CSA000016	NOC - Rehab & Replacement	85		85			85			
T5026A	CSA000020	Energy Program	100		100			100			
T5029A	CSA000022	Building Automation System - Replacement	50		50			50			
T5032A	CSA000027	WOC - Rehab & Replacement	60		60			60			
T5017B	CSA000030	Regional Accommodation Plan - Child Care Centre	1,650		1,650			1,650			
	CSA000037	Non-Emergency Vehicle Replacement	47		47			47			
T5044A	CSA000040	First Line Properties	100		100			100			
T5041A	CSA000044	Site Services - Signage	50		50			50			
T5042A	CSA000045	Childcare Centres LTC	30		30			30			
T5020F	CSA000078	EMS - Station #07	70		70			70			
T5020G	CSA000079	EMS - Station #08	40		40			40			
T5022B	CSA000081	LTC - Allendale	720		720			720			
T5022C	CSA000082	LTC - Creek Way	230		230			230			
T5022D	CSA000083	LTC - Post Inn	165		165			165			
	CSA000107	Fleet Equipment - Replacement	30		30			30			
		Division Sub-total	15,227		15,227			15,227			
Planning											
T8019A	PPLN000002	Planning Litigation - OMB & Other Hearings	500		500			500			
	PPLN000016	Regional Official Plan Update (2019)	1,350		1,350	193	475	682			
T7103B	PPLN000028	CHS - Assisted Housing Development	9,000		9,000		1,700	7,300			
	PPLN000034	Burlington Beach - Land	2,100		2,100			2,100			



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2018 OTHER REGIONAL PROGRAMS PROJECT LISTING 2018 (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
	PPLN000036	Burlington Beach - Recreational Works	2,381		2,381	70	1,324	987			
	PPLN000037	Burlington Beach - Environmental Restoration	2,023		2,023	59	1,125	839			
	PPLN000040	IAH-E - Assisted Housing Development	2,850		2,850			2,850			
	PPLN000041	IAH-SIF - Assited Housing Development	1,939		1,939			1,939			
		Division Sub-total	22,143		22,143	322	4,624	17,197			
		Department Sub-total	37,370		37,370	322	4,624	32,424			
Social & Community Services											
Childrens Services											
T7009A	SCS000002	Capital Improvement Support	50		50			50			
		Division Sub-total	50		50			50			
Services for Seniors											
T7200B	SNR000012	Allendale Equipment Replacement	228		228			228			
T7200C	SNR000013	Post Inn Equipment Replacement	260		260			260			
T7200D	SNR000014	Creek Way Village Equipment Replacement	162		162			162			
		Division Sub-total	650		650			650			
		Department Sub-total	700		700			700			



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2018 OTHER REGIONAL PROGRAMS PROJECT LISTING 2018 (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
		Total	51,447		51,447	854	7,102	43,491			
		Summary									
		Finance									
		Financial Planning & Budgets	405		405	86	216	103			
		Information Technology	5,089		5,089			5,089			
		Health									
		Health - Other	51		51			51			
		Paramedic Services	7,832		7,832	446	2,262	5,124			
		Legislative & Planning Services									
		Asset Management	15,227		15,227			15,227			
		Planning	22,143		22,143	322	4,624	17,197			
		Social & Community Services									
		Childrens Services	50		50			50			
		Services for Seniors	650		650			650			
		Grand Total	51,447		51,447	854	7,102	43,491			



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Finance													
	Information Technology												
T5410A	CST000001	Desktop Growth Licensing	365	35	35	35	36	36	37	37	38	38	38
T5410B	CST000002	ERP Growth Licensing	450	45	45	45	45	45	45	45	45	45	45
T5460A	CST000006	Technology - Replacement Servers	1,889	150	165	149	139	150	192	224	284	208	228
T5460B	CST000007	Technology - Replacement Network	4,255	305	390	280	405	500	255	535	585	500	500
T5450A	CST000008	Technology Infrastructure - New	2,171	127	131	159	178	171	201	301	301	301	301
T5440A	CST000010	Microcomputer - Replacement	8,530	649	738	973	1,004	715	833	1,061	1,026	607	924
T5470B	CST000015	Long Term Care Systems Replacement	600		50	150		50	150		50	150	
T5410D	CST000021	GIS Growth Licensing	352	50	30	32	35	35	35	35	30	35	35
T5410E	CST000022	Security Infrastructure Growth Licensing	135	90	5	5	5	5	5	5	5	5	5
T5410F	CST000023	Customer Service Growth Licensing	500	50	50	50	50	50	50	50	50	50	50
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	653	45	50	55	60	65	70	78	75	75	80
T5430C	CST000031	Voice New	368	53	23	23	23	24	24	24	24	25	125
T5440B	CST000032	Printers Replacement	1,836	132	122	317	258	59	176	130	325	120	197
T5450B	CST000033	New Servers	1,484	141	115	115	135	148	148	148	178	178	178
T5460F	CST000037	Computer Room Envelope	350			25	75	50		100	100		
T5480A	CST000038	Water Lab Information System	650	25	25	25	200	100	100	25	25	25	100
T5480C	CST000040	W/WW Application Maintenance	1,010	150	90	90	90	90	100	100	100	100	100
T5440C	CST000041	Voice Replacement	1,445	150	50	126	164	240	340	75	100	100	100
T5420N	CST000043	Waste Managment Systems Upgrade	195		20	75				20	80		
T5410I	CST000045	Region Aerial Photography	495		90		95		100		105		105
T5440D	CST000047	PS Mobile Computer Replace	1,122		306		20	10	337	5	31	20	393
T5410J	CST000049	PS Growth Licensing	121	9	26	4	9	9	4	22	4	17	17



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
T5420Q	CST000054	Asset Reporting Sys Upgrade/Rplcmt Riva	150							150			
T5460G	CST000069	SCADA Infrastructure/Server Replacement	382	105	16	4	42	24	105	16	4	42	24
T5471E	CST000070	PS - Dispensing system replacement	250				250						
T5471F	CST000072	PS - ePCR System Replacement	480		240							240	
T5480K	CST000082	Maint. Work Management Replacement	1,150	250	100		200	200				200	200
T5471H	CST000092	PS - Wireless	568	15	22	192	18	13	15	26	237	16	14
T5480L	CST000093	PW CMMS Growth Licensing	520	60	60	60	60	60	60	40	40	40	40
T5471I	CST000100	PS - Information Sys. Repl.	135						75	30	30		
T5410Q	CST000103	DATS License Growth	45	14	3	3	3	3	3	4	4	4	4
T5460H	CST000107	Council AV Equip. Repl.	200								200		
T5471L	CST000108	PS - Dispatch Connectivity	240		120						120		
T5471M	CST000109	Enterprise WFM - Paramedics Replacement	200			100			100				
T5420A	CST000110	Siebel System Upgrade	500		100		100		100		100		100
T5420E	CST000111	SAP System Upgrade	960		200		200			280			280
T5420M	CST000112	GIS System Upgrade	270		20		50	50		50	50		50
T5420Y	CST000113	DATS Upgrade Replacement	550			150			200			200	
	CST000114	Microsoft/Office Upgrade	260	160					100				
T5420JB	CST000115	SharePoint Upgrade	300		75		75		75			75	
T5420J	CST000116	Sire Upgrade/Replacement	490	125	100		90	25			75	75	
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	993	130	88	60	125	125	75	125	80	100	85
T5420VA	CST000118	Halton.ca Upgrade/Replacement	450	50	100			50	100	50		50	50
T5420MC	CST000123	New Non-Enterprise Systems	1,013	55	58	120	125	125	75	125	80	125	125
T5420EC	CST000125	Enterprise WorkForce Mgmt - Corporate	300							300			



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
T5420FC	CST000126	Mobile Strategy Implement. - Mobile Apps	100				50						50
T5420MB	CST000127	Information Management - Open Data	150			50			50				50
T5422I	CST000130	Information Mgmt - Public Works	180	90	90								
T5420JA	CST000131	Integration Platform Upgrd/Rplce-Biztalk	300				200						100
T5420V	CST000132	Halton Central Replacement Phases 2 & 3	350		100				100	50			50
T5410R	CST000133	Non-Enterprise Systems Growth Licensing	120	12	12	12	12	12	12	12	12	12	12
	CST000134	IT Service Request & Asset Mgmt Replacement	350	200			50			50			50
	CST000135	IPFS Replacement	450	300			50			50			50
	CST000136	Debenture Management System Replacement	250	100			50			50			50
	CST000137	AMS Property Mgmt Replacement (Yardi)	300	300									
T5420MD	CST000138	Enterprise Sytem Enhancements	920	175	120	115	110	105	100	100	95		
T5420MF	CST000142	Service Access Strategy	1,050	250	350	250	200						
	CST000143	Internal Audit - Software	28	28									
	CST000144	Maintenance Module for Social Housing	89	89									
	CST000145	Heritage Built Museum	100		100								
	CST000146	Child Care Management System	80		80								
	CST000148	DATS Replacement - Phase 2	150	50	100								
	CST000149	Investment Management System	150	150									
	CST000150	Talent Management System	175	175									
	Other												
T5219A	CSB000009	Growth Studies	4,678	305	305	814	610	305	305	305	814	610	305
T5225B	CSB000014	Development Charge Appeal	100	100									
		Finance	49,452	5,494	5,115	4,663	5,696	3,649	5,002	4,683	5,502	4,638	5,010



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Health													
Other													
T6501A	HO000001	Air Quality Program	2,023		333	175	345	110	124	350	113	123	350
	HO000005	Public Health Vehicle	102	51						51			
Paramedic Services													
T6714A	HAM000005	PS Stations	1,170	1,170									
T6715A	HAM000007	PS Stations	1,264	1,264									
T6717A	HAM000012	PS Stations	1,921	1,921									
	HAM000014	PS Vehicles	18,084	1,762	1,513	1,451	1,827	1,459	2,124	2,029	2,397	1,957	1,565
T6719A	HAM000015	Defibrillators	4,570	1,615	161	41	84	43	44	2,398	45	92	47
	HAM000016	PS Master Plan	150						150				
	HAM000018	Power Stretchers	3,128	100	102			57	1,176	1,284	115	235	59
Health			32,412	7,883	2,109	1,667	2,256	1,669	3,618	6,112	2,670	2,407	2,021
Legislative & Planning Services													
Asset Management													
T5013A	CSA000001	HRC - Rehab & Replacement	19,306	10,930	1,105	1,144	523	1,090	1,028	845	897	803	941
T5014A	CSA000002	Facility Office Space Accommodation	6,750	600	600	900	900	600	600	600	650	650	650
T5016A	CSA000004	Region - Accessibility and Security	1,000	100	100	100	100	100	100	100	100	100	100
T5018A	CSA000007	Museum - Rehab & Replacement	515		67	60	56	55	59	55	52	56	55
T5021A	CSA000011	Landfill - Rehab & Replacement	1,036	70	152	75	64	116	99	206	127	65	62
T5024A	CSA000015	Region - Building Condition Assessments	2,550	100	150	150	700	150	150	150	150	700	150
T5025A	CSA000016	NOC - Rehab & Replacement	556	85	24	54	60	35	80	68	63	35	52
T5026A	CSA000020	Energy Program	1,000	100	100	100	100	100	100	100	100	100	100
T5029A	CSA000022	Building Automation System - Replacement	750	50	150	200	50	50	50	50	50	50	50



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
T5032A	CSA000027	WOC - Rehab & Replacement	1,032	60	100	60	66	200	59	50	43	83	311
T5017B	CSA000030	Regional Accommodation Plan - Child Care Centre	1,650	1,650									
T5046A	CSA000034	Relocation to HRC	1,200			1,200							
	CSA000037	Non-Emergency Vehicle Replacement	423	47	70		32		70	47	87		70
T5038A	CSA000039	Equipment - Building Sciences Investigation	70		35				35				
T5044A	CSA000040	First Line Properties	100	100									
T5040A	CSA000043	Woodlands Operation Centre Expansion	26,600			26,600							
T5041A	CSA000044	Site Services - Signage	200	50	50	50	50						
T5042A	CSA000045	Childcare Centres LTC	330	30	30	30	30	35	35	35	35	35	35
T5020B	CSA000074	EMS - Station #00	324		13	7	72	79	55		3	30	65
T5020C	CSA000075	EMS - Station #02	103		45	17		1		21	9	2	8
T5020D	CSA000076	EMS - Station #04	126		33		43	11	19	1	3	10	6
T5020E	CSA000077	EMS - Station #05	79		4	3		28	7	2	11	3	21
T5020F	CSA000078	EMS - Station #07	264	70			21	7	48	35	41	20	22
T5020G	CSA000079	EMS - Station #08	173	40		5	5	11	8	8	57	18	21
T5020H	CSA000080	EMS - Station #10	70		9	13	12		2	12	12	6	4
T5022B	CSA000081	LTC - Allendale	7,592	720	1,129	1,002	658	185	501	594	688	1,006	1,109
T5022C	CSA000082	LTC - Creek Way	1,645	230	278	264	260	134	202	60	188	5	24
T5022D	CSA000083	LTC - Post Inn	1,953	165	268	167	142	184	150	148	274	220	235
T5022E	CSA000093	LTC - IT Room - Allendale	20							20			
T5020I	CSA000101	EMS - Station #12	41			4			7	4	13	8	5
T5020J	CSA000102	EMS - Station #14	26		9	2			2		9		4
T5020K	CSA000103	EMS - Station #03	148			12	3	11	53	30	18	2	19



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
T5020L	CSA000104	EMS - Station #06	152		10			10	77	4	11	10	30
T5020M	CSA000105	EMS - Station #13	59		8	1		21	2	5	4		18
T5020N	CSA000106	EMS - Storage Room	31					22	9				
	CSA000107	Fleet Equipment - Replacement	218	30	38	38	12	12	12	12	12	26	26
		Planning											
T8019A	PPLN000002	Planning Litigation - OMB & Other Hearings	13,000	500	1,000	2,500	1,000	1,000	1,000	1,500	2,000	1,500	1,000
T8022A	PPLN000009	Forest Management Program	554		62	78	54	65	56	67	53	54	65
	PPLN000016	Regional Official Plan Update (2019)	1,350	1,350									
	PPLN000017	Regional Official Plan Imp (2019)	1,050		350	350	350						
	PPLN000022	Regional Official Plan Update (2024)	4,000					2,000	1,000	1,000			
	PPLN000024	Vehicle Replacements - Planning	60		30					30			
	PPLN000025	Regional Official Plan Imp (2024)	1,050							350	350	350	
T7103B	PPLN000028	CHS - Assisted Housing Development	96,500	9,000	9,000	9,000	9,400	9,450	9,450	11,200	10,000	10,000	10,000
	PPLN000030	Burloak Waterfront Park	550		550								
	PPLN000033	Regional Official Plan (2029)	1,750									750	1,000
	PPLN000034	Burlington Beach - Land	10,600	2,100	1,500	800	800	800	800	800	1,500	1,500	
	PPLN000035	Burlington Beach - Hydro Tower	12,204			12,204							
	PPLN000036	Burlington Beach - Recreational Works	10,914	2,381	469	1,913						6,151	
	PPLN000037	Burlington Beach - Environmental Restoration	6,960	2,023	753	1,085						3,099	
	PPLN000038	Halton Heritage Centre	8,000		8,000								
	PPLN000040	IAH-E - Assisted Housing Development	3,600	2,850	750								
	PPLN000041	IAH-SIF - Assited Housing Development	1,939	1,939									
	PPLN000042	20-Year Forest Management Plan	150						150				



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2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
		Legislative & Planning Services	252,323	37,370	27,041	60,188	15,563	16,562	16,075	18,209	17,610	27,447	16,258
		Social & Community Services											
		Childrens Services											
T7009A	SCS000002	Capital Improvement Support	500	50	50	50	50	50	50	50	50	50	50
		Services for Seniors											
T7200B	SNR000012	Allendale Equipment Replacement	2,280	228	228	228	228	228	228	228	228	228	228
T7200C	SNR000013	Post Inn Equipment Replacement	2,600	260	260	260	260	260	260	260	260	260	260
T7200D	SNR000014	Creek Way Village Equipment Replacement	1,620	162	162	162	162	162	162	162	162	162	162
		Social & Community Services	7,000	700	700	700	700	700	700	700	700	700	700
		Total Required Financing	341,187	51,447	34,965	67,218	24,215	22,580	25,395	29,704	26,482	35,192	23,989



HALTON REGION

Budget and Business Plan 2018

Halton Regional Police Service

CAPITAL BUDGET

HALTON REGIONAL POLICE SERVICE-CAPITAL

2018

BUDGET & BUSINESS PLAN

2018 HALTON REGIONAL POLICE SERVICE											
PROJECT LISTING 2018 (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
Halton Regional Police Services											
T6838C	PO000002	Business Applications	600		600			600			
T6865A	PO000013	Facilities - Building Projects/Upgrades	200		200			200			
T6836D	PO000043	Computer Replacement	250		250			250			
T6869A	PO000044	Search & Rescue Vessel (Marine I)	100		100			100			
T6844G	PO000046	Technology Replacements	560		560			560			
T6844E	PO000047	Network Server Replacements	250		250			250			
T6814E	PO000051	Mobile Workstation (MWS) Replacement	1,442		1,442			1,442			
	PO000056	Police Vehicles	2,196		2,196	80	154	1,962			
	PO000066	Video Conferencing	300		300			300			
	PO000073	Specialized Equipment	220		220			220			
	PO000078	Public Safety LTE Network Project	462		462	121	295	46			
	PO000079	Portal Re-design - Future Phases	150		150			150			
	PO000080	Training Mgmt Sys. Future Phases	100		100			100			
	PO000081	Backup Data Centre	150		150			150			
	PO000082	Property & Evidence Management Unit (PEMU) - Infrastructure	400		400	89	151	160			
Total			7,380		7,380	290	600	6,490			
Summary											
Halton Regional Police Services			7,380		7,380	290	600	6,490			
Grand Total			7,380		7,380	290	600	6,490			



CAPITAL BUDGET
HALTON REGIONAL POLICE SERVICE-CAPITAL

2018

BUDGET & BUSINESS PLAN

2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)														
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Halton Regional Police Services														
T6838C	PO000002	Business Applications	1,800	600	600	600								
T6850B	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	200
	PO000014	Tactical Response Vehicle	450		450									
T6866A	PO000034	1 District - Consolidated Facility	20,677		20,677									
T6848A	PO000042	Search & Rescue Vessel (Marine II)	60					60						
T6836D	PO000043	Computer Replacement	850	250	300	300								
T6869A	PO000044	Search & Rescue Vessel (Marine I)	200	100					100					
T6844G	PO000046	Technology Replacements	1,760	560	600	600								
T6844E	PO000047	Network Server Replacements	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	1,600
T6814E	PO000051	Mobile Workstation (MWS) Replacement	1,442	1,442										
T6849B	PO000052	Radio System - Infrastructure / Towers	2,000						1,000					1,000
T6834B	PO000054	Building Security Systems	1,000							500	500			
	PO000056	Police Vehicles	21,128	2,196	2,162	2,187	2,211	2,059	2,063	2,017	2,007	2,036	2,190	
	PO000066	Video Conferencing	300	300										
	PO000072	Body-Worn Cameras	500		500									
	PO000073	Specialized Equipment	220	220										
	PO000075	1 District - Upgrade 11 Division	200		200									
	PO000076	2 & 3 District - Future Use Study	100		100									
	PO000078	Public Safety LTE Network Project	4,036	462	1,240	778	778	778						
	PO000079	Portal Re-design - Future Phases	150	150										



2018-2027 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2018-2027 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	PO000080	Training Mgmt Sys. Future Phases	260	100	80	80							
	PO000081	Backup Data Centre	300	150	150								
	PO000082	Property & Evidence Management Unit (PEMU) - Infrastructure	400	400									
	PO000083	Explosives Disposal Unit (EDU) - Replacement Vehicle	350			350							
		Total Required Financing	72,333	7,380	27,009	6,045	4,789	4,697	4,963	4,317	4,307	3,836	4,990

HALTON REGION

Budget and Business Plan 2018

Water & Wastewater – Capital

CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
2018 Non-Development Programs									
Water	41,500	986	40,514	-	-	40,514	-	-	-
Wastewater	26,259	-	26,259	-	-	26,259	-	-	-
Sub-total	67,759	986	66,773	-	-	66,773	-	-	-
Development Programs									
Water	53,338	-	53,338	-	40,712	1,459	11,167	-	-
Wastewater	52,508	-	52,508	-	32,967	8,071	11,470	-	-
Sub-total	105,846	-	105,846	-	73,679	9,530	22,637	-	-
TOTAL 2018	173,605	986	172,619	-	73,679	76,303	22,637	-	-
2019 Non-Development Programs									
Water	56,353	986	55,367	-	-	55,367	-	-	-
Wastewater	48,806	-	48,806	-	-	48,806	-	-	-
Sub-total	105,159	986	104,173	-	-	104,173	-	-	-
Development Programs									
Water	26,973	-	26,973	-	19,270	1,140	6,563	-	-
Wastewater	130,097	-	130,097	-	95,011	1,922	33,164	-	-
Sub-total	157,070	-	157,070	-	114,281	3,062	39,727	-	-
TOTAL 2019	262,229	986	261,243	-	114,281	107,235	39,727	-	-
2020 Non-Development Programs									
Water	36,969	986	35,983	-	-	35,983	-	-	-
Wastewater	27,756	-	27,756	-	-	27,756	-	-	-
Sub-total	64,725	986	63,739	-	-	63,739	-	-	-
Development Programs									
Water	57,367	-	57,367	-	41,991	1,038	14,338	-	-
Wastewater	49,490	-	49,490	-	31,573	6,947	10,970	-	-
Sub-total	106,857	-	106,857	-	73,564	7,985	25,308	-	-
TOTAL 2020	171,582	986	170,596	-	73,564	71,724	25,308	-	-
2021 Non-Development Programs									
Water	59,006	986	58,020	-	-	58,020	-	-	-
Wastewater	28,183	-	28,183	-	-	28,183	-	-	-
Sub-total	87,189	986	86,203	-	-	86,203	-	-	-
Development Programs									
Water	4,158	-	4,158	-	3,096	-	1,062	-	-
Wastewater	19,275	-	19,275	-	9,358	6,644	3,273	-	-
Sub-total	23,433	-	23,433	-	12,454	6,644	4,335	-	-
TOTAL 2021	110,622	986	109,636	-	12,454	92,847	4,335	-	-



CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
2022 Non-Development Programs									
Water	60,031	986	59,045	-	-	59,045	-	-	-
Wastewater	70,575	-	70,575	-	-	70,575	-	-	-
Sub-total	130,606	986	129,620	-	-	129,620	-	-	-
Development Programs									
Water	14,913	-	14,913	-	11,204	-	3,709	-	-
Wastewater	10,199	-	10,199	-	2,760	6,546	893	-	-
Sub-total	25,112	-	25,112	-	13,964	6,546	4,602	-	-
TOTAL 2022	155,718	986	154,732	-	13,964	136,166	4,602	-	-
2023 Non-Development Programs									
Water	54,431	986	53,445	-	-	53,445	-	-	-
Wastewater	59,945	-	59,945	-	-	59,945	-	-	-
Sub-total	114,376	986	113,390	-	-	113,390	-	-	-
Development Programs									
Water	143,178	-	143,178	-	107,267	10	35,901	-	-
Wastewater	106,908	-	106,908	-	54,693	33,033	19,182	-	-
Sub-total	250,086	-	250,086	-	161,960	33,043	55,083	-	-
TOTAL 2023	364,462	986	363,476	-	161,960	146,433	55,083	-	-
2024 Non-Development Programs									
Water	59,954	986	58,968	-	-	58,968	-	-	-
Wastewater	62,905	-	62,905	-	-	62,905	-	-	-
Sub-total	122,859	986	121,873	-	-	121,873	-	-	-
Development Programs									
Water	61,630	-	61,630	-	49,448	1,545	10,637	-	-
Wastewater	15,046	-	15,046	-	11,135	-	3,911	-	-
Sub-total	76,676	-	76,676	-	60,583	1,545	14,548	-	-
TOTAL 2024	199,535	986	198,549	-	60,583	123,418	14,548	-	-
2025 Non-Development Programs									
Water	42,128	986	41,142	-	-	41,142	-	-	-
Wastewater	67,923	-	67,923	-	-	67,923	-	-	-
Sub-total	110,051	986	109,065	-	-	109,065	-	-	-
Development Programs									
Water	47,589	-	47,589	-	35,226	40	12,323	-	-
Wastewater	115,701	-	115,701	-	71,592	19,106	25,003	-	-
Sub-total	163,290	-	163,290	-	106,818	19,146	37,326	-	-
TOTAL 2025	273,341	986	272,355	-	106,818	128,211	37,326	-	-



CAPITAL BUDGET
WATER/WASTEWATER - CAPITAL

2018
BUDGET & BUSINESS PLAN

2018 - 2027 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
2026 Non-Development Programs									
Water	49,564	986	48,578	-	-	48,578	-	-	-
Wastewater	53,373	-	53,373	-	-	53,373	-	-	-
Sub-total	102,937	986	101,951	-	-	101,951	-	-	-
Development Programs									
Water	82,563	-	82,563	-	56,986	6,179	19,398	-	-
Wastewater	66,875	-	66,875	-	47,838	2,302	16,735	-	-
Sub-total	149,438	-	149,438	-	104,824	8,481	36,133	-	-
TOTAL 2026	252,375	986	251,389	-	104,824	110,432	36,133	-	-
2027 Non-Development Programs									
Water	34,052	986	33,066	-	-	33,066	-	-	-
Wastewater	104,704	-	104,704	-	-	104,704	-	-	-
Sub-total	138,756	986	137,770	-	-	137,770	-	-	-
Development Programs									
Water	9,842	-	9,842	-	7,382	-	2,460	-	-
Wastewater	3,671	-	3,671	-	2,716	-	955	-	-
Sub-total	13,513	-	13,513	-	10,098	-	3,415	-	-
TOTAL 2027	152,269	986	151,283	-	10,098	137,770	3,415	-	-
TOTAL Non-Development Programs									
Water	493,988	9,860	484,128	-	-	484,128	-	-	-
Wastewater	550,429	-	550,429	-	-	550,429	-	-	-
Sub-total	1,044,417	9,860	1,034,557	-	-	1,034,557	-	-	-
Development Programs									
Water	501,551	-	501,551	-	372,582	11,411	117,558	-	-
Wastewater	569,770	-	569,770	-	359,643	84,571	125,556	-	-
Sub-total	1,071,321	-	1,071,321	-	732,225	95,982	243,114	-	-
TOTAL 2018-2027	2,115,738	9,860	2,105,878	-	732,225	1,130,539	243,114	-	-

Note: Schedule may not add due to rounding.

HALTON REGION

Budget and Business Plan 2018

Water Non-Development

CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT										
2018 WATER SYSTEM										
PROJECT LISTING 2018 (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
Expansion Activities										
	7646	New Water Meter - 20mm (REG)	791	791						
	7647	New Water Meter - 25mm (REG)	50	50						
	7648	New Water Meter - 40mm (REG)	30	30						
	7652	New Water Meter - 50mm (REG)	35	35						
	7654	New Water Meter - 75mm (REG)	60	60						
	7655	New Water Meter => 100mm (REG)	20	20						
		Sub-total	986	986						
Maintenance Activities										
	7440	Burlington Water Purification Plant Administration Roof (BUR)	600				600			
	7607	Kelso WPP - Greensand Filter Media Replacement (MIL)	60				60			
		Sub-total	660				660			
Non-Infrastructure Solutions										
PR-1660B	5538	WPP Optimization Program (REG)	200				200			
PR-2795	5688	Water Plant Operations Energy Management Program (REG)	265				265			



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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-2541B	6970	Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM)	50				50				
	7203	SCADA Master Plan Review for Water Purification Plants and Distribution Systems - 2018 (REG)	100				100				
	7259	2018 Capital Needs Assessments for Booster Stations and Reservoirs located in Milton and Halton Hills (REG)	350				350				
PR-3079	7346	Asset Management Roadmap Implementation (REG)	100				100				
		Sub-total	1,065				1,065				
		Renewal/Rehabilitation Activities									
	7688	Bailie Booster Station and Yard Piping Renewal (BUR)	412				412				
	7660	Prospect Park Water Purification Plant Fairy Lake Dam Rehabilitation (HHACT)	361				361				
	7606	Kelso WPP-Replacement of entrance road from Tremaine to treatment plant (MIL)	120				120				
	7754	300 mm WM on Fourth Line 70m North of Speers Rd to Rail Road (OAK)	105				105				
PR-2173	5004	Well Based Water System Upgrades (REG)	309				309				
PR-1907	5244	Corrosion Protection Program (REG)	649				649				
	7610	CNA Program-Water Treatment (REG)	350				350				
	7662	Water Maintenance Capital (Treatment) (REG)	833				833				



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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	
	7664	Water Maintenance Capital (System Services) (REG)	500				500				
		Sub-total	3,639				3,639				
Replacement Activities											
PR-3154	3014	150mm WM on Arleigh Cres. from Cindy to Cape (BUR) (RR)	835				835				
PR-3151	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR) (RR)	287				287				
PR-3159	6298	200mm WM on Dynes Rd. from Prospect St. to Woodward Ave (BUR) (RR)	594				594				
PR-3155	6315	200mm WM on Cherryhill Cr. from Meadowhill Rd. to Meadowhill Rd. (BUR) (RR)	1,739				1,739				
PR-3159	6327	150mm WM on Valanna Crescent from Goodram Drive to End 150mm WM on Valanna Drive from Goodram Drive to Valanna Crescent (BUR) (RR)	918				918				
PR-3155	6329	200mm WM on Sinclair Cl. 150mm WM on Alconbury Cr. from Sinclair Cl. to Sinclair Cl. 150mm WM on Previn Cr. from Sinclair Cl. to End (BUR) (RR)	3,964				3,964				
PR-3155	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) (RR)	2,096				2,096				
PR-3159	7048	150mm WM on Tuck Drive from Spruce Avenue to Cosburn Crescent (BUR) (RR)	917				917				
	7096	200mm WM on Belvenia Rd from New Str to Longmoor Dr (BUR)	228				228				



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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-3196	7101	300mm WM on South Service Road from Century Dr to Syscon Rd (BUR) (RR)	1,100				1,100			
PR-3155	7106	150mm WM on Autumnhill Cres from Snowhill Ct to Driftwood Dr., 150mm WM on Driftwood Dr from Autumnhill Cres to Hemlock Ct (BUR) (RR)	737				737			
PR-3154	7109	200mm WM on Riverside Drive from Sheldon Park to Mullin Way (BUR) (RR)	894				894			
PR-3154	7110	200mm WM on Cindy Lane from Mullin Way to Cape Ave., 200mm WM on Cape Ave from Cindy Lane to Mullin Way, 200mm WM on Joel Ave from Ardleigh Cres to Cape Ave. (BUR) (WWM) (RR)	1,667				1,667			
	7119	200mm WM on Mount Forest Drive /Tavistock Drive from Tait Ave to Guelph Line (BUR) (RR)	199				199			
PR-3155	7134	150mm WM on Cherrywood Drive from Greenwood Dr. to Vanderburgh Dr. (BUR) (RR)	966				966			
PR-3160	7214	150mm,200mm WM on Maple Avenue from north of Hammond Street to Lakeshore Road (BUR) (WWM)(RR)	2,540				2,540			
PR-3162	7406	300mm WM on Harvester Road from Appleby Line to South Service Road westerly (BUR)	1,346				1,346			
PR-3160	7409	300mm WM on Ontario Street from Maple Avenue to Brock Avenue (BUR) (RR)	713				713			
	7742	300mm WM on James Street from Martha St to Elizabeth St (BUR) (RR)	107				107			
	7753	300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR) (RR)	224				224			
	6316	200mm WM on Prince Charles Dr. from Windsor Road to Delrex Blvd (HHGEO) (WWM)	344				344			



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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-3140	6324	150mm WM on Duncan Dr. from Moultre Cr. (north-end) to Weber Dr. (HHGEO) (RR)	743				743			
PR-2658	7611	Georgetown Princess Anne Well Replacement (HHGEO)	110				110			
PR-3152	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL)	1,062				1,062			
PR-3158	7480	400mm WM on Bronte Street from 500m north of Main Street to Steeles Avenue (MIL) (RR)	1,938				1,938			
PR-3122	5663	300mm WM on Iroquois Shore Rd from Trafalgar Rd. to Eighth Line and intersection realignment (OAK) (RR)	1,130				1,130			
PR-3106	6122	300mm WM on Birch Hill from Lakeshore Road to 330m south of Lakeshore Road 200mm WM on Birch Hill from 330m south Lakeshore Road to the cul-de-sac (OAK) (WWM)	685				685			
	6301	150mm WM on Selgrove Cr. from Woodhaven Park Dr. to Woodhaven Park Dr. (OAK) (WWM)	106				106			
PR-3122	6319	300mm WM on Leighland Ave. from Trafalgar Rd. to Sixth Line (OAK)	1,883				1,883			
	7105	300mm WM on Mississauga Street from Rebecca St to Lakeshore Road W (OAK)	2,196				2,196			
PR-3190	7400	SCADA controlled, Actuated Valve and Chamber on 600mm WM on Rebecca Street west of Bronte Road (OAK)	450				450			
	7627	500mm WM on Rebecca Street from Forsythe Street to west bridge abutment (OAK)	72				72			
	6889	Vehicle Replacements (Existing)- Water (REG)	540				540			
PR-3184E	7582	Large Meter Replacement Regular (REG)	560				560			



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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	
	7630	Shut-Off Valve Replacement Program (REG)	360				360				
	7656	Curb Box Replacement (REG)	100				100				
	7658	Small Water Meter Replacement (<=25mm) (REG)	535				535				
	7659	Intermediate Water Meter Replacement (40 & 50mm) (REG)	265				265				
		Sub-total	35,150				35,150				
		Total	41,500	986			40,514				
		Summary									
		Expansion Activities	986	986							
		Maintenance Activities	660				660				
		Non-Infrastructure Solutions	1,065				1,065				
		Renewal/Rehabilitation Activities	3,639				3,639				
		Replacement Activities	35,150				35,150				
		Grand Total	41,500	986			40,514				



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NON-DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Disposal Activities													
	7597	Decommissioning of 200mm WM on Carruthers Road from Promenace Trail to End (HHGEO)	250		50		200						
		Sub-total	250		50		200						
Expansion Activities													
PR-3132	7201	Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)	2,099		2,099								
PR-3147	7411	150mm WM on Adamson Street South from south of Green Street to No 10 Sideroad, 150mm WM on No 10 Sideroad from Adamson Street South to Tenth Line (HHGEO)	1,581			1,581							
PR-3138	7199	300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)	236		236								
	7007	Vehicle - New - Water (REG)	493			36	56	73			328		
	7646	New Water Meter - 20mm (REG)	7,910	791	791	791	791	791	791	791	791	791	791
	7647	New Water Meter - 25mm (REG)	500	50	50	50	50	50	50	50	50	50	50
	7648	New Water Meter - 40mm (REG)	300	30	30	30	30	30	30	30	30	30	30
	7652	New Water Meter - 50mm (REG)	350	35	35	35	35	35	35	35	35	35	35
	7654	New Water Meter - 75mm (REG)	600	60	60	60	60	60	60	60	60	60	60
	7655	New Water Meter => 100mm (REG)	200	20	20	20	20	20	20	20	20	20	20
		Sub-total	14,269	986	3,321	2,603	1,042	1,059	986	1,314	986	986	986
Maintenance Activities													



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NON-DEVELOPMENT				2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7440	Burlington Water Purification Plant Administration Roof (BUR)	600	600									
	7607	Kelso WPP - Greensand Filter Media Replacement (MIL)	720	60	180	480							
	7609	Kelso WPP - Settling Tank (MIL)	600		600								
		Sub-total	1,920	660	780	480							
Non-Infrastructure Solutions													
	7623	Capital Needs Assessment for Booster Stations and Reservoirs located in Oakville (OAK)	350										350
PR-1660B	5538	WPP Optimization Program (REG)	2,000	200	200	200	200	200	200	200	200	200	200
PR-2795	5688	Water Plant Operations Energy Management Program (REG)	265	265									
PR-2541B	6970	Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM)	50	50									
	7203	SCADA Master Plan Review for Water Purification Plants and Distribution Systems - 2018 (REG)	200	100					100				
	7259	2018 Capital Needs Assessments for Booster Stations and Reservoirs located in Milton and Halton Hills (REG)	350	350									
PR-3079	7346	Asset Management Roadmap Implementation (REG)	200	100	100								
PR-3179	7425	Capital Needs Assessment of Elevated Storage Facilities (REG)	250										250
	7463	Capital Needs Assessment for Booster Stations and Reservoirs located in Burlington (REG)	350									350	



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NON-DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	7464	2027 Capital Needs Assessments for Booster Stations and Reservoirs located in Milton and Halton Hills (REG)	350											350
	7635	Field and Bench Scale Testing to Support Water Model Refinement (REG)	25					25						
		Sub-total	4,390	1,065	300	200	200	225	300	200	200	550	1,150	
Renewal/Rehabilitation Activities														
	7299	Kingsway Booster Station and Yard Piping Renewal (BUR)	1,235		206		1,029							
	7301	Waterdown Booster Station and Yard Piping Renewal (BUR)	654			109		545						
	7414	Replacement of piping and addition of flow paced re-chlorination and meter at Headon Reservoir (BUR)	278			41		237						
	7614	Appleby Line Reservoir and Rechlorination Facility Renewal (BUR)	2,376			475		1,901						
	7615	Mount Forest Reservoir and Booster Station Renewal (BUR)	1,386			277		1,109						
	7688	Bailie Booster Station and Yard Piping Renewal (BUR)	2,470	412		2,058								
	7743	Installation of Waterproofing Membrane on Cell No.1 & No.2 at Bailie Reservoir (BUR)	639			639								
	7660	Prospect Park Water Purification Plant Fairy Lake Dam Rehabilitation (HHACT)	361	361										
	7619	Norval Tower Upgrades (HHGEO)	714		144		570							
	7051	Non-structural lining of 500mm CPP WM on James Snow Parkway from Holgate Cres. W. to east side of Boston Church Rd (MIL)	2,490		2,490									



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7123	Zone 5 Elevated Storage Tank Structural Upgrades (MIL)	617			617							
	7606	Kelso WPP-Replacement of entrance road from Tremaine to treatment plant (MIL)	2,460	120		240	420		1,680				
	7298	Eighth Line Zone 3 Booster Station and Yard Piping Renewal (OAK)	2,501		417		2,084						
	7412	Replacement of piping and addition of flow paced re-chlorination and meter at Moore Reservoir (OAK)	288		51		237						
	7626	Eight Line Zone 4 Booster Station, Reservoir & Rechlorination Facility Renewal (OAK)	3,236		647		2,589						
	7636	Davis Road Booster Station Renewal (OAK)	12,672		2,534		10,138						
	7754	300 mm WM on Fourth Line 70m North of Speers Rd to Rail Road (OAK)	105	105									
PR-2173	5004	Well Based Water System Upgrades (REG)	3,191	309	643	309	334	206	206	257	309	309	309
PR-1907	5244	Corrosion Protection Program (REG)	9,649	649	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
PR-3116	7286	Region wide Air Release Valve Chamber Venting retrofits Program for mains 400mm and larger (REG)	2,468		617	617	617	617					
	7610	CNA Program-Water Treatment (REG)	350	350									
	7662	Water Maintenance Capital (Treatment) (REG)	14,333	833	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	7664	Water Maintenance Capital (System Services) (REG)	5,000	500	500	500	500	500	500	500	500	500	500
Sub-total			69,473	3,639	10,749	8,382	21,018	7,615	4,886	3,257	3,309	3,309	3,309
Replacement Activities													



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3154	3014	150mm WM on Ardleigh Cres. from Cindy to Cape (BUR) (RR)	835	835									
	4525	300mm WM on Hampton Heath Rd from Norrie Cres (N) to Windermere Dr (BUR)	962		140		822						
	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)	974			142		832					
	4597	300mm WM on Brant St from 100m North of Churchill Av to Plains Rd E. (BUR) (RR)	587			85		502					
	4598	300mm WM on Brant St from Mount Forest Dr to 120m South of N.Service Rd (BUR) (RR)	573			83		490					
PR-2946B	5993	200mm WM on Flatt Rd. from Waterdown Rd. to 35 meter west of Flatt Rd. intersection (BUR) (RR)	719		719								
PR-3151	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR) (RR)	824	287	537								
PR-3151	6006	300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR) (RR)	1,277		1,277								
PR-3151	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)	1,037			1,037							
	6074	200mm WM on Linmouth Tr. from Falmouth Tr. to Faversham Ave. (BUR)	816		122		694						
PR-3151	6076	200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR) (RR)	668		668								
PR-3151	6085	200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR)	574		574								



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3151	6101	200mm WM on Thornwood Ave. from Rexway Dr. to Rockwood Dr. (BUR) (RR)	699			699							
	6135	200mm WM on Woodvale Place from Parkgate Crescent to End (BUR)	492		72		420						
	6260	300mm WM on Tyandaga Park Dr. from Kerns Rd. to Frontenac Pl. (BUR) (RR)	1,037			151		886					
	6262	300mm WM on Mainway from Guelph Line to Walkers Line (BUR) (RR)	3,688				538			3,150			
PR-3151	6264	150mm WM on Braemore Pl. from Braemore Rd. to End (BUR) (RR)	208			208							
	6265	150mm WM on Thomas Ct. from Bromley Road to End (BUR) (RR)	392				57			335			
	6278	200mm WM on Devlin Dr. from Cavendish Dr. to Sheffield Dr. (BUR) (RR)	693				101			592			
	6280	300mm WM on Cumberland Av. from New St. to Rexway Dr. (BUR) (RR)	1,080			157		923					
PR-2946B	6284	150mm WM on Ireson Rd. from Waterdown Rd. to End (BUR) (RR)	211		211								
	6285	150mm WM on Belfast Ave. from Wicklow Rd. to Tipperary Ave. (BUR) (RR)	421		61		360						
	6286	200mm WM on Fairway Ct. from Tyandaga Park Dr. to End. (BUR)	275			40		235					
	6287	250mm WM on Regency Ct. from Prospect St. to End (BUR) (RR)	324				51			273			
	6292	150mm WM on Blue Forest Hill from Bridle Wood to Pinedale Ave. (BUR) (RR)	374			55		319					



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3151	6293	150mm WM on Reeves Rd. from White Pines Dr. to Cheltenham Rd. (BUR)	494		72		422						
	6294	200mm WM on Woodview Rd. from Maclaren Dr. to Rexway Dr. (BUR) (RR)	501			501							
	6295	200mm WM on Francis Rd. from Glenview Ave. to Plains Rd. (BUR)	1,139		166		973						
PR-3159	6298	200mm WM on Dynes Rd. from Prospect St. to Woodward Ave (BUR) (RR)	594	594									
PR-3146	6303	200mm WM on Havendale Blvd. from Winchester Ct. to Brant St. (BUR)	871		128		743						
	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)	1,307		1,307								
PR-3151	6306	200mm WM on Rockwood Dr. from Jennifer Cr. to Walkers Line (BUR) (RR)	707			707							
PR-3151	6308	200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR) (WWM) (RR)	762		762								
PR-3146	6312	200mm WM on Bromley Rd. from Kenwood Ave. to White Pines Dr. (BUR) (RR)	896		896								
PR-3155	6315	200mm WM on Cherryhill Cr. from Meadowhill Rd. to Meadowhill Rd. (BUR) (RR)	1,739	1,739									
PR-3099	6326	150mm WM on Green Meadow Dr. from Heather Hills Dr. to Heather Hills Dr. (BUR) (RR)	629		629								
PR-3159	6327	150mm WM on Valanna Crescent from Goodram Drive to End 150mm WM on Valanna Drive from Goodram Drive to Valanna Crescent (BUR) (RR)	918	918									



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6328	150mm WM on Turner Dr. from Bennett Rd. to Longmoor Dr. (BUR)	993		145		848						
PR-3155	6329	200mm WM on Sinclair Cl. 150mm WM on Alconbury Cr. from Sinclair Cl. to Sinclair Cl. 150mm WM on Previn Crt. from Sinclair Cl. to End (BUR) (RR)	3,964	3,964									
PR-3100	6337	300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR) (WWM)	1,738		1,738								
PR-3099	6342	200mm WM on Beaufort Dr. from Somerset Dr. to 175m West of Somerset Dr. (BUR)	275			275							
PR-3155	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) (RR)	2,096	2,096									
PR-3100	6859	150mm WM on Janina Boulevard from Ester Drive to Humphreys Crescent (north-end) and Install Pressure Reducing & Check Valve (BUR) (WWM) (RR)	404		404								
PR-2946B	6946	300mm WM on Waterdown Road from Mountainbrow Rd to Waterdown BS (BUR) (RR)	2,114		2,114								
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)	1,699		1,699								
PR-3099	7034	200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)	648			648							
	7037	600mm WM on Queensway Drive from Brenda Crescent to Guelph Line Easement (BUR)	2,646			386		2,260					
PR-3100	7038	150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)	1,150		1,150								



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NON-DEVELOPMENT				2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3159	7048	150mm WM on Tuck Drive from Spruce Avenue to Cosburn Crescent (BUR) (RR)	917	917									
	7096	200mm WM on Belvenia Rd from New Str to Longmoor Dr (BUR)	1,566	228	1,338								
PR-3196	7101	300mm WM on South Service Road from Century Dr to Syscon Rd (BUR) (RR)	1,100	1,100									
	7104	300mm WM on Palmer Drive from Guelph Line to Centennial Dr (BUR) (RR)	1,717		251		1,466						
PR-3155	7106	150mm WM on Autumnhill Cres from Snowhill Ct to Driftwood Dr., 150mm WM on Driftwood Dr from Autumnhill Cres to Hemlock Ct (BUR) (RR)	737	737									
PR-3154	7109	200mm WM on Riverside Drive from Sheldon Park to Mullin Way (BUR) (RR)	894	894									
PR-3154	7110	200mm WM on Cindy Lane from Mullin Way to Cape Ave., 200mm WM on Cape Ave from Cindy Lane to Mullin Way, 200mm WM on Joel Ave from Ardleigh Cres to Cape Ave. (BUR) (WWM) (RR)	1,667	1,667									
PR-3146	7111	300mm WM on Coldstream Drive from Duncaster Dr to Melissa Cres (BUR) (RR)	962		962								
	7119	200mm WM on Mount Forest Drive /Tavistock Drive from Tait Ave to Guelph Line (BUR) (RR)	1,365	199	1,166								
	7120	300mm WM on Newlands Cres from Palmer Dr to Palmer Dr., 150mm WM on Epping Rd from Newlands Cres to Newlands Cres (BUR) (RR)	2,004			292		1,712					
	7126	450mm WM on North Service Road from Brant Street to West of Kerns Road (BUR)	1,565		228	1,337							



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NON-DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3155	7134	150mm WM on Cherrywood Drive from Greenwood Dr. to Vanderburgh Dr. (BUR) (RR)	966	966									
PR-3160	7214	150mm,200mm WM on Maple Avenue from north of Hammond Street to Lakeshore Road (BUR) (WWM)(RR)	2,540	2,540									
PR-3100	7325	150mm WM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WWM)	700		700								
	7331	Burlington WPP - Replacement of Ozone Generators (2) (BUR)	4,034			360		1,837				1,837	
PR-3163	7399	300mm WM on Truman Street from Churchill Avenue to north End and Abandon easement north of Churchill Avenue (BUR)	243		243								
	7405	Second Feed on Tyandaga Park from Kerns Road to Easement (BUR) (RR)	542			79		463					
PR-3162	7406	300mm WM on Harvester Road from Appleby Line to South Service Road westerly (BUR)	1,346	1,346									
PR-3151	7408	300mm WM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (RR) (WWM)	758		758								
PR-3160	7409	300mm WM on Ontario Street from Maple Avenue to Brock Avenue (BUR) (RR)	713	713									
	7410	300mm WM on Tyandaga Park from Frontenac Place to Brant Street (BUR) (RR)	1,589			224		1,365					
	7441	Burlington Water Purification Plant Exterior Metal Siding Cladding (BUR)	154		154								
PR-3171	7446	Burlington WPP High Lift and Low Lift Pump Station Upgrades (BUR)	8,233		8,233								
PR-3151	7458	150mm WM on Jennifer Crescent from Ronald Drive to Manfred Drive (BUR) (RR)	422			422							



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NON-DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3150	7462	300mm WM on Waterdown Road from Waterdown Booster Station to 50m south of Craven Avenue (BUR) (RR)	643		643								
	7558	Construction of 200,300 mm WM on John Street from Caroline Street to 30 m south of James Street (ID 6410, 6171) (BUR) (RR)	675				675						
	7562	Construction of 150mm WM on Wicklow Road from Limerick Road to 40m south of Belfast Street (ID 6274) (BUR) (RR)	703			703							
	7691	300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)	194										194
	7692	Waterdown Reservoir - Valve and piping replacements (BUR)	672					12	132			528	
	7700	Brant Street Pump Station Upgrades/Replacement (BUR)	2,640									2,640	
	7710	Vertical Water - Water Purification Plants - Burlington WPP (BUR)	102,332					13,622	9,395	30,592	13,713	25,342	9,668
	7732	300mm WM on Lakeshore Road from Elizabeth Street to Martha Street (BUR)	599						88		511		
	7735	300mm WM on Prospect Street and Guelph Line Intersection (BUR)	247		247								
	7742	300mm WM on James Street from Martha St to Elizabeth St (BUR) (RR)	732	107		625							
PR-3058B	7744	250mm WM on Havendale Blvd from Rosseau Place to End (BUR)	605				605						
	7753	300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR) (RR)	1,536	224	1,312								



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PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2808	6248	150mm WM on Peel St. from Wellington St. to Churchill Rd. (HHACT)	823				823						
	6261	300mm WM on Commerce Cr. from Wallace St. to End (HHACT)	1,420		208		1,212						
	7103	300mm WM on Third Line from McDonald Blvd to Acton Reservoir (HHACT) (RR)	5,768				841		4,927				
	7706	Vertical Water - Water Purification Plants - Fourth Line (HHACT)	2,611					761	469	411	332	254	384
	7707	Vertical Water - Water Purification Plants - Davidson (HHACT)	2,012					462	462	272	272	272	272
	7712	Vertical Water - Water Purification Plants - Prospect Park (HHACT)	211					44	44	33	31	30	29
	6001	150mm WM on Marilyn Cr. from Torino Gt. to Torino Gt (HHGEO) (WWM)	1,375		200		1,175						
	6070	200mm WM on Pennington Cr. from Mountainview Rd. to End (HHGEO)	1,115		163		952						
PR-3082	6080	200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)	1,243			1,243							
PR-3082	6086	200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)	761			761							
	6092	200mm WM on Delrex Blvd. from Mountainview Rd. to Chelvin Dr. (HHGEO)	3,807		555		3,252						
PR-3082	6099	150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)	315			315							
	6316	200mm WM on Prince Charles Dr. from Windsor Road to Delrex Blvd (HHGEO) (WWM)	2,361	344		2,017							



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NON-DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3140	6324	150mm WM on Duncan Dr. from Moultre Cr. (north-end) to Weber Dr. (HHGEO) (RR)	743	743									
	7055	150mm WM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO) (WWM)	365		53			312					
PR-3082	7211	150mm WM on Arletta Street from Ewing Street to north End (HHGEO) (WWM)	352			352							
PR-3178	7449	Upgrades to Cedarvale WellHouses 1A, 3A and 4/4A (HHGEO)	226		226								
PR-3082	7461	150mm WM on Uplands Court from Hyland Avenue to End (HHGEO)	170			170							
PR-2657B	7482	150mm WM on Easement from Highway 7 to South of 22 Side Road (HHGEO)	412			412							
PR-2658	7611	Georgetown Princess Anne Well Replacement (HHGEO)	110	110									
	7620	150mm WM on Ontario Street from Ewing Street to 100m North (HHGEO) (WWM)	272			60		212					
	7703	Vertical Water - Water Purification Plants - North WPP Georgetown (HHGEO)	1,628					312	312	339	281	221	163
	7704	Vertical Water - Water Purification Plants - Lindsay Court (HHGEO)	1,300					66	66	129	129	455	455
	7713	Vertical Water - Water Purification Plants - Princess Anne (HHGEO)	2,008					70	70	70	70	70	1,658
PR-2907	6199	300mm WM on McGeachie Drive from Harrop Drive to End (MIL) (RR) (WWM)	412			412							
PR-2907	6250	300mm WM on Harrop Dr. from Steeles Avenue to Highway 401 (MIL)	617			617							



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NON-DEVELOPMENT				2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
PR-3152	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL)	1,062	1,062										
PR-3158	7480	400mm WM on Bronte Street from 500m north of Main Street to Steeles Avenue (MIL) (RR)	1,938	1,938										
	7622	Service Connection Improvements at 1151 Louis St Laurent Avenue Kielburger Secondary School (MIL)	399				80		319					
	7705	Vertical Water - Water Purification Plants - Kelso (MIL)	7,932					345	345	1,295	1,295	2,281	2,371	
	7708	Vertical Water - Water Purification Plants - Campbellville (MIL)	1,057					230	230	198	165	133	101	
	7711	Vertical Water - Water Purification Plants - Walkers Line (MIL)	475					70	70	76	69	99	91	
	4567	300mm WM on Shepherd Rd from Kerr St to Speers Rd (OAK) (RR)	400				59		341					
	5556	150mm WM on West St from Riverview St. to Victoria St. , and 150mm WM on Victoria St. from West St. to Mississauga St. (OAK)	629		92		537							
PR-3122	5663	300mm WM on Iroquois Shore Rd from Trafalgar Rd. to Eighth Line and intersection realignment (OAK) (RR)	1,130	1,130										
PR-3106	6122	300mm WM on Birch Hill from Lakeshore Road to 330m south of Lakeshore Road 200mm WM on Birch Hill from 330m south Lakeshore Road to the cul-de-sac (OAK) (WWM)	685	685										
	6126	200mm WM on Donessle Drive from Esselmont Avenue to End 200mm WM on Esselmont Avenue from Donessle Drive to Chartwell Road (OAK)	504		74		430							
	6131	200mm WM on Stills Lane from Devon Road to End (OAK)	330		51		279							



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3005	6134	200mm WM on Wood Place from Tower Drive to End (OAK)	266		51		215						
	6232	300mm WM on Normandy Place from Kerr Street to End (OAK)	864		864								
	6269	150mm WM on Devon Rd. from Donnybrook Rd. to Brookmille Rd. (OAK)	634		92		542						
PR-2838	6276	150mm WM on Holton Heights Dr. from Hillview Cr. to Falgarwood Dr. (OAK)	1,478		215		1,263						
	6282	300mm WM on North Service Rd. from 350 m East of Iroquois Shore Rd. to 200 m West of Invicta Dr. (OAK) (RR)	906		906								
	6301	150mm WM on Selgrove Cr. from Woodhaven Park Dr. to Woodhaven Park Dr. (OAK) (WWM)	727	106		621							
PR-3122	6319	300mm WM on Leighland Ave. from Trafalgar Rd. to Sixth Line (OAK)	1,883	1,883									
PR-3005	6333	200mm WM on John St. from Brock St. to Forsythe St. (OAK) (WWM)	1,421		1,421								
	6336	150mm WM on Stanfield Dr. from Bridge Rd. to Rebecca St. (OAK)	925		135		790						
	6348	150mm WM on Orsett St. from Sixth Line to End (OAK)	771		112		659						
PR-2838	7024	300mm WM on Lakeshore Road West from Solingate Dr to 80 m East of East St (OAK) (RR)	625				92		533				
	7032	300mm WM on Invicta Drive from North Service Road East to 1140 North Service Rd (OAK) (RR)	365		365								
	7033	150mm WM on Ennisclaire Drive from Lakeshore Road E to Lakeshore Road E (OAK)	1,386		202		1,184						



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NON-DEVELOPMENT			2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3137	7041	150mm WM on Lees Lane from Summerlea St to Pine Grove Rd (OAK) (WWM)	1,905				278		1,627				
	7075	200m, 300mm WM from Oakville W.P.P., both branches from Plant to Wilson Street (OAK)	155				23	132					
	7099	300mm WM on Speers Road from Kerr St to 150m East (OAK)	317				317						
	7105	300mm WM on Mississauga Street from Rebecca St to Lakeshore Road W (OAK)	2,196	2,196									
	7107	150mm WM on Howard Ave from Carson Lane to Esplande Drive (OAK) (WWM)	468			68		400					
PR-3190	7137	300mm WM on Rimmington Drive from Munn's Ave to End (OAK)	623		122		501						
	7400	SCADA controlled, Actuated Valve and Chamber on 600mm WM on Rebecca Street west of Bronte Road (OAK)	450	450									
PR-3149	7407	300mm WM on Lakeshore Road from Navy Street to Allan Road (OAK) (RR) (WWM)	1,718		1,718								
	7456	Burloak WPP - Replace Zebra Mussel Chlorination and Sampling Lines (Intake) (OAK)	3,087		3,087								
	7624	150mm WM on St. Augustine Drive from Speers Road to Elmwood Road (OAK)	769		154		615						
	7625	150mm,200mm WM on McCraney Street from Richmond Road to 100m south of Montclair Drive (OAK)	5,183		1,037		4,146						
	7627	500mm WM on Rebecca Street from Forsythe Street to west bridge abutment (OAK)	324	72		252							
	7695	150mm WM on Secord Avenue from Sherin Drive to Sandhurst Drive (OAK)	566					566					



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NON-DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7698	150mm WM on Bomorda Drive from Leighland Ave. to Germorda Dr. (OAK)	424					424					
	7699	150mm WM on Churchill Ave from Leighland Ave to North Service (OAK)	405					405					
	7702	Vertical Water - Water Purification Plants - Oakville WPP (OAK)	2,663					935	550	443	344	245	146
	7709	Vertical Water - Water Purification Plants - Burloak WPP (OAK)	433					83	83	62	55	78	72
	7736	150mm WM on Saxon Rd. from Swan Dr. to Seabrook Dr. (OAK)	949				949						
	7737	150mm WM on Water Street from William Street to Robinson Street 150mm WM on Robinson Street from Water Street to Navy Street (OAK)	553		75		478						
	7748	200mm WM on Seabrook Dr. from Saxon Rd. to Swan Drive 200mm WM on Swan Drive from Seabrook Drive to Saxon Road, 200mm WM on Seaton from Bridge Rd to Seabrook Dr, 200mm WM on Saxon from Trafford Cres to Saxon Road (OAK)	1,622				1,622						
	6889	Vehicle Replacements (Existing)- Water (REG)	7,310	540	862	442	532	800	1,056	1,335	543	795	405
PR-3184E	7582	Large Meter Replacement Regular (REG)	5,861	560	762	563	564	565	567	568	569	571	572
	7630	Shut-Off Valve Replacement Program (REG)	1,440	360	360	360	360						
	7656	Curb Box Replacement (REG)	3,550	100	250	400	400	400	400	400	400	400	400
	7658	Small Water Meter Replacement (<=25mm) (REG)	23,232	535	1,169	1,853	2,157	2,360	4,272	5,705	2,268	1,833	1,080



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NON-DEVELOPMENT				2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7659	Intermediate Water Meter Replacement (40 & 50mm) (REG)	2,929	265	270	275	281	287	293	298	304	340	316
	7701	Vertical Water - Pump Stations (REG)	168					14	14	35	35	35	35
	7715	Watermain Renewals - 150 mm Cast Iron Cohort (REG)	50,013					9,219	8,836	8,477	8,139	7,821	7,521
	7726	Other Public Works Assets - Water (REG)	1,608					268	268	268	268	268	268
	7727	Vertical Water - Bulk Water Stations (REG)	595					159	159	67	75	74	61
	7728	Vertical Water Life Cycle Model - Wells (REG)	8,869					1,596	2,022	1,633	1,386	1,181	1,051
	7729	Vertical Water - Tower (REG)	15,631					4,308	4,308	1,945	1,870	1,717	1,483
	7730	Vertical Water - Reservoirs (REG)	105					27	27	21	15	10	5
		Sub-total	403,686	35,150	41,153	25,304	36,546	51,132	48,259	55,183	37,633	44,719	28,607
		Total Required Financing	493,988	41,500	56,353	36,969	59,006	60,031	54,431	59,954	42,128	49,564	34,052



HALTON REGION

Budget and Business Plan 2018

Water Development

CAPITAL BUDGET

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DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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	
<u>Expansion Activities</u>											
	6709	300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)	492			374		118			
	6608	750mm WM on Trafalgar from 15th Siderd to 22nd Siderd Lake Based Reservoir (Zone G6L) (HHGEO)	2,533			1,874		659			
	6611	600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)	612			453		159			
	6612	600mm WM on No 10 Siderd from 9th Line to 10th Line (Zone G6L) (HHGEO)	691			511		180			
	6654	750mm WM on on Trafalgar Rd from 10th Siderd to approximately 1,700 m north of 10th Siderd (Zone G6L) (HHGEO)	840			622		218			
	6655	750mm WM on Trafalgar from 1,700 m north of 10th Siderd to 15th Siderd (Zone G6L) (HHGEO)	753			557		196			
	6735	300 mm replacement on Guelph St between Mountainview Rd North and Sinclair Ave (HHGEO)	391			297		94			
	7499	2 system PRV's on Mountain View and Eighth Line at the creek (Georgetown Lakebased Transfer Implementation) (Construction) (HHGEO)	69			52		17			
	6318	300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)	279			52	209	18			
PR-3153	6721	300mm WM on Ontario Street South from Main Street East to Parkway Drive East (MIL)	1,666			1,266		400			
PR-3153	6722	300mm WM on Woodward Avenue between Martin Street and Ontario Street North (MIL)	1,366			1,038		328			



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DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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	
	7500	Milton West Looping - 400mm WM on Derry Rd from Santa Maria Blvd. to Bronte St South, and a 400 mm WM on Main St West from Scott Blvd. to Tremaine Road. (MIL)	579			418	29	132			
	7504	1200mm WM on Britannia Rd from 4th Line to RR 25 (Zone M4) - Construction (MIL)	25,000			20,580		4,420			
	7513	4th Line Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (MIL)	377			269	19	89			
PR-3067	3713	400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Design) (OAK)	468			346		122			
	4983	400mm WM on new North Oakville road from Burnhamthorpe Rd to Dundas St (Zone O4) (Design) (OAK)	635			470		165			
PR-3120	6684	Construction of Oakville WPP Re-rating from 109 to 130 ML/d (OAK)	10,000			6,750	1,000	2,250			
	6726	300mm WM on Sovereign St between Bronte Rd and East St (OAK)	419			318		101			
PR-2388B	7284	400mm WM and valve chamber to be constructed on Neyagawa Blvd. (RR 4) (OAK)	223			165		58			
PR-2263B	7357	400mm WM on Sixth Line from the proposed William Halton Parkway (RR 40) to southward approximately 300m (OAK)	270			200		70			
	7497	400mm WM on Sixth Line from approximately 300m southward of William Halton Parkway (RR 40) to Burnhamthorpe Rd (OAK)	642			475		167			
	7503	300 mm WM on Sixth Line from Hays Blvd to River Glen Blvd. Project required to support Zone 3/4/5 Boundary Re-alignment (OAK)	30			21	2	7			
	7509	Neyagawa Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (100 MLD) (OAK)	1,493			1,064	75	354			



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DEVELOPMENT										
2018 WATER SYSTEM PROJECT LISTING 2018 (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
	7514	8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK)	900			641	45	214		
	7515	System PRV implementation to support Zone 3/4/5 Boundary Re-alignment (REG)	1,600			1,140	80	380		
		Sub-total	52,328			39,953	1,459	10,916		
		Non-Infrastructure Solutions								
	7502	Halton Water Master Plan (REG)	350			263		87		
PR-2676C	7510	Water Distribution System Analysis (REG)	110			83		27		
PR-2677C	7511	Water Supply Capacity Annual Monitoring Report (REG)	50			38		12		
	7512	System Wide Transient Analysis Modelling Study (REG)	500			375		125		
		Sub-total	1,010			759		251		



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DEVELOPMENT		2018 WATER SYSTEM PROJECT LISTING 2018 (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
		Total	53,338			40,712	1,459	11,167		
		<u>Summary</u>								
		Expansion Activities	52,328			39,953	1,459	10,916		
		Non-Infrastructure Solutions	1,010			759		251		
		Grand Total	53,338			40,712	1,459	11,167		



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DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Disposal Activities													
	7496	Decommissioning of Burnhamthorpe Water Tower. (OAK)	1,000							200		800	
		Sub-total	1,000							200		800	
Expansion Activities													
PR-2695	5850	1050mm WM on Upper Middle Road from Burloak Drive to Appleby Line (Zone B2) (Construction) (BUR)	10,283								10,283		
	5881	400 mm WM from Waterdown pumping station along North Service Rd to King Rd (Zone B2) (BUR)	7,055							1,411		5,644	
PR-2727B	6367	Burloak Pumping Station Phase 1, 60 ML/d (Zone B2) - Construction (BUR)	13,693								13,693		
	6602	7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR)	8,305								1,661		6,644
	6704	200mm WM on Brock Ave from Elgin Street to Lakeshore Rd (BUR)	454			91		363					
	6705	200mm WM on Regina Drive from Maple Avenue to Ecole Renaissance Schoolyard (BUR)	377			75		302					
	6708	300mm WM on Elizabeth Street from James Street to approximately 95 m north (BUR)	192							38		154	
	6709	300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)	2,460	492	1,968								
	6711	300mm WM on Birchwood Avenue from Plains Rd East southwards towards Fairwood Place East (BUR)	22										22
	6712	300mm WM on Gallagher Rd from Plains Rd East to 160 m Northerly (BUR)	51										51



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DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6713	300mm WM on Downsview Rd from Plains Rd East to Dowland Crescent (BUR)	48										48	
	6714	300mm WM on Brant from Fairview St to 180 m northerly (BUR)	405			81		324						
	6715	300mm WM on Woodview Rd from Fairview St to 100 m Northerly (BUR)	231			46		185						
	6716	200mm WM on from end of Commerce Crt north to Fairview St (BUR)	370			74		296						
	6717	300mm WM on Fairview St from Appleby Line to Taylor Crescent (BUR)	1,000			200		800						
	6863	Waterdown Road Pumping Station Expansion (Zones B2, B3A & B5A) (BUR)	5,629							1,126		4,503		
	7014	400 mm WM from Waterdown Reservoir Pumping Station to new North Aldershot Reservoir (Zone B3A) (BUR)	2,437									487		1,950
	7570	4.5 ML North Aldershot in ground Reservoir (Zone B3B) (BUR)	5,623							200	1,085		4,338	
	6597	300mm WM on RR 25 from No. 32 Siderd to 640 m north of Wallace St. (Zone A9G) (HHACTION) from (HHACTION)	1,430							286		1,144		
	6600	300 mm WM on No. 32 Siderd from RR 25 to 3rd Line Reservoir (Zone A9G) (HHACTION) (HHACTION)	1,333							267		1,066		
	6603	400mm WM on 8th Line from 10th Siderd to existing 400mm (Zone G6L) (HHGEO)	2,324		361	1,963								
	6608	750mm WM on Trafalgar from 15th Siderd to 22nd Siderd Lake Based Reservoir (Zone G6L) (HHGEO)	16,339	2,533		13,806								
	6609	400mm WM on 17th Siderd from Trafalgar Rd to Main St (Zone G6L) (HHGEO)	2,504		388	2,116								



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DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6611	600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)	3,951	612	3,339								
	6612	600mm WM on No 10 Siderd from 9th Line to 10th Line (Zone G6L) (HHGEO)	4,459	691	3,768								
	6613	600mm WM on No 10 Siderd from 10th Line to Adamson St S (Zone G6L) (HHGEO)	321										321
	6614	600 mm WM on Adamson St from 10th Siderd to Guelph St (Zone G6L) (HHGEO) (HHGEO)	532										532
	6615	600mm WM on Guelph St from Adamson St to Bovaird Dr (Region of Peel) (Zone G6L) (HHGEO)	394										394
	6654	750mm WM on on Trafalgar Rd from 10th Siderd to approximately 1,700 m north of 10th Siderd (Zone G6L) (HHGEO)	5,423	840		4,583							
	6655	750mm WM on Trafalgar from 1,700 m north of 10th Siderd to 15th Siderd (Zone G6L) (HHGEO)	4,861	753		4,108							
	6694	10 ML Zone G6L Storage at 22nd Siderd (HHGEO)	11,660							2,332		9,328	
	6697	15 ML storage expansion at Zone M4 Reservoir (TWL=250m) (HHGEO)	16,609								3,322		13,287
	6735	300 mm replacement on Guelph St between Mountainview Rd North and Sinclair Ave (HHGEO)	1,955	391		1,564							
	7499	2 system PRV's on Mountain View and Eighth Line at the creek (Georgetown Lakebased Transfer Implementation) (Construction) (HHGEO)	345	69		276							
	7506	750mm WM on Trafalgar Rd from Zone 4 Reservoir to No 10 Siderd (Zone G6L) - Construction (HHGEO)	5,639			5,639							



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DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7507	600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) - Construction (HHGEO)	3,675		3,675								
	7508	20 ML/d Zone G6L Pumping Station at Zone 4 Reservoir - Construction (HHGEO)	4,880		4,880								
	6641	400 mm WM on Hornby Rd from Steeles Ave to Trafalgar Rd (Zone 250) (HHS)	2,368							474		1,894	
	6642	400 mm WM in the 401 growth corridor north of Steeles from Hornby Rd to Trafalgar Rd (Zone 250) (HHS)	1,810							362		1,448	
	6643	400 mm WM in the 401 growth corridor north of Steeles from Trafalgar Rd to approximately 400m east of 8th Line (Zone 250) (HHS)	2,640							528		2,112	
	6644	400mm WM in the 401 growth corridor north of Steeles from to approximately 300 m north (Zone 250) (HHS)	1,141							228		913	
	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 250) (HHS)	386										386
	6646	400mm WM in the 401 growth corridor from Steeles Ave to approximately 330 m north (Zone 250) (HHS)	222										222
	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 250) (HHS)	427										427
	6648	400mm WM in the 401 growth corridor from Steeles Ave to 340 m north (Zone 250) (HHS)	302										302
	6318	300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)	1,799	279	1,520								
	6616	400mm WM on Thompson Rd South from Britannia Rd to approx. 1,211 south (Zone M4) (MIL)	1,746								349		1,397



DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6617	400mm WM on new roadway south of Britannia Rd from Thompson Rd South to 4th Line (Zone M4) (MIL)	2,278								456		1,822	
	6618	400mm WM on new roadway south of Britannia Rd from 4th Line to 5th Line (Zone M4) (MIL)	2,314							463		1,851		
	6619	400mm WM on new roadway south of Britannia Rd from 5th Line to 6th Line (Zone M4) (MIL)	1,559							312		1,247		
	6620	400mm WM on 6th Line from Britannia Rd to 600 m south (Zone M4) (MIL)	1,078							216		862		
	6621	400mm WM on 6th Line from Britannia Rd to future Louis St. Laurent Blvd. (Zone M4) (MIL)	2,763							553		2,210		
	6622	400mm WM on 6th Line from Derry Rd to future Louis St. Laurent Blvd. (Zone M4) (MIL)	3,328							666		2,662		
	6623	400mm WM on 5th Line from Britannia Rd to future Louis St. Lauren Blvd. (Zone M4) (MIL)	2,034							407		1,627		
	6624	400mm WM on 4th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	724								145		579	
	6625	400mm WM on Lower Base Line (East) from 4th Line to 5th Line (Zone M4) (MIL)	2,714								543		2,171	
	6626	400mm WM on 5th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	736								147		589	
	6627	400mm WM on 4th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	2,322								464		1,858	
	6628	400mm WM on 5th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	3,081								616		2,465	
	6629	600mm WM on Louis St. Laurent Ave from 5th Line to 6th Line (Zone M4) (MIL)	2,651								530		2,121	



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6630	600mm WM on Louis St. Laurent Ave from 6th Line to Trafalgar Rd (Zone M4) (MIL)	4,358								872		3,486
	6631	400mm WM on Louis St. Laurent Ave from Trafalgar Rd to 8th Line (Zone M4) (MIL)	2,725								545		2,180
	6632	400mm WM on Britannia Rd from Trafalgar Rd to 600 m east (Zone M4) (MIL)	1,071								214		857
	6633	400mm WM on Britannia Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,167								233		934
	6634	400mm WM on new Milton Rd from Trafalgar Rd to approximately 700 m east (Zone M4) (MIL)	1,571								314		1,257
	6635	400mm WM on 8th Line from Derry Rd. to future Louis St. Laurent Blvd (Zone M4) (MIL)	2,947								589		2,358
	6636	400mm WM on 8th Line from Britannia Rd to future Louis St. Laurent Blvd (Zone M4) (MIL)	2,338								468		1,870
	6637	400mm WM on new roadway from Britannia Rd to approx. 1,200 m south (Zone M4) (MIL)	1,679								336		1,343
	6638	400mm WM on Derry Rd from Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,528								306		1,222
	6649	400mm WM on Esquesing Line from James Snow Parkway to approximately 800 m north (Zone 267) (MIL)	1,270								254		1,016
	6650	400mm WM on new roadway from Esquesing Line to approximately 360 m west of Boston Church Rd (Zone 267) (MIL)	3,443								689		2,754
	6652	400mm WM on new roadway from 400 m west of Third Line to No 5 Siderd (Zone 267) (MIL)	1,177								235		942



CAPITAL BUDGET

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WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT														
2018-2027 WATER FORECAST														
PROJECT FORECAST LISTING 2018 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6653	400mm WM on No 5 Siderd from approximately 400 m west of 3rd Line to 3rd Line (Zone 267) (MIL)	465								93		372	
	6657	400mm WM on Tremaine Rd from Britannia Rd to 2,200 m south of Britannia Rd (Zone 223.5) (MIL)	3,632								726		2,906	
	6659	400mm WM on new road alignment from Tremaine Rd to approximately 360 m west (Zone 223.5) (MIL)	467									93		374
PR-3153	6721	300mm WM on Ontario Street South from Main Street East to Parkway Drive East (MIL)	1,666	1,666										
PR-3153	6722	300mm WM on Woodward Avenue between Martin Street and Ontario Street North (MIL)	1,366	1,366										
	6723	400mm WM on Bronte St between Main Street West and Barton Street (MIL)	1,212									242		970
	6724	300mm WM on Main Street East between James Street and Martin Street (MIL)	115										115	
	6725	300mm WM on Laurier Avenue between Bronte Street and Commercial Street (MIL)	2,436									487		1,949
	7498	Lake Based Servicing transfer of Derry Rd/R.R. 25 area (MIL)	280			56		224						
	7500	Milton West Looping - 400mm WM on Derry Rd from Santa Maria Blvd. to Bronte St South, and a 400 mm WM on Main St West from Scott Blvd. to Tremaine Road. (MIL)	3,737	579		3,158								
	7504	1200mm WM on Britannia Rd from 4th Line to RR 25 (Zone M4) - Construction (MIL)	25,000	25,000										
	7513	4th Line Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (MIL)	1,884	377		1,507								
PR-3067	3713	400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Design) (OAK)	468	468										



CAPITAL BUDGET

2018

WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2018-2027 WATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	4983	400mm WM on new North Oakville road from Burnhamthorpe Rd to Dundas St (Zone O4) (Design) (OAK)	635	635									
PR-2894	5627	600mm WM through North Oakville Lands from Tremaine Rd to Bronte Rd (Zone O3) (OAK)	7,739							1,548		6,191	
PR-2894	5853	600mm WM on Tremaine Rd from Dundas St to approximately 950 m north (North Oakville Lands) (Zone O3) (OAK)	1,422					284			1,138		
PR2581B	5951	Design of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	11,975					11,975					
PR-2695B	6368	1050 mm WM on Burloak Dr from the QEW to Upper Middle Rd (Zone B2) - Construction (OAK)	9,766								9,766		
PR-2581C	6372	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	130,601							130,601			
PR-3067	6443	400mm WM on Burnhamthorpe Rd from Trafalgar Rd to new North Oakville road (Zone O4) (Construction) (OAK)	2,547			2,547							
PR-3067	6444	400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (Construction) (OAK)	3,461			3,461							
	6662	600mm WM on Wycroft Rd from Burloak Dr to the 900mm WM on the SE corner of the 3rd Line and QEW (OAK)	16,341								3,268		13,073
PR-3120	6684	Construction of Oakville WPP Re-rating from 109 to 130 ML/d (OAK)	10,000	10,000									
	6701	Kitchen Zone O3 Pumping Station expansion by 80 ML/d (OAK)	2,566										2,566
	6702	40 ML/d Expansion at the Neyagawa Pumping Station (OAK)	7,200								1,440		5,760



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WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2018-2027 WATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6726	300mm WM on Sovereign St between Bronte Rd and East St (OAK)	2,097	419		1,678							
	6728	300mm WM on Cowan Ave between Kerr St and Inglewood Drive (OAK)	653								131		522
	6729	300mm WM on Deane Ave between Kerr St and Felan Ave (OAK)	1,049								210		839
	6731	300mm WM on Forsythe St between Rebecca St and Burnet St (OAK)	617								123		494
PR-2388B	7284	400mm WM and valve chamber to be constructed on Neyagawa Blvd. (RR 4) (OAK)	223	223									
PR-2263B	7357	400mm WM on Sixth Line from the proposed William Halton Parkway (RR 40) to southward approximately 300m (OAK)	270	270									
	7497	400mm WM on Sixth Line from approximately 300m southward of William Halton Parkway (RR 40) to Burnhamthorpe Rd (OAK)	642	642									
	7501	400mm WM on new North Oakville Rd west of Neyagawa Blvd. (OAK)	3,000		600		2,400						
	7503	300 mm WM on Sixth Line from Hays Blvd to River Glen Blvd. Project required to support Zone 3/4/5 Boundary Re-alignment (OAK)	150	30		120							
	7505	1050mm WM on Burloak Dr from Burloak Pumping Station to the QEW - Construction (OAK)	6,690								6,690		
	7509	Neyagawa Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (100 MLD) (OAK)	7,466	1,493		5,973							
	7514	8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK)	4,500	900		3,600							



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BUDGET & BUSINESS PLAN

DEVELOPMENT													
2018-2027 WATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2502C	6685	Bulk Water Stations on Existing Sites (REG)	1,997		399		1,598						
	7515	System PRV implementation to support Zone 3/4/5 Boundary Re-alignment (REG)	8,000	1,600		6,400							
		Sub-total	497,301	52,328	26,813	57,207	3,998	14,753	142,018	61,470	46,629	82,403	9,682
Non-Infrastructure Solutions													
	7502	Halton Water Master Plan (REG)	1,150	350					800				
PR-2676C	7510	Water Distribution System Analysis (REG)	1,100	110	110	110	110	110	110	110	110	110	110
PR-2677C	7511	Water Supply Capacity Annual Monitoring Report (REG)	500	50	50	50	50	50	50	50	50	50	50
	7512	System Wide Transient Analysis Modelling Study (REG)	500	500									
		Sub-total	3,250	1,010	160	160	160	160	960	160	160	160	160
		Total Required Financing	501,551	53,338	26,973	57,367	4,158	14,913	143,178	61,630	47,589	82,563	9,842



HALTON REGION

Budget and Business Plan 2018

Wastewater Non-Development

CAPITAL BUDGET

2018

WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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
Expansion Activities										
PR-3195	7594	Hauled Waste Receiving Facility at Biosolids Management Site (OAK)	700				700			
		Sub-total	700				700			
Maintenance Activities										
	7599	Burlington WWTP-building air unit- Grit Building (BUR)	150				150			
		Sub-total	150				150			
Non-Infrastructure Solutions										
	7385	Wastewater Servicing Rationalization Review for Georgetown Wastewater Treatment Plant (HHGEO)	125				125			
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)	515				515			
PR-2541B	6969	Study and implementation of improvements for the Regions SCADA System Std's (REG)	50				50			
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	100				100			
PR-3079	7347	Asset Management Roadmap Implementation (REG)	100				100			



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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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	
		Sub-total	990				990				
Renewal/Rehabilitation Activities											
PR-3061	7213	Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)	290				290				
PR-3155	7386	200mm WWM on Chamberlain Road from Longmoor Drive to Turner Drive (BUR) (RR)	872				872				
PR-3154	7390	200mm WWM on Joel Avenue from Cape Avenue to Ardleigh Crescent (BUR) (WM)(RR)	456				456				
PR-3156	7394	Upgrades at Bridgview Wastewater Pumping Station from 11.5 L/s to 13 L/s and Force Main extension and upsizing (BUR)	125				125				
PR-3143	7395	Upgrade Bayshore Wastewater Pumping Station (WWPS) from 9.5 L/s to 14 L/s (BUR)	51				51				
	7612	Bromley (No.6) Wastewater Pumping Station Renewal (BUR)	500				500				
	7613	Paletta Gardens (No. 10) Wastewater Pumping Station Renewal (BUR)	600				600				
	6960	Georgetown WWTP - Electrical Upgrades (HHGEO)	515				515				
	6945	Retrofit the heating system at the Mid-Halton WWTP Biosolids handling facility (OAK)	288				288				
PR-2886	7604	Boiler unit 1 & Hot water Pumps (OAK)	1,920				1,920				
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	100				100				



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT										
2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	400				400			
PR-1589D	5539	Halton WWTP Optimization Program (REG)	250				250			
PR-2830	5748	Regional Inflow / Infiltration Remediation Program (REG)	2,550				2,550			
	7605	2018 CNA Program-Wastewater Treatment (REG)	550				550			
	7663	Wastewater Maintenance Capital (Treatment) (REG)	1,328				1,328			
	7665	Wastewater Maintenance Capital (System Services) (REG)	500				500			
	7734	Capital upgrades to address basement flooding (REG)	5,951				5,951			
	7747	WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)	82				82			
		Sub-total	17,328				17,328			
		Replacement Activities								
	7601	Burlington Skyway WWTP - Transformer Replacement (BUR)	120				120			
	7616	Agnest Street Wastewater Pumping Station Feasibility Study and Upgrades (HHACT)	50				50			
PR-3053B	7071	200mm WWM on Mill Street from 60m east of Guelph Street to 120m east of Guelph Street (HHGEO)	164				164			
PR-3082	7345	Transferring of Laterals from Easement to Main Street South and Park Avenue (HHGEO)	1,382				1,382			



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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
	7621	200mm,300mm WWM on Prince Charles Drive from Rexway Drive to Delrex Boulevard (HHGEO) (WM)	348				348			
PR-3152	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	410				410			
PR-3152	7402	250mm WWM on Ontario Street South from Main Street East to Donald Campbell Avenue (MIL) (RR) (WM)	1,591				1,591			
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)	350				350			
PR-2979	7067	200mm,300mm WWM on Reynolds Street from King Street to Randall Street (OAK) (RR)	320				320			
PR-2940B	7095	Decommission and Relocation of Sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area Phase 2 (OAK)	1,500				1,500			
	7280	250mm WWM on Selgrove Crescent from Woodhaven Park Drive to Woodhaven Park Drive (OAK) (WM)	125				125			
	7628	Abandoning and Relocating 250mm WWM on Easement from Falgarwood Drive to Invicta Drive (OAK)	228				228			
PR-30001	6886	Vehicle Replacements - (Existing) Wastewater (REG)	428				428			
	7316	Regional Environmental Laboratory - Kjeltec Auto Distillation Analyzer - WW (REG)	60				60			
	7661	Regional Environmental Laboratory - LAB Digestion Block for Nitrogens (DA) (REG)	15				15			



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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
		Sub-total	7,091				7,091			
		Total	26,259				26,259			
		Summary								
		Expansion Activities	700				700			
		Maintenance Activities	150				150			
		Non-Infrastructure Solutions	990				990			
		Renewal/Rehabilitation Activities	17,328				17,328			
		Replacement Activities	7,091				7,091			
		Grand Total	26,259				26,259			



CAPITAL BUDGET

WASTEWATER-CAPITAL

2018

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Disposal Activities													
	7560	Milton WWTP Decommissioning (MIL)	4,862			486	4,376						
		Sub-total	4,862			486	4,376						
Expansion Activities													
PR-3129	7450	Installation of two (2) 600mm Forcemains across Sixteen Mile Creek for the Milton WWTP, Fulton SPS (MIL)	1,029		1,029								
	7561	New Diversion Forcemain (MIL)	5,140			514	4,626						
PR-3195	7594	Hauled Waste Receiving Facility at Biosolids Management Site (OAK)	700	700									
	7008	Vehicle - New - Wastewater (REG)	562		36	140	38	8	38	95	67	140	
		Sub-total	7,431	700	1,065	654	4,664	8	38	95	67	140	
Maintenance Activities													
	7599	Burlington WWTP-building air unit- Grit Building (BUR)	150	150									
		Sub-total	150	150									
Non-Infrastructure Solutions													
	7434	Capital Needs Assessment of Wastewater Pumping Stations within the Skyway Drainage Area (West) (BUR)	300				300						
	7474	Capital Needs Assessment of Wastewater Pumping Stations within the Skyway Drainage Area (East) (BUR)	300						300				
	7385	Wastewater Servicing Rationalization Review for Georgetown Wastewater Treatment Plant (HHGEO)	125	125									
	7437	Capital Needs Assessments for Wastewater Pumping Stations in Acton and Georgetown Drainage Areas (HHS)	300										300



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WASTEWATER-CAPITAL

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NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7436	Capital Needs Assessments for Wastewater Pumping Stations within the Mid-Halton Drainage Area (MIL)	300									300	
	7427	Capital Needs Assessment for Wastewater Pumping Stations within the Oakville South-East Drainage Area (OAK)	250		250								
PR-2185	4946	SCADA Master Plan Review for Wastewater Treatment Plants and Collection Systems (REG)	200	100						100			
PR-2700	5929	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	1,545	515	515	515							
PR-2541B	6969	Study and implementation of improvements for the Regions SCADA System Std's (REG)	50	50									
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	100	100									
PR-3079	7347	Asset Management Roadmap Implementation (REG)	200	100	100								
	7629	Development of a Wastewater System Capacity Management Program (REG)	75		75								
	7634	Wastewater Collection System Odour Studies (REG)	75					75					
		Sub-total	3,820	990	940	515	300	75	400		300		300
Renewal/Rehabilitation Activities													
PR-3061	7213	Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)	5,090	290	4,800								
PR-3155	7386	200mm WWM on Chamberlain Road from Longmoor Drive to Turner Drive (BUR) (RR)	872	872									
PR-3154	7390	200mm WWM on Joel Avenue from Cape Avenue to Ardleigh Crescent (BUR) (WM)(RR)	456	456									



CAPITAL BUDGET

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WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3156	7394	Upgrades at Bridgview Wastewater Pumping Station from 11.5 L/s to 13 L/s and Force Main extension and upsizing (BUR)	977	125	852								
PR-3143	7395	Upgrade Bayshore Wastewater Pumping Station (WWPS) from 9.5 L/s to 14 L/s (BUR)	257	51	206								
PR-3144	7396	Upgrade of Roseland Creek Wastewater Pumping Station (Piping Improvement) (BUR)	1,029		103		926						
PR-3151	7422	200mm WWM on MacLaren Drive from Woodview Road to Rexway Drive (BUR) (WM) (RR)	889		889								
	7435	Capital Needs Assessment for Wastewater Pumping Stations within the Skyway Drainage Area (BUR)	300					300					
	7612	Bromley (No.6) Wastewater Pumping Station Renewal (BUR)	500	500									
	7613	Paletta Gardens (No. 10) Wastewater Pumping Station Renewal (BUR)	600	600									
	6073	Acton Plant Replacement & Improvements (HHACT)	4,781		4,781								
	6077	Acton - Digester Replacement and Upgrades (HHACT)	784		784								
	6960	Georgetown WWTP - Electrical Upgrades (HHGEO)	2,573	515	2,058								
	7391	200mm WWM on McIntyre Crescent from Rexway Drive to Rexway Drive and abandon easement (HHGEO)	1,472		237		1,235						
PR-2987	7557	Construction of 400mm WWM on John Street from John Street PS Wet Well to Credit River (Overflow Pipe) (ID 7081) (HHGEO)	1,647		1,647								
	7600	Georgetown WWTP-Replacement of the digester mixing system from gas to hydraulic (HHGEO)	552		552								



CAPITAL BUDGET

WASTEWATER-CAPITAL

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BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3129	7559	Fulton Pump Station Modifications (MIL)	592		592								
	6945	Retrofit the heating system at the Mid-Halton WWTP Biosolids handling facility (OAK)	288	288									
	7602	Mid-Halton WWTP-Concrete Restoration in Aeration tanks (OAK)	1,303		12		1,291						
PR-2886	7604	Boiler unit 1 & Hot water Pumps (OAK)	1,920	1,920									
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	250	100	150								
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	5,100	400	400	400	500	500	500	600	600	600	600
PR-1589D	5539	Halton WWTP Optimization Program (REG)	250	250									
PR-2830	5748	Regional Inflow / Infiltration Remediation Program (REG)	2,550	2,550									
	7605	2018 CNA Program-Wastewater Treatment (REG)	550	550									
	7663	Wastewater Maintenance Capital (Treatment) (REG)	14,828	1,328	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
	7665	Wastewater Maintenance Capital (System Services) (REG)	5,000	500	500	500	500	500	500	500	500	500	500
	7734	Capital upgrades to address basement flooding (REG)	47,711	5,951	5,999	6,000	5,976	6,008	6,000	6,033	5,744		
	7746	2019 CNA program-Wastewater Treatment (REG)	275		275								
	7747	WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)	164	82		82							
		Sub-total	103,560	17,328	20,463	14,356	11,002	9,434	8,800	8,633	8,344	2,600	2,600



NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Replacement Activities													
PR-3100	7276	200mm WWM on Ester Drive from Brant Street to Janina Boulevard (BUR) (RR)(WM)	1,276		1,276								
PR-3100	7277	200mm WWM on Janina Boulevard from Ester Drive to west leg of Humphrey Crescent (BUR) (RR) (WM)	650		650								
PR-3100	7279	200mm WWM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WM)	740		740								
PR-3163	7387	200mm WWM on Adrian Avenue from Wilson Avenue to Henderson Road (BUR)	231			231							
PR-3163	7392	200mm WWM on Fowler Court from Walker's Line to End (BUR)	327		327								
	7393	200mm WWM on John Street from James Street to 50m south (BUR) (RR)	159		51		108						
PR-3151	7403	200mm WWM on Rexway Drive from Cumberland Avenue to Woodview Road (BUR) (WM) (RR)	792		792								
PR-3176	7439	Replace two (2) existing belt filter presses with a new Centrifuge (BUR)	3,602		3,602								
	7454	Burlington Skyway WWTP - RAS & Secondary Clarifiers #5 - 8 Upgrades (Phase 2) (BUR)	6,998		6,998								
	7455	Burlington Skyway WWTP - RAS & Secondary Clarifiers #9 - 12 Upgrades (Phase 3) (BUR)	6,072			6,072							
	7601	Burlington Skyway WWTP - Transformer Replacement (BUR)	3,600	120	600		2,880						
	7687	200mm,300mm WWM on Glenwood School Drive from Brenda Crescent to Queensway Drive (BUR) (RR)	1,727			288		1,439					



NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7690	Upgrade Elizabeth Gardens, Install second forcemain, tunneling deep trunk (BEAST) (Phase 1) (BUR)	70,000					14,000		10,000	16,000		30,000
	7722	Vertical Wastewater - Wastewater Treatment Plants - Burlington WWTP (BUR)	31,798					6,604	7,610	4,728	4,142	4,443	4,271
	7616	Agnest Street Wastewater Pumping Station Feasibility Study and Upgrades (HHACT)	1,188	50	188		950						
	7723	Vertical Wastewater - Wastewater Treatment Plants - Acton WWTP (HHACT)	1,626					645	645	89	80	88	79
PR-3053B	7071	200mm WWM on Mill Street from 60m east of Guelph Street to 120m east of Guelph Street (HHGEO)	164	164									
PR-3082	7082	200mm WWM on Arletta Street from Kennedy Street to End (HHGEO) (WM)	317			317							
PR-3089	7193	Georgetown WWTP Aeration System Upgrades (HHGEO)	1,456		1,456								
PR-2987B	7197	John Street Pumping Station Upgrades and Rehabilitation (HHGEO)	2,768		2,768								
	7274	200mm WWM on Todd Road from south of Sinclair Avenue to Mountainview Road North (HHGEO) (RR)	1,869			312		1,557					
PR-3082	7345	Transferring of Laterals from Easement to Main Street South and Park Avenue (HHGEO)	1,382	1,382									
	7423	200mm WWM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO) (WM)	396			66		330					
	7473	250mm WWM on Temple Road from Ewing Street to End (HHGEO)	453		76		377						
	7617	200mm WWM on Gower Road from Duncan Drive to Raylawn Crescent (HHGEO)	537		90		447						



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NON-DEVELOPMENT		2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7618	150mm,250mm WWM on Marilyn Crescent (HHGEO) (WM)	1,649		275		1,374						
	7621	200mm,300mm WWM on Prince Charles Drive from Rexway Drive to Delrex Boulevard (HHGEO) (WM)	2,088	348		1,740							
	7696	200mm WWM on Ontario Street from west of Riverview Crescent to south of Ewing Street and lateral transfer from easement (HHGEO)	412					412					
	7721	Vertical Wastewater - Wastewater Treatment Plants - Georgetown WWTP (HHGEO)	9,967					1,210	2,041	1,951	1,735	1,588	1,442
	7745	200mm WWM on Reid Court from Rexway Drive to End (HHGEO)	118			118							
PR-2907	7184	250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)	412			412							
PR-3152	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	410	410									
PR-3152	7402	250mm WWM on Ontario Street South from Main Street East to Donald Campbell Avenue (MIL) (RR) (WM)	1,591	1,591									
	7719	Vertical Wastewater - Wastewater Treatment Plants - Milton WWTP (MIL)	23,177					3,786	3,959	3,647	3,328	4,025	4,432
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)	350	350									
PR-3032	7063	BMC Administration Buildings and Servicing Replacement (OAK)	2,480		2,480								
PR-2979	7067	200mm,300mm WWM on Reynolds Street from King Street to Randall Street (OAK) (RR)	320	320									



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NON-DEVELOPMENT		2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2940B	7095	Decommission and Relocation of Sewer currently located in backyard easements in the Felan Ave and Maurice Drive Area Phase 2 (OAK)	1,500	1,500									
PR-3054	7183	250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)	1,093		1,093								
	7280	250mm WWM on Selgrove Crescent from Woodhaven Park Drive to Woodhaven Park Drive (OAK) (WM)	745	125		620							
PR-3005	7379	200mm WWM on Brant Street from John Street to 35m north (OAK) (WM)	131		131								
PR-3005	7380	200mm WWM on John Street from Brock Street to Forsythe Street (OAK) (WM)	1,101		1,101								
	7401	250mm WWM on Secord Avenue from Sherin Drive to Thornhill Drive (OAK) (WM)	566			93		473					
	7404	200mm WWM on Howard Avenue from Esplanade to Carson Lane (OAK) (WM)	416			70		346					
PR-3149	7417	200mm WWM on Thomas Street from Randall Street to Lakeshore Road East (OAK)	341		341								
	7419	200mm WWM on Park Avenue from Carson Lane to Lakeshore Road East (OAK)	388		65		323						
	7420	250mm WWM on Lees Lane from Pine Grove Road to Wingrove Crescent (south-leg) (OAK) (WM)	448				83		365				
PR-3149	7470	250mm WWM on Lakeshore Road East from Allan Road to Douglas Avenue (OAK) (RR)(WM)	222		222								
	7628	Abandoning and Relocating 250mm WWM on Easement from Falgarwood Drive to Invicta Drive (OAK)	1,356	228		1,128							
	7631	Third Line PS- Replacement of Sewage Lowlift (OAK)	720		144		576						



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NON-DEVELOPMENT		2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7693	Oakville Southeast WWTP - digester valves (OAK)	600							120		480	
	7694	Sixteen Mile Creek Pump Station - Pumping and Piping (OAK)	1,002					12	198			792	
	7697	300mm WWM on Churchill Avenue from Leighland Avenue to North Service Road East (OAK)	604					604					
	7714	Vertical Wastewater - Biosolids (OAK)	4,326					794	794	279	1,599	430	430
	7718	Vertical Wastewater - Wastewater Treatment Plants - Oakville Southwest WWTP (OAK)	6,550					502	510	946	1,085	1,756	1,751
	7720	Vertical Wastewater - Wastewater Treatment Plants - Mid-Halton WWTP (OAK)	64,972					7,983	9,185	8,221	6,971	9,636	22,976
	7733	Vertical Wastewater - Wastewater Treatment Plants - Oakville Southeast WWTP (OAK)	42,396					2,732	7,132	6,856	6,361	9,408	9,907
PR-30001V	6886	Vehicle Replacements - (Existing) Wastewater (REG)	6,565	428	872	278	723	798	850	550	462	585	1,019
	7316	Regional Environmental Laboratory - Kjeltec Auto Distillation Analyzer - WW (REG)	60	60									
	7661	Regional Environmental Laboratory - LAB Digestion Block for Nitrogens (DA) (REG)	15	15									
	7716	Vertical Wastewater - Storage (REG)	30,542					3,374	3,661	3,737	3,341	4,574	11,855
	7717	Vertical Wastewater - Wastewater Pump Stations (REG)	33,047					5,518	5,698	5,225	4,871	6,111	5,624
	7724	Wastewater Force Mains (REG)	1,410					235	235	235	235	235	235
	7725	Other Public Works Assets - Wastewater (REG)	1,440					240	240	240	240	240	240



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NON-DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7731	Wastewater Gravity Mains (REG)	44,948					7,464	7,464	7,473	7,490	7,514	7,543
		Sub-total	430,606	7,091	26,338	11,745	7,841	61,058	50,707	54,177	59,212	50,633	101,804
		Total Required Financing	550,429	26,259	48,806	27,756	28,183	70,575	59,945	62,905	67,923	53,373	104,704



CAPITAL BUDGET

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BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2018 Projects				
WWTP	Georgetown Wastewater Treatment Plant	60	Georgetown	Opencut
1	Armstrong Avenue	1	Georgetown	Opencut
2	Gollop Crescent	3	Georgetown	Opencut
3	Lynden Circle	1	Georgetown	Opencut
4	Moore Park	1	Georgetown	Opencut
76	John Street	4	Georgetown	Opencut
80	Norval	1	Georgetown	Opencut
83	Main Street	3	Georgetown	Opencut
WWTP	Acton Wastewater Treatment Plant	14	Acton	Opencut
5	Agnes Street	5	Acton	Opencut
53	Lakeview	3	Acton	Opencut
33	Junction	8	Burlington	Opencut
71	Unsworth Avenue	2	Burlington	Opencut
77	Bridgeview	2	Burlington	Opencut
92	Garden Trails	2	Burlington	Opencut
2018 Sub-Total		110		5,951
2019 Projects				
WWTP	Skyway Wastewater Treatment Plant	70	Burlington	Opencut
65	Coronation Park	32	Burlington	Opencut
54	La Salle Park	2	Burlington	Opencut
57	NorthShore Boulevard	1	Burlington	Opencut
2019 Sub-Total		105		5,999
2020 Projects				
WWTP	Skyway Wastewater Treatment Plant	104	Burlington	Opencut
2020 Sub-Total		104		6,000



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BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2021 Projects				
14	Argyle Drive	1	Oakville	Opencut
66	Belvedere Drive	3	Oakville	Opencut
87	16 Mile Creek	68	Oakville	Opencut
16	First Street	2	Oakville	Opencut
20	Lakewood Drive	4	Oakville	Opencut
23	BirchHill Lane	2	Oakville	Opencut
29	West River Street	1	Oakville	Opencut
31	Elizabeth Gardens	5	Oakville	Opencut
42	Chartwell Road	4	Oakville	Opencut
WWTP	Skyway Wastewater Treatment Plant	10	Burlington	Opencut
2021 Sub-Total		100		5,976
2022 Projects				
34	Roseland	23	Burlington	Opencut
12	Ninth Line	59	Oakville	Opencut
45	Weaver Avenue	1	Oakville	Opencut
	Oakville Southeast	30	Oakville	Opencut
2022 Sub-Total		113		6,008
2023 Projects				
WWTP	Mid Halton Wastewater Treatment Plant	23	Oakville	Opencut
55	Third Line	54	Oakville	Opencut
43	Morrison Heights	2	Oakville	Opencut
50	Sheldon Creek	3	Oakville	Opencut
21	Walker Street	10	Oakville	Opencut
18	Navy Street	7	Oakville	Opencut
40	Oakland Park	9	Burlington	Opencut
WWTP	Georgetown Wastewater Treatment Plant	3	Georgetown	Full Length Liner



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WASTEWATER-CAPITAL

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BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
2	Gollop Crescent	1	Georgetown	Full Length Liner
83	Main Street	1	Georgetown	Full Length Liner
100	10 Side Road	1	Georgetown	Full Length Liner
33	Junction	3	Burlington	Full Length Liner
34	Roseland	3	Burlington	Full Length Liner
2023 Sub-Total		97		6,000
2024 Projects				
WWTP	Skyway Wastewater Treatment Plant	41	Burlington	Full Length Liner
WWTP	Milton Wastewater Treatment Plant	5	Milton	Full Length Liner
86	MidBlock Arterial	3	Milton	Full Length Liner
88	Laurier Avenue	1	Milton	Full Length Liner
WWTP	Acton Wastewater Treatment Plant	1	Acton	Full Length Liner
83	Lakeview	1	Acton	Full Length Liner
55	Third Line	7	Oakville	Full Length Liner
65	Coronation Park	16	Oakville	Full Length Liner
87	16 Mile Creek	3	Oakville	Full Length Liner
0	Oak SW	16	Oakville	Full Length Liner
12	Ninth Line	11	Oakville	Full Length Liner
29	West River	1	Oakville	Full Length Liner
31	Elizabeth Gardens	1	Oakville	Full Length Liner
50	Sheldon Creek	1	Oakville	Full Length Liner
WWTP	Mid Halton Wastewater Treatment Plant	2	Oakville	Full Length Liner
WWTP	Oakville SouthEast Wastewater Treatment Plant	5	Oakville	Full Length Liner
WWTP	Skyway Wastewater Treatment Plant	327	Burlington	Spot Repair
2024 Sub-Total		442		6,033
2025 Projects				
55	Third Line	45	Oakville	Spot Repair



BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
65	Coronation Park	61	Oakville	Spot Repair
66	Belvedere Drive	4	Oakville	Spot Repair
78	Providence Road	1	Oakville	Spot Repair
79	Riverbank Way	1	Oakville	Spot Repair
87	16 Mile Creek	39	Oakville	Spot Repair
WWTP	Oakville SouthWest Wastewater Treatment Plant	60	Oakville	Spot Repair
9	Carrington Park	6	Oakville	Spot Repair
12	Ninth Line	79	Oakville	Spot Repair
13	Bel Air Estates	4	Oakville	Spot Repair
15	Raymar Place	1	Oakville	Spot Repair
17	Gairloch Gardens	2	Oakville	Spot Repair
18	Navy Street	3	Oakville	Spot Repair
20	Lakewood Drive	1	Oakville	Spot Repair
21	Walker Street	1	Oakville	Spot Repair
23	BirchHill Lane	2	Oakville	Spot Repair
29	West River Street	8	Oakville	Spot Repair
31	Elizabeth Gardens	4	Oakville	Spot Repair
42	Chartwell Road	1	Oakville	Spot Repair
45	Weaver Avenue	8	Oakville	Spot Repair
50	Sheldon Creek	1	Oakville	Spot Repair
WWTP	Mid Halton Wastewater Treatment Plant	13	Oakville	Spot Repair
WWTP	Oakville SouthEast Wastewater Treatment Plant	24	Oakville	Spot Repair
33	Junction	10	Burlington	Spot Repair
34	Roseland	21	Burlington	Spot Repair
57	NorthShore Boulevard	4	Burlington	Spot Repair
68	Indian Road	1	Burlington	Spot Repair
77	Bridgeview	7	Burlington	Spot Repair
WWTP	Georgetown Wastewater Treatment Plant	36	Georgetown	Spot Repair



BASEMENT FLOODING MITIGATION DETAILS				
ID 7734 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
1	Armstrong Avenue	2	Georgetown	Spot Repair
2	Gollop Crescent	1	Georgetown	Spot Repair
3	Lynden Circle	2	Georgetown	Spot Repair
4	Moore Park	1	Georgetown	Spot Repair
83	Main Street	5	Georgetown	Spot Repair
WWTP	Acton Wastewater Treatment Plant	8	Acton	Spot Repair
5	Agnes Street	5	Acton	Spot Repair
53	Lakeview	4	Acton	Spot Repair
0	Milton Main	67	Milton	Spot Repair
84	Boyne	5	Milton	Spot Repair
86	MidBlock Arterial	65	Milton	Spot Repair
88	Laurier Avenue	22	Milton	Spot Repair
103	Tremaine Road	28	Milton	Spot Repair
	2025 Sub-Total	663		5,744
	Total	1,281		47,711

HALTON REGION

Budget and Business Plan 2018

Wastewater Development

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DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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	
<u>Disposal Activities</u>											
	7544	Boyne WWPS - Decommissioning upon completion of gravity sewers #7159, #6382, #6381 (MIL)	20			15		5			
	7540	Decommissioning of Riverside WWPS and Shorewood Place WWPS (OAK)	60			46		14			
		Sub-total	80			61		19			
<u>Expansion Activities</u>											
PR-3161	6492	825-900 mm WWM on Maple Avenue East Between Lakeshore Rd and Plains Rd East (BUR)	7,764			1,180	6,211	373			
	6511	Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (HHACT)	50			14	31	5			
	7526	Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (HHACT)	50			6	42	2			
	6493	375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO)	422			71	329	22			
	6506	750 mm WWM on 9th Line from Argyll Rd to 10th Side Rd - Georgetown South Connection (HHGEO)	1,290			955		335			
	6567	Twinned 300mm WWFM on 10th Side Rd from 9th Ln to New WW #9 (HHGEO)	157			116		41			
	6570	360 L/s WWPS at 10 Side Rd/9th Line (HHGEO)	1,420			1,051		369			
	7539	Norval WWPS - Capacity upgrade (HHGEO)	69			52		17			



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DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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	
	7546	750 mm WWM on No 10 Side Road from WWPS #100 to Eighth Line (in order to decommission WWPS #100) (HHGEO)	694			527		167			
PR-3009	5906	750 mm WWM on new road alignment from Louis St. Laurent to Britannia Rd (MIL)	1,594			1,180		414			
	6553	450 mm WWM on Louis St Laurent extension from 340m west of Tremaine Rd to Tremaine Rd (MIL)	844			625		219			
PR-3024	6562	450 mm WWM on new road from 440 m north of Derry Rd to Derry Rd and 525 mm WWM on Derry Rd from 725 m east of 5th Line to 5th Line (MIL)	227			168		59			
	7524	450 mm WWM through developer subdivison from ID 6114 on Thompson Rd westerly (MIL)	117			87		30			
	7531	525mm WWM on Fourth Line from Britannia Rd to approximately 900 m north (MIL)	673			498		175			
	7533	Twinned 750 mm WWFM on Britannia Rd from Trafalgar Rd to 6th Line - Construction (MIL)	11,774			8,713		3,061			
	7535	1200 mm WWM on Britannia Rd from 6th Line to 5th Line - Construction (MIL)	13,707			10,143		3,564			
	7547	1200 mm WWM on Britannia Rd to 5th Line to James Snow Pkwy - Construction (MIL)	5,812			4,301		1,511			
	7551	1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)	334			247		87			
PR-3021	4994	600 mm WWM on new North Oakville road from Burnhamthorpe Rd to Dundas St (OAK)	1,268			938		330			
	6527	Twin 600 mm WWM on service road to Marine Drive WWPS from Marine Drive (OAK)	26			20		6			



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DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (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-2388	7168	450 mm sewer on Burnhamthorpe Rd from Neyagawa Blvd. to King's Christian Collegiate (OAK)	130			96		34			
	7522	525 mm WWM through developer subdivision from ID 5063 to Burnhamthorpe Rd W (OAK)	301			223		78			
	7543	Gravity Sewers from Decommissioned Riverside WWPS and Shorewood Place SPS to New Rebecca Trunk (OAK)	780			593		187			
	7556	West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK)	2,315			651	1,458	206			
		Sub-total	51,818			32,455	8,071	11,292			
		Non-Infrastructure Solutions									
	7517	Halton Wastewater Master Plan (REG)	450			333		117			
PR-2678C	7518	Wastewater Collection System Analysis (REG)	110			81		29			
PR-2679C	7519	Wastewater Treatment Capacity Annual Monitoring Report (REG)	50			37		13			
		Sub-total	610			451		159			



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DEVELOPMENT		2018 WASTEWATER SYSTEM PROJECT LISTING 2018 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		Total	52,508			32,967	8,071	11,470		
		<u>Summary</u>								
		Disposal Activities	80		61			19		
		Expansion Activities	51,818		32,455	8,071	11,292			
		Non-Infrastructure Solutions	610		451		159			
		Grand Total	52,508		32,967	8,071	11,470			



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DEVELOPMENT													
2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Disposal Activities													
	6508	Decommissioning of HH WWPS #3, connection to new 8th Line trunk sewer and conversion of site to septage receiving facility (HHS)	785				157	628					
	7544	Boyne WWPS - Decommissioning upon completion of gravity sewers #7159, #6382, #6381 (MIL)	100	20	80								
	7540	Decommissioning of Riverside WWPS and Shorewood Place WWPS (OAK)	300	60	240								
		Sub-total	1,185	80	320		157	628					
Expansion Activities													
	5907	300 mm WWM North Aldershot Servicing (BUR)	4,563							913			3,650
PR-3161	6492	825-900 mm WWM on Maple Avenue East Between Lakeshore Rd and Plains Rd East (BUR)	7,764	7,764									
	7527	Upsize WWM on Lasalle Park Road from Fairwood Pl to Lasalle WWPS (BUR)	683		137		546						
PR-3134	7532	New 2400 mm WWM inlet to Skyway WWTP parallel to QEW (BUR)	24,312						3,768			20,544	
	7534	450 mm WWM on new road in Milton Education Village from 800m north of Louis St Laurent extension to Louis St Laurent extension (BUR)	634							127			507
	7537	Junction St WWPS - Capacity Upgrade to 150 L/s WWPS - Design and Construction (BUR)	2,455										2,455
	6511	Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP (HHACT)	3,028	50		462		2,516					



DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7526	Agnes St WWPS Strategy. Scoping Study, EA, Design and Construction (HHACT)	7,239	50	150	1,002		6,037					
	6493	375 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO)	2,726	422	2,304								
	6506	750 mm WWM on 9th Line from Argyll Rd to 10th Side Rd - Georgetown South Connection (HHGEO)	8,320	1,290	7,030								
	6567	Twinned 300mm WWFM on 10th Side Rd from 9th Ln to New WW #9 (HHGEO)	1,006	157	849								
	6570	360 L/s WWPS at 10 Side Rd/9th Line (HHGEO)	8,363	1,420	6,943								
	6586	750 mm WWM on 8th Line from Argyll Rd to 10th Side Rd (HHGEO)	3,135		486	2,649							
	6587	600 mm WWM on 8th Line from Miller Rd to Argyll Rd (HHGEO)	2,671		415	2,256							
	7539	Norval WWPS - Capacity upgrade (HHGEO)	347	69	278								
	7542	Main St WWPS Capacity Upgrade (HHGEO)	260		260								
	7546	750 mm WWM on No 10 Side Road from WWPS #100 to Eighth Line (in order to decommission WWPS #100) (HHGEO)	4,477	694	3,783								
	7549	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd - Construction (HHGEO)	24,072		24,072								
	7550	900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave - Construction (HHGEO)	9,530		9,530								
	7552	1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement - Construction (HHGEO)	3,156		3,156								



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DEVELOPMENT		2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-3009	5906	750 mm WWM on new road alignment from Louis St. Laurent to Britannia Rd (MIL)	10,288	1,594		8,694							
	6497	300 mm WWM on Derry Rd from 8th Line to Trafalgar Rd (MIL)	885							177			708
	6498	450 mm WWM on new road from 8th Line to Trafalgar Rd (MIL)	1,651							330			1,321
	6499	300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS (MIL)	1,148							230			918
	6500	600mm WWM on 4th Line from new road to Lower Base Line WWPS (MIL)	4,632							926			3,706
	6501	450 mm WWM on 4th Line from south of Britannia Rd to new road (MIL)	3,722							744			2,978
	6502	525 mm WWM on Thompson Rd and new internal road from south of Britannia to 4th Line (MIL)	2,520							504			2,016
	6503	300 mm WWM on 8th Line from north of Derry Rd to Derry Rd (MIL)	537							107			430
	6504	450 mm WWM on 8th Line from north of new road to new road (MIL)	864							173			691
	6505	300 mm WWM on 8th Line from north of Britannia Rd to Britannia Rd (MIL)	424							85			339
	6515	300 mm WWM on Childs Drive between the south entrance of Satok Crescent and Nipissing Road (MIL)	89										89
	6517	450 mm WWM on Oak Street between Ontario St South and Fulton St (MIL)	223										223



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DEVELOPMENT		2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)												
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	6552	450mm WWM on new road alignment in Milton Education Village from Louis St Laurent extension to 1115 m south (MIL)	883								177		706	
	6553	450 mm WWM on Louis St Laurent extension from 340m west of Tremaine Rd to Tremaine Rd (MIL)	844	844										
	6554	600 mm WWM on Lower Base Line from WWFM discharge approx 650 m west of 1st Line to Regional Rd 25 (MIL)	9,034								1,807		7,227	
	6555	New 225 L/s WWPS on Tremaine Rd at Lower Base Line (MIL)	7,314							1,463		5,851		
	6556	Twin 400 mm WWFM from Tremaine WWPS to Lower Base Line, approx 650 m west of 1st Line (MIL)	4,520							904		3,616		
	6557	600 mm WWM on Tremaine Rd from approximately 1500 m north of South Tremaine Rd WWPS to South Tremaine Rd WWPS (MIL)	6,583								1,317		5,266	
	6559	525 mm WWM on Tremaine Rd from Britannia Rd to 1050 m south of Britannia Rd (MIL)	4,629								926		3,703	
	6560	525 mm WWM on James Snow Pkwy and new road alignment from Steeles Ave to Esquesing Line (MIL)	2,065								413		1,652	
	6561	450 mm WWM on new road and Britannia Rd from Milton Education Village to Tremaine Rd (MIL)	562								112		450	
PR-3024	6562	450 mm WWM on new road from 440 m north of Derry Rd to Derry Rd and 525 mm WWM on Derry Rd from 725 m east of 5th Line to 5th Line (MIL)	1,465	227		1,238								
	6564	525 mm WWM on new alignment from Esquesing Line to 3rd Line (MIL)	3,157								631		2,526	
	6578	525 WWM on Trafalgar Rd from south of Britannia Rd to Britannia Rd/ Trafalgar Rd WWPS (MIL)	4,389									878		3,511



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DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	6581	1350mm WWM on 5th Line from Britannia Rd to Lower Base Line (MIL)	15,678								3,136		12,542
	6582	1350 mm WWM on Lower Base Line from 5th Line to 4th Line (MIL)	10,003								2,001		8,002
	6583	525 mm WWM on new road from 1400 m north of Britannia Rd to Britannia Rd (MIL)	5,727							1,145		4,582	
	6584	1,805 L/s WWPS at Lower Base Line and 4th Line (MIL)	30,369		607					6,074		23,688	
	6585	Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)	63,500		1,270					11,430		50,800	
	7524	450 mm WWM through developer subdivision from ID 6114 on Thompson Rd westerly (MIL)	756	117		639							
	7529	1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course - Construction (MIL)	7,307		7,307								
	7530	1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS - Construction (MIL)	11,134		11,134								
	7531	525mm WWM on Fourth Line from Britannia Rd to approximately 900 m north (MIL)	4,337	673		3,664							
	7533	Twinned 750 mm WWFM on Britannia Rd from Trafalgar Rd to 6th Line - Construction (MIL)	11,774	11,774									
	7535	1200 mm WWM on Britannia Rd from 6th Line to 5th Line - Construction (MIL)	13,707	13,707									
	7547	1200 mm WWM on Britannia Rd to 5th Line to James Snow Pkwy - Construction (MIL)	5,812	5,812									
	7551	1,200 L/s WWPS on Trafalgar Rd/ Britannia Rd - Construction (MIL)	22,107	334	21,773								



DEVELOPMENT													
2018-2027 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	7553	1050 mm WWM 401 Crossing from Steeles Ave to Auburn Rd - Construction (MIL)	13,843		13,843								
	7554	1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd - Construction (MIL)	4,473		4,473								
	7555	1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd - Construction (MIL)	10,005		10,005								
PR-3021	4994	600 mm WWM on new North Oakville road from Burnhamthorpe Rd to Dundas St (OAK)	8,184	1,268		6,916							
PR-3019	6481	450 mm WWM on internal road parallel to Dundas St from west of 16 Mile Creek Bridge to 190 m east of Proudfoot Trail (OAK)	480		75		405						
	6527	Twin 600 mm WWM on service road to Marine Drive WWPS from Marine Drive (OAK)	153	26		127							
	6530	300 mm WWM on Kerr St between Forster Park and Rebecca St (OAK)	957			149		808					
	6531	250 mm WWM on Chisholm/Rebecca St between Forsyth St and Chisholm St on Rebecca St and on Chisholm St between Rebecca St and 45 m north of Lakeshore Rd West (OAK)	47									47	
	6535	450 mm WWM on Trafalgar Rd between 10 m north of Inglehart Street North to Cross Ave (OAK)	1,273						255			1,018	
	6537	675 mm WWM on Trafalgar Rd, through GO lot and on Argus St from Spruce St to 60 m north of Cross Ave (OAK)	3,503						701			2,802	
PR-3135	6588	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	97,766				17,957			79,809			
PR-2388	7168	450 mm sewer on Burnhamthorpe Rd from Neyagawa Blvd. to King's Christian Collegiate (OAK)	130	130									



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PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
PR-2079D	7520	600 mm WWM crossing Dundas St and 600 mm WWM on Dundas St from 900m west of Colonel Williams Parkway to Colonel Williams Parkway (Construction) (OAK)	3,849		3,849								
	7522	525 mm WWM through developer subdivision from ID 5063 to Burnhamthorpe Rd W (OAK)	1,944	301		1,643							
	7523	600 mm WWM on Trafalgar Rd from ID 5062 to Burnhamthorpe Rd E (OAK)	3,014			3,014							
	7528	North WWPS expansion of 1,200 L/s at Mid-Halton WWTP (OAK)	4,513									4,513	
	7541	Walker St WWPS - I/I reduction Program to gain capacity at the station. Scoping Study, Design and Construction (OAK)	2,347		286				349			1,712	
	7543	Gravity Sewers from Decommissioned Riverside WWPS and Shorewood Place SPS to New Rebecca Trunk (OAK)	3,900	780	3,120								
	7556	West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK)	11,574	2,315	9,259								
		Sub-total	565,335	51,818	129,567	49,280	18,908	9,361	105,898	14,836	115,491	66,665	3,511
Non-Infrastructure Solutions													
PR-2678C PR-2679C	7521	Black Creek Monitoring Program (HHACT)	400		50	50	50	50	50	50	50	50	50
	7517	Halton Wastewater Master Plan (REG)	1,250	450					800				
	7518	Wastewater Collection System Analysis (REG)	1,100	110	110	110	110	110	110	110	110	110	110
	7519	Wastewater Treatment Capacity Annual Monitoring Report (REG)	500	50	50	50	50	50	50	50	50	50	50
		Sub-total	3,250	610	210	210	210	210	1,010	210	210	210	160



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DEVELOPMENT													
2018-2027 WASTEWATER FORECAST PROJECT FORECAST LISTING 2018 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
		Total Required Financing	569,770	52,508	130,097	49,490	19,275	10,199	106,908	15,046	115,701	66,875	3,671

