



Halton Region Budget and Business Plan

BUDGET REPORT 2022

On The Cover



Pictured on the cover, from left to right, beginning with the top row:

- Residents enjoy Halton's safe, high-quality drinking water.
- Pedestrian crossings on Regional roads often include tactile walking surface indicators at the edge of the sidewalk to improve safety and accessibility.
- Providing life enrichment services to a resident at one of Halton's Regionally owned and operated long-term care homes.
- Halton Region's Paramedic Services support the response to COVID-19 and vaccination efforts in the community.
- Halton Region provided COVID-19 Community Vaccination Clinics in each Local Municipality in 2021 – as well as walk-in and pop-up clinics – making it easy to get the COVID-19 vaccine.
- Staff support early learning at one of Halton Region's child care centres.
- Diverting waste from the landfill through curbside collection of Blue Box (recycling), Green Cart (composting) and Yard Waste materials.
- The Trafalgar Road Improvements Project in Oakville, part of the Building a Better Halton infrastructure program.

Dear Chair and Members of Regional Council,
Re: Halton Region 2022 Budget and Business Plan

November 26, 2021

We are pleased to present Halton's proposed 2022 Budget and Business Plan for consideration by Regional Council. The 2022 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 and Rate-Supported Budgets to detail the Region's planned investments for the coming year; the Executive Summary offers an overview of their combined impact. Together, these sections present a multi-year financial plan that addresses the key service priorities identified by Regional Council with a commitment to providing value for tax and rate payers. As the Region continues to respond to the COVID-19 pandemic, the 2022 Budget and Business Plan includes critical program enhancements and essential services to ensure the Region can provide an agile and continued response.

As always, this Budget is the result of ongoing collaboration and considerable effort from staff across the organization for which we would like to express our appreciation.

Council consideration of the 2022 Budget is scheduled for December 15, 2021. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill

Chief Administrative Officer



C. Winslow

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, 2021.

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

BUDGET REPORT 2022

COMMUNITY PROFILE



Urban areas in Halton Region's Local Municipalities.

Welcome to Halton

Halton is a great place to live, work, raise a family and retire.

Halton has the charm of small-town life and vibrant agricultural communities, with access to major urban centres and amenities.

With its central location and reliable transit networks, Halton is close to markets in the United States, Toronto, Niagara and more. There are more than 20 post-secondary institutions within an hour's drive, providing a highly skilled workforce for employers and training opportunities for residents.

Residents in Halton enjoy a high quality of life, which is supported by essential Regional programs, services and infrastructure. From agricultural activities to waterfront trails and more, there is so much to explore and enjoy in Halton. To learn more about Halton Region, please visit **[halton.ca](https://www.halton.ca)**.



Communities, green spaces and infrastructure in Burlington, Milton, Halton Hills and Oakville.



610,517

2020 Population¹

#1

Lowest Crime Severity Index of all Canadian municipalities with more than 100,000 residents⁷

13,647

Number of Employers in 2020⁴

228,400

Total Jobs in Halton in 2020⁴

9.2%

Halton Unemployment Rate in 2020⁶

\$29B

Gross Domestic Product (GDP)⁸

1 Halton Region Best Planning Estimates, June 2011 (forecasted)

2 Provincial *A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019)*

3 Statistics Canada Census 2016

4 Halton Region 2020 Employment Survey Results

5 Statistics Canada Building Permits Survey, 2020 Halton Region Economic Review

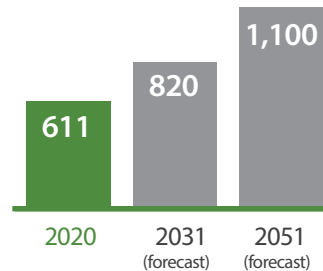
6 Statistics Canada Labour Force Survey, 2020 Halton Region Economic Review

7 Statistics Canada Crime Severity Index

8 Conference Board of Canada, 2020 Halton Region Economic Review

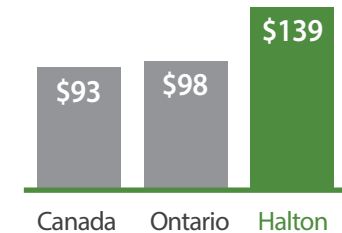
Economic figures from 2020 reflect the economic and community impacts of COVID-19.

Population Growth²
(thousands)



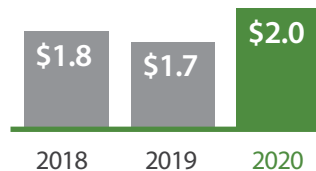
Halton Region is a growing community. To meet the requirements of *A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019)*, Halton is expected to grow to 1.1 million people by 2051.²

Average Household Income³
(thousands)



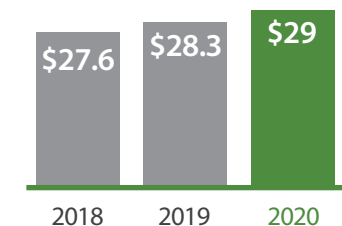
The average household income in Halton is higher than the provincial average. 75 per cent of adults also have some level of post-secondary education.³

Total Construction Value⁵
(billions)



Over the past five years, Halton's total building permit construction value is \$10.7 billion.⁵

Gross Domestic Product (GDP)⁸
(billions)



Over the past five years, Halton Region's GDP has increased by 2.9 per cent annually on average, totalling \$29 billion in 2020.⁸

Halton is a Great Place to Live



Halton is home to more than 610,000 people and 13,650 businesses in four distinct municipalities: the City of Burlington and the Towns of Halton Hills, Milton and Oakville.

Residents enjoy a high quality of life in our community supported by essential Regional programs and services. These include housing services, public health programs, paramedic services, Regional road operations, social services, waste management, water and wastewater services and more. The 2022 Budget and Business Plan is the Region's roadmap for investing in these critical programs and services.

The 2022 Budget and Business Plan is based on prudent, forward-looking financial planning principles that have earned Halton a top credit rating for more than 30 years, ensuring our strong long-term financial position. It also supports the objectives, outcomes and actions identified in our 2019–2022 Strategic Business Plan. I encourage you to review this important document to learn more about our plans for the year ahead.

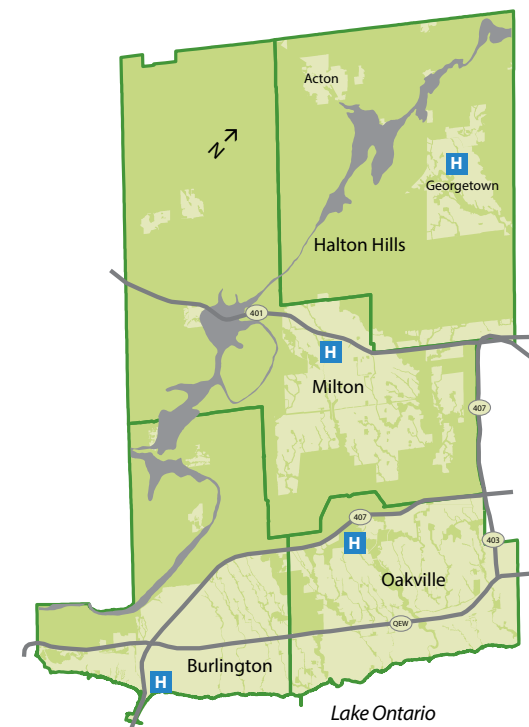
Halton Region continues to invest in the resources and services required to respond to the COVID-19 pandemic and keep residents safe. The 2022 Budget and Business Plan also details how we will continue to invest in critical program enhancements and core services while keeping property tax increases for Regional services at or below the rate of inflation.




By making strategic investments in our community, we help keep Halton a great place to live, work, raise a family and retire.

Sincerely,

Gary Carr

Halton Regional Chair



 Niagara Escarpment  Urban Areas and Hamlets  Municipal Boundary

Halton Region's programs, services and infrastructure support residents and businesses throughout our growing community. To learn more, visit [halton.ca](https://www.halton.ca) or call 311.

Halton's Heritage

For millennia, Indigenous peoples have lived on and cared for the waterways and fertile lands of the area now known as Halton.

European settlement of what would become Canada began in the 1600s. To support British settlement and occupation on the shores of Lake Ontario, the Federal Government began purchasing lands from the Mississauga Nation.

Between 1795 and 1818, five treaties were signed between the two Nations, which led to the creation of Halton County. Halton Region acknowledges the Treaty Lands of the Mississaugas of the Credit First Nation as well as the Traditional Territory of the Haudenosaunee, Huron-Wendat and Anishinabek, upon which the community was built.

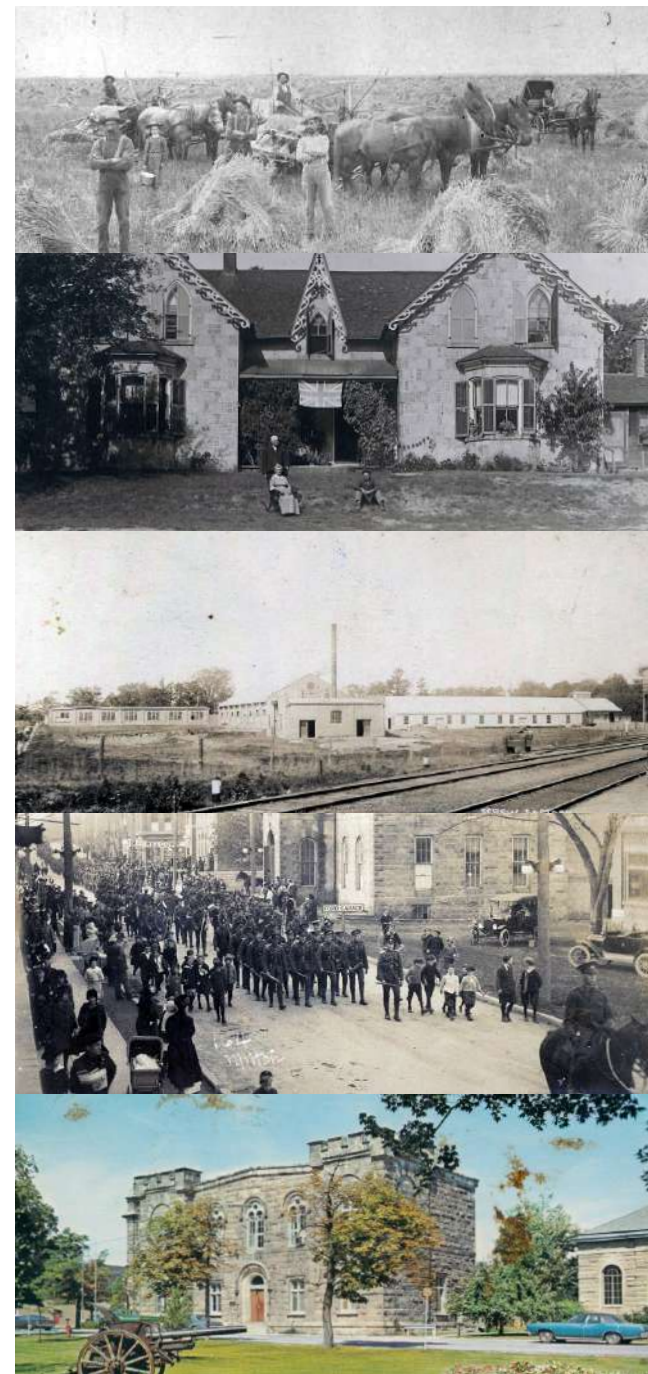
To serve its rapidly growing population, Halton County created a governing council and established a County Seat in the Town of Milton in 1861. At that time, 22,794 people lived in Halton, spread among the Townships of Nelson, Trafalgar, Esquesing and Nassagaweya.

Provincial reforms in the late 1960s led to local reorganization, and the Regional Municipality of Halton replaced Halton County in 1974. Halton Region includes four restructured municipalities: the City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville.

Today, Halton is one of the fastest-growing regions in Canada and is home to an ever-changing demographic of people.

Historical pictures are from the Halton Heritage Services collection.

Top to bottom: **1)** Wheat farming in Esquesing Township was a leading industry in Halton throughout the 19th century, 1894. **2)** The Alexander family settled in Halton in 1836 and farmed their 200 acre farm in Milton for over 150 years, 1915. **3)** P.L. Robertson Screw factory was one of the top employers in Halton County for decades and is an excellent example of the industrialization of the County that occurred throughout the 20th century, c. 1900. **4)** Local soldiers from the 164 Battalion C.E.F walking Main St. Milton, c. 1916. **5)** Postcard of Halton County's County Seat, currently the Town of Milton's Town Hall, c. 1970. .



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.
- Wilfred Laurier University and Conestoga College are scheduled to open Milton campuses in 2024.



The Sheridan College Trafalgar Road Campus in Oakville.

Post-secondary Education

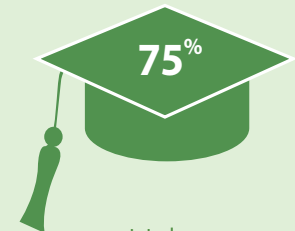
Percentage of population with post-secondary education¹
(age 25 to 64)



Canada



Ontario



Halton

¹ Statistics Canada, Census 2016

Hospitals

Halton Region is home to four hospitals, one in each of its four municipalities.

Georgetown Hospital (Halton Hills)

The Georgetown Hospital opened in 1961, and its most recent improvements include upgrades to its roofs, windows, HVAC system, fire alarms and back-up generators. Halton Healthcare is currently working on the next phase of capital planning for the Georgetown Hospital.

Milton District Hospital

The Milton District Hospital opened in 1959. It recently completed a 330,000 square foot expansion, which added a new building for clinical services, 66 inpatient beds and a new Magnetic Resonance Imaging (MRI) machine to provide patient-centred care.

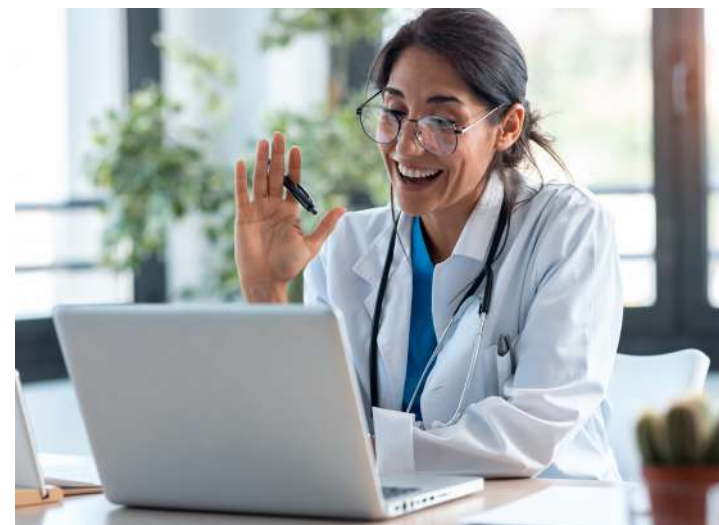
Oakville Trafalgar Memorial Hospital

The \$2.7 billion, 1.6 million square foot state-of-the-art Oakville Trafalgar Memorial Hospital offers a full range of health services. It opened in 2015 and has achieved LEED Gold Certification from the Canada Green Building Council, meeting the highest standards of energy efficiency and water conservation.

Joseph Brant Hospital (Burlington)

Joseph Brant Hospital opened in 1961 and completed a major redevelopment in 2018. The upgrades included a new patient tower, advanced technology, bright open spaces and calming environments to promote health and healing. It was the first Ontario hospital to construct a fully functioning field hospital during the COVID-19 pandemic.

Halton Region Public Health worked with Halton Healthcare and Joseph Brant Hospital to provide first and second doses of the COVID-19 vaccine to those who live and work in the region. The Oakville Trafalgar Memorial Hospital and Joseph Brant Hospital served as community vaccination clinics earlier this year, and all four local hospitals remain critical partners in our efforts to keep the community safe and healthy.



Physician Engagement

Halton Region is dedicated to the health and well-being of its residents. Providing Halton doctors with valuable public health information is an important step towards reaching that goal, especially during and while recovering from the pandemic. By collaborating with primary care physicians, hospitals, pharmacies and other community partners, our Physician Engagement program supports local physicians and other health care providers in caring for their patients.

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 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.

The Halton Global Business Centre program provides export development and scale-up support. Services include export counselling, market assistance, workshops, information on government programs and funding and networking opportunities.

Economic Development Services

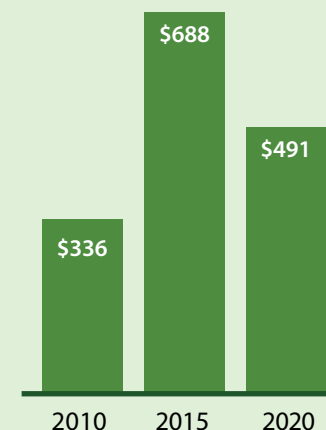
Halton's Economic Development team assists existing companies and those looking to invest in Halton. Services include providing data and insight into Halton's economy and demographics, industry and workforce analysis, liaising with government agencies, industry organizations and local businesses, investment and site selection assistance, coordination of site visits and tours, and business expansion and relocation assistance. The team also provides an Employment Land Concierge service to assist non-residential development applicants through the Regional approval process.

Halton's Economic Development Strategy 2012-2021 identifies target sectors for business attraction and retention. The Region is currently focused on targeting the following six sectors for investment: financial services, technology, life sciences, advanced manufacturing, food and beverage, and professional services. To learn more, visit halton.ca.



The Halton Region Small Business Centre offers resources and programs like Starter Company +, Futurpreneur and Summer Company to support local entrepreneurs.

Industrial, Commercial and Institutional Development Building Permit Value¹ (millions)



Since 2010, Halton Region's Industrial, Commercial and Institutional (ICI) sectors have seen annual average growth of 15 per cent.

¹ Statistics Canada, Building Permits Survey

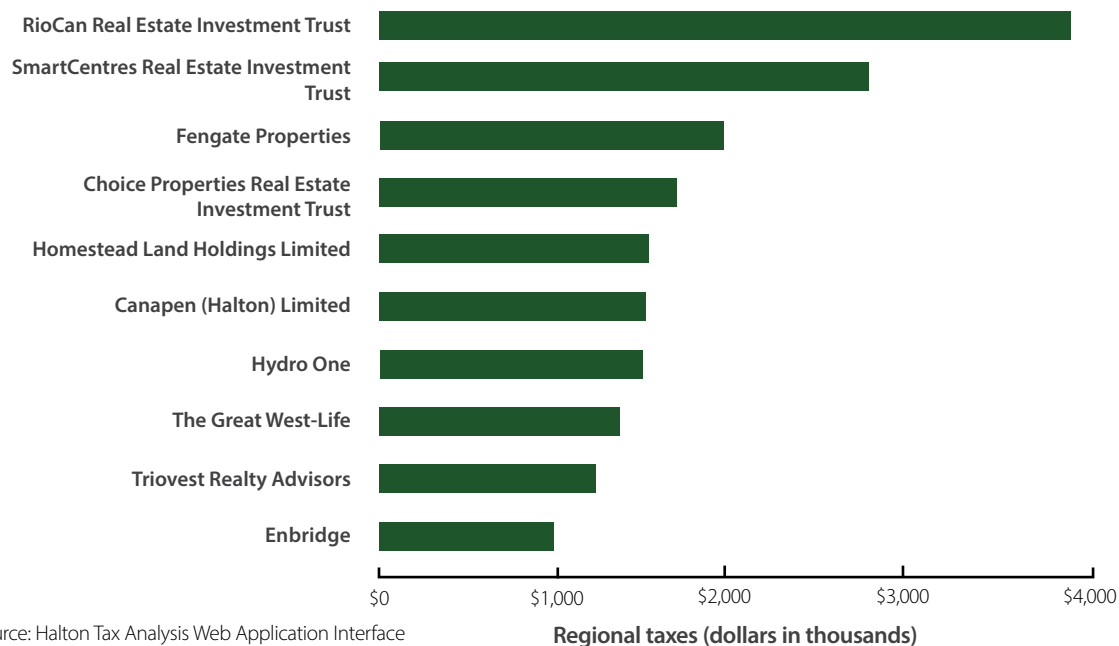
Top 10 Private Sector Employers in Halton in 2020

(Based on number of employees)

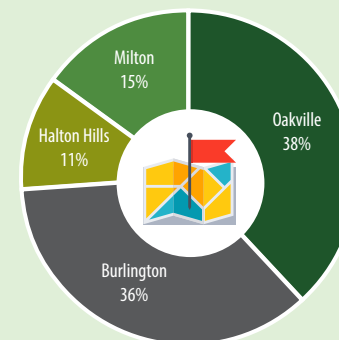
Business Name	Location	Sector
Ford Motor Company of Canada	Oakville	Automotive Assembly & Headquarters
Evertz Microsystems	Burlington	Electronics Manufacturing & Headquarters
Karmax Heavy Stamping (division of Magna)	Milton	Automotive Parts Manufacturing
Collins Aerospace	Oakville	Aerospace Parts Manufacturing
Sofina Foods (Fearmans Pork)	Burlington	Meat Processing
Gordon Food Service	Milton	Food & Beverage Distribution
Modatek Systems (division of Magna)	Milton	Automotive Parts Manufacturing
Innomar Strategies (division of Amerisource Bergen)	Oakville	Research and Development in Life Sciences and Pharmaceutical Services
Siemens Canada	Oakville	Engineering Technology & Headquarters
Aviva Canada	Oakville	Insurance Services

Source: Halton Economic Development, Halton Employment Survey

Principal Corporate Taxpayers in 2020



Distribution of Business Across Halton



Key Sectors



2018-2022 Halton Regional Council



Council photo taken in 2018

Halton Regional Council is the decision-making body for Halton Region. The Halton Regional Chair is the head of Regional Council, which is made up of 24 elected representatives, including the Mayors of each Local Municipality.

Council agendas, meeting schedules, documents and streaming video are available online at [halton.ca](https://www.halton.ca).

Council listing

Front Row (left to right):

Lisa Kearns, Burlington; Marianne Meed Ward, Mayor, Burlington; Rick Bonnette, Mayor, Halton Hills; Gary Carr, Regional Chair; Gordon Krantz, Mayor, Milton; Rob Burton, Mayor, Oakville; Cathy Duddeck, Oakville

Middle Row:

Angelo Bentivegna, Burlington; Shawna Stolte, Burlington; Jane Fogal, Halton Hills; Rick Malboeuf, Milton; Colin Best, Milton; Clark Somerville, Halton Hills; Pavan Parmar, Oakville; Rory Nisan, Burlington; Mike Cluett, Milton

Back Row:

Kelvin Galbraith, Burlington; Allan Elgar, Oakville; Tom Adams, Oakville; Jeff Knoll, Oakville; Paul Sharman, Burlington; Zeeshan Hamid, Milton; Dave Gittings, Oakville; Sean O'Meara, Oakville

Halton Region Budget and Business Plan

BUDGET REPORT 2022

| INTRODUCTION



From left to right: the Mississaugas of the Credit First Nation flag, Halton Region flag, Ontario flag and Canada flag flying at Halton Regional Centre.

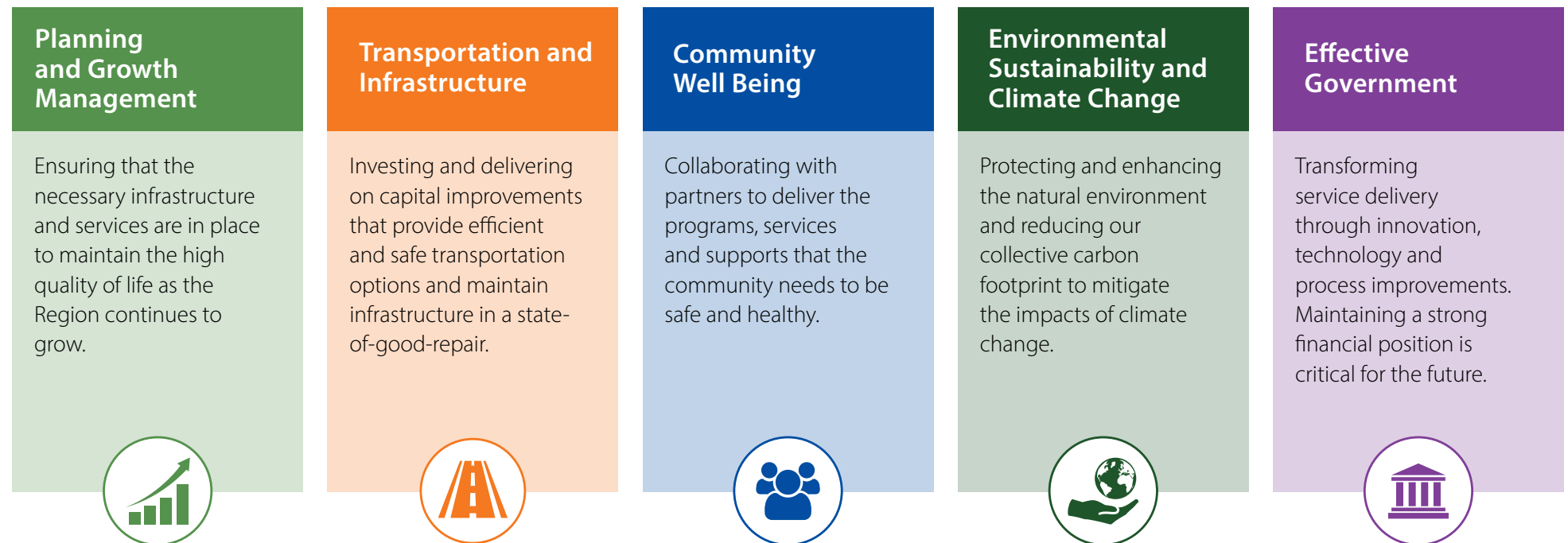
2019-2022 Strategic Business Plan

Our 2019–2022 Strategic Business Plan sets the objectives and specific actions that help achieve our vision and shape Halton's future.

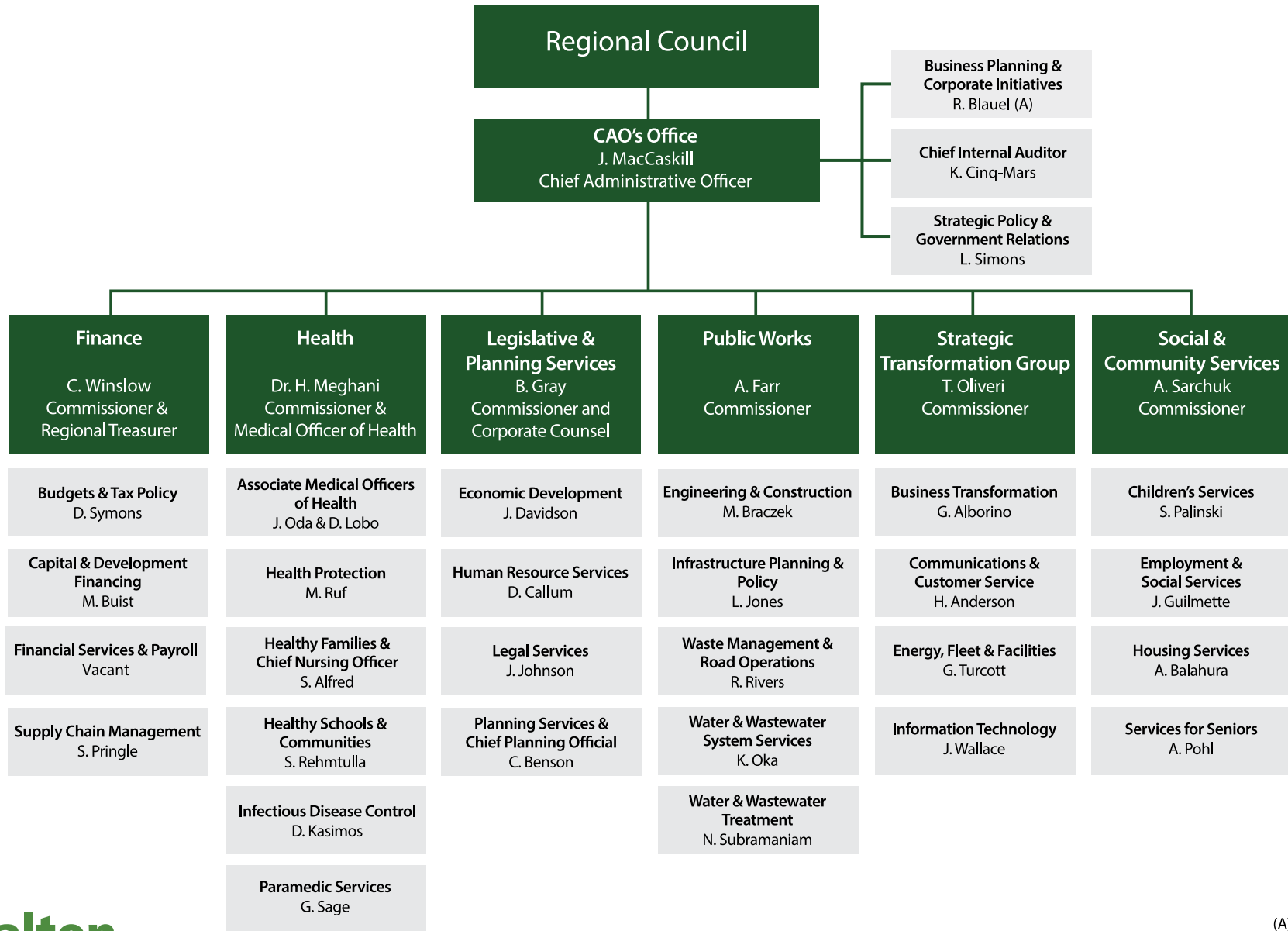
The strategic planning process also ensures a strong alignment between Council priorities, our corporate and departmental business planning and processes, and the Region's Budget and Business Plan. Through the consultation process, we identified 21 strategic objectives for this term of Council.

The strategic objectives are organized into five themes. The Plan identifies the actions that need to be undertaken over the term to achieve these strategic objectives and their respective outcomes.

The five themes for 2019-2022 Strategic Business Plan are:



Halton Region's Corporate Organization



Departments and Services

Halton Region enhances resident health, safety and well-being by providing essential programs and services to the community. Our budget process works to ensure accountability, transparency and fiscal responsibility while providing value for tax and ratepayers.

To support service delivery, the Region is organized into four operating departments supported by our corporate administration teams. Together, we serve and plan for the current and future needs of individuals, families and businesses throughout the community.

Health

The Health department works to achieve the best possible health for Halton Region residents. In collaboration with community partners, the department delivers programs and services that support the health, safety and well-being of the community. Public Health works to prevent illness and improve the health of residents while reducing health inequities. Services promote health across all ages including intensive support for families with higher needs, population health promotion, prevention of diseases, such as COVID-19, as well as environmental and health hazard management. Paramedic Services provides essential emergency response services to the community.



Spotlight

In 2021, Halton Region Public Health continued to respond to the COVID-19 pandemic. In addition to case and contact management, outbreak management and supports for school communities, Public Health played a leadership role in planning the local COVID-19 vaccination roll-out, achieving a two-dose community vaccination rate of 86 per cent among eligible individuals by mid-November.



A resident receives the COVID-19 Vaccine at Halton Region's Community Vaccination Clinic in Milton.

Highlights:

- Managed 6,401 cases of COVID-19 in 2020.
- Responded to more than 21,500 inquiries responded to about COVID-19 from the public and stakeholders.
- 5,884 consultations provided to school staff, students and parents related to promoting health for school-aged children in 2020.
- 2,717 inspections of food premises completed in 2020.
- 14,226 children screened in 2020 for oral health in elementary schools.
- 118,360 influenza vaccines delivered through community partners in 2020.
- 26 emergency vehicles and 249 paramedics deployed in 2020 to provide ambulance services in Halton.
- 49,499 paramedic calls answered and 29,834 patients transported in 2020.

Departments and Services - continued

Social & Community Services

The Social & Community Services department delivers programs and services that enhance the health, safety and well-being of Halton residents. The Social & Community Services department has four divisions: Children's Services, Employment and Social Services, Housing Services and Services for Seniors. These divisions are supported by the Human Services Planning and Program Support unit. The department provides funding and oversight to the early years and child care sector, operates three child care centres, provides financial assistance and employment supports to low-income residents, manages a range of housing supports from homelessness prevention to assisted housing, leads the operation of the Halton Community Housing Corporation, operates three long-term care homes, and supports older adults to live independently in the community.

The department works closely with other human service providers in Halton through the Community Safety and Well-being Plan, and makes targeted investments to respond to health and social service needs through the Halton Region Community Investment Fund. Throughout 2021, the Social & Community Services department continued to provide critical services in response to COVID-19.



Children enjoy outdoor play at one of Halton Region's child care centres.

Highlights:

- Child care fee assistance for 4,404 children in 2020.
- Increase of 467 licensed child care spaces within Halton in 2020, from 30,177 to 30,644.
- Financial assistance to an average of 2,000 Halton Ontario Works caseloads per month in 2020.
- Oversight of 5,271 housing units in 2020, of which 2,210 are directly operated by Halton Community Housing Corporation.
- Development of 99 new assisted housing opportunities in 2020, for a cumulative total of 913 new units since 2014.
- Funding for 63 community projects and programs through the Halton Region Community Investment Fund in 2020, using one-year and multi-year funds for a total of \$3 million.
- Direct care and service to older adults in 2020 through 572 beds at Regionally operated long-term care homes.
- 224 children received emergency child care and 284 child care centres were supported to reopen safely in 2020.
- 410 emergency assistance applications were processed, 225 temporary emergency shelter spaces were established, and 9,814 essential goods packages were delivered in 2020.
- More than \$3.1 million was invested in community programs for vulnerable residents utilizing Regional, provincial and federal funding in 2020.

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 Human Resource Services divisions are included under the Corporate Administration section.

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



An aerial view of Halton from Bronte Creek Provincial Park.

Highlights:

- 30,248 hectares of land designated for development.
- 655 development applications received and processed in 2020.
- 8,306 hectares of land designated as employment areas.
- 50 per cent of region protected as part of Halton's Natural Heritage System.
- 695 hectares of wooded areas, wetlands and meadows maintained in 14 Regional forest tracts.
- Ongoing implementation of the 25-year Burlington Beach Waterfront Park Master Plan
- 946 small business consultations conducted in 2020.
- 50 small business seminars/workshops held in 2020, attended by 677 entrepreneurs and small business clients.
- Programs that support agriculture and agri-tourism, including Simply Local, agricultural forums, farm and food tours, hosting of "Environmental Farm Plan" and "Grow Your Farm Profits" workshops and the Agricultural Community Development Fund.

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.



Public Works staff manage treatment and testing of wastewater at the Skyway Wastewater Treatment Plant.

Highlights:

- 100,001 tonnes of residential garbage collected and disposed in 2020.
- 142,920 tonnes of residential Blue Box and organic materials, diverted from the landfill in 2020.
- 1,154 paved lane kilometres of roadway maintained in 2020.
- 97 bridges and 221 major culverts maintained in 2020.
- Operation and maintenance of 271 signalized intersections and 6,851 streetlights in 2020.
- Treatment of more than 65 million cubic metres of water and more than 91 million cubic metres of wastewater in 2020.
- Operation and maintenance of 12 water treatment plants (treatment provided prior to distribution), 22 municipal wells, six wastewater treatment plants and one biosolids facility in 2020.
- Operation and maintenance of more than 2,324 kilometres of watermains, seven bulk water stations, 23 reservoirs and storage facilities, 15 booster stations, more than 1,965 kilometres of wastewater mains, and 83 pumping stations in 2020.

Departments and Services - continued

Corporate Administration

Corporate Administration includes Legal Services, Budgets and Tax Policy, Capital and Development Financing, Financial Services and Payroll, Supply Chain Management, Business Transformation, Communications and Customer Service, Energy, Fleet and Facilities, Information Technology, Business Planning and Corporate Initiatives, Human Resource Services, Internal Audit and Strategic Policy and Government Relations. The Regional Clerk provides support services to Regional Council and its Committees. These internal services provide support to the service delivery departments.

AAA credit rating 33 years in a row



Highlights:

- Development of annual Budget and Business Plan.
- Achieved AAA credit rating.
- Achieved annual property tax increase at or below inflation.
- Awarded the Distinguished Budget Presentation Award for the past 17 years, with the most recent received for the 2021 Budget and Business Plan.
- Awarded the Canadian Award for Financial Reporting for the past 14 years, with the most recent received for the 2019 Annual Financial Report.
- Continued advocacy to Provincial and Federal governments.
- Greater Toronto's Top Employers Award.
- 6.1 million visits to Halton's website in 2020 and operation of five Regional social media channels.
- 341,010 inquiries and service requests received by Access Halton in 2020.
- 25 Regional Council and Committee meetings supported by the Clerk's Office in 2020.
- 28,109 Facilities Services work requests (preventative and demand) completed in 2020.

Recent Awards

Accreditation

Services for Seniors Division

Commission on Accreditation of Rehabilitation Facilities (CARF)

Distinguished Budget Presentation Award

2021 Budget and Business Plan

The Government Finance Officers Association of the United States and Canada

Greater Toronto's Top Employer Award 2021

Halton Region

Mediacorp Canada Inc.

Highest Customer Service by Industry Award for Government

Access Halton

Service Quality Management Group

Local Municipal Champion Award

Integrated System Navigation Initiative (Social & Community Services)

Ontario Municipal Social Services Association

Maintenance Team of the Year Award

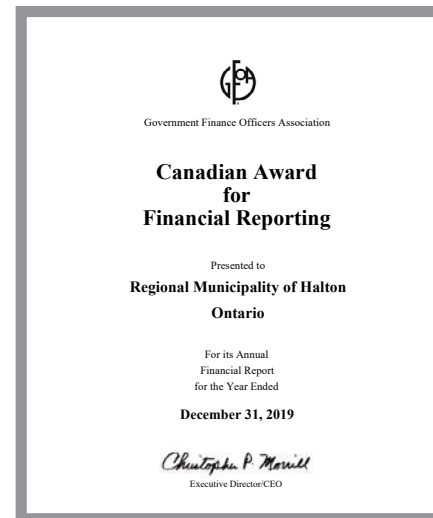
Water and wastewater treatment

Plant Engineering and Maintenance Association of Canada

Partnership for Safe Water Director's Award for outstanding commitment to high quality drinking water and treatment

Burlington, Burloak and Oakville Water Treatment Plants

American Water Works Association



Canadian Award for Financial Reporting

2019 Annual Financial Report
Government Finance Officers Association of the United States and Canada



Partnership for Safe Water
Director's Award for
outstanding commitment
to high quality drinking
water and treatment

Burlington, Burloak and Oakville
Water Treatment Plants
American Water Works Association

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Halton Region supports people living and working in the City of Burlington and the Towns of Halton Hills, Milton and Oakville. From clean drinking water to resilient infrastructure and public health programs, financial assistance and family supports, residents and businesses can rely on Halton to deliver programs and services that matter.

Halton Region Services

- | | |
|--|---|
|  Business services and economic development |  Paramedic services |
|  Children's services |  Public health programs and services |
|  Emergency planning |  Regional roads and transportation |
|  Financial assistance |  Services for seniors |
|  Housing services |  Waste management |
|  Infrastructure and construction |  Wastewater collection and treatment |
|  Land use planning and growth management |  Water purification and distribution |

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Regional programs
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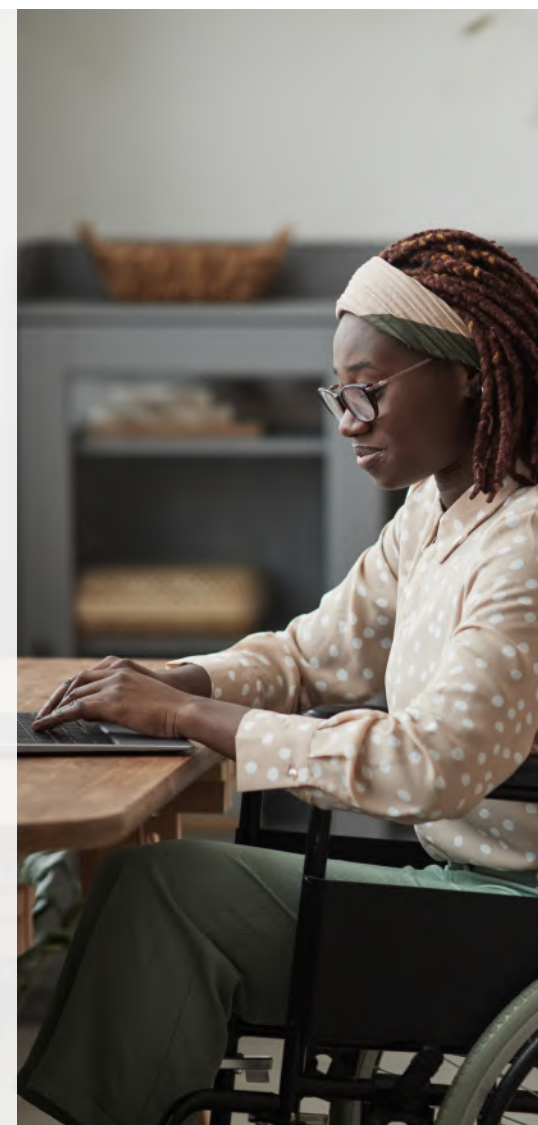


Visit a Regional facility*



Email accesshalton@halton.ca
or call 311

*Appointment may be required. Please email or call ahead. Visitors should follow public health measures and wear a non-medical mask or face covering, unless exempt.



Property Tax Impact

The 2022 combined impact of Regional and Police Services is a 2.2 per cent increase in property taxes, which is comprised of 2.0 per cent for Regional Services and 2.5 per cent for Police Services. The property tax impact of Regional and Police Services per \$100,000 current value assessment (CVA) will increase from \$271.18 in 2021 to \$277.02 in 2022. The 2022 property tax impact for Regional Services is an increase of \$3.35 and the impact for Police Services is an additional \$2.49, resulting in a combined increase of \$5.85 per \$100,000 CVA.

For example, for a household with \$500,000 CVA, the Regional tax increase would be \$29.25 including Police Services. This is calculated based on dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$5.85.

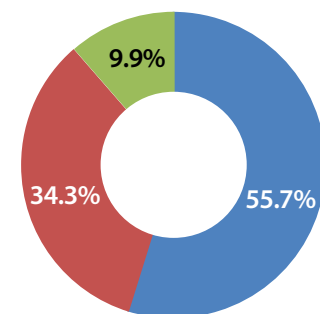
Property Tax Impact of Regional Government Services¹ (per \$100,000 CVA)

	2021 Actual	2022 Budget	\$ Change	% Change
Regional Services	\$170.37	\$173.73	\$3.35	2.0%
Police Services	\$100.81	\$103.30	\$2.49	2.5%
Regional Taxes¹	\$271.18	\$277.02	\$5.85	2.2%

Schedule may not add due to rounding.

¹ Based on projected 1.7 per cent assessment growth.

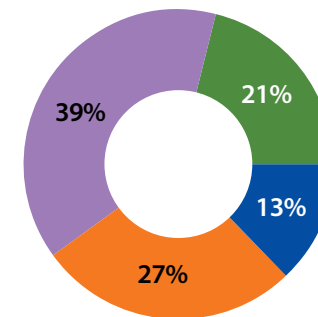
Average Ontario Family Tax Bill Breakdown²



Federal Provincial
Municipal

Figures may not add due to rounding.

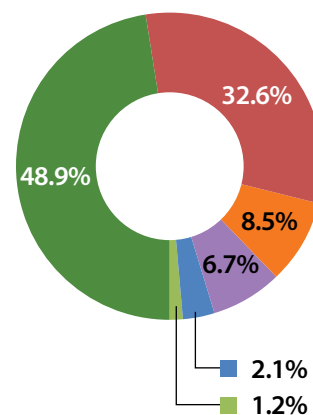
Percentage Share of 2021 Property Tax Bill



Local Education
Region Police

Figures may not add due to rounding.

2022 Tax-Supported Budget Revenues by Funding Source (\$000s)³



Figures may not add due to rounding.

Property taxes
\$295,120
Provincial subsidies
\$196,376
Investment income
\$51,383
Program & other revenue
\$40,678
Federal subsidies
\$12,390
Supplementary taxes
\$7,300

² Fraser Institute's Canadian Tax Simulator, 2021.

³ Figures exclude Halton Regional Police Services

Halton Region Budget and Business Plan

BUDGET REPORT 2022

EXECUTIVE SUMMARY



An aerial photo of Halton, with Oakville and Burlington in the foreground and Milton in the background.

Executive Summary

The 2022 Budget Book focuses on Regional Services governed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables as the *Police Services Act, 1990*, requires that Police Service Boards submit operating and capital estimates of maintaining the police force and providing it with the necessary equipment and facilities to Regional Council. Also included in the Regional Services budget are the municipal levy requests from Conservation Authorities, whose budgets are approved by the relevant Conservation Authority's Board.

The 2022 Budget for Regional Tax-Supported services results in a **2.0% tax increase** in the Regional share of property taxes (excluding Police Services). This is consistent with Regional Council's priority of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The 2022 Budget for Police Services includes a net tax increase of **2.5%** resulting in a combined tax increase of **2.2%**.

The 2022 Budget for Water and Wastewater Rate-Supported services has a **2.8% rate increase**, which is comprised of a 2.0% increase driven by capital financing required to support the State-of-Good-Repair capital program and a 0.8% increase to operate and maintain the water and wastewater system.

2022 Regional Property Tax Impact including Halton Regional Police Service

Regional property taxes fund Regional programs and services including social services, Regional road operations, housing services, waste management, public health programs, paramedic services and other Regional services. Regional property taxes also fund Police Services, and provide funding for Conservation Authorities. Water and Wastewater Services are not funded by property taxes. These services are fully funded by water and wastewater rates, which are collected through electricity bills and are described in the Water and Wastewater Overview section.

The Regional 2022 Tax-Supported net expenditure budget is increasing by 3.7% and includes a 1.7% assessment growth assumption for a net tax rate increase of 2.0%. The Regional tax rate increase of 2.0% is in line with the 2.0% or lower budget guideline, which was set out in Report No. **FN-20-21** (re: 2022 Budget Directions) on July 14, 2021. The Halton Police Board has approved a 4.2% budget increase or 2.5% after assessment, which is slightly above the budget guideline. The 2022-combined impact of Regional Services and Police Services is a 2.2% increase in property taxes, which is comprised of 2.0% for Regional Services and 2.5% for Police Services. The Regional Tax-Supported budget is detailed in the Tax Overview section.

2022 Budget Combined Tax Impact			
	Net Expenditure Increase	Assessment Growth	Tax Increase
Regional Services	3.7%	1.7%	2.0%
Police Services	4.2%	1.7%	2.5%
Regional & Police Services	3.9%	1.7%	2.2%

Schedule may not add due to rounding.

For illustrative purposes, the property tax impact per \$100,000 current value assessment (CVA) is an increase of \$3.35 for Regional Services and the impact for Police Services is an additional \$2.49, resulting in a combined increase of \$5.85 per \$100,000 CVA. The Regional tax increase including Police Services for 2022 would be \$29.25 for a household with a CVA of \$500,000. This is calculated based on dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$5.85.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)*				
	2021	2022	Change	
	Actual	Budget	\$	%
Regional Services	\$ 170.37	\$ 173.73	\$ 3.35	2.0%
Police Services	100.81	103.30	2.49	2.5%
Total Regional Taxes*	\$ 271.18	\$ 277.02	\$ 5.85	2.2%

Schedule may not add due to rounding

* Based on projected 1.7% assessment growth

There are still many unknown variables related to COVID-19 including the duration of the pandemic and recovery. Throughout the development of the 2022 Budget, staff continued to monitor the impacts of COVID-19, the one-time provincial relief funding available to mitigate the impacts, and the projected recovery plan. Staff have identified pressures that are projected to extend into 2022. In addition, there continues to be Provincial impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing or are currently under review. Given these uncertainties, the 2022 Budget was developed incorporating the latest information available while identifying risks and pressures. There will be a continued focus on core services, continuous improvement and finding cost efficiencies in all program areas to achieve the targets set, while supporting the objectives, outcomes and actions identified in our 2019–2022 Strategic Business Plan. The 2022 Budget and Business Plan also details how we will continue to invest in critical program enhancements and essential services to support residents and businesses as the community continues to respond to COVID-19.

2022 Water and Wastewater Rate Impact

Water and Wastewater Services are fully funded by water and wastewater rates that include a usage charge that is based on the volume of water consumed and a fixed charge based on meter size. The fixed charge is designed to ensure the recovery of expenditures that do not vary based on usage, such as the cost of maintaining the water and wastewater infrastructure in a state-of-good-repair. The fixed service charge is an important component of the fee structure to ensure there is a stable source of funding to maintain the water and wastewater system, whether the service is used or not. The combination of a fixed and variable fee structure is a recommended industry best practice to ensure a reliable, sustainable source of revenue while also providing customers control over spending and encouraging water conservation. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills issued through the four Local Hydro Distribution Companies.

The 2022 Water and Wastewater Rate-Supported Budget has a 2.8% increase, which is mainly driven by capital financing required to support the State-of-Good-Repair capital program, as detailed in the Water and Wastewater Overview section. The water and wastewater rate increase of 2.8% is lower than the 3.3% budget guideline set out in Report No. **FN-20-21**. The 2022 Rate-Supported Budget includes the assumptions of 0.0% consumption growth and 1.5% customer growth.

2022 Budget Rate Increase				
	Net Expenditure Increase	Customer Growth	Consumption Growth	Rate Increase
Water & Wastewater Services	3.5%	1.5%	0.0%	2.8%

As shown in the following table, for a typical residential home using 226 cubic metres (m³) of water per year, this will result in an additional \$28 in 2022 for water and wastewater charges combined.

Rate Impact On a Typical Residential Customer (226 m ³ / Year)					
	2021	2022	Change*		
	Budget	Budget	\$	%	
Water	\$ 463	\$ 477	\$ 14	3.0%	
Wastewater	532	547	\$ 14	2.7%	
Total	\$ 995	\$ 1,023	\$ 28	2.8%	

Schedule may not add due to rounding

*Based on 0.0% consumption growth and 1.5% customer growth

2022 Budget Overview

The 2022 requested gross operating budget is \$849.5 million for Regional Services and \$186.5 million for Police Services, resulting in \$1,036.0 million for combined services. The \$849.5 million gross operating budget for Regional Services includes financing of \$220.7 million for the Region's capital program. The increase in the gross operating budget for Regional Services is \$30.9 million, comprised of \$23.1 million for tax-supported services and \$7.8 million for rate-supported services.

2022 Gross Operating Budget of Regional Government Services (\$000s)					
	2022			2021	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Regional Services	\$ 603,247	\$ 246,220	\$ 849,467	\$ 818,556	\$ 30,911
Police Services	186,522	n/a	186,522	179,571	6,951
Total	\$ 789,768	\$ 246,220	\$ 1,035,988	\$ 998,127	\$ 37,862

Schedule may not add due to rounding

*Operating Budget for Regional Services restated as set out in **FN-20-21**

The 2022 requested Gross Capital Budget is \$453.8 million, consisting of \$442.0 million for Regional Services and \$11.8 million for Police Services. The Gross Capital Budget is financed by reserves, development charges, debt and other external recoveries. Included in the gross operating budget above are transfers to capital reserves to support the infrastructure programs.

2022 Gross Capital Budget of Regional Government Services (\$000s)					
	2022			2021	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Regional Services	\$ 236,060	\$ 203,985	\$ 442,045	\$ 453,639	\$ (11,593)
Police Services	11,752	n/a	11,752	6,239	5,513
Total	\$ 247,813	\$ 203,985	\$ 453,798	\$ 459,878	\$ (6,079)

Includes financing costs, schedule may not add due to rounding

Further details on the Operating and Capital Budgets are provided later in this section, and in the Tax and Water & Wastewater Overview sections.

As part of the annual budget development process, the Region ensures continued financial sustainability through effective financial planning and risk management, which results in maintaining a AAA credit rating and tax rate increases at or below the rate of inflation. For the 2022 Budget, the Region has been successful in delivering a property tax increase below the rate of inflation while maintaining or enhancing services. To achieve this objective, the 2022 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.
- Halton's strong financial position and financial planning principles will be continued to ensure the Region's AAA credit rating is maintained.
- Strategic investments in additional staff or other resources resulting from growth, program enhancements or additional federal and 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 are 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. In order to proceed with growth in the Region, an acceptable financing plan must be approved by Council prior to development proceeding.
- 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.
- The Budget that is presented to Halton Region tax and rate payers is clear and easy to understand, as evidenced by the annual receipt of the Distinguished Budget Presentation Award by the Government Finance Officers Association of the United States and Canada (GFOA).

The following chart highlights the process undertaken to prepare the 2022 Tax and Rate-Supported Budgets.

2022 Budget Process						
	Report	Date	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2022 Forecast	FN-44-20	December 16, 2020	2.6%	1.7%	3.3%	0.0% / 1.5%
2022 Budget Directions	FN-20-21	July 14, 2021	2.0%	1.7%	3.3%	0.0% / 1.5%
2022 Budget	FN-41-21	December 15, 2021	2.0%	1.7%	2.8%	0.0% / 1.5%

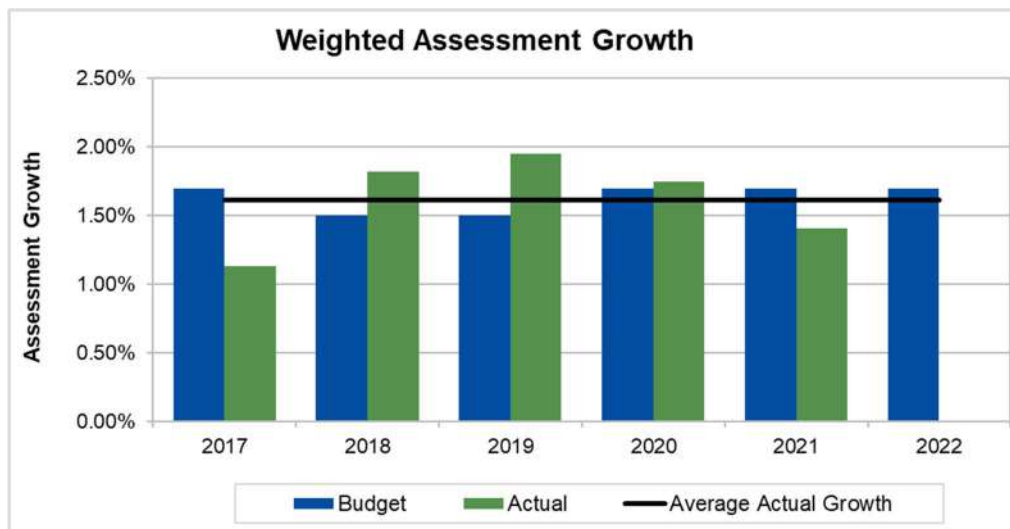
Tax-Supported Budget

The 10-Year Operating Budget Forecast in the 2021 Budget and Business Plan (FN-44-20) projected the tax increase for Regional programs including Police Services in 2022 to be 2.6%. The forecast was developed based on existing program financing plans, program-specific assumptions with respect to provincial funding, and expected inflationary and growth factors.

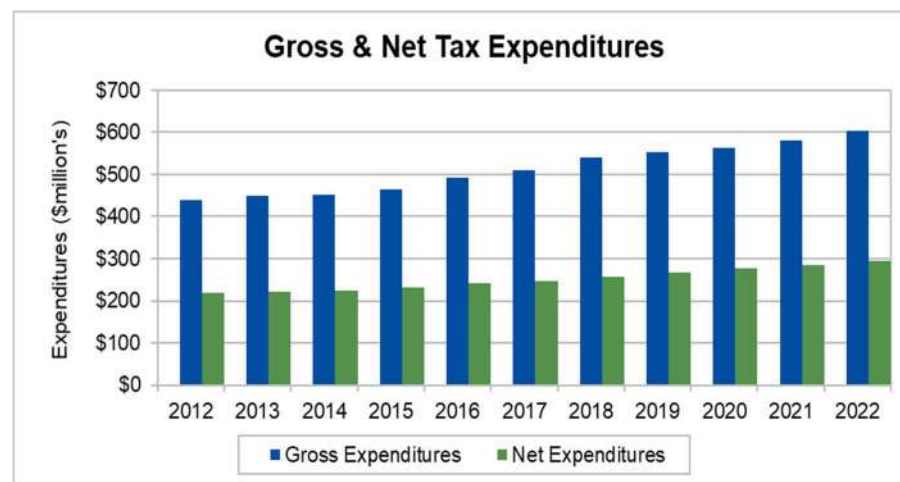
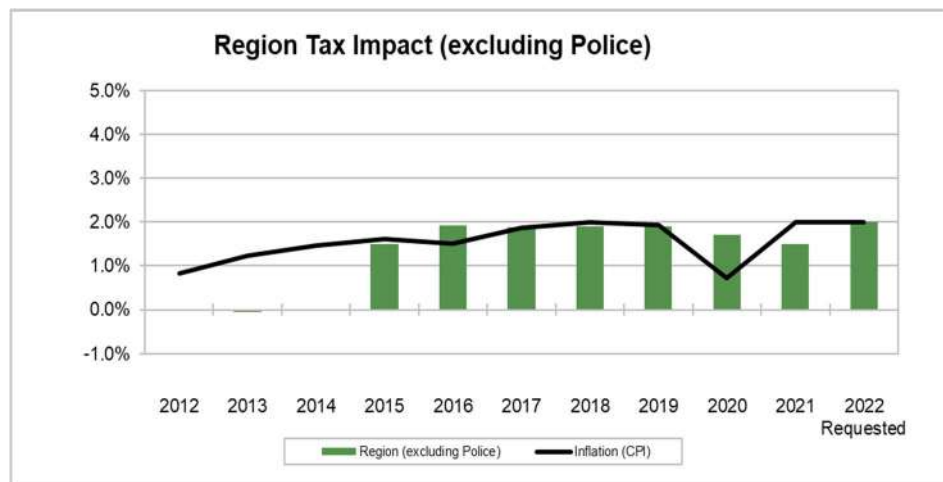
For the 2022 Budget Directions (FN-20-21), the tax forecast budget model assumptions reflected updated information, including adjusted program financing plans, assessment growth and Provincial funding announcements. The tax increase was set at a guideline of 2.0%, which aligned with Council's priority of a tax rate increase at or below the rate of inflation.

Through the development of the 2022 Budget, staff undertook a detailed review of program budgets, confirmed funding assumptions based on the latest information available, and identified strategies to incorporate savings into the budget. This has resulted in a tax rate increase of 2.0% for Regional Services, which aligns with Council's priority of tax rate increases at or below the rate of inflation.

When estimating assessment growth, it is important to look at historical data as well as implications of a development allocation program. As shown in the chart below, the actual assessment growth has fluctuated, with growth ranging from 1.13% to 1.95% over the past five years. Through the 2022 Budget Directions, based on the five-year average and consistent with the forecast, it was recommended that 1.7% assessment growth be used to prepare the 2022 Budget. Given the uncertainty around the impacts of COVID-19 on development, there is a risk of not achieving the 1.7% assessment growth target in 2022, however, any potential shortfall in assessment growth is anticipated to be temporary in nature and would be funded through a one-time transfer from the Tax Stabilization reserve, as set out in Report No. FN-41-21 re: "2022 Budget and Business Plan and Disposition of the 2021 Surplus".



The Region Tax Impact (excluding Police) chart below provides the history of property tax increases for Regional Services (excluding Police Services) in Halton for the last 10 years. The Region has successfully delivered an average property tax increase of 1.2% for Regional Services (excluding Police Services) from 2012 to 2021, while maintaining or enhancing core services as outlined in the Strategic Investments section. The Region has kept the average property tax rate increases at or below the rate of inflation even though gross expenditures have increased at an average rate of 3.2%, while net expenditures (after deducting subsidies and other revenues and recoveries) have increased at an average rate of 2.8%, as shown in the Gross & Net Tax Expenditures chart below. Net expenditure increases were offset by the increase in the Region's assessment base due to average growth of 1.7% over the same 10-year period, resulting in an average tax increase of 1.2%. Halton has for many years identified savings and reallocated resources to priority areas to address program pressures and service levels. Many of these savings and efficiencies have been identified in the Budget Book, which has helped bring the tax increase down to the average of 1.2%.



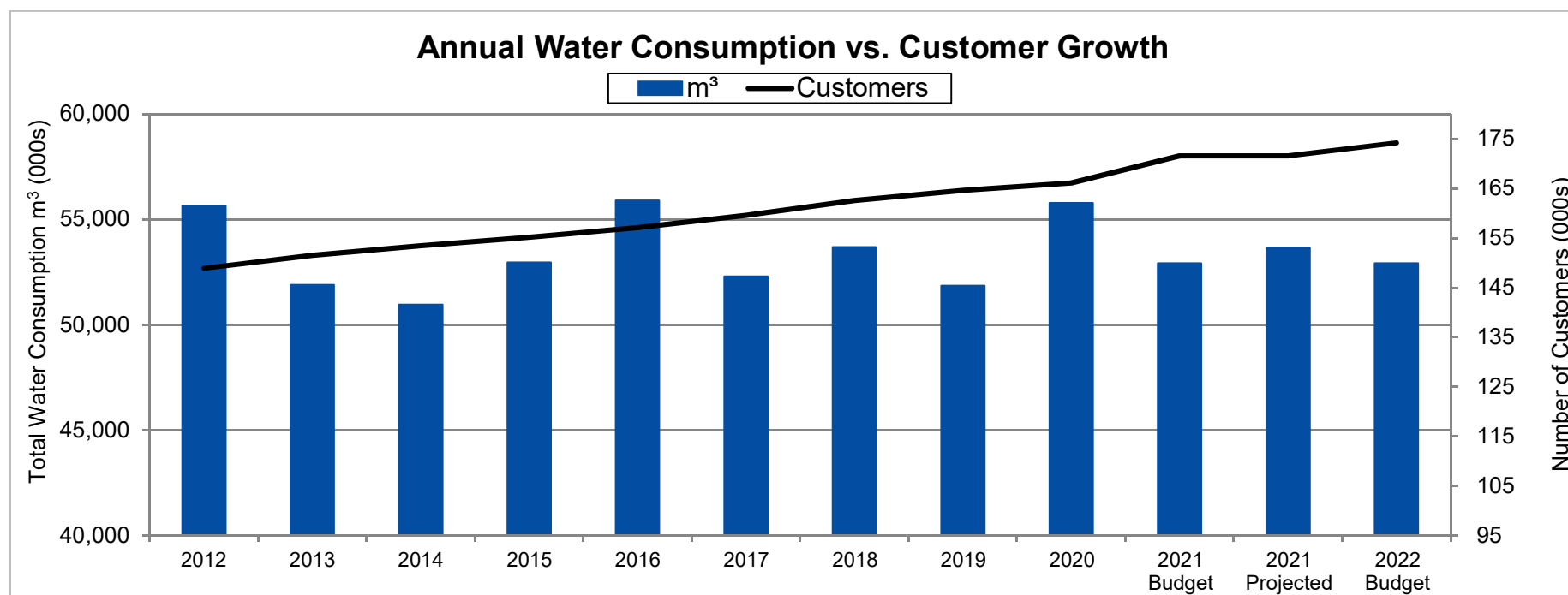
Rate-Supported Budget

The 10-Year Operating Budget Forecast in the 2021 Budget and Business Plan projected a rate increase of 3.3% in 2022. The forecast was developed based on existing program financing plans and program-specific assumptions with respect to expected inflationary and growth factors. For the rate forecast budget model, Budget Directions (**FN-20-21**) maintained the water consumption (0.0%) and customer growth (1.5%) projected in the forecast and included 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 2022 Budget Directions also recognized that some program enhancements would be needed to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2022 Budget Directions with a rate increase not to exceed 3.3%.

As shown below, Halton's average water and wastewater rate increase since 2010 has been 3.8%, while the average increases in other municipalities across the Greater Toronto Area and Hamilton have been higher over the same period of time. The increases in the water and wastewater rates are largely driven by requirements to support the State-of-Good-Repair capital program, with increases to support operations and maintenance costs at or below the rate of inflation.

Municipality	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Average
Halton	0.0%	4.1%	3.5%	4.8%	4.3%	4.9%	5.0%	5.1%	3.8%	3.7%	3.3%	2.6%	3.8%
Toronto	9.0%	9.0%	9.0%	9.0%	9.0%	8.0%	8.0%	5.0%	5.0%	4.0%	3.0%	1.5%	6.6%
Peel	5.0%	9.1%	8.0%	7.0%	7.4%	7.0%	9.0%	4.3%	6.5%	6.5%	7.2%	5.5%	6.9%
Durham	7.2%	4.5%	6.4%	8.4%	6.5%	5.0%	5.0%	3.6%	4.0%	1.8%	2.3%	0.8%	4.6%
Hamilton	4.0%	4.3%	4.3%	4.3%	4.0%	4.2%	4.7%	4.9%	4.5%	4.7%	4.1%	4.3%	4.3%

Water consumption has varied over the years mainly due to changing seasonal conditions as shown in the chart below. Throughout the COVID-19 pandemic, a slight increase in water demand has been observed arising from higher residential usage as more people work and attend school from home. This is not anticipated to be a long-term trend as demand is expected to normalize to pre-pandemic levels. As such, the 2022 Budget continues to reflect average consumption, which includes both dry and wet seasonal conditions, with 0.0% consumption growth projected for 2022. While there is no growth projected for water consumption, the number of water and wastewater customers continues to grow, and the 2022 Budget reflects this trend with a 1.5% increase in customer growth versus the 2021 Budget.



2022 Budget Key Drivers

The 2022 budget drivers are presented below and include COVID-19 budget drivers and investments that are aligned with the Region Strategic Business Plan.

COVID-19 Impacts

The COVID-19 pandemic has had an unprecedented impact in Halton Region and around the world. Throughout the COVID-19 emergency, the Region continues to deliver essential services that support the safety and well-being of residents. In addition, there has been an immense impact on Public Health and Corporate resources related to the COVID-19 vaccine roll out. The situation continues to evolve and change rapidly, with new information and impacts developing daily. While there are still many unknown variables including the duration of the pandemic, vaccination and recovery, the 2022 Budget plans for a continued response to COVID-19 to allow for an agile approach. Both temporary and permanent impacts related to COVID-19 are anticipated and have been included in the 2022 Budget. The 2022 Budget includes continued temporary staff support in Public Health, additional resources committed to infection prevention and control in Long-Term Care, as well as continued costs related to personal protective equipment, technology, deep disinfection cleaning and other facility-related costs to continue providing essential services and respond to the pandemic in 2022.

As shown in the 2022 Budget – COVID-19 table below, the 2022 Budget includes \$13.9 million of COVID-19 related expenditures. Of this, \$3.8 million is the expected utilization of funding previously announced through the Safe Restart Agreement (SRA) and COVID-19 Recovery Funding for Municipalities (CRFM) forecast to be carried-forward, \$9.4 million is funded from additional Provincial subsidies and other related revenues, and \$0.7 million is included as a net Regional impact. Of the \$9.3 million in provincial subsidy, \$4.1 million related to Public Health is unconfirmed by the Province. Based on experience throughout the COVID-19 pandemic and the Provincial government's continued support to municipalities, it is considered reasonable to anticipate that additional subsidies would be provided for Public Health in 2022, however, including \$4.1 million in additional unconfirmed funding is a measured risk in the 2022 Budget.

As communicated in Report No. **FN-36-20** re: "Operating Budget Variance Report for the period ending August 31st, 2020", through the first round of emergency funding under the SRA, Phase 1 funding was allocated on a per household basis with Halton Region receiving \$12.6 million to be used to address COVID-19 operating costs and pressures in 2020 and 2021. Accordingly through Report No. **FN-07-21** re: "Operating and Capital Budget Variance and Project Closure Report for the Period Ending December 31, 2020", the COVID-19 net impact to the Region in 2020 was met through a \$9.3 million partial utilization of the SRA Phase 1 funding with the remaining balance of \$3.3 million transferred to the COVID-19 Stabilization Reserve (501040) for utilization in 2021.

In 2021, the Region received additional SRA Phase 2 funding of \$5.3 million, as well as CRFM of \$5.4 million. In summary, the Region has received \$23.3 million through Federal and Provincial SRA and CRFM funding in 2020 and 2021; \$9.3 million has been utilized in 2020 and \$10.4 million is forecasted to be utilized in 2021 to meet COVID-19 related expenditures at the Region.

Additional one-time expenditures included in the 2022 Budget in Public Health, Paramedic Services, Long-Term Care, Housing, Children's Services and Corporate Administration are expected to be at least partially offset by utilizing funding previously announced through SRA / CRFM forecast to be carried forward into 2022 as per the 2022 Budget – COVID-19 table below.

2022 Budget - COVID-19 (\$000s)				
\$000s	Gross Expenditures	COVID-19 Reserve Transfer	Provincial Funding/Other Revenues	Net Regional Budget Impact
Public Health - COVID-19 Response	\$ 4,119	\$ -	\$ (4,119)	\$ -
Public Health - School-Focused Nurses Initiative	1,814	(16)	(1,798)	-
Paramedic Services	365	(227)	-	138
Long-Term Care - COVID-19 Response	347	-	(347)	-
Housing Services	4,244	(492)	(3,179)	573
Children's Services	1,515	(1,515)	-	-
Corporate Administration	1,531	(1,531)	-	-
Total	\$ 13,936	\$ (3,781)	\$ (9,444)	\$ 711

Schedule may not add due to rounding

The following sections detail the one-time COVID-19 impacts, including funding as well as investments recommended in the 2022 Budget, to reflect permanent impacts and requirements due to COVID-19.

Public Health: The 2022 Public Health budget includes \$5.9 million in temporary costs required to continue the COVID-19 pandemic response in 2022. Of this amount, \$1.8 million relates to the School-Focused Nurses Initiative, with funding committed by the Ministry of Health. This initiative will provide funding for 28 FTEs temporary nurses to support Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 response for the 2021 to 2022 school year. The remaining \$4.1 million is for one-time costs to continue to respond to COVID-19 and is anticipated, but not confirmed, to be fully funded by the Province. This includes \$1.5 million to support school-based immunization catch-up for Grade 7 students from the 2019 to 2020, 2020 to 2021, and 2021 to 2022 school years which will require additional temporary staff comprised of 20 Public Health Nurses, 4 Program Assistants and 2 Supervisors for six months, as well as other operational costs including courier services for vaccine deliveries, and facility rental costs as a contingency in lieu of using schools. \$2.1 million is included to hire temporary staff for 12 months in the Outbreak Management program comprised of 12 Public Health Nurses, 3 Program Assistants, and 5 Public Health Inspectors. Additionally, \$578,000 is included in Vaccine Management to hire 4 temporary Pharmacists for eight months to support the integration of COVID-19 vaccines into the regular publicly funded vaccine services.

The 2022 Budget was prepared based on the Vaccination Program ending on December 31st, 2021. However, the Ontario Government announced on November 3rd, 2021 that they will be expanding the eligibility for third doses of the COVID-19 vaccine, which will extend the Vaccination Program into 2022. The Province has committed to fund all costs related to the Vaccination Program and it is anticipated that there will be no financial impact to the Region. As a result, the 2022 Budget does not include any provisions for the Vaccination Program.

The COVID-19 response has highlighted staffing requirements in Public Health that are expected to continue beyond the pandemic. Additional permanent positions are required to address increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards. The following strategic investments are proposed in the 2022 Budget, and include provincial funding anticipated based on the current cost-share level, however this funding has not been confirmed:

- **Public Health Inspector - \$245,000:** The Infectious Disease division manages all public health diseases of significance, including COVID-19, through case and contact management and outbreak management. Public Health requires 2.0 FTEs Public Health Inspectors to mitigate the spread of COVID-19 and other respiratory pathogens. Public Health Inspectors on this team will ensure congregate and community settings are well supported to prevent and control outbreaks through regular quality assurance. This will be achieved by ensuring that the most up to date guidance to prevent outbreaks within Halton congregate and community settings are in place and implemented in various settings. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$103,000.
- **Manager, Vaccine Management - \$166,000:** The Vaccine Clinics and Vaccine Management programs are responsible for the implementation of the COVID-19 vaccine rollout, as well as the Grade 7 vaccine program. A permanent full-time Manager is required to improve program delivery, to manage increased workloads for core public health immunization requirements and to meet the increased demands due to population growth. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$70,000.
- **Pharmacist - \$298,000:** In 2021, as part of the COVID-19 vaccine rollout program, Public Health hired a temporary pharmacy team to manage the vaccine depot. Pharmacists helped ensure that the COVID-19 vaccines used by community clinics, mobile teams and primary care offices were distributed, transported, stored and handled in a manner that prevents waste and preserves the safety and integrity of the vaccines. Public Health requires 2.0 FTEs Pharmacists to continue to deliver services through the Vaccine Clinics and Vaccine Management programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$125,000.
- **Pharmacy Assistant - \$90,000:** To continue to support the Vaccine Clinics and Vaccine Management programs, Halton Region needs 1.0 FTE Pharmacy Assistant. The Pharmacy Assistant will assist pharmacists with the distribution, quality monitoring, storage and handling duties for vaccine clinics and vaccine management programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$38,000.
- **Public Health Nurse - \$239,000:** To help support all public health immunization activities including COVID-19 vaccination of our community, 2.0 FTEs Public Health Nurses are required. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$100,000.

Paramedic Services: Additional costs are expected to continue in 2022 for personal protective equipment and station cleaning related to COVID-19. The 2022 Budget includes \$365,000 for these costs, \$227,000 of which is anticipated to be temporary in 2022 and as such, is funded through a one-time transfer from the COVID-19 Stabilization Reserve. The remaining increase of \$138,000 is anticipated to be a permanent, ongoing requirement and as such is included as a Regional net impact.

Long-Term Care: The 2022 Budget includes \$347,000 for temporary support from Resident Care Aides to screen visitors and cover any staffing shortages. The cost is offset by one-time Infection, Prevention and Containment (IPAC) funding from the Ministry of Long-Term Care. The following permanent resources are proposed in the 2022 Budget, and include provincial funding anticipated based on the current cost-share level, however this funding has not been confirmed:

- **Compliance and IPAC Manager - \$167,000:** COVID-19 highlighted a significant gap in key clinical oversight within the Services for Seniors division. To help address this gap, there is a need for a Compliance and IPAC Manager to oversee clinical compliance, and infection prevention and control (IPAC) for

the Region's long-term care (LTC) homes and community programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$50,000.

- **Social Worker – \$132,000:** There is an increased need for clinical social work services in homes to support the various mental health needs of residents and their families. This support includes advocating for and assisting with care planning to improve a resident's well-being, responding to a crisis, and working with families and residents in need of emotional and clinical supports. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$40,000.
- **Program & Policy Analyst - \$122,000:** Policy development and policy management are fundamental to compliance with prescriptive legislation and for the provision of safe and quality programs in the Services for Seniors division. The division requires 1.0 FTE Program & Policy Analyst to support the monitoring and analysis of legislative changes, conduct research, identify best practices, and draft operation policy and guidelines for long-term care (LTC) and community programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$37,000.
- **Staff Training - \$204,000:** The Ontario Long-Term Care COVID-19 Commission Final Report recommends enhanced education and training that prioritizes geriatric care, comprehensive and meaningful training in palliative and end-of-life care, and infection prevention and control (IPAC) training. Long-Term Care is seeking an investment to provide this training in a sustainable manner. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$61,000.
- **Scheduling Clerk - \$168,000:** Over the last three years that centralized scheduling has been operational, there has been increasing challenges related to reduced staffing pools, the availability of staff and pandemic requirements related to staff cohorting. This has increased the time and effort required to schedule staff. Services for Seniors is seeking 2.0 FTE Scheduling Clerks to support scheduling requirements in this complex 24/7 operating environment. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$50,000.
- **Workforce Management Coordinator - \$87,000:** To effectively manage scheduling and workforce management (WFM) needs, the Region requires one permanent WFM Coordinator position. This position will support effective scheduling, reduce administration in LTC homes, and improve utilization of the workforce management system. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$26,000.

Housing Services: The 2022 Budget includes \$4.2 million to continue to provide safe shelter solutions for vulnerable individuals and families during the pandemic, and to increase the investment in the Halton Rental Assistance Program (HRAP) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units in support of the Region's Comprehensive Housing Strategy. Included in the 2022 Budget is a \$2.1 million increased investment proposed in HRAP funded through one-time funding of \$1.0 million from the provincial Social Services Relief Fund, and a one-time transfer of \$492,000 from the COVID-19 Stabilization Reserve, resulting in a net tax impact of \$573,000 in 2022. In addition, \$2.2 million is included to fund additional homelessness shelter capacity to meet the anticipated increase in demand, allow for safe physical distancing following Public Health guidance, and to support vulnerable people in need in the community. Of this amount, \$1.2 million is funded through one-time Social Services Relief Fund funding, \$883,000 is funded from Community Homelessness Prevention Initiative (CHPI) funding, and \$100,000 is funded through other revenues.

Children's Services: The 2022 Budget includes a transfer of \$1.5 million from the COVID-19 Stabilization Reserve to maintain the current service levels in anticipation of federal childcare investments despite the removal of the one-time transitional grant in 2022 from the Ministry of Education (EDU).

Corporate Administration: The 2022 Budget for Corporate Administration includes \$1.5 million related to the COVID-19 pandemic to provide for technology, cleaning, security and other facility-related costs, and additional costs related to by-law enforcement requirements and staffing. These costs are funded through a

one-time transfer from the COVID-19 Stabilization Reserve in 2022, utilizing funds allocated from the SRA and CRFM. In addition, a permanent resource has been identified in Supply Chain Management due to expanded inventory management focus:

- **Supply Chain Coordinator - \$98,000:** Halton Region delivers services to the public through the procurement of various goods and services that require ongoing contract and vendor performance oversight. The Supply Chain Coordinator will support the Supply Chain Management division by processing contract extensions, preparing reports, administering electronic procurement functions and performing administrative and reporting functions for the planned Vendor Performance Management program.

Strategic Business Plan

The following drivers of the 2022 Budget reflect Council priorities as approved in the 2019-2022 Strategic Business Plan and are grouped by five strategic themes:

- Effective Government
- Planning and Growth Management
- Transportation and Infrastructure
- Community Well Being
- Environmental Sustainability and Climate Change



Effective Government

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. Enhancing public engagement and awareness of Regional programs to promote transparency and accountability are key objectives of this priority as the Region transforms service delivery through innovation, technology and continuous improvements. The 2022 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council. The Budget has been prepared consistent with Council-approved priorities to ensure the Region continues to maintain a strong financial position.

The following drivers are highlighted in the Effective Government section:

- Continuous Improvements
- Corporate Governance
- Digital and Workplace Transformation
- Provincial Funding
- Financing Growth
- Regional Investments in Economic Development

Continuous Improvements

The 2019-2022 Strategic Business Plan establishes an objective of annual tax rate increases not to exceed inflation. Management Committee plays an active role in reviewing the base budget as well as proposed strategic investments to ensure service levels are maintained and Council priorities are achieved. A commitment to continuous improvement including increased use of technology, streamlining of business processes, reallocation of resources to address priorities, implementing efficiencies through all of the Region's programs, and cost savings have been identified in the operating budget as noted below. This was achieved while maintaining levels of service, enhancing customer service and responding to growth requirements.

Key initiatives completed or underway in 2021 include:

- Process review and technology implementation (YARDI) for the Halton Community Housing Corporation resulting in streamlined service delivery, improved data management, and improved client service
- Process review and technology implementation of a workforce management staff scheduling system in Paramedic Services (complete)
- Comprehensive review of purchasing and accounts payable to streamline processes through increased automation and improved internal controls
- Continuing to implement Supervisory Control and Data Acquisition (SCADA) enhancements and upgrades to the water and wastewater systems to improve reliability, sustainability, resiliency and system security
- Continuing to augment the Asset Management Program to improve programming of the "state-of-good-repair program"
- Continuing to implement the Reliability Centred Maintenance program to prolong the useful life of assets and reduce State-of-Good-Repair Capital funding needs
- Implementing the American Water Works Association (AWWA) sponsored partnerships for clean and safe water to optimize and improve the operational efficiency of the wastewater and water treatment and systems
- Continued enhancements to Regional Enterprise systems, ensuring reliable and secure delivery of Financial, Customer Service and Work Order Management technology
- Continued implementation of technology enhancements to support the Regional Customer Access strategy
- Process review and optimization of dead end watermain flushing program to address seasonal needs and improve efficiency
- Continued development of a Digital Strategy for Halton Region which will enhance the delivery of high-quality online digital services including offering 125 of its most frequently used customer-facing services, and the top 50 internal processes and staff experiences, as complete digital services by 2025
- Digitized Halton Region's contact tracing process, from test results to phone calls, and the management of cases and contacts
- Planning and delivery of the Halton Region Centre Redevelopment and Modernization Project
- Procurement preparation for an Advanced Traffic Management System to provide an efficient and safe Region-wide transportation network for all road users
- Design of an Advanced Meter Infrastructure System to automate meter reading
- Implementation of light emitting diode (LED) streetlights resulting in savings, reduced maintenance and reduced carbon footprint
- Review and refinement of key planning processes to ensure timely approvals – this includes implementing process supports such as a comprehensive development tracking system (DATS), as well as electronic application circulations
- Providing all small business programming and services virtually in 2021 to ensure no loss in customer service, ongoing COVID-19 webinars, maintaining COVID-19 web resources for businesses and conducting a COVID-19 Business Recovery Survey in Q4, 2021
- Ongoing implementation of the employment land concierge program to advance new non-residential development
- Long Term Care (LTC) Visit Appointment Booking form implementation
- Planning for the implementation of the new Public Sector Accounting Standards (i.e., Asset Retirement Obligations, Financial Instruments) effective January 1, 2023
- Modernization of the Region's Corporate Purchase Card approval process to move to a web based portal (complete)
- Implementation of an electronic employee expense reimbursement form (complete)
- Expand Halton Region's payment methods to be able to remit electronic funds payments to US vendors in US dollars (complete)
- Continued enhancements to the financial reporting tool, Caseware, to include the automation of the Financial Information Returns (complete)
- Expansion of Paramedic Services Community Paramedic program for clients on the long-term care wait list
- Transition to virtual approaches where possible to provide client services during the COVID-19 pandemic to minimize the risk of COVID-19 transmission including programs such as Healthy Babies Health Children, Prenatal Breastfeeding education, Halton Prenatal Nutrition Program and Oral Health

- Implementation of new electronic documentation for respiratory outbreaks
- Launch of the influenza reporting dashboard on [Halton.ca](https://www.halton.ca)
- Creation and implementation of a new vaccine clinic booking system on [Halton.ca](https://www.halton.ca) used for both COVID-19 vaccine clinics and Grade 7 clinics
- Local implementation of the provincial COVID-19 vaccination (COVax) data system
- Implementation of a career board for early learning and child care professionals, along with resources to support interviewing and onboarding to help address recruitment challenges in the sector
- Implementation of emergency child care for school-age children during remote learning, while schools were closed
- Addition of digital screens and wifi in the common spaces of multi-unit buildings in HCHC

Corporate Governance

The Region has made important commitments to advance initiatives to support Indigenous Relations, equity, diversity and inclusion, as well as climate change. In addition, continuing to formalize and strengthen the Region's risk management and performance measurement approach is a priority. The following strategic investments included in the 2022 Budget support these priorities:

- **Executive Lead, Indigenous Relations \$217,000:** Halton Region has made a commitment to support the Truth and Reconciliation Commission report's calls to action and the United Nations' Declaration of the Rights of Indigenous People. As part of that commitment, Halton Region has set out to develop a respectful and reciprocal relationship with Indigenous peoples. The Executive Lead for Indigenous Relations will lead the ongoing development of the Indigenous Relationship Initiative for Halton Region. This position would be permanently in place to foster relationships and build capacity in a long term, sustainable and meaningful way. The cost of this position is fully offset by an equivalent reduction in contract costs.
- **Enterprise Performance and Risk Management Advisor - \$210,000:** The implementation of an Enterprise Performance and Risk Management Program will ensure Halton's risks are consistently managed and mitigated, and through ongoing monitoring, will ensure that identified risk mitigation measures remain current and appropriate. This position will inform strategic planning, budget, general insurance and bond rating, emergency management, and business continuity programs. It will also maintain the Performance Management Program of 170 program measures through Halton's continued participation in the Municipal Benchmarking Network Canada partnership.
- **Policy Specialists - \$212,000:** Halton Region has had a long-standing commitment to address climate change and sustainability, and a strong commitment to support Equity Diversity and Inclusion within the organization. As work has progressed in these areas, there is a need for dedicated staff whose focus is directly related to achieving the Region's objectives.

Digital and Workplace Transformation

Halton Region's 2019-2022 Strategic Business Plan prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The Strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The Strategy also identifies the technologies and infrastructure required to deliver digital services effectively. As many staff continue to work from home due to the COVID-19 pandemic, and services become increasingly reliant on electronic delivery, dependency on technology continues to increase. The following strategic investments are proposed which will streamline business processes, implement new technologies to transform service delivery, improve the customer experience, increase services available to residents, and reduce risks:

- **Workforce Management Data Specialist - \$135,000:** To support many key functions in Paramedic Services, Services for Seniors and Payroll Services, a Workforce Management Data Specialist is needed. This includes, but is not limited to, testing workforce management fixes and enhancements, responding to scheduling inquiries and monthly workforce management reporting.
- **Information Management Specialist/Product Manager, Digital Services - \$150,000:** To develop an information management (IM) strategy and implement an enterprise content management (ECM) system, the Region requires an Information Management Specialist. The position will work with Legislative and Planning Services staff and business units to ensure that data and information is fit for its intended purpose.
- **Digital Enterprise Architecture Analyst - \$135,000:** To support establishing the strategic direction of systems supporting the Region, driving innovation, establishing architecture roadmaps and blueprints, and evaluating and recommending solutions that align with Halton's Cloud and Technology Blueprints.
- **Project Manager II, Business Solutions - \$135,000:** To provide project management support in the service and process transformation work stream of the digital strategy, Halton Region requires a Project Manager II. This position will work closely with the enterprise technology architecture team and business units to develop a business application rationalization program to reduce the Region's technology footprint, total cost of ownership and IT staff support costs.
- **Information Management Analyst, Digital Services - \$135,000:** The Digital Services program is seeking an Information Management Analyst to be the technical resource on the Information Management team. Working closely with the Information Management Specialist, the Analyst will be responsible for automating records management (RM) processes and information management (IM) strategy through an enterprise content management system.
- **SAP Analyst, Business Solutions - \$135,000:** SAP is the Region's enterprise resources planning system and is used to manage budgets, procurement, financial accounting, asset and plant maintenance, human resources and financial reporting. There is a need for a SAP Analyst to support all change requests for enhancements and provide daily operational support.
- **Administrative Assistant - \$99,000:** To provide dedicated administrative support to the Commissioner, senior management team and staff of the Strategic Transformation Group, an Administrative Assistant is needed. This includes invoicing, drafting and issuing correspondence, meeting preparations, record keeping and customer service and follow-up on issues to ensure deadlines are met.
- **Senior Legal Counsel (Insurance, Risk, IT & Corporate) - \$229,000:** To provide legal support to Risk Management & Insurance, as well as to the Strategic Transformation Group to support the growing demands related to moving to a digital environment, Halton Region requires Senior Legal Counsel. This legal support will primarily consist of providing advice and support on complex matters including advice on IT contracts, an area with increasing specialization and cross-departmental implications.
- **Policy Advisor, Information Management - \$119,000:** To support the growing demands related to moving to an increasingly digital environment and to support the policy and delivery of enhanced customer service, operational and strategic decision-making and reporting.

Provincial Funding

Provincial funding represents approximately one third, or 33%, of the funding for the 2022 Tax-Supported Budget. The 2022 Budget was prepared with the most current information available at the time. However, there is uncertainty as there are still several programs and funding models currently under review by the Province that could affect 2022, including the Children's Services funding model and the structure of Public Health and Paramedic Services.

As shown in the Provincial Subsidies by Program table below, the total increase in provincial funding in the 2022 Budget is \$7.9 million or 4.2%. With the exception of Children's Services and a modest decrease in Economic Development, all other programs are budgeted to see increases in the level of Provincial subsidies compared to the 2021 Budget. The 2022 base budget for Provincial subsidies is \$185.3 million. These base subsidies are budgeted to be augmented by over \$9.3 million in one-time COVID-19 funding, with Strategic Investments budgeted to include another \$1.8 million anticipated based on current cost-share levels, but not yet confirmed. This is a risk in the 2022 Budget, but is considered reasonable as the majority relates to demonstrated needs due to COVID-19.

Provincial Subsidies By Program (\$000s)							
	2021	2022				Change in Budget	
		Base	COVID-19 One Time	Strategic Investments	Total	Total	
Public Health	\$ 27,254	\$ 25,451	\$ 4,119	\$ 673	\$ 30,243	\$ 2,989	11.0%
Public Health - School-Focused Nurses Initiative	1,494	-	1,798	-	1,798	304	0.0%
Paramedic Services	22,204	23,265	-	462	23,727	1,524	6.9%
Children's Services	59,056	56,783	-	-	56,783	(2,273)	-3.8%
Housing Services	13,512	12,942	3,079	-	16,021	2,509	18.6%
Services for Seniors	38,743	39,596	347	616	40,560	1,817	4.7%
Employment & Social Services	25,916	26,936	-	-	26,936	1,020	3.9%
Road Operations	100	100	-	-	100	-	0.0%
Economic Development	226	208	-	-	208	(18)	-8.0%
Total	\$ 188,505	\$ 185,280	\$ 9,344	\$ 1,752	\$ 196,376	\$ 7,871	4.2%

Schedule may not add due to rounding

Public Health

As of January 1st, 2020, the Province changed the funding formula for Public Health from a cost-share model with 100% and 75% provincial funding for various programs, to 70% provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region already contributes more than 30%, the 2020 and 2021 funding allocations were frozen. As shown in the table below, Public Health's 2022 budget is funded based on 59% funding from the Province, and 41% from the Region, as the Province has not committed to additional funding to make up the current Provincial shortfall. The subsidy funding does not keep pace with the increase in costs and demand for services. In 2021, Halton will contribute \$6.3 million more than its cost share to compensate for shortfalls in Provincial funding to maintain essential services, and this will increase to \$6.6 million in 2022. Public Health has only had one subsidy increase from 2014 to 2021, which was a 3% increase in 2018. The 2022 Budget includes an \$860,000 increase in funding required to match the 2021 cost-share level and \$673,000 for strategic investments. The funding for this increase has not been confirmed by the Province and the anticipated shortfall will increase further in 2022 if it is not approved.

Public Health (\$000s)												
Division	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2021	2022	Change	2021		2022		Change		2021	2022	Change
Public Health	\$42,050	\$44,732	\$2,682	\$24,681	59%	\$26,214	59%	\$1,533	6%	\$6,260	\$6,615	\$354

Paramedic Services

The 2022 Budget includes a funding increase of \$942,000 comprised of \$480,000 in base funding and \$462,000 included in strategic investments, which reflects the current funding model that supports program growth, but not inflation. Cost-shared funding is intended to support a cost-share between the Provincial and Regional governments of 50/50, however, the 2022 Budget is funded based on a cost-share of 49% funding from the Province, and 51% from the Region. The shortfall for 2022 is \$915,000.

Paramedic Services (\$000s)												
Division	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2021	2022	Change	2021		2022		Change		2021	2022	Change
Paramedics	\$43,348	\$44,939	\$1,591	\$21,005	48%	\$21,946	49%	\$942	4%	\$1,052	\$915	(\$137)

Children's Services

The 2022 Budget reflects a reduction of \$2.3 million, or 3.8%, in Provincial funding from the Ministry of Education (EDU) that is driven by the removal of the one-time transitional grant of \$1.5 million, and an additional anticipated reduction to the overall funding envelope due to administration cost share adjustment from 5% to 2.5%. A one-time transfer of \$1.5 million from the COVID-19 Stabilization Reserve will offset the removal of the transitional grant in 2022. As noted in the Report No. **FN-21-21** (re: Operating Budget Variance Report for the Period Ending April 30, 2021), there was uncertainty around the funding model for Children's Services that could affect 2021. On December 11, 2020, the Region received the 2021 funding allocation for Children's Services from EDU which was \$1.5 million less than what was included in the 2021 Budget related to utilization funding, a component of base funding which is still included in the 2022 Budget. The 2022 Budget includes a similar anticipated funding shortfall which is being risk managed. The Region will continue to advocate to the Provincial government for adequate funding to meet the needs of children and families in Halton.

Housing Services

Two one-time funding initiatives, including a Federal Reaching Home enhancement of \$3.2 million and a new one-time Social Services Relief Fund (SSRF) of \$2.2 million were announced in 2021 that extend to Q1 2022. The 2022 Budget also includes an increase in Federal Block Funding for Community Housing Providers (\$220,000), and the Canada-Ontario Community Housing Initiative (COCHI) (\$116,000) partially offset by a decrease in Ontario Priorities Housing Initiative (OPHI) (\$24,000).

Services for Seniors

The majority of Provincial funding in Services for Seniors is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis, with an adjustment to reflect the Case Mix Index (CMI) of the home, which is a numeric value assigned to a LTC home used as a measure of the care requirements of residents. As shown in the table below, the 2021 to 2022 re-indexing of eligible CMI funding by the MLTC results in subsidy received that is 92.1% of the calculated care needs of residents. While the calculated CMI, which measures the care requirements of residents, has been increasing the MLTC re-indexing factor has been decreasing, resulting in a gap between subsidy required and subsidy received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$2.0 million in the 2022 Budget. This shortfall results in increased Regional investment required to maintain service levels.

Long-Term Care Homes - Case Mix Index							
Case Mix Index	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
Allendale	103.76%	104.97%	110.13%	117.78%	120.27%	123.36%	124.42%
Post Inn Village	105.71%	105.95%	106.34%	112.82%	115.66%	118.20%	120.53%
Creekway Village	115.45%	114.72%	116.56%	120.52%	120.51%	123.11%	125.14%
MLTC Re-Indexing Factor	97.3%	96.4%	95.6%	94.6%	93.2%	92.7%	92.1%
Change in Re-Indexing Factor		-0.9%	-0.8%	-1.1%	-1.4%	-0.5%	-0.7%

An increase of \$1.8 million in funding is anticipated in 2022 for Services for Seniors. This includes increases in base funding of \$853,000 resulting largely from per diem funding adjustments, along with a slight rise in Case Mix Index (CMI). On top of these base funding increases, another \$616,000 in Provincial funding has been anticipated in the strategic investments based on the current funding level, however has not yet been confirmed. In addition, an increase of \$347,000 in one-time COVID-19 funding has been budgeted for infection prevention and containment. Services for Seniors also receives funding from Ontario Health (OH) for Supportive Housing and Adult Day programs, which continues to be held at the 2018 level.

Employment & Social Services

Provincial funding is provided for Ontario Works (OW) benefits, OW cost of administration, and Employment programs. OW benefits are 100% Provincially funded and the cost of administering the OW program is intended to be cost-shared 50/50 with municipalities. The 2022 budget for OW benefit expenditures is increasing by \$1.0 million based on a 5% projected increase in demand, and is fully offset by Provincial funding and other OW related revenues, with no net Regional impact.

Financing Growth

Growth Financing Principles

A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not affected, to the extent possible under the *Development Charges Act* (DCA), by the cost of growth-related capital requirements or the risks related to finance 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. The 2020 Development Financing Plan approved in Report No. **FN-46-19/ PW-50-19/ LPS112-19** (Re: 2020 Allocation Program Options) and discussed in **LPS74-20** (Re: 2020 Allocation Program Update) includes the release of 18,743 Single Detached Equivalents (SDE's) in Halton, without financial impact to the existing taxpayers to the extent possible under the DCA. The 2020 program is expected to increase in subscription due to the pool of 3,000 SDE's retained by the Region (1,500 for purpose-built affordable housing and 1,500 for public interest) and through the top-up provision in the Allocation Agreements.

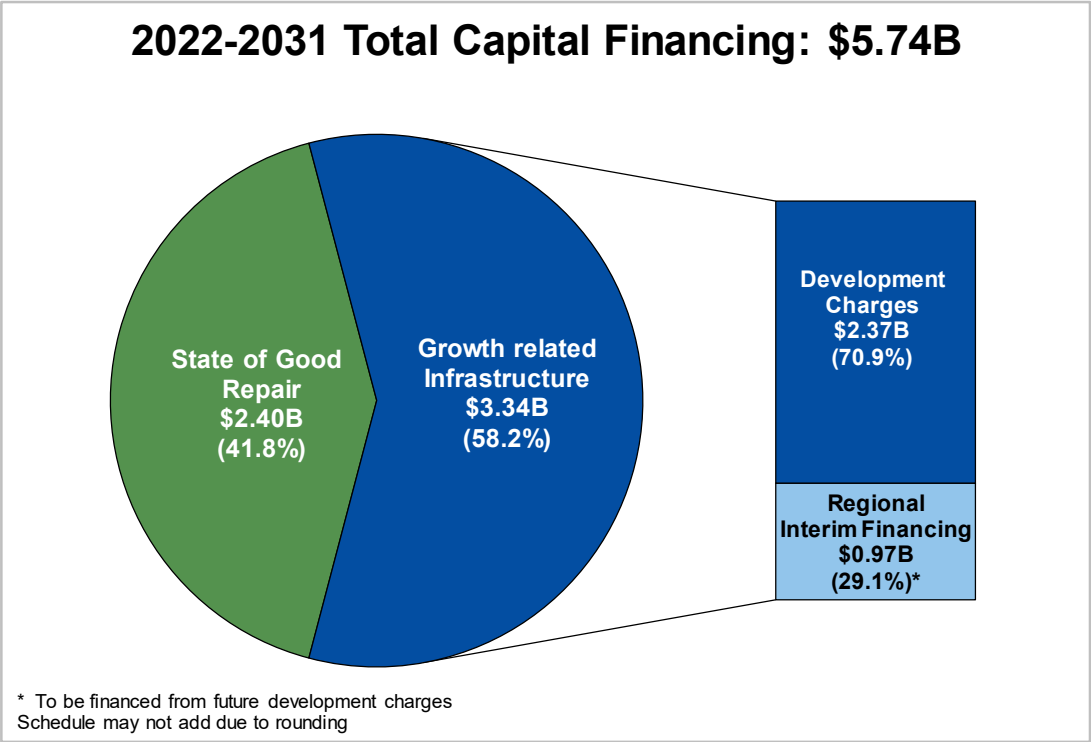
The principles and financial measures established under the Development Financing Plan significantly limit the Region's exposure with respect to financing growth-related infrastructure. The key principles of this plan are:

- "Growth pays for growth" to the extent possible under DCA.
- Residential and non-residential growth identified in the Best Planning Estimates (BPEs) must be aligned to realistic growth projections.
- Infrastructure requirements must align to growth areas.
- Residential financing requirements must be solely supported from the Allocation Program.
- 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.
- Halton's strong financial position and financial planning principles will not be compromised.
- The Development Financing Plan will not affect 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.

As discussed in **FN-04-21/LPS14-21** (Re: 2022 Development Charge (DC) Update and Development Charges Advisory Committee Work Plan), the current DC By-law No. 36-17 will expire in August of 2022. Accordingly, the Region is undertaking a DC by-law update process expecting to be passed in the spring of 2022 following the release of the DC Background Study scheduled in December 2021. The 2022 Budget and Forecast incorporates the 2022 DC Water, Wastewater and Transportation Technical Reports presented in **PW-32-21/FN-31-21** (Re: 2022 Development Charges Update – Water, Wastewater, and Transportation Technical Studies). The Technical Reports are based on the 2011 Water, Wastewater and Transportation Master Plans and include updated infrastructure cost estimates and other studies completed since the 2017 update.

Given the current stage of the Regional Official Plan Update and the multi-year time frame for the development of the masterplans, the updated new growth beyond 2031 cannot be accommodated into this DC By-law update. However, once the BPEs are updated with the amendment to the Regional Official Plan, these will be incorporated into the next DC study update to capture growth to 2051.

The Region's 2022 10-year capital program totalling \$5.7 billion incorporates \$3.3 billion of growth-related infrastructure and has been prepared based on the principles and financial measures established under the current Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19). Under the 10-year capital program, the growth-related programs are financed based on DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund and Tax Capital Reserve for the non-residential share of the costs as shown below.



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. As part of the current 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”.

The DCA creates a significant financial challenge for municipalities, as it does not satisfy the “growth pays for growth” principle by not allowing municipalities to recover the full cost of growth. DCA limitations have resulted in an estimated funding gap of \$15.5 million per year and a tax impact of 5.4% on the Regional portion of property taxes to the residents of Halton. The funding gap consists of:

- \$7.4 million per year for Ineligible Services, including services such as waste management (excluding waste diversion), social services, acquisition of parkland, municipal administration buildings, museums and computer equipment are not covered, even though demand for these services directly relates to the level of growth.

- \$3.9 million in DC recoverable costs based on the average service level provided throughout the 10 years leading up to the DC background study as opposed to a forward-looking service level.
- \$4.2 million for a mandated 50% industrial expansion exemption.

DCA Limitations	Annual Cost (\$000s)
Exempt Services	\$7,393
Service Level Calculations	3,895
10% Discount	-
Mandatory Exemptions	4,215
Total	\$15,503

Although in 2020, the Province proclaimed changes to the DCA that included the removal of the 10% deduction for general services that was a welcomed change, the DCA still does not satisfy the “growth pays for growth” principle by not allowing the municipalities to recover the full cost of growth.

2020 Allocation Program

The 2020 Allocation Program Update as per **LPS74-20** includes the release of 18,743 Single Detached Equivalents (SDEs) in Halton and includes water, wastewater and roads projects approved in budgets between 2018 and 2021 and forecasted in 2022. As part of the development of the 2022 Capital Budget, the timing and costs estimates for projects within the 2020 Allocation Program were reviewed and updated where required. The gross \$1.5 billion project list included in Report No. **FN-46-19/ PW-50-19/ LPS112-19** and updated as part of the 2021 Capital Budget and Forecast has been further adjusted and detailed in Appendix B in the Capital Report.

The changes to the program are due to cost increases, predominately driven by land acquisition and higher than anticipated construction costs, instances where it was not practical or possible to deliver a project within the 2020 Allocation Program timeframe due to their current project status (e.g., EA, design, coordination, etc.) and water conservation. Projects that were reprogrammed post 2022 are included in the DC update discussed previously. The changes to project timing noted above do not affect the subscription and timing of development of the Single Detached Equivalent Units (SDEs) in the 2020 Allocation Program.

Below is a summary of the adjustments made to the 2020 Allocation Program, which is further detailed in Appendix B of the Capital Report. The changes to the projects have been incorporated into the 2022 Budget and the cost drivers are noted within the Capital Budget and forecast summary sections of the Budget Book.

Summary of 2020 Allocation Program (\$000s)				
Per FN-46-19 / PW-50-19 / LPS112-19	Cost Changes/ Cancelled	Reprogrammed Beyond 2022	Total Revised 2020 Program	Difference
\$ 1,488,849	\$ 483,003	\$ (381,905)	\$1,589,948	\$ 101,098

The overall impact of the adjustments to the 2020 Allocation Program is an increase of \$101.1 million. It is anticipated that there will be sufficient financing available through the Allocation Program including the pool of 3,000 SDE's. The significant project cost increases are a concern and put pressure on the program, however, staff will continue to monitor project costs and implement strategies to mitigate future cost increases and ensure that the principles established under the financing plan are met.

Regional Investments in Economic Development

The 2022 Budget includes the Region's continued investment in economic development through its interim financing for non-residential growth as set out in Report No. **FN-46-19/ PW-50-19/ LPS112-19** (Re: 2020 Allocation Program Options). 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 affect tax or water and wastewater rates, the Region uses internal borrowing for related non-residential employment growth and external debt for growth in key employment lands. The Capital 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 Capital Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing. In addition, the Region provides an annual contribution of \$37.1 million to the Tax Capital Reserve and Roads Resurfacing Reserve for the state-of-good-repair Transportation capital cost, excluding Gas Tax revenue (\$7.9 million).

By the end of 2021, the Region's non-residential investment from the Capital Investment Revolving Fund is projected to be approximately \$294.6 million, while the investment from the Tax Capital Reserve is projected to be \$212.8 million. In 2011, the Region also invested, through the 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.



Planning and Growth Management

Based on the Provincial Growth Plan, Halton is expected to grow to a population of 1.1 million people and employment of 500,000 jobs by 2051. While planning for and balancing residential and employment growth, the Region will continue to ensure that the necessary infrastructure and services are in place to maintain a high quality of life for Halton residents. 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 following drivers are highlighted in the Planning and Growth Management section:

- Regional Official Plan
- Ontario Land Tribunal (OLT) & Other Hearings

Regional Official Plan

The Regional Official Plan Review (ROPR) is underway and is a multi-year project, which is planning for growth in Halton to 2051 and is currently accommodated within capital project T8021 – Regional Official Plan. In February 2021 through Report No. **LPS05-21**, the Region released an initial consultation summary which highlighted feedback received on the Discussion Papers released for public comment on the themes of: Climate Change, Natural Heritage, Agricultural and Rural Systems, Regional Urban Structure and the North Aldershot Planning Area. In February 2021, the Region also released the Growth Concepts Discussion Paper that looked at four concepts to accommodate growth. The public consultation period for the Growth Concepts concluded in July 2021 and staff is now developing and refining a Preferred Growth Concept based on input received and the review against the evaluation criteria endorsed by Regional Council in 2020. A decision on a Preferred Growth Concept will be followed by a decision on an amendment to the Regional Official Plan in the first half of 2022, preparing the way for updated Transportation and Water and Wastewater Master Plans and an update to the Development Charges By-law.

In Fall 2020, Regional Council directed staff to advance an initial scoped Regional Official Plan Amendment (ROPA 48) to define elements of urban structure that would guide growth to key nodes consistent with local plans and priorities. Regional Council adopted ROPA 48 and a decision from the Province is expected in November 2021.

The amendment to the Regional Official Plan was originally anticipated to be completed prior to 2022. However, due to various delays in the process, the Region is required to update the Development Charge By-law prior to the approval of the updated Transportation and Water and Wastewater Master Plans as the DC by-law is set to expire in August 2022. The 2022 update will incorporate the changes to the Development Charges Act, which came into effect in 2020, however it will only represent growth to 2031 based on the current Regional Official Plan. Once the Best Planning Estimates are updated, the Region will commence the master plan updates and development charge study to capture growth to 2051 and the new infrastructure requirements.

The following strategic investments are included in the 2022 Budget to support the key Planning and Growth Management initiatives:

- **Development Engineer - \$151,000:** Halton Region recently updated the organizational structure in the Community Planning program to meet the demands associated with growth in Halton Hills and Milton. This growth has led to an increase in development applications and developer contributed infrastructure. The new Development Engineer will allow Community Planning to respond to the development needs in specific geographic areas within the Region.
- **Senior Project Manager (Aggregate) - \$149,000:** To review and monitor aggregate-related agreements and proposals involving Halton Region. This will allow the Region to continue to ensure the Region's interests are fully addressed and allows the Community Planning team to focus on core areas and will help streamline the development review process, while managing the growing number of aggregate proposals.
- **Junior Development Project Manager - \$122,000:** To provide support to the Development Project Managers in Planning Services the Region requires a Junior Development Project Manager. This will also support talent acquisition and retention. This would allow for an entry-level position within the development review function and will remove the need for contract or temporary staff.
- **Project Manager I (Transportation) - \$125,000:** The addition of a Project Manager I (Transportation) will help the Region respond to the increasing demand and complexity of secondary plans and development applications. The position will assist in maintaining targeted service standards and timelines on reviews and support complex Ontario Land Tribunal (OLT) hearings for Transportation projects. This investment is being proposed as a rate-supported strategic investment and will be funded 50% through the capital program and 50% through the Roads Operations program.
- **Project Manager I (Water & Wastewater) - \$125,000:** The addition of a Project Manager I (Water & Wastewater) will respond to the increasing demand and complexity of secondary plans and development applications. The position will assist in maintaining targeted service standards and timelines on reviews and support complex Ontario Land Tribunal (OLT) hearings for Water and Wastewater projects. This investment is being proposed as a rate-supported strategic investment and will be funded 50% through the capital program and 50% through the Water and Wastewater operating budget.

Ontario Land Tribunal (OLT) & Other Hearings

The Region has significant files related to important secondary plans for new growth areas (Vision Georgetown, Trafalgar Road Secondary Plan), the CN Logistics Hub, North Aldershot/Eagle Heights, and proposed aggregate extraction expansion proposals and other development files that may be subject to hearings in 2022. As such, \$1.5 million has been included in the Planning Services Capital Budget. The operating contribution to reserve to support the OLT & Other Hearings remains unchanged in the 2022 budget.



Transportation and Infrastructure

The Region is committed to expanding transportation options throughout Halton while promoting safety, minimizing environmental impact, optimizing traffic flows and ensuring state-of-good-repair of core infrastructure. Providing timely, accessible and consistent information on construction activity and engaging residents throughout construction projects will continue to be priorities in 2022.

The following drivers are highlighted in the Transportation and Infrastructure section:

- Asset Management Plans
- Water and Wastewater State-of-Good-Repair Capital
- Roads State-of-Good-Repair Capital
- Corporate Facilities State-of-Good-Repair Capital
- Social Housing State-of-Good-Repair Capital
- Water and Wastewater Maintenance Program
- Road Maintenance
- Advanced Traffic Management System

Asset Management Plans

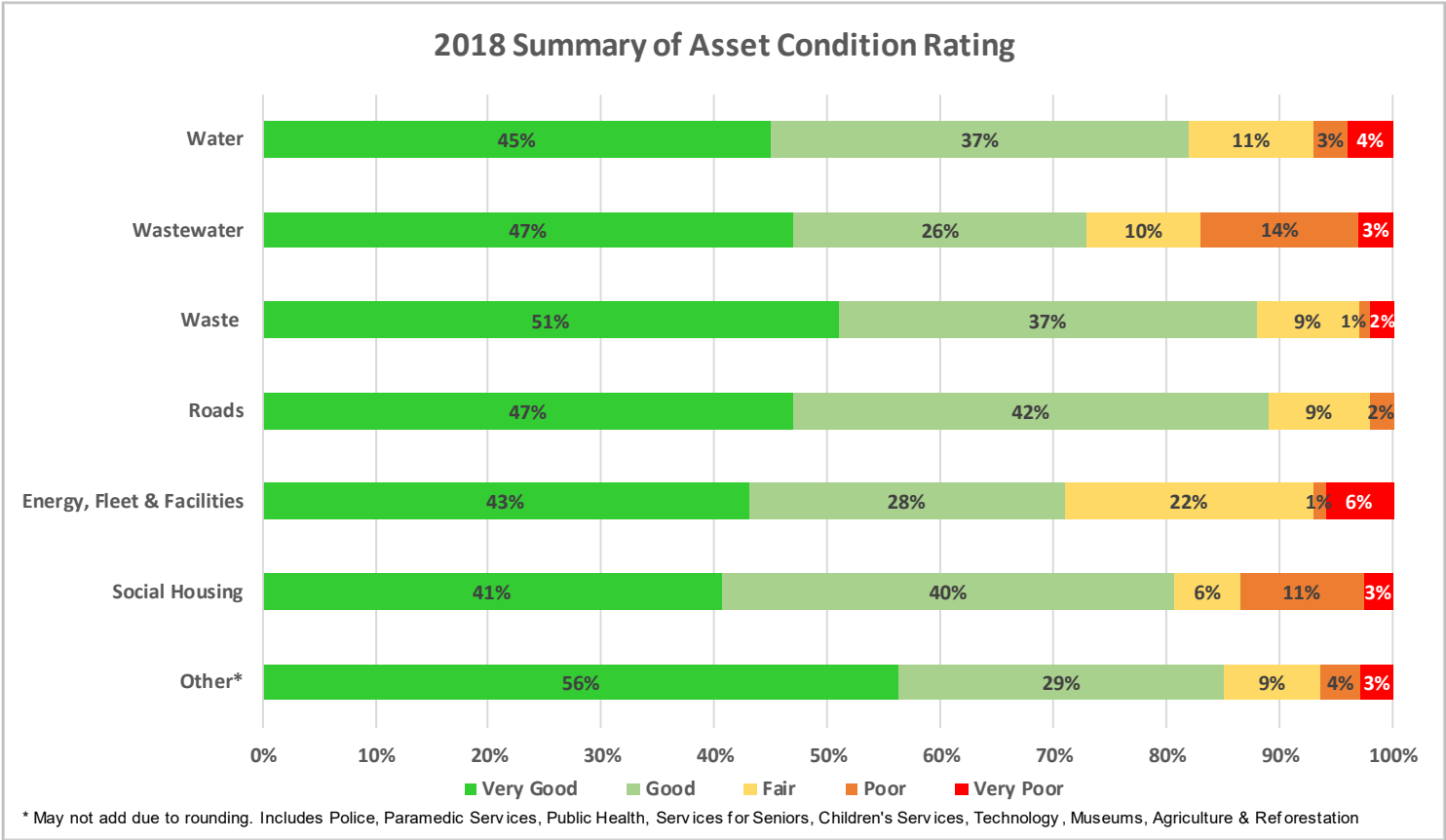
Maintaining Regional assets and infrastructure in a state-of-good-repair is a key priority. The Region updates the Corporate Asset Management Plan on a regular basis, which guides investment decisions in the budget to ensure assets continue to be in good condition and meet desired levels of service. Based on the Asset Management Plan, the budget ensures that Halton's State-of-Good-Repair capital program is financially sustainable. The 2022 Budget and Business Plan includes a 10-year capital plan at a projected cost of \$5.7 billion. Of the \$5.7 billion, \$3.3 billion is projected to address growing infrastructure needs, and \$2.4 billion to address the State-of-Good-Repair capital program for existing infrastructure.

In response to O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure, which came into effect on January 1, 2018, Halton Region, approved the Corporate Asset Management Policy through Report No. **FN-19-19** (re: "Asset Management Policy (O. Reg. 588/17)"). This policy sets out principles and requirements for asset management practices across all departments in the Region to enable transparent, auditable, repeatable and evidence-based asset management, budget, and business planning. Although the Region already has a comprehensive Asset Management Plan, the Region retained a consultant in 2020 to update the Asset Management Program. The objective of the project is to comply with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure and industry best practice. The scope of work includes alignment of practices across Regional departments to ensure consistency and enable a line of sight between capital/operating investments and Halton's strategic priorities and services to residents and businesses.

In 2020, Public Works retained a consultant to update the lifecycle models and ensure that corresponding 10-year capital plans for the state-of-good-repair are based on accurate, reliable and transparent documentation. The lifecycle models are long-term projections of the cost of rehabilitation and replacement interventions throughout the life of an asset. The scope of work includes validation of the existing models, development of new models or modelling approaches in alignment with current best practices, updating of the lifecycle models with new and updated data, preparation of updated 10-year capital plans, and development of processes and procedures to maintain the models.

As part of the development of the 2022 Capital Budget, Public Works utilized the optimized decision-making process, which involves the development of business cases and prioritization that are aligned to Halton Region's Strategic Business Plan.

Through the 2019 Budget, the Region updated the condition rating for all Regional assets to be consistent across service areas, as shown in the graph below. Asset conditions should be objective and repeatable and are typically expressed as ratings. The Region’s condition gradings align to the National Standard ranging from 1 (the asset is in a very good condition) to 5 (the asset is in a very poor condition) and are updated every four years. The updated condition rating will be presented as part of the 2023 Budget and Business Plan.



Halton’s Asset Management Program has resulted in most infrastructure assets being rated in very good to 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 endeavours to reduce construction impacts on residents and businesses and achieve the lowest project delivery costs by bundling water, sewer, and road replacement components as large contracts where practical.

In addition to the asset condition summary noted above, another 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 2022, projected ratios for Water, Wastewater and Roads are as follows:

2022 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Estimated Annual Amortization (B)	2022 Ratio (A)/(B)	2021 Ratio
Water & Wastewater	\$ 126,119	\$ 94,779	1.3	1.3
Roads	\$ 63,841	\$ 25,781	2.5	2.6

* Includes transfers relating to Gas Tax

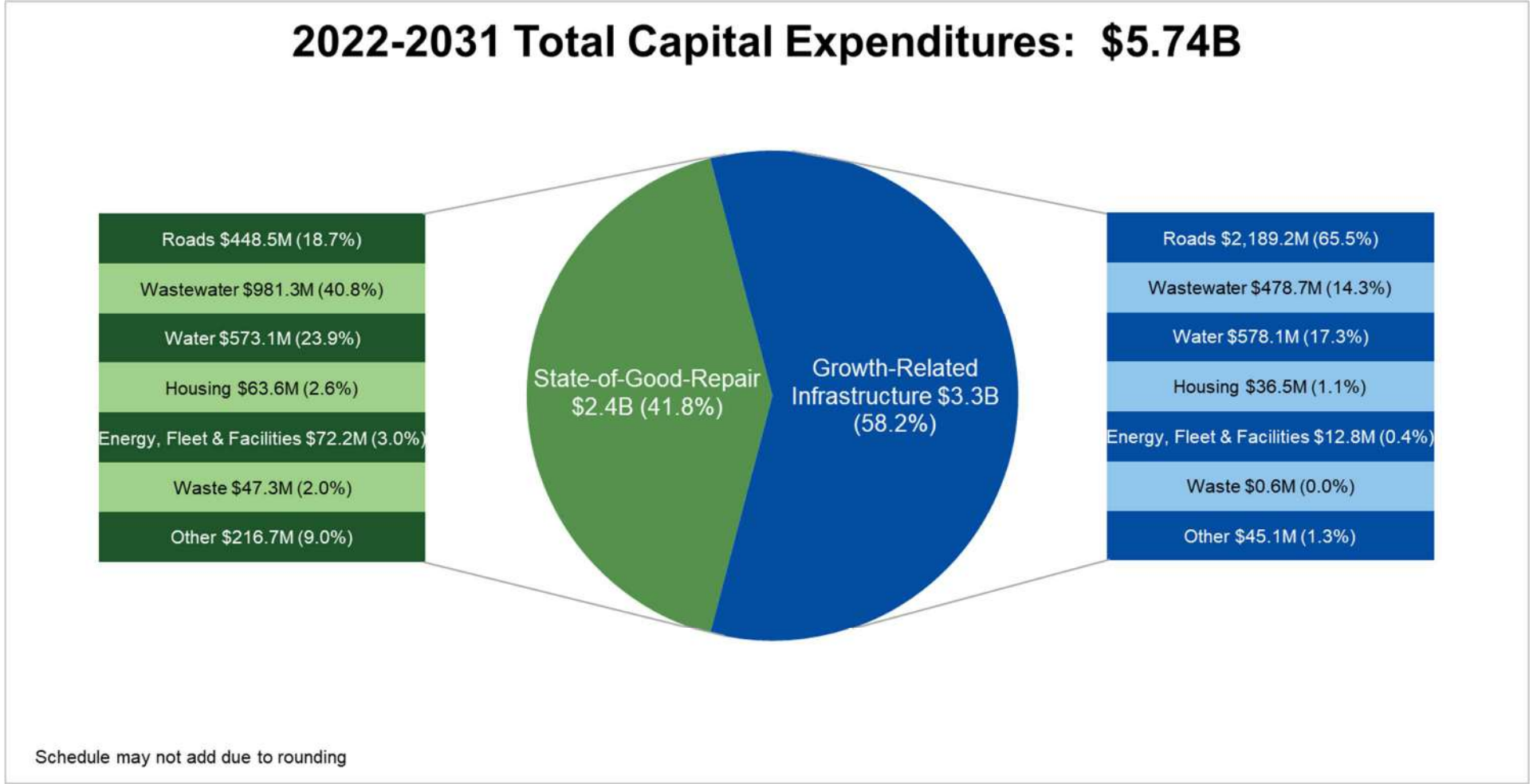
The 2022 operating contributions of \$126.1 million (including interest earnings) for the Water and Wastewater State-of-Good-Repair capital program result in a ratio of 1.3, and the \$63.8 million (including interest earnings) for the Roads State-of-Good-Repair program result in a ratio of 2.5. These ratios are based on the significant growth in assets that Halton has been experiencing as a growing community, and additional operating contributions provided, as discussed further below.

The Region has significant assets particularly in water, wastewater, roads, and waste management that are highlighted below. As of December 31st, 2020, the total net book value of these assets was \$5.1 billion. The replacement value of these assets would be significantly higher.

Assets - Book Value (\$ Millions)			
	2019	2020	Change
Water and Wastewater	\$3,384	\$3,537	\$153
Roads	935	1,024	89
Waste Management	76	75	(1)
Other *	425	435	10
Total	\$4,820	\$5,071	\$251

* Includes Corporate Facilities, Social Housing, etc.

The following chart summarizes the State-of-Good-Repair capital requirements by program area, which will be financed by reserves.



As shown in the table below, the operating contributions to fund reserves included in the 2022 Budget in support of the entire State-of-Good-Repair capital program (excluding Police) totals \$186.2 million.

Transfer to Reserves (\$000's)			
	2021	2022	Change
Water and Wastewater *	\$104,265	\$110,650	\$6,385
Roads *	45,026	45,026	-
Waste Management	7,360	7,389	29
Sub-Total PW	\$156,651	\$163,065	\$6,414
Energy, Fleet & Facilities	5,702	5,906	204
Health	3,361	3,032	(329)
Social & Community Services	2,284	2,315	31
Information Technology	4,264	4,458	194
Vehicles	1,560	1,625	64
Planning Services	2,307	2,330	23
Economic Development	19	19	-
Waterfront Master Plans	3,444	3,459	15
Sub-Total Non-PW	\$22,941	\$23,142	\$202
Total	\$179,592	\$186,208	\$6,615

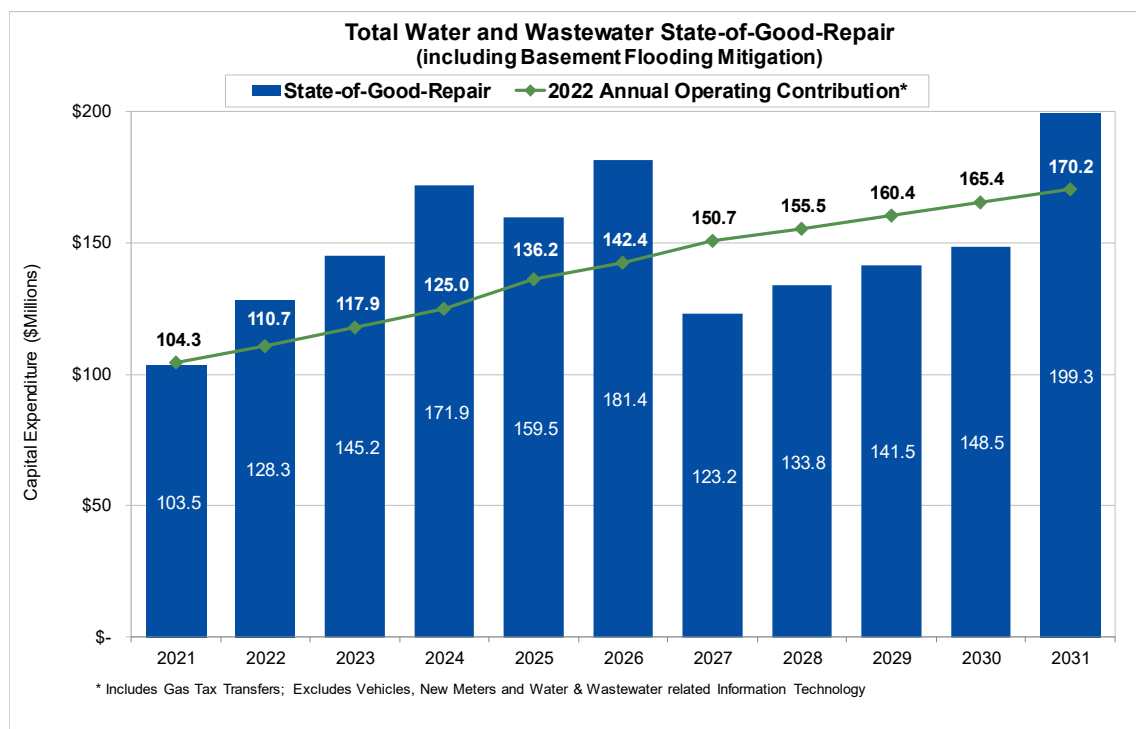
* Excludes Vehicles, Information Technology related costs, and interest earnings

The \$186.2 million in operating contributions to reserves (including Gas Tax) is a \$6.6 million increase compared to the 2021 transfers driven primarily by a \$6.4 million increase to support the Water and Wastewater State-of-Good-Repair capital program. 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 remains a significant driver of the tax and rate-supported programs throughout the 10-year forecast. Through Report **FN-25-21** (Federal Gas Tax – Additional Pandemic Support Announcement) Halton Region received \$16.7 million of the \$2.2 billion one-time funding through the Canada Community Building Fund to address short-term infrastructure priorities in municipalities and First Nations communities. Of the \$16.7 million, \$9.0 million was used for Roads Non-Growth projects, \$6.5 million for Roads Resurfacing projects, \$0.7 million for Wastewater capital projects, and \$0.5 million for Water capital projects. This one-time funding was distributed through Report **FN-25-21** and there is no impact to the Gas Tax funding in the base budget. The Water, Wastewater and Roads State-of-Good-Repair programs are discussed in more detail below.

Water and Wastewater State-of-Good-Repair Capital

The operating contributions included in the 2022 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$110.7 million. These contributions are a \$6.4 million increase over the 2021 transfers to support the growing infrastructure base. As discussed above, based on the Region's pay-as-you-go strategy and increasing asset base, it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.3% to 2.2% rate increase each year.

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



As detailed in the Water and Wastewater Overview section, the 2022 10-year State-of-Good-Repair capital program has increased by \$95.0 million from the 2021 10-year program to a total of \$1.4 billion revised through the annual budget process based on the Public Works' Asset Management Strategy ([PW-28-17](#)). As a result, the total operating contributions over the forecast period increases from \$110.7 million in 2022 to \$170.2 million in 2031.

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.

State of Good Repair and Growth Projects

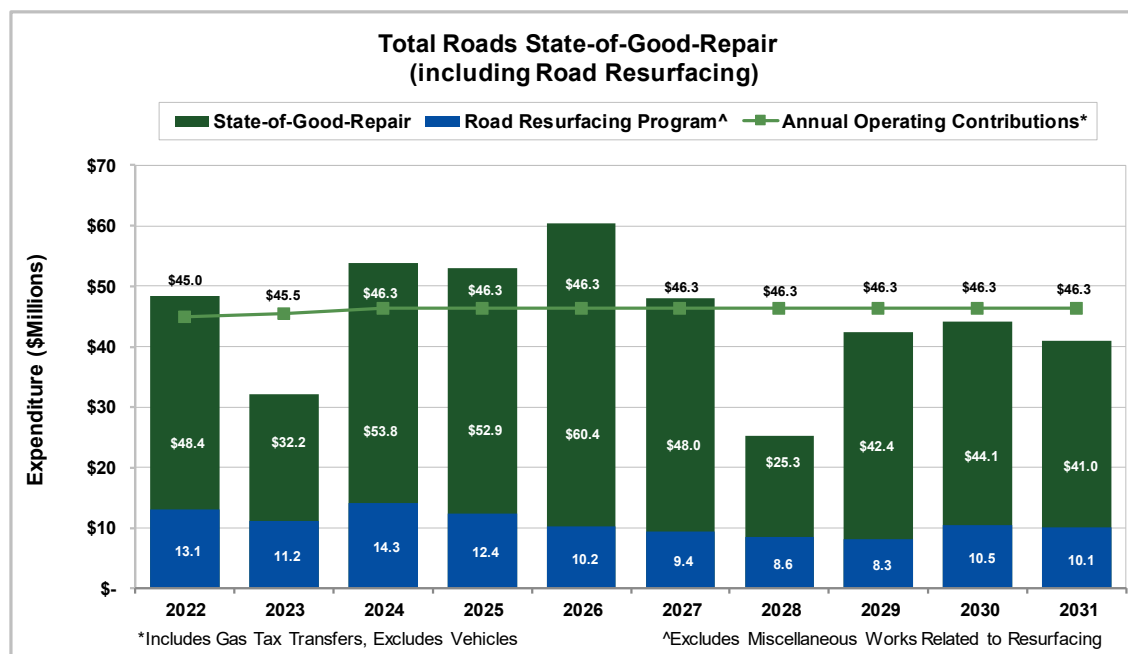
To support the Water and Wastewater and capital programs the following strategic investments are included in the 2022 Budget:

- **Project Manager III - \$156,000:** Additional project management support is needed to help stabilize workloads and to ensure the continued delivery of effective short- and long-term project commitments. The addition of a Project Manager III will work to meet the demands of expanding capital programs and increase the effectiveness of capital program delivery. This investment is being proposed as a rate-supported strategic investment and will be funded through the capital program, with no net rate impact.
- **Project Coordinator - \$109,000:** To effectively and efficiently deliver the capital program, the addition of a Project Coordinator will assist Project Managers by providing proactive, responsibility-based dedicated support on projects. Responsibility for routine project related tasks currently handled by project managers will be moved to project coordinators, allowing project managers to focus on design reviews, stakeholder management, and other value add activities. This investment is being proposed as a rate-supported strategic investment and will be funded through the capital program, with no net rate impact.
- **Data Analyst – Capital Project and Processes - \$122,000:** The addition of a Data Analyst - Capital Project and Processes will assist in providing capital project data for all stakeholders and will be responsible for capital project data consolidation and management. The position will transition the team from isolated disconnected data repositories to a centralized data repository or an integrated connected system of data repositories. This investment is being proposed as a rate-supported strategic investment and will be funded through the capital program, with no net rate impact.
- **Senior Construction Inspector - \$130,000:** The workload in the Permits and Development Inspection program is expected to increase with the implementation of the Allocation Program and new regulations from the Ministry of the Environment. The addition of a Senior Construction Inspector will promote appropriate coverage of inspection services and help process an increasing number of permits. This position is being proposed as a rate-supported strategic investment.
- **Asset Analyst - \$119,000:** The addition of an Asset Analyst will offer timely response to compliance obligations and support efforts to increase coordination with local municipal partners for proper capital program alignment. This investment is being proposed as a rate-supported strategic investment and will be funded 50% through the capital program and 50% through the Water and Wastewater operating budget.
- **Manager SCADA Program - \$163,000:** To facilitate the evolving complexity of the overall Water and Wastewater SCADA program, the current governance structure requires the addition of a Manager for the SCADA program to provide strategic oversight, improve data management, optimize operations costs and enable digital evolution in regulatory compliance. This position is being proposed as a rate-supported strategic investment.
- **Water & Wastewater Engineer - \$151,000:** With increasing complexity and significant growth in both the water and wastewater systems, Halton Region requires an additional Water and Wastewater Engineer to provide necessary oversight of water and wastewater systems, ensuring that issues are identified and that regulatory compliance and service excellence are met. This position is being proposed as a rate-supported strategic investment.
- **Data Management Clerk - \$90,000:** Demands for laboratory testing have increased significantly in recent years with an increase of more than 50% since 2015. The addition of a Data Management Clerk will help support this growth by ensuring compliance and responding to increased testing demands. This position is being proposed as a rate-supported strategic investment.

- **Project Manager II - \$137,000:** Capital Needs Assessments that must be completed have increased in volume, frequency and complexity over the last several years. The Project Manager II will assess asset conditions and prepare capital project business cases for the Region's Water and Wastewater State-of-Good-Repair capital programs. This position is being proposed as a rate-supported strategic investment.

Roads State-of-Good-Repair Capital

The 2022 Budget includes \$45.0 million in operating contributions to support the Roads State-of-Good-Repair capital program, including road resurfacing. The \$45.0 million includes operating transfers to reserves (including Gas Tax) of \$36.2 million for roads capital projects and \$8.8 million for road resurfacing (excluding related miscellaneous works). The \$45.0 million of operating transfers has not increased from the 2021 Budget. As detailed in the Tax Overview section, the 2022 10-year Roads State-of-Good-Repair capital program totals \$448.5 million.



Corporate Facilities State-of-Good-Repair Capital

The 2022 Budget includes \$5.9 million to support the corporate facilities State-of-Good-Repair capital program, an increase of \$0.2 million from the 2021 Budget. The Building Condition Assessments (BCAs) completed in 2017 continue to inform the 2022 Budget, as detailed in the Tax Overview section. The 2022 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$85.0 million, with \$10.8 million in 2022.

Social Housing State-of-Good-Repair Capital

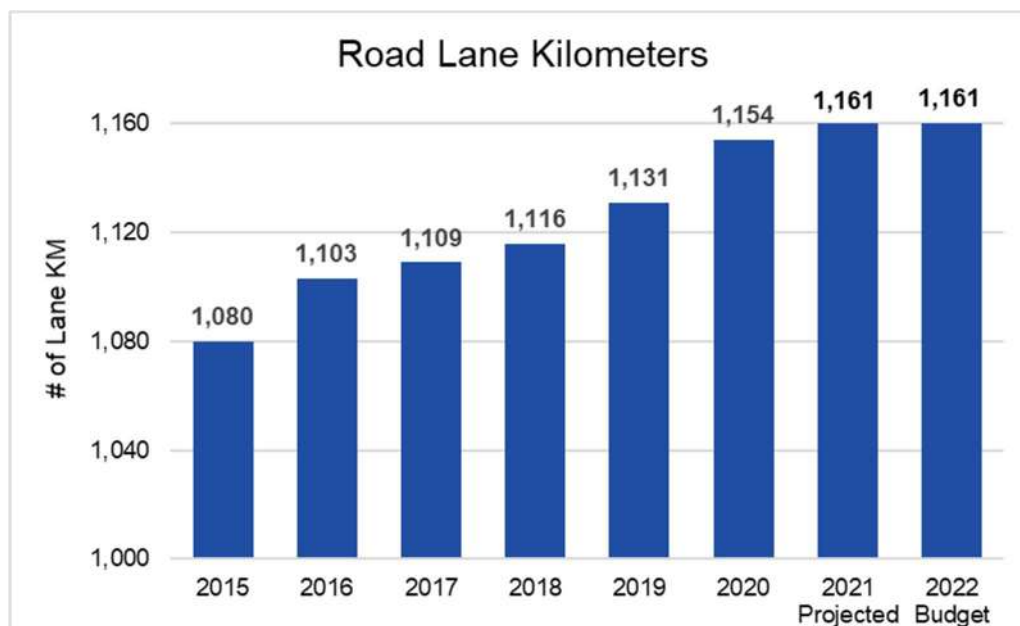
In 2018, the Region undertook BCAs for 54 social housing properties in Halton, representing 3,790 units, including HCHC-owned housing assets as well as the assets of other community housing providers and supportive housing environments under the Region's funding purview. In order to ensure that Halton 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 developed a social housing capital needs financing plan in 2018. The BCA identified priority ratings of the building systems and components ranging from 1 - (Essential), 2 - (Necessary High), 3 - (Necessary Medium), 4 - (Necessary Low), to 5 - (Desirable). The analysis indicated that the overall housing stock was in good condition and there is sufficient financing to account for expenditures in ratings 1 – (Essential) and 2 – (Necessary High). However, on an individual provider basis, there are six providers with greater building system and capital needs identified in the BCAs that could affect the Regional reserve balances unfavourably. The Region's Energy, Fleet & Facilities staff worked with property managers of these buildings regarding their capital spending needs to keep these properties in a state-of-good-repair. Any additional funding required will be the responsibility of the Region. 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. Updated BCA's for all of the facilities will be undertaken in 2022.

Water and Wastewater Maintenance Program

The 2022 Rate-Supported Operating Budget provides \$21.0 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$716,000 or 3.5%, from the 2021 Budget driven mainly by inflationary increases, with further increases to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital work load. Staff are continuing to implement the Reliability Centred Maintenance program in order to provide an optimum maintenance mix that drives towards zero unplanned operational interruptions, along with a focus on planning and scheduling to efficiently and effectively realize the maximum value of Halton Region's Water and Wastewater Assets. In 2022, staff will continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained, break-downs are minimized and the service life of the assets are maximized. Optimization work will include improvements to work process flows and completing more maintenance using internal resources.

Road Maintenance

The 2022 Road Operations Budget includes a total of \$14.5 million, an increase of \$453,000 from the 2021 Budget, in road maintenance contracts with the local municipalities and Regional contracts to address growth in the Regional road network. A major driver of the increased road maintenance cost is the increase in lane kilometres to support growth in the Region. Between 2015 and 2022, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 81 lane kilometres. The following table shows the growth in the Regional road network over the past several years.



Halton Region's storm sewer system has grown through urbanization, road widening and road transfers since 2004, increasing the amount of storm assets and program demands, and is expected to continue to grow with road network expansion. In 2018, through the Asset Management Plan Strategic Project 2, it was identified that a comprehensive inventory of the storm sewer system was needed in order to perform lifecycle management to enable asset management and determine a 10-year capital plan. The storm inventory was completed in 2019 and is being updated based on capital projects since completed.

Advanced Traffic Management System

A critical tool in traffic engineering is the use of Intelligent Transportation Systems (ITS) or Advanced Traffic Management Systems (ATMS). An ATMS is a “state-of-the-art” traffic signal control system consisting of a very powerful central processing unit programmed with complex algorithms, working together with equipment in the field such as detection devices (loops, video cameras, radar, etc.), closed circuit television cameras, traffic signals, warning and travel time information signs and messaging boards, emergency and transit pre-emption devices, monitoring and data collection devices, etc. All of these intelligent devices work together to move traffic safely and efficiently in response to real-time traffic demands and allow staff to make informed decisions based on real-time data. The Region's Road Operations program undertook a feasibility study and the findings were reported to Regional Council in 2018 ([PW-10-18](#) re: Regional Advanced Traffic Management System (ATMS, Our File: PR-3205A)), which recommended the implementation of the ATMS. A further status update was provided in November 2021 through [PW-](#)

34-21 (Re: Regional Advanced Traffic Management System (ATMS) Our File: PR-3205A) on the benefits and implementation plan for the ATMS. To date, the ATMS capital budget has \$9.5 million approved and the 2022 budget includes \$2.5 million for this initiative. The overall project will be reviewed and refined once the IT Network Design is complete. Any future capital and operating impacts will be brought forward for Regional Council's consideration through the annual budget process.



Community Well Being

The Region contributes to the health and safety of our community by providing programs and services that continue to respond to the changing demographics and diversity of Halton residents. This includes creating partnerships and programs to respond to the needs of older adults, the need for additional assisted and affordable housing, and collaborating on initiatives to support the health, safety and well-being of the community.

The following drivers are highlighted in the Community Well Being section:

- Comprehensive Housing Strategy (CHS)
- Community Safety and Well-Being Plan and Halton Region Community Investment Fund
- Prevent and Respond to Homelessness
- Paramedic Services
- Health Protection

Comprehensive Housing Strategy (CHS)

As approved by Council in Report No. **SS-19-19/LPS86-19** (re: Comprehensive Housing Strategy 2014 – 2024 – Five Year Review), the Region refreshed its CHS to reflect current housing priorities and the supporting financial plan. The *Housing Services Act* requires that the CHS be reviewed and updated at least once every five years. Halton's housing program has expanded based on continued contribution from the Region and funding allocated from the Provincial and Federal governments. The Regional funding for new assisted housing will continue at \$7.8 million annually, as set out in the CHS. Of this amount, \$6.5 million will be transferred to the Regional Housing New Units Reserve, and the remaining \$1.3 million will remain in the operating budget to support the Halton Rental Assistance Program (HRAP). Funding will continue at the same level in order to continue to respond to the increasing demand for assisted housing. In addition, the following strategic investment is included in the 2022 Budget to help achieve the goals of the CHS for the creation of new assisted rental units:

- **Financial Analyst, Accounting - \$121,000:** To support Halton Community Housing Corporation's (HCHC) budget, accounting and financial reporting, Halton Region requires a Financial Analyst. Since 2017, HCHC has grown and acquired 249 new units. The Financial Analyst will work with the Financial Services & Payroll division, to report on and oversee an increasing number of monthly transactions.

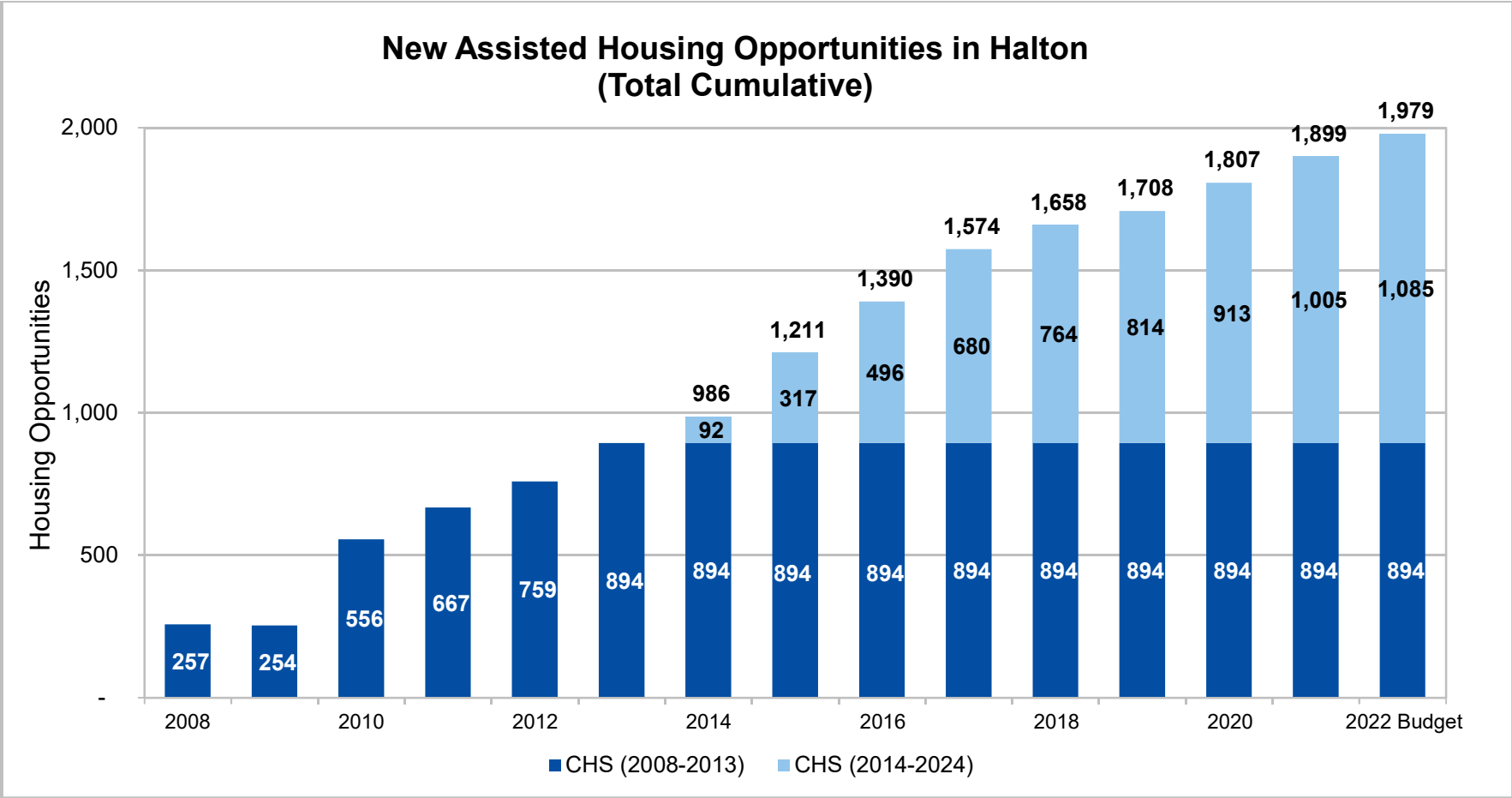
Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction, the preservation of existing stock and the provision of Regional subsidies to make rental costs more affordable. Funding related to acquiring or developing new units is in the Planning Services division capital budget. All new housing opportunities created contribute towards Halton Region's Comprehensive Housing Strategy (CHS) Update: 2014-2024 target of creating up to 900 new housing opportunities over the 10-year life of the strategy. In 2020, Halton Region exceeded this target with 913. Halton Region has established an interim target for the creation of an additional 150 housing opportunities over the balance of the CHS, which is predicated on investments from senior levels of government per Report No. **SS-11-21** re: Comprehensive Housing Strategy Update: 2014-2024 Annual Progress Report. Progress has been made towards this interim target with 92 additional new housing opportunities created in 2021 increasing the total number of assisted housing opportunities created since 2014 to 1,005. An additional 80 assisted housing opportunities are projected to be created in 2022 increasing this number to 1,085.

The following table shows the updated housing program plan that has been incorporated in the 2022 Budget and Forecast. Based on the funding contributions provided, the 2022 Budget and Business Plan provides the 10-year housing program as shown below, with further details provided in the Tax Overview section.

Halton Region 10-year Housing Program - New Units (\$000s)											
Program - Delivered by Halton	2022 Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2022-2031 Total
Expenditures:											
Rental Component (new units)	\$ 9,450	\$ 9,450	\$11,200	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$100,100
Rental Component (HFG)	45	45	45	45	45	45	45	45	45	45	450
Rental Assistance	1,134	1,050	900	900	900	900	900	900	900	900	9,383
Support Services	129	31	-	-	-	-	-	-	-	-	160
Homeownership/Renovation	917	215	-	-	-	-	-	-	-	-	1,132
Admin fees	229	120	100	100	100	100	100	100	100	100	1,149
Total	\$11,903	\$10,912	\$12,245	\$11,045	\$11,045	\$11,045	\$11,045	\$11,045	\$11,045	\$11,045	\$112,374
Funding:											
Regional Reserve (New Housing Units)	\$ 6,650	\$ 6,650	\$ 7,900	\$ 6,700	\$ 6,200	\$ 6,200	\$ 6,200	\$ 5,700	\$ 5,700	\$ 5,700	\$ 63,600
Regional DC Reserve	2,800	2,800	3,300	3,300	3,800	3,800	3,800	4,300	4,300	4,300	36,500
Prov/Fed IAH-SIF	234	150	-	-	-	-	-	-	-	-	383
Prov/Fed OPHI	1,174	267	-	-	-	-	-	-	-	-	1,441
Prov/Fed HFG	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	10,450
Total	\$11,903	\$10,912	\$12,245	\$11,045	\$11,045	\$11,045	\$11,045	\$11,045	\$11,045	\$11,045	\$112,374
Delivered & Funded by Province											
Housing Allowance (OPHI)	\$ 1,400	\$ 479	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,879

Expenditures are in Operating and Capital budgets

Through the Region’s significant investment and the Provincial government’s previous Investment in Affordable Housing-Extension (now OPHI), Investment in Affordable Housing-Social Infrastructure Fund and Home for Good programs, Halton has been successful in the delivery of additional new assisted housing opportunities through the Regional CHS since 2014, as shown in the following graph.



Between 2008 and 2021, Halton has created 1,899 assisted housing opportunities. Halton Region’s CHS Update 2014-2024 committed to create up to 900 new assisted housing opportunities. Between 2014 and the end of 2021, 1,005 new assisted housing opportunities have been created, with an additional 80 budgeted in 2022, therefore meeting its target well ahead of the planned dates. An interim target for the creation of 150 additional housing opportunities over the balance of the CHS was established, predicated on funding from senior levels of government (**SS-11-21**).

Community Safety and Well-Being Plan and Halton Region Community Investment Fund

The Region works with community partners on a wide range of issues to support residents who are vulnerable to negative social, economic or health outcomes. Two primary vehicles through which this occurs are the Halton Region Community Investment Fund (HRCIF) and the Halton Community Safety and Well-Being (CSWB) Plan, both of which serve as mechanisms to identify and respond to human service issues in a collaborative manner. The HRCIF enhances the health, safety and well-being of Halton residents by providing funding to non-profit social service and community health programs and initiatives. This includes programs that strengthen mental health, prevent homelessness, and support vulnerable individuals, older adults, children and youth. The following strategic investments are included in the 2022 Budget:

- **Halton Region Community Investment Fund - \$250,000:** The Halton Region Community Investment Fund (HRCIF) enhances the health, safety and well-being of Halton residents through \$3.5 million in annual funding to non-profit human service programs and initiatives. A \$250,000 increase in HRCIF funding will support Halton Region to meet new and emerging community needs and to continue with the recovery from the impacts of the COVID-19 pandemic.
- **Employment and Social Services - \$300,000:** To increase food security to Ontario Works (OW) recipients and their families, the Employment and Social Services division administers a Food Voucher Program. Halton Region is seeking an investment of \$300,000 to develop a new program that will reach more Ontario Works clients, provide a more substantial nutritional basket than the current program, and simplify Regional administration.
- **Halton Rental Assistance Program – \$2,065,000:** Halton Region is investing \$2.1 million to sustain the Halton Rental Assistance Program (HRAP) and provincially mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units in support of the Region's Comprehensive Housing Strategy (CHS). The 2022 impact will be partially offset through one-time funding of \$1.0 million from the provincial Social Services Relief Fund (SSRF) for costs up to March 31, 2022, and a one-time transfer from the COVID-19 Stabilization Reserve of \$492,000, resulting in a net regional impact of \$573,000.

Prevent and Respond to Homelessness

With the launch of the National Housing Strategy, the Provincial and Federal governments have highlighted their commitment to reducing homelessness and ensuring that Canadians have access to affordable housing that meets their needs. The Federal and Provincial governments have invested in one-time, time sensitive funding to support homeless populations, especially during the pandemic. In part, homelessness funding is being used to implement a Coordinated Access strategy that ensures the most vulnerable in our community have access to time sensitive supportive housing options appropriate for their circumstances. COVID-19 has highlighted that this population group in particular is at a higher risk than most, and there is significant work that the Region will need to do in the months and years ahead to address gaps while utilizing Provincial and Federal investments. The acquisition of a capital facility for family shelter/supportive housing purposes in 2021 has dramatically reduced dependence on costly third party hotel providers and is a long-term strategic asset for Halton Region. This has allowed for a modified emergency shelter program with greater capacity to serve vulnerable populations more broadly.

Paramedic Services

As outlined in Report No. **MO-04-21** re: "Paramedic Services Division Annual Update", over the past 10 years, overall call volume has increased by 46%. Since 2001, the number of paramedics has also grown, from 75 to over 260, requiring additional critical supports to ensure effective operations. The following strategic investment is proposed in the 2022 budget to address pressures related to growth in the Paramedic Services division:

- **Paramedic - \$749,000:** As call, volumes increase and there is a return to pre-pandemic levels, this growth impacts Paramedic Services' ability to maintain service levels and meet response time targets. The addition of 4.0 FTEs Paramedics will allow the Region to continue providing adequate service. This investment includes provincial funding based on the current funding model, for a net tax impact of \$389,000.

- **Paramedic Services Logistics Officer - \$215,000:** The COVID-19 pandemic, along with population growth, has placed added pressure on the Paramedic Service Logistics program. Halton Region requires 2.0 FTEs Logistics Officers to support the operations at 15 paramedic response stations and handle procurement, tracking and distribution of more than 4,500 items. This investment includes provincial funding based on the current funding model, for a net tax impact of \$112,000.

Health Protection

The Region is responsible to ensure the Health Department's performance measures and targets as set out by the Ministry of Health are achieved. This includes inspecting migrant farm housing, small drinking water systems and recreational water facilities and camps as well as responding to health hazard complaints and potential rabies exposures. Over the last five years, with the exception of 2020, there has been a 22% increase in the number of potential rabies exposures received and investigated including an average of 140 individuals each year that were required to receive rabies post-exposure prophylaxis. In addition, this team is also responsible for enforcing the *Smoke Free Ontario Act (SFOA)*, Halton Region's Smoking and Vaping in Public Places By-law and potentially a by-law to address water pipe use, which is being proposed to Council in the fall of 2021.

The following strategic investment is proposed in the 2022 Budget to address pressures related to growth in the Health Protection division:

- **Public Health Inspector - \$122,000:** There is a need for a Public Health Inspector to support the Environmental Health team as they manage an increasing number of rabies exposures and enforce new by-laws related to smoking, vaping and water pipe use. Without a new staff resource, Public Health will need to reduce the level of service for routine inspections in some programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$51,000.



Environmental Sustainability and Climate Change

The Region continues its effort to reduce the carbon footprint of Regional operations to mitigate the impacts of climate change. The Region also continues to ensure that Halton infrastructure and services are resilient and that risks associated with severe weather events are mitigated where possible. The Region is committed to protecting the natural and agricultural areas and natural heritage system of Halton. Key objectives include a permanently secure, economically viable agricultural industry, assessing the health of the natural heritage system, determining required restoration and remediation, and developing policies and approaches which seek to balance the natural heritage system interests with those of agricultural areas.

The following drivers are highlighted in the Environmental Sustainability and Climate Change section:

- Climate Change Response
- Waterfront Master Plans
- Emerald Ash Borer
- Floodplain Mapping
- Alternate Energy Technologies
- Long-Term Water Meter Strategy
- Basement Flooding Mitigation Program
- Solid Waste Management Strategy and Master Plan

Climate Change Response

On September 11th, 2019, Regional Council approved a motion to declare a climate emergency for the purposes of deepening the Region's commitment to protecting and improving the resiliency of the economy, environment and community from climate change. Through this declaration, Regional Council asked staff to develop a climate change strategy, including short and long-term actions, to address climate change mitigation and adaptation across Halton Region. At its meeting held on February 17th, 2021, through report **PW-15-21/ST-03-21/LPS26-21** (re: Climate Change Response Update), staff provided Regional Council with an update on Halton Region's planned response to climate change including reductions in greenhouse gas (GHG) emissions. This report included the formalization of a partnership between Halton Region and the Halton Environmental Network (HEN) through a Memorandum of Understanding. The HEN is a community entity that has been coordinating environmental initiatives in the Region, including through the Halton Climate Change Collaborative, since its inception in 2017. As such, the HEN is well positioned to continue to support coordination of climate change initiatives in Halton and enhanced community engagement

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. Through the 2019 Budget and Business Plan, the financial plan was adjusted to \$62.0 million to reflect revised market conditions and support an accelerated property acquisition strategy allocated as follows: \$23.8 million for park development, \$12.2 million for hydro tower relocation and \$26.0 million for property acquisition. As identified in **LPS88-20** (Burlington Beach Regional Waterfront Park Update), feasibility studies are required prior to initiating the detailed design and construction drawings for Burlington Beach in order to identify and mitigate potential construction and long-term maintenance risks, inform the preparation of detailed design documents, and position the project to obtain the relevant permits and approvals for construction. In addition, a consultant is required to provide expertise in transmission design in order to better inform discussions with Hydro One Networks Inc. and support Council's future decision-making with respect to hydro line burial or relocation. Once obtained, the technical studies and construction drawings can be completed and as a result, the Hydro Relocation costs was increased in the 2021 Budget and Business Plan by \$10.8 million to the mid-level cost estimate provided by Hydro One's Class 5 Estimate. The Hydro Relocation has now been deferred to 2024 from 2023.

The Halton Region Waterfront Parks program was designed to recognize the significant environmental, economic, cultural, and recreational importance of the Lake Ontario (and Burlington Bay) shoreline to the residents of Halton and the Province. The program will provide an opportunity to maximize public access 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. The operating contribution is \$3.4 million in the 2022 Budget. Implementation of Phase 2 of the Burloak Waterfront Master Plan as set out in Report No. **LPS108-19** (Burloak Regional Waterfront Park 2019 Update) is substantially completed, and this phase is expected to be completed by the end of 2021. The approved Master Plan for Burloak Regional Waterfront Park identifies amenities in the western limits of the park including a permanent washroom facility and splash pad for implementation as part of Phase 3. Budget for Phase 3 of this project includes a permanent washroom facility and splash pad will be addressed in a future Budget and Business Plan for construction in 2024

Emerald Ash Borer

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 Areas in Halton Region. Report No. **FN-40-20** (2021 Budget Overview – Credit Valley Conservation) estimated that this program will continue to the end of 2021 at a total estimated cost of \$1.1 million, \$0.4 million lower than anticipated. 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 Conservation Halton 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 2022, it is expected that the Region will fund a total of \$0.8 million from the Tax Stabilization reserve for the Conservation Halton EAB program. Funding for the Credit Valley Conservation EAB program has not been requested for 2022 as the main goal of the EAB management program has been met in 2021. The 2022 Budget includes \$131,000 of additional operating transfers from the Region's Non-Program budget to replenish the Tax Stabilization reserve.

Floodplain Mapping

Floodplains are areas of low-lying land next to water, which allow for the natural dispersion of water during periods of overflow. Mapping and the associated hydrologic and hydraulic models are important tools for both conservation authorities and municipalities to support flood forecasting and warning, emergency planning and response, prioritization and planning for infrastructure renewal and flood mitigation works as well as land use planning. Floodplain mapping was funded 50% from the municipal levy and 50% from the National Disaster Mitigation Program (NDMP). The NDMP ended in March 2020 and at that time, Conservation Halton requested that the remaining costs for this project be funded by the Region. This project will be undertaken from 2018 to 2026 at a total cost of \$4.1 million. In spring 2021, Conservation Halton was notified that they would be receiving additional NDMP funding of \$475,000 for 2021-2022 to assist with the East Burlington Flood Plain Mapping project. Though the work to be undertaken with NDMP funding is within the scope of the original project, based on the work completed to date, Conservation Halton staff anticipate that the cost and scope of work to complete the balance of flood plain mapping will exceed what was estimated in the original Business Plan. Hence Conservation Halton's request to the Region for funding of \$525,000 in 2022 remains. The structure is similar to the EAB project where the funding required in the forecast period is considered as part of the Region's annual budget process and funded from the Tax Stabilization Reserve with repayments back to the reserve over a five-year period. The 2022 operating transfer from the Region's Non-Program budget will be \$270,000 to replenish the Tax Stabilization reserve. NDMP has not provided a commitment to Conservation Halton that funding will continue beyond the additional grant intake provided in 2021.

Alternate Energy Technologies

The Region continues to investigate alternative energy technologies to reduce Regional energy costs and further reduce greenhouse gas emissions. Through the 2019 - 2022 Strategic Business Plan, the Region intends to reduce the carbon footprint related to Regional services and achieve a 5% reduction in greenhouse gas emissions, 5% reduction in hydro consumption per megalitre of water and wastewater treated as well as a 10% reduction in the hydro consumption for streetlights.

The Region is also continuing the conversion of existing High Pressure Sodium street lights to LED technology with an investment of \$375,000 required in 2022. Based on the current market trend, the energy savings resulting from this program is projected to reach \$500,000 by 2022, when the conversion is expected to be complete. These savings have been incorporated in the Road Operations budget and forecast to mitigate the street-light hydro cost.

Long-Term Water Meter Strategy

As reported to Council in Report No. **PW-28-21/FN-30-21** (re: Long Term Water Meter Strategy – Implementation Plan Update), Halton Region has awarded the Advanced Metering Infrastructure System (AMI) and Meter Replacement contract in 2021. Deployment of the AMI system and meter replacements is anticipated to begin in the summer of 2022 and is expected to be completed by mid-2025. Meters that have reached or are nearing end-of-life will be replaced in conjunction with the installation of the Region-wide AMI system. Benefits of AMI technology includes revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, and a reduction in the number of meter reading issues and service calls to which meter technicians must respond. The 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.

Basement Flooding Mitigation Program

The 2022 Budget includes \$120,000 for the Region's Ex-Gratia Grant program and for the Basement Flooding Prevention subsidy program. The ex-gratia grant provides financial assistance 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 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 Report No. **PW-22-15** (re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations), Council approved a high-level strategy to reduce the potential for future basement flooding. This included the voluntary Weeping Tile and Downspout Disconnection programs 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. The

Weeping Tile and Downspout Disconnection programs ended in 2019. Any further downspout and weeping tile disconnections will continue through the enhanced Basement Flooding Subsidy program

This program was expected to require \$85.3 million between 2016 and 2025 in support of the grants 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). As a result of the significant progress made to date in the sewer system optimization capital program Weeping Tile and Downspout Disconnection programs, the \$2.3 million operating budget for grants was reduced by \$350,000 in the 2021 Budget and has been further reduced \$250,000 in the 2022 Budget to a total of \$1.7 million to reflect the projected program requirements in 2022 including predicated uptake of the flooding subsidy programs. The 2022 Budget includes capital project funding of \$6.0 million.

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 for the duration of the planning period. The Strategy will be organized into three time frames, short (one to three years), medium (four to 10 years) and long (11 to 30 years).

As reported to Council in Report No. **PW-22-21** (re. Halton Waste Management Site Customer Experience Optimization Update), a request for additional staffing resources has been included as strategic investments in the 2022 Budget to support the increase in the number of customers using the Halton Waste Management Site.

- **Scalehouse Operator - \$97,000:** To support the increasing number of visitors to the Halton Waste Management Site, there is a need to expand scalehouse services. The addition of a Scalehouse Operator will help process financial transactions, maintain customer accounts and provide customer service to all visitors in a timely and efficient manner.
- **Waste Management Operators - \$144,000:** To support the increasing number of visitors to the Halton Waste Management Site, there is a need for 1.8 FTE part time/casual staff to perform Waste Management Operator duties. This will allow Halton Region to provide consistent, reliable and competent service to customers without relying on temporary staffing agencies or overtime hours.

As reported to Council in Report No. **PW-12-18** (re: Solid Waste Management Strategy Short Term Options), key initiatives will continue to be implemented in 2022, including enhanced promotion and education of waste diversion programs and services, development of a food waste minimization strategy, and optimization of the Halton Waste Management Site to improve the customer experience. Through Report No. **PW-22-21** (Halton Waste Management Site Customer Experience Optimization Update), Council approved the revised scope of the HWMS Customer Service Optimization project within the current project budget. This included improved wayfinding signage, upgrades to the overflow disposal area, an Intelligent Traffic Monitoring System and a new weigh scale for waste collection contractor vehicles. These initiatives have been accommodated in the 2022 operating budget utilizing existing resources, with no net impact. Report No. **PW-19-21** (Draft Medium-Long Term Solid Waste Management Strategy) was presented to Council in July, which identifies proposed key initiatives that extend the lifespan of the Halton Waste Management Site, increase waste diversion and reduce greenhouse gas emissions. Staff will report back to Council in early 2022 with the final Medium-Long Term Solid Waste Management Strategy after undertaking a Public Engagement Plan to obtain input and feedback on the draft report.

2022 Budget Summary

The 2022 requested gross operating budget is \$849.5 million for Regional Services and \$186.5 million for Police Services, resulting in \$1,036.0 million for combined services. The \$849.5 million gross operating budget for Regional Services includes financing of \$220.7 million for the Region's capital program. The increase in the gross operating budget for Regional Services is \$30.9 million, comprised of \$23.1 million for tax-supported services and \$7.8 million for rate-supported services.

2022 Gross Operating Budget of Regional Government Services (\$000s)					
	2022			2021	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Regional Services	\$ 603,247	\$ 246,220	\$ 849,467	\$ 818,556	\$ 30,911
Police Services	186,522	n/a	186,522	179,571	6,951
Total	\$ 789,768	\$ 246,220	\$ 1,035,988	\$ 998,127	\$ 37,862

Schedule may not add due to rounding

*Operating Budget for Regional Services restated as set out in [FN-20-21](#)

The 2022 requested Gross Capital Budget is \$453.8 million, consisting of \$442.0 million for Regional Services and \$11.8 million for Police Services. The Gross Capital Budget is financed by reserves, development charges (DCs), debt and other external recoveries. Included in the gross operating budget above are transfers to capital reserves to support the infrastructure programs.

2022 Gross Capital Budget of Regional Government Services (\$000s)					
	2022			2021	
	Tax Budget	Rate Budget	Requested Budget	Approved Budget*	Change
Regional Services	\$ 236,060	\$ 203,985	\$ 442,045	\$ 453,639	\$ (11,593)
Police Services	11,752	n/a	11,752	6,239	5,513
Total	\$ 247,813	\$ 203,985	\$ 453,798	\$ 459,878	\$ (6,079)

Includes financing costs, schedule may not add due to rounding

As shown in the table below, the Capital Budget for 2022 includes \$229.2 million for growth-related infrastructure and \$224.6 million for maintaining the State-of-Good-Repair capital program and is discussed in detail in the Capital Budget and Forecast section. 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 to ensure the State-of-Good-Repair capital program is financially sustainable and there is sufficient financing for the growth-related program.

Capital Financing Sources (\$000s)				
	2021		2022	
	\$	%	\$	%
Development Related				
Development Charges - Residential	\$ 181,900	39.6%	\$ 153,490	33.8%
Development Charges - Non-Residential	344	0.1%	511	0.1%
Capital Investment Revolving Fund*	39,050	8.5%	18,802	4.1%
Tax Capital Reserves (Operating Contributions)*	37,042	8.1%	53,344	11.8%
Debentures	-	0.0%	3,060	0.7%
Subtotal	\$ 258,336	56.2%	\$ 229,207	50.5%
State-of-Good-Repair				
Tax Capital Reserves (Operating Contributions)	\$ 94,752	20.6%	\$ 91,018	20.1%
Rate Capital Reserves (Operating Contributions)	105,563	23.0%	132,280	29.1%
External Recovery/Other	1,227	0.3%	1,292	0.3%
Subtotal	\$ 201,542	43.8%	\$ 224,590	49.5%
Total	\$ 459,878	100.0%	\$ 453,798	100.0%

* Interim Financing of Development related expenditures
Schedule may not add due to rounding

Development Related

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 2022 capital program reflects the principles approved as part of Report No. **FN-46-19/ PW-50-19/ LPS112-19** (Re: 2020 Allocation Program Options). Under the Development Financing Plan, all capital costs related to servicing residential development are funded from DCs. The Region provides interim financing for capital costs related to non-residential development through the Capital Investment Revolving Fund, Tax Capital Reserve and debt. This interim financing is a planned investment for economic development in the Region and will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

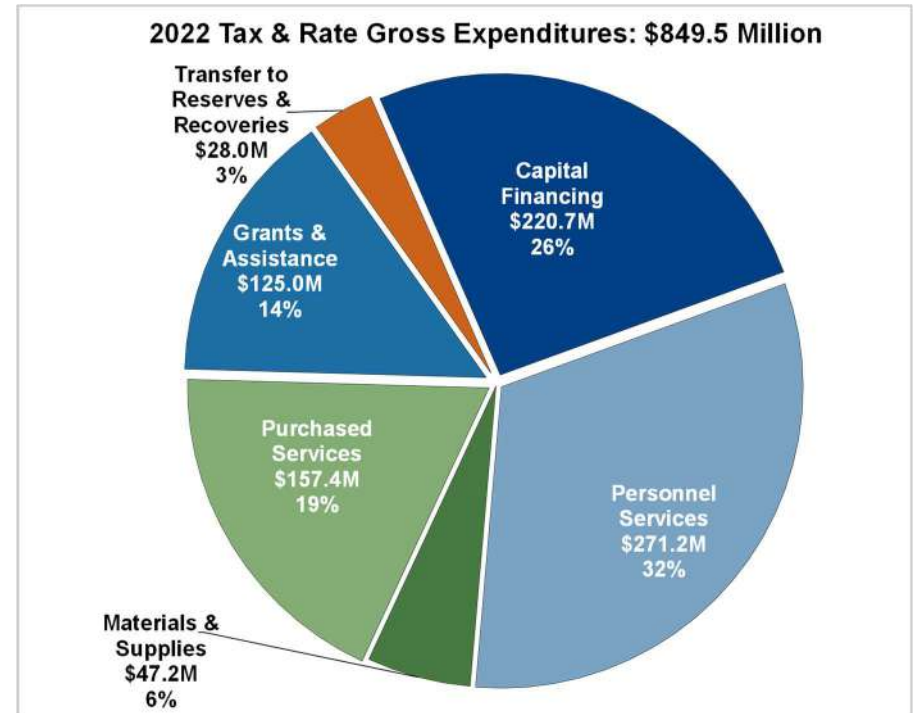
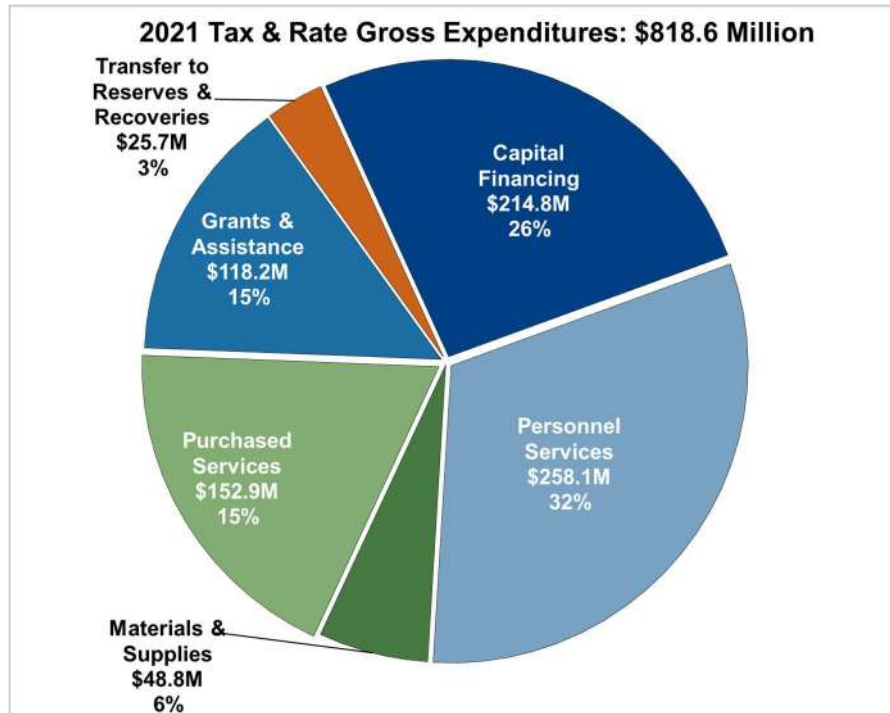
Since the approval of the current Development Financing Plan, a number of projects have progressed through the design stage and are projecting an increase in costs. This increase has been largely offset by reprogramming of projects that cannot be delivered within the 2020 Allocation Program for various reasons. The reprogramming ensures that the principles established as part of the Development Financing Plan continue to be met and mitigates some of the cost increases for those projects remaining in the program.

State-of-Good-Repair

The State-of-Good-Repair capital program is funded through the Capital Reserves and External Recoveries. The Capital Reserves are funded by operating contributions, Gas Tax revenue and interest earnings from the respective Tax and Rate-Supported operating budgets. The Gas Tax revenue of \$17.4 million in 2022 is an important source of funding included in the Tax and Rate Capital Reserve financing.

Gross Operating Budget – Regional Services Expenditures

The following chart shows the breakdown of the gross expenditures in the total 2022 operating budget for Regional tax and rate-supported services of \$849.5 million by cost category. This distribution of expenditures is consistent with the 2021 Budget.



Personnel Services

The total budgeted compensation for Regional employees is \$271.2 million, accounting for 32% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table.

2022 Compensation Summary Regional Total (Excluding Police Services)								
	Salary		Fringe Benefits & Other		Total		FTE	Relief Hours
2021 Approved Budget	\$	196,647,727	\$	61,404,460	\$	258,052,187	2,201.1	180,884.8
2022 Increase		4,019,043		1,756,136		5,775,179		
Subtotal		200,666,770	2.04%	63,160,596	2.86%	263,827,366	2,201.1	180,884.8
In Year Adjustments		280,639		63,858		344,497	-	-
2022 Base Budget		200,947,409	2.19%	63,224,454	2.96%	264,171,863	2,201.1	180,884.8
Strategic Investments		5,597,800		1,428,350		7,026,150	52.8	12,159.6
2022 Requested Budget	\$	206,545,209	5.03%	\$ 64,652,804	5.29%	\$ 271,198,013	2,253.9	193,044.4
Total Change		9,897,482		3,248,344		13,145,826	52.8	12,159.6

As shown above, compensation costs are proposed to increase by \$13.1 million, or 5.09%, which consists of a \$9.9 million, or 5.03%, net increase in salaries and a \$3.2 million, or 5.29%, increase in fringe benefits and other compensation expenditures. The 5.03% increase in salaries includes a 2.0% grid increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements for union employees, and strategic investments in 52.8 full-time equivalents (FTEs) and 12,159.6 of relief hours for a total of \$5.6 million.

The increase of \$3.2 million in fringe benefits and other compensation expenditures primarily relates to an increase of \$1.4 million in strategic investments and the corresponding benefits associated with the salary increases outlined above. In addition, an increase of \$681,000 has been included in pay-in-lieu of benefits to more closely align the budget with actual trends in Long Term Care.

The 2022 Budget includes an additional 52.8 FTE staff positions requested as strategic investments. Of the 52.8 FTEs, 26.5 FTEs will be either fully or partially funded by subsidies, through the capital budget, or reallocated base budget provisions as follows:

- 21.0 FTEs and 10,399.1 relief hours include Provincial funding based on the current cost-share levels to partially fund the cost
- 4.5 FTEs will support the Roads, Water and Wastewater capital programs and will therefore be recovered from the capital budget.
- 1.0 FTE will support the Office of the CAO and will be funded through reallocated base budget provisions with no net Regional impact, in order to reduce reliance on external contractors, and lead the ongoing development of Halton's Indigenous Relationship Initiative
- 1,760.5 relief hours will be funded through a base budget reduction in purchased services to convert the existing temporary agencies budget into relief hours to align with the Regional Child Care Centres' (RCCCs) staffing pool and its current structure of utilizing relief staff

The remaining 26.3 FTEs will support the objectives, outcomes and actions identified in the Region's 2019–2022 Strategic Business Plan and will address pressures driven by growth and increased demand for services. As discussed in more detail in the Tax Overview section, in the event that full-time staff who provide direct client care in areas such as Paramedic Services and Services for Seniors are absent from work for various reasons, there is a requirement to replace these staff with casual relief employees in order to maintain service levels. The hours required for backfilling these positions are budgeted as relief hours. The relief resources

are budgeted on a number of hours required in order to better reflect the nature of the resource needs, and the 2022 Budget of 193,044.4 hours includes an increase of 12,159.6 relief hours proposed as a strategic investment to support Long-Term Care, Paramedic Services, and Children’s Services, with subsidy funding included based on the current cost-share levels and reallocated base budget provisions. A pool of relief resources will be maintained which will then be allocated based on the number of hours required to provide the appropriate coverage.

Materials & Supplies

The 2022 Budget for Materials & Supplies is \$47.2 million, which is a \$1.6 million, or 3.3%, decrease from the 2021 Budget, largely driven by a reduction in temporary costs related to the COVID-19 response including personal protective equipment, medical and other supplies. This cost category is largely comprised of expenditures related to hydro, natural gas and other commodities, food and medical supplies, telephone, data line and cell phones, laboratory supplies and materials from stores.

Purchased Services

The 2022 Budget for Purchased Services is \$157.4 million, which is a \$4.5 million, or 2.9% increase from the 2021 Budget. Approximately half of this increase is driven by temporary staffing costs related to COVID-19 in Health Services. This cost category also includes contracts and services such as waste management contracts, road maintenance contracts, Fee Subsidies provided through Children’s Services, insurance, property taxes, janitorial, landscaping, snow removal and building maintenance contracts.

Grants & Assistance

As shown in the table below, the 2022 Budget for Grants & Assistance is \$125.0 million, and largely includes grants provided through Housing Services, Children's Services, Employment & Social Services, and the municipal levies provided to the Boards & Agencies. The 2022 Budget is increasing by nearly \$6.8 million, or 5.7%, mainly due to increases in Housing Services to align with funding, Ontario Works benefits in Employment & Social Services, the \$300,000 strategic investment to support the enhanced delivery of a food security program to OW recipients, the \$250,000 strategic investment for the Halton Region Community Investment Fund (HRCIF) and an increase of \$383,000 in municipal funding to the Boards & Agencies. These increases are partially offset with a decrease of \$758,000 in Non-Program, and a decrease of \$257,000 in Water and Wastewater Services resulting from a reduction in grants in the Basement Flooding Prevention program driven by the significant progress made to date.

Tax & Rate Grants & Assistance (\$000s)				
	2021	2022	Change	
Housing Services	\$ 38,978	\$ 44,606	\$ 5,629	14.4%
Children's Services	32,031	32,120	89	0.3%
Employment & Social Services	23,798	25,245	1,447	6.1%
Boards & Agencies	11,945	12,327	383	3.2%
Non-Program	4,759	4,001	(758)	-15.9%
Human Services Planning & Program Support	3,905	4,160	255	6.5%
Water & Wastewater Services	2,120	1,863	(257)	-12.1%
Waste Management	266	266	-	0.0%
Planning Services	132	132	-	0.0%
Corporate Administration	71	71	-	0.0%
Public Health	89	87	(2)	-2.4%
Economic Development	134	144	10	7.5%
Total Grants & Assistance	\$ 118,226	\$ 125,022	\$ 6,795	5.7%

Schedule may not add due to rounding.

Capital Financing

The 2022 Budget includes capital financing transfers of \$220.7 million, accounting for 26% of the total tax and rate gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table.

Transfer to Reserves (\$000's)			
	2021	2022	Change
Water and Wastewater *	\$104,265	\$110,650	\$6,385
Roads *	45,026	45,026	-
Waste Management	7,360	7,389	29
Sub-Total PW	\$156,651	\$163,065	\$6,414
Energy, Fleet & Facilities	5,702	5,906	204
Health	3,361	3,032	(329)
Social & Community Services	2,284	2,315	31
Information Technology	4,264	4,458	194
Vehicles	1,560	1,625	64
Planning Services	2,307	2,330	23
Economic Development	19	19	-
Waterfront Master Plans	3,444	3,459	15
Sub-Total Non-PW	\$22,941	\$23,142	\$202
Total Transfer to Reserves	\$179,592	\$186,208	\$6,615
Net Debt Charges	12,150	11,168	(982)
Social Housing	6,500	6,500	-
Non-Program Transfers	16,574	16,795	222
Total Capital Financing	\$214,816	\$220,671	\$5,856

* Excludes Vehicles, Information Technology related costs, and interest earnings

Schedule may not add due to rounding

As outlined in the table above, \$186.2 million is to support the State-of-Good-Repair capital program (excluding Police Services) and \$34.5 million in other transfers is primarily related to net debt charges (\$11.2 million), operating contributions provided to the Regional Housing New Units Reserve (\$6.5 million) and other program related transfers (\$16.8 million). 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. As the Region continues to transition to pay-as-you-go financing, the net debt charges have decreased from 2021 by \$0.1 million.

Gross Operating Budget – Regional Services Revenues

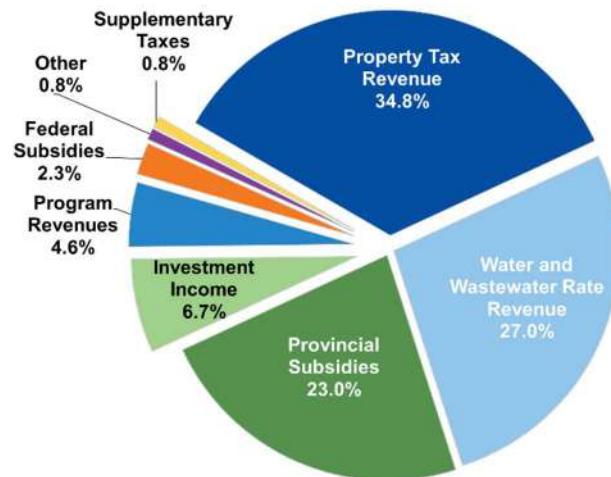
The \$849.5 million gross operating budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below.

Tax & Rate Gross Operating Revenues by Funding Source (\$000s)				
	2021	2022	Change	
Property Tax Revenue	\$ 284,586	\$ 295,120	\$ 10,534	3.7%
Water and Wastewater Rate Revenue	220,740	228,503	7,763	3.5%
Provincial Subsidies	188,505	196,376	7,871	4.2%
Federal Subsidies	18,648	21,872	3,224	17.3%
Program Revenues	37,795	38,497	702	1.9%
Other	6,781	6,799	18	0.3%
Investment Income	55,000	55,000	-	0.0%
Supplementary Taxes	6,500	7,300	800	12.3%
Total Revenue	\$ 818,556	\$ 849,467	\$ 30,911	3.8%

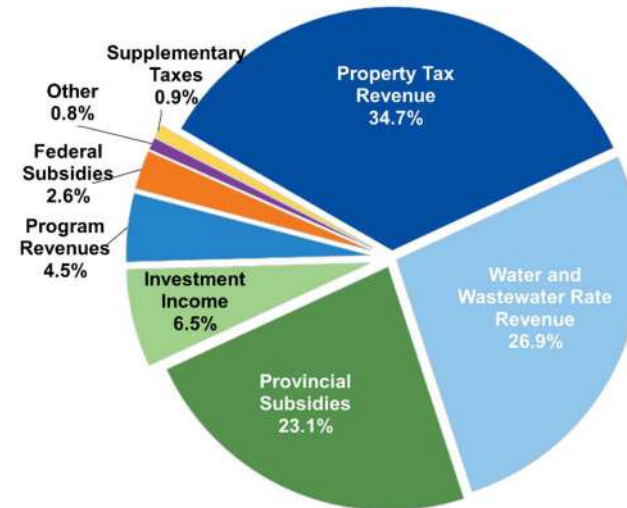
Schedule may not add due to rounding

Gross operating revenues are increasing by \$30.9 million in 2022, and the distribution is in line with 2021.

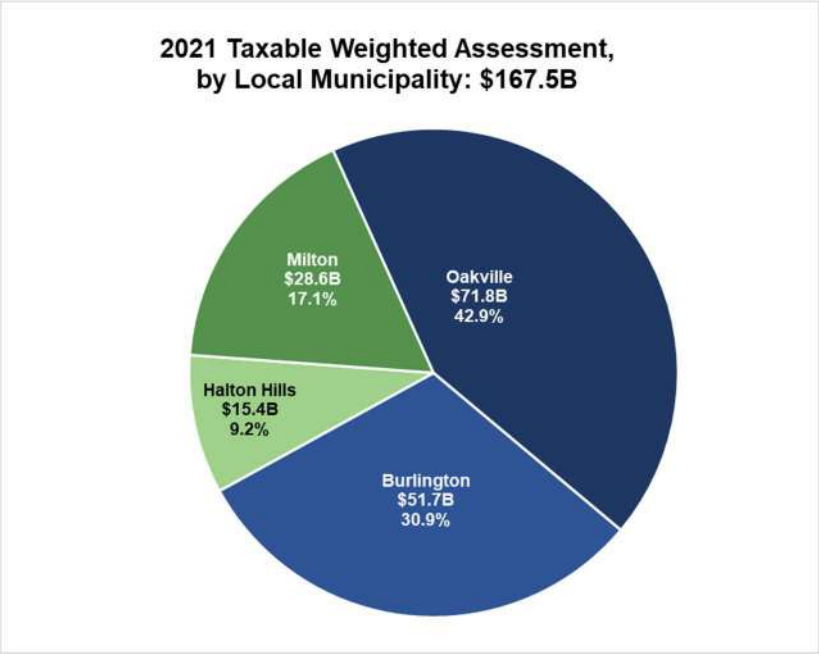
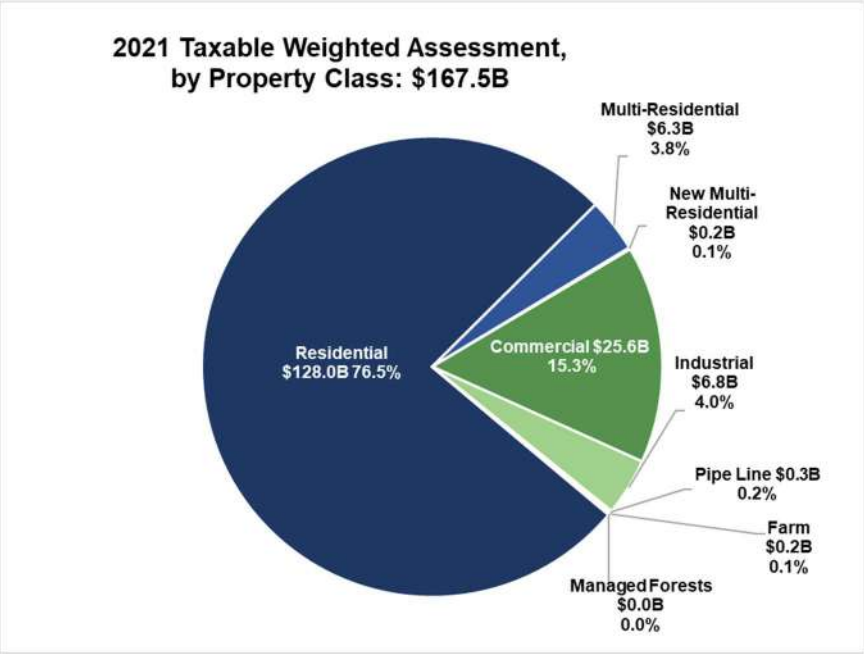
2021 Tax & Rate Gross Operating Revenues by Funding Source: \$818.6 Million



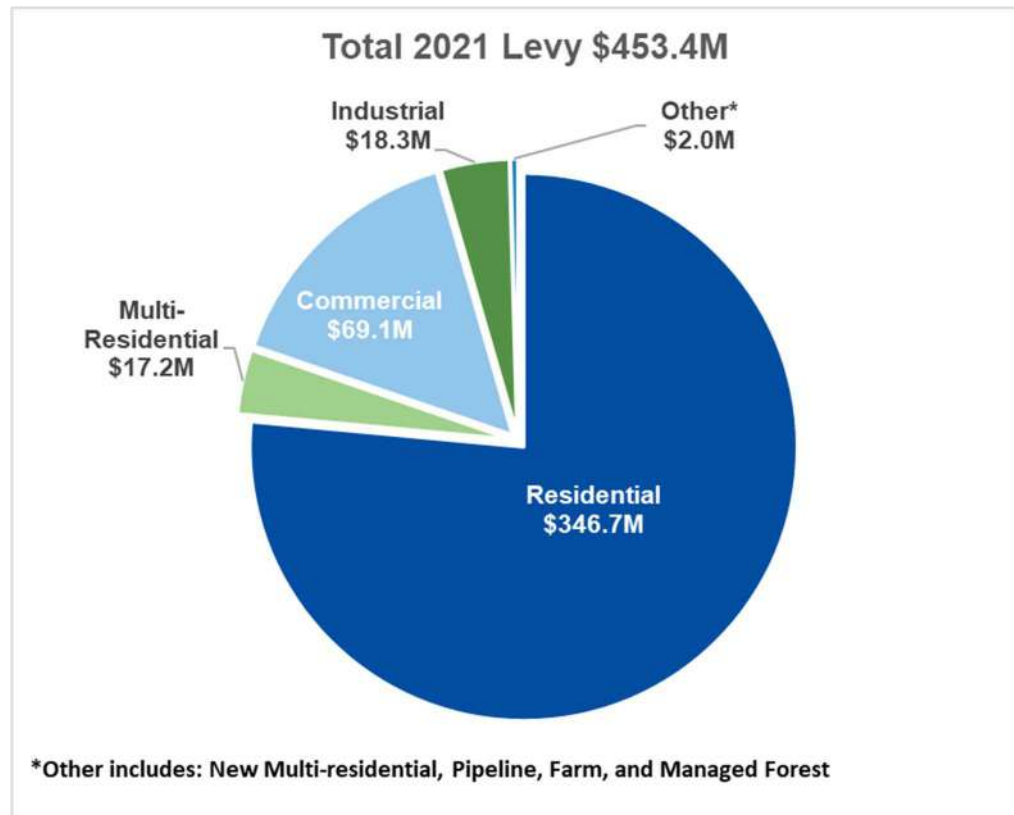
2022 Tax & Rate Gross Operating Revenues by Funding Source: \$849.5 Million



Property Tax Revenue funds approximately 34.7% of gross expenditures for Regional Services, the increase for which is generated from a 2.0% tax rate increase and 1.7% assessment growth. Property tax rates are calculated by taking the Regional levy requirement and dividing it by the taxable weighted assessment. For the 2021 taxation year, Halton Region had a total of \$167.5 billion in taxable weighted assessment. The following pie charts show the breakdown of the 2021 taxable weighted assessment by property class as well as local municipality.



As shown in the chart below, the total 2021 levy of \$453.4 million is derived primarily from the residential property class, followed by the commercial, industrial and multi-residential property classes.



- **Water and Wastewater Rate Revenue** funds 26.9% of gross expenditures, the increase for which is generated from a 2.8% rate increase and 1.5% customer growth.
- **Provincial Subsidies** fund 23.1% of gross expenditures and are primarily used to fund cost-shared Health and Social & Community Services programs. Provincial subsidies are budgeted to rise from 23.0% of total revenues in 2021 to 23.1% of total revenues in 2022. As shown in the table below, there is an increase of \$7.9 million, or 4.2%, anticipated in the 2022 Budget. Provincial subsidies are expected to be \$196.4 million in total, which includes \$9.3 million in additional funding to support the Region's COVID-19 response and \$1.8 million in funding anticipated in the strategic investments that support cost-shared programs.

Change in Provincial Subsidies 2021-2022 (\$000s)		
Program	Funding	2021-2022 Change
Public Health	School-Focused Nurses Initiative**	\$ 304
	COVID-19 Response*	1,321
	Base Funding*	995
	Strategic Investments*	673
	Sub-total	3,293
Paramedic Services	Base Funding	1,061
	Strategic Investments*	462
	Sub-total	1,524
Children's Services	Wage Enhancement Grant (WEG)	(397)
	Base Funding	(361)
	One-Time Transitional Grant	(1,515)
	Sub-total	(2,273)
Housing	Federal Block Funding**	220
	Canada-Ontario Community Housing Initiative	116
	Ontario Priorities Housing Initiative	(24)
	Social Services Relief Fund (SSRF) **	2,196
	Sub-total	2,509
Services for Seniors	Case Mix Index**	179
	Per Diem funding at the Long-Term Care Homes**	578
	Medication Safety Technology (new)**	150
	Minor Capital Program**	(55)
	Strategic Investments*	616
	COVID-19 Infection, Prevention & Containment**	347
	Sub-total	1,817
Employment & Social Services	Ontario Works Benefits	1,020
	Sub-total	1,020
Economic Development	Small Business (SBEC) per Agreement	(18)
	Sub-total	(18)
Total Change in Provincial Subsidies		\$ 7,871

*Funding not confirmed

**Funding confirmed

All other funding is based on 2021 or 2021/2022 funding allocations

- **Federal Subsidies** are increasing by \$3.2 million, or 17.3%, due to a one-time increase in Housing Services in the Reaching Home program, as part of Homelessness Prevention, to support vulnerable people in need in the community.
- **Program Revenues** are increasing by \$0.7 million, or 1.9%, mainly due to \$240,000 increase in Children's Services due to cross-jurisdictional fees revenues, new application fee revenues in Planning, and an increase in external recoveries for Regional property damages in Road Operations.
- **Other Revenue** is comprised of *Provincial Offences Act*, payment-in-lieu of taxes, railway right-of-way, and local improvement revenues. The 2022 Budget includes an increase of \$18,000 for local improvement revenues.
- **Investment Income** budget continues to include \$55.0 million of investment income as a source of revenue. Of this revenue, \$43.0 million will be used to finance the Region's State-of-Good-Repair capital programs, and the remaining \$12.0 million will support the tax (\$8.4 million) and rate (\$3.6 million) supported services, unchanged from the 2021 Budget. 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.
- **Supplementary Taxes** budget has increased by \$0.8 million in 2022 to reflect the actual average revenues over the past seven years from 2014 to 2020. Throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with additions to the assessment roll for supplementary and/or omitted assessment, which generates supplementary tax revenue. This revenue is difficult to predict, as it 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. Staff will continue to monitor supplementary tax revenues for future budgets.

Net Operating Budget

The gross expenditures less revenues (other than property tax revenue and water and wastewater rate revenue) are the net expenditures. The net expenditures are the amounts that must be collected from property taxes or water and wastewater rates.

Tax-Supported Services

The following table outlines the net expenditures by program for the 2022 Tax-Supported Budget (excluding Police Services).

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program (\$000s)								
	2021	2022			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Healthy Families	\$ 4,650	\$ 4,895	\$ -	\$ 4,895	\$ 245	5.3%	\$ 245	5.3%
Health Protection	3,479	3,646	51	3,697	167	4.8%	218	6.3%
Healthy Schools & Communities	3,959	3,936	333	4,269	(23)	-0.6%	310	7.8%
Infectious Disease Control	3,157	3,302	103	3,405	144	4.6%	247	7.8%
Public Health Resources	2,206	2,310	-	2,310	104	4.7%	104	4.7%
Paramedic Services	22,482	22,630	501	23,131	148	0.7%	649	2.9%
Children's Services	11,880	12,725	-	12,725	846	7.1%	846	7.1%
Employment & Social Services	6,968	7,177	300	7,477	210	3.0%	510	7.3%
Housing Services	36,359	36,380	573	36,953	22	0.1%	595	1.6%
Human Services Planning & Program Support	8,381	8,491	250	8,741	110	1.3%	360	4.3%
Services for Seniors	19,598	21,058	264	21,322	1,460	7.4%	1,724	8.8%
Planning Services	12,151	12,445	422	12,867	294	2.4%	716	5.9%
Economic Development	3,845	3,902	-	3,902	56	1.5%	56	1.5%
Waste Management	44,274	45,383	241	45,624	1,109	2.5%	1,351	3.1%
Road Operations	58,004	58,501	69	58,571	498	0.9%	567	1.0%
Non-Program	31,064	30,799	1,915	32,714	(265)	-0.9%	1,650	5.3%
Boards & Agencies	12,129	12,516	-	12,516	387	3.2%	387	3.2%
Net Regional Impact	284,586	290,097	5,023	295,120	5,511	1.9%	10,534	3.7%
Assessment Growth							(4,838)	1.7%
Regional Levy Requirement	\$ 284,586	\$ 290,097	\$ 5,023	\$ 295,120	\$ 5,511	1.9%	\$ 5,696	2.0%

Schedule may not add due to rounding

The 2022 net expenditures requested budget for tax-supported services (excluding Police Services) are increasing from \$284.6 million to \$295.1 million, an increase of \$10.5 million, or 3.7%, before assessment growth. Of this increase, the base budget is increasing by \$5.5 million, or 1.9%, related to inflation and other cost increases. In addition to the base budget increase, the 2022 Budget proposes strategic investments of \$5.0 million, or 1.8%, that support the objectives, outcomes and actions identified in Halton's 2019–2022 Strategic Business Plan, as well as critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, and investments that address pressures driven by growth and increased demand for services.

The net expenditures shown above incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

The combined base budget (\$5.5 million) and strategic investments (\$5.0 million) result in a \$10.5 million increase in net expenditures for 2022. The assessment growth (primarily related to new properties) in 2021 is estimated to be 1.7%, or \$4.8 million. This results in a net tax increase of 2.0% for the 2022 Budget. The key changes from the 2021 Budget to the 2022 Budget for a net tax impact of \$5.7 million, or 2.0% are:

- **Public Health**, which is comprised of Healthy Families, Health Protection, Healthy Schools & Communities, Infectious Disease Control, and Public Health Resources, includes strategic investments for an additional 9.0 FTEs to support vaccine management, environmental health and increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards.
- **Paramedic Services** includes an investment for 6.0 FTEs to provide critical support to address pressures related to growth resulting from increased call volumes.
- **Children's Services** includes increases to maintain service levels because of provincial funding reductions.
- **Employment and Social Services** includes an investment of \$300,000 to increase food security to Ontario Works (OW) recipients and their families.
- **Housing** includes investments in Rent Supplements to provide safe housing solutions for vulnerable individuals and families during the pandemic.
- **Human Services Planning & Program Support** includes an additional investment of \$250,000 for the Halton Region Community Investment Fund (HRCIF) to meet new and emerging community needs, pivot to virtual models of service delivery, respond to public health directives from the pandemic, and address community safety and well-being issues.
- **Services for Seniors** includes an investment for 6.0 FTEs to address the immense challenges of the pandemic environment and to augment critical staff roles that strengthen key capabilities moving forward.
- **Planning Services** includes an investment for 3.0 FTEs as well as increased costs related to a new Conservation Halton agreement for ecological review service support to implement the Natural Heritage policies of the Regional Official Plan (ROP).
- **Waste Management** includes increases for waste management contracts based on inflationary contract increases and a 1.0% increase in budgeted tonnages, and strategic investments of 2.8 FTEs to support the increase in the number of customers utilizing the Halton Waste Management Site.
- **Road Operations** increases to address growth in the Regional road network and additional maintenance costs including winter controls, signals maintenance and pavement marking.

- **Non-Program** includes an increase due to the removal of the one-time operating reserve transfer to fund the assessment growth shortfall in 2021, as well as increases in Corporate Governance costs, capital financing expenditures to fund the Burlington Beach Master Plan and increases for repayments to the Tax Stabilization reserve for the Emerald Ash Borer program and floodplain mapping for Conservation Halton. This is partially offset by an increase in supplementary revenues.
- **Boards & Agencies** include the Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic. Council set guidelines through Report No. **FN-20-21** which have been achieved as follows:
 - Conservation Halton 3.5% increase in the municipal general levy request
 - Credit Valley Conservation 3.7% increase in the municipal general levy request
 - Grand River Conservation Authority 2.5% increase in the municipal general levy request
 - Royal Botanical Gardens has been provided a 2.0% increase as per the guideline
 - North Halton Mental Health Clinic funding of \$1.2 million is in line with the 2021 Budget.

The 2022 Tax-Supported Budget includes the following savings and revenues of \$1.8 million, which were used to fund priority areas in the tax-supported programs:

- Decrease of \$94,000 in Children's Services to reflect actual trends in various operating expenditures
- Increase of \$240,000 cross-jurisdictional fees revenues based on trend in Children's Services
- Decrease of \$88,000 in vehicle maintenance and fuel costs in Paramedics
- Decrease of \$37,000 in janitorial supplies in Paramedics
- Decrease of \$65,000 in travel expenditures to reflect trends
- Decrease of \$185,000 in hydro due to lower projected rates
- Decrease of \$216,000 in various road maintenance activities arising from lower anticipated demand and lower contract costs
- Increase of \$117,000 in revenues from sale of blue box materials due to higher market rates
- Increase of \$800,000 for supplementary tax revenues

Rate-Supported Services

The 2022 net expenditures for Water and Wastewater Services is increasing from \$220.7 million to \$228.5 million, an increase of \$7.8 million, or 3.5% as shown in the table below. This includes the base budget increase of \$7.0 million, or 3.2% and net strategic investments of \$787,000 that address operational and strategic priorities. Customer growth is estimated to be 1.5%, or \$1.5 million, while consumption growth is 0.0%. This results in a net water and wastewater rate increase for the 2022 Budget of \$6.3 million, or 2.8%. 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)								
	2021	2022			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base to 2021 Budget		2022 Requested to 2021 Budget	
Water Treatment	\$ 23,272	\$ 23,315	\$ 116	\$ 23,431	\$ 42	0.2%	\$ 159	0.7%
Wastewater Treatment	39,676	39,965	133	40,097	288	0.7%	421	1.1%
Water Distribution	27,369	28,404	262	28,666	1,035	3.8%	1,297	4.7%
Wastewater Collection	21,688	21,832	276	22,108	144	0.7%	420	1.9%
Infrastructure Management	108,735	114,201	-	114,201	5,466	5.0%	5,466	5.0%
Net Program Impact	\$ 220,740	\$ 227,716	\$ 787	\$ 228,503	\$ 6,976	3.2%	\$ 7,763	3.5%
Consumption Growth (0.0%)							-	0.0%
Customer Growth (1.5%)							(1,479)	-0.7%
Net Increase Requirement							\$ 6,284	2.8%

Schedule may not add due to rounding

As shown in the following table, gross operating expenditures are increasing by \$2.3 million driven by inflationary costs and other projected increases mitigated with savings and efficiencies, which are discussed in detail in the Water and Wastewater Overview section.

2022 Budget (\$000's)					
	2021	2022	Change in Budget		
	Approved Budget	Requested Budget	2022 Requested / 2021 Budget		
Gross Operating Expenditures	\$ 120,211	\$ 122,537	\$ 2,326	1.9%	
Capital Financing Expenditures	118,217	123,683	5,466	4.6%	
Gross Expenditures	\$ 238,428	\$ 246,220	\$ 7,792	3.3%	
Other Revenues	(17,688)	(17,717)	(29)	0.2%	
Net Program Impact	\$ 220,740	\$ 228,503	\$ 7,763	3.5%	
Consumption Growth*			-	0.0%	
Customer Growth*			(1,479)	-0.7%	
Rate Increase			\$ 6,284	2.8%	

Schedule may not add due to rounding

* Includes 0.0% consumption growth and 1.5% customer growth

As shown in the table below, of the \$6.3 million (2.8%) net increase after customer growth, \$4.4 million (2.0%) is needed to provide sustainable funding for state-of-good-repair of existing water and wastewater assets based on the Public Works' Asset Management Plan (**PW-28-17**), and the remaining \$1.9 million (0.8%) is required to operate and maintain the water and wastewater systems.

2022 Budget (\$000s)					
	Change in Budget				
	Net Program Impact	Customer Growth*	With Customer Growth*	Rate Impact	
Gross Operating Expenditures	\$ 2,326				
Other Revenues	(29)				
Net Operating Expenditures	\$ 2,297	\$ (438)	\$ 1,859	0.8%	
Capital Financing Expenditures	5,466	(1,041)	4,424	2.0%	
Net Program Impact	\$ 7,763	\$ (1,479)	\$ 6,284	2.8%	

Schedule may not add due to rounding

* Includes 0.0% consumption growth and 1.5% customer growth

The key driver of the 2022 Budget net rate impact is the \$5.5 million increase in capital financing expenditures, which will fund the Water and Wastewater State-of-Good-Repair capital program. The operating contributions for the existing State-of-Good-Repair capital program have increased by \$6.4 million based on the Public Works' Asset Management Plan, which is in line with the 2022 Forecast included in the 2021 Budget as discussed in more detail in the Water and Wastewater Overview section of this book. This is offset by a \$986,000 reduction in debt charges due to retiring debt.

The 2022 Rate-Supported Budget also includes the following savings of \$2.7 million, which were used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$986,000 resulting from the retirement of debt
- Decrease of \$750,000 in hydro costs due to the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative, which helps the Region manage its global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant
- Net decrease of \$554,000 in maintenance materials & supplies and purchased services to reflect efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centered Maintenance program.
- Decrease of \$250,000 in the Basement Flooding Prevention program enabled through significant progress made to date in the Sewer System Optimization capital program, Weeping Tile and Downspout Disconnection programs
- Decrease of \$135,000 in various materials & supplies to align with historical spending trends and reduced needs

2022 Budget Risks

The 2022 Budget includes a number of potential risks that continue to be monitored by staff through the variance reporting to Council three times per year. Several significant risks, including COVID-19 related are included in the 2022 budget, which are summarized as follows:

- **Expenditure Risks:** The 2022 Budget includes \$13.9 million of COVID-19 related expenditures. If the expected direction of the pandemic changes course in 2022, these costs would not be reflected in the budget and there is a risk of negative variances as a result. This risk is difficult to quantify. In addition, the 2022 Budget was prepared based on the COVID-19 Vaccination Program ending on December 31st, 2021, however, on November 3rd, 2021, the Province expanded the eligibility for third doses, which will extend the Vaccination Program into 2022. The 2022 Budget does not include any provision for the COVID-19 Vaccination Program in 2022, however the Province has committed to fund all costs related to the Vaccination Program and it is anticipated that there will be no financial impact to the Region.
- **Subsidy Risks:** The 2022 Budget includes \$4.1 million of temporary one-time COVID-19 related provincial subsidies in Public Health that are anticipated to be received however not yet confirmed. The 2022 Budget also anticipates on-going provincial funding to support strategic investments in Public Health (\$673,000) and Services for Seniors (\$616,000), and an on-going subsidy increase of \$860,000 in Public Health's 2022 base budget in order to maintain the current cost-share level, however confirmation for this funding has not been received.

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 2022 Budget and the sensitivity of these assumptions.

2022 Budget Risks and Sensitivities (excluding Police)

Key Budget Components	Budget Assumptions	Sensitivities	
		\$ Impact	% Tax/Rate Impact
Tax			
Provincial Subsidies:			
Public Health (Base Funding)	6% Increase	1.0% change in Provincial Subsidy = \$243,000	0.09%
Public Health (Strategic Investments)	Based on the current cost-share level	\$673,000 is anticipated based on the current cost-share level, but is not confirmed	0.24%
Paramedic Services	6.9% Increase	1.0% change in Provincial Subsidy = \$237,000	0.08%
Community Support Services	0% Increase	1.0% change in Provincial Subsidy = \$50,000	0.02%
Services for Seniors (including LTC CMI)	2.8% Increase	1.0% change in Provincial Subsidy = \$335,000	0.12%
Services for Seniors (Strategic Investments)	Based on the current funding level	\$616, 000 is anticipated based on the current funding level, but is not confirmed	0.63%
Children's Services	3.8% Decrease	1.0% change in Provincial Subsidy = \$568,000	0.20%
Housing Services	39.7% Increase	1.0% change in Provincial Subsidy = \$202,000	0.07%
Waste Management Contracts	2.0% CPI Increase 1.0% Tonnage Growth	1.0% increase in tonnages = \$266,000	0.09%
Resource Recovery and Productivity Authority (Formerly Waste Diversion Ontario)	51.0% recovery of costs	1.0% change in recovery rate = \$100,000	0.04%
Investment Income	2.7% Rate of Return	0.1% change in rate of return = \$2.0 million in total investment income	0.70%
Supplementary Taxes	Based on 7-year average	1.0% change in supplementary taxes = \$73,000	0.03%
Tax Write-Offs	Based on 7-year average	1.0% change in tax write offs = \$47,000	0.02%
Assessment Growth	1.7%	1.0% change in budget (excluding Police) = \$2.8 million	1.00%
Rate			
Consumption Growth	0.0% consumption growth	1.0% change in consumption growth = \$1.4 million	0.64%
Customer Growth	1.5% customer growth	1.0% change in customer growth = \$960,000	0.43%

2022 Operating Budget and Forecast

Looking forward to 2022 and beyond, the unprecedented impact of the COVID-19 pandemic and global economic conditions continue to be very challenging and present risks to the 2022 Budget and Forecast. While the 2022 Budget includes measures to mitigate the risks to the extent possible, the 2022 Budget and Forecast continues to have areas of risk exposure including the following:

Growth Assumptions

Given the uncertainty around the impacts of COVID-19 on development, there is a risk of not achieving the 1.7% assessment growth target in 2022, however, any potential shortfall in assessment growth is anticipated to be temporary in nature. Current assessment growth in the 2022 Budget is estimated to be 1.7% with 1.7% assessment growth included in the 2023 to 2031 forecast period. Any growth realized over or under the provision in the budget (1.7%) will be transferred to or from the Tax Stabilization reserve, on a one-time basis. Moderate growth will also affect supplementary taxes, which are budgeted at \$7.3 million.

Throughout the COVID-19 pandemic, a slight increase in water demand has been observed arising from higher residential usage as more people work and attend school from home. This is not anticipated to be a long-term trend as demand is expected to normalize to pre-pandemic levels. Thus, although water and wastewater customer growth is estimated to be 1.5%, the 2022 Budget assumes no consumption growth to reflect the continued impact of water efficiency and conservation as detailed in the Water and Wastewater Overview section. The forecast maintains the current projected consumption for the first half of the 10-year period and reflects a gradual annual decline during the second half.

Provincial Subsidies

There continues to be uncertainty in Provincial funding levels resulting from the significant financial challenges facing the Province, and impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing, or are currently under review including the Children's Services funding model, Ontario Works cost of administration funding, service delivery of Employment Ontario programs, and the structure of Public Health and Paramedic Services in the Province. Continued support from the Provincial Government is essential for Halton Region to continue responding to the COVID-19 pandemic and provide critical program enhancements that will support the long-term health and safety of residents.

As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for services. For Public Health, the funding model changed in 2020 from the previous 100% and 75% cost-share model to 70%. Since the Region already contributes more than 30%, the 2020 and 2021 funding allocations were frozen. In Paramedic Services, the latest funding formula provides an increase for program growth, but not inflation. For Children's Services, there is ongoing risk surrounding the level of funding commitment and changes to funding formulas. Funding for the cost administration of the Ontario Works program has been frozen, and is expected to continue to be frozen, or possibly reduced in future years. The increased cost for providing services for seniors at the Region's Long-Term Care homes, with increasing medical and behavioural complexities, is not met with equivalent increases in funding, with funding for Case Mix Index (CMI) provided at only 92.1% of the calculated care needs of residents in 2021. Using the latest information available during the preparation of the budget, these funding assumptions have been reflected in the 2022 Budget and Forecast.

COVID-19 Long-Term Impacts

It is anticipated that many pressures related to COVID-19 will continue in 2022 such as maintaining the most essential services and beginning to resume the broader set of core services in Public Health while continuing to respond to COVID-19, maintaining increased infection control measures in Long-Term Care, meeting increased demand for Ontario Works and discretionary program support as Canada's COVID-19 Economic Response Plan supports expire, and addressing capacity issues in Homelessness programs. In addition, it is anticipated that there will be ongoing costs for personal protective equipment, technology, and additional cleaning and disinfecting materials. While there are still many unknown variables including the duration of the pandemic, vaccination and recovery, the 2022 Budget plans for a continued response to COVID-19. These costs have been largely offset in the 2022 Budget through additional provincial COVID-19 funding, either confirmed or

anticipated, as well as the utilization of funding previously announced through Safe Restart Agreement and COVID-19 Recovery Funding for Municipalities expected to be carried-forward. The strategic investments proposed in the 2022 Budget in critical program enhancements continue through the forecast to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond

The 2022 Budget was prepared based on the Vaccination program ending on December 31st, 2021, however, on November 3rd, 2021, the Province expanded the eligibility for third doses, which will extend the Vaccination Program into 2022. The 2022 Budget does not include any provision for the COVID-19 Vaccination Program in 2022, however the Province has committed to fund all costs related to the Vaccination Program and it is anticipated that there will be no financial impact to the Region.

As reported in Report No. **PW-21-21** re: “2020 Year End Waste Management Report”, the COVID-19 pandemic has had a significant impact on the amount of solid waste material generated in Halton Region. It is not yet certain if the tonnage increase is temporary in nature, or if the increase in tonnages are related to permanent changes in resident behavior. Thus, staff have not accounted for the increase in waste collection tonnages observed during the COVID-19 pandemic in the 2022 Budget or 2023-2031 Forecast period. Staff will continue to monitor tonnage in the various collection streams to determine if an adjustment to growth assumptions will be required in future budget years.

Performance of the Region’s Investment Portfolio

The Region’s investment portfolio is expected to generate \$55.0 million, or 6.5% of total revenues in 2022. This is a key source of funding for the Region’s State-of-Good-Repair capital program. Although, interest rates are rising slightly in the short-term, long-range forecasts continue to be at historical lows, which makes it challenging for the program to generate interest revenues to support the \$55.0 million budget.

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 the Region budgets for reserve transfers to fund these future liabilities, separate reporting is not required. These liabilities are assessed periodically and the Region adjusts the contribution to reserves accordingly. The 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.

Cost Increases

The forecast generally assumes a 2.0% rate of inflation. There continues to be considerable uncertainty on the future of inflation given the severe and adverse effects of the COVID-19 pandemic. Staff reviewed the various economists’ research from the six major Canadian banks and, based on this review, have found that they are currently forecasting the annual Canadian inflation in a range of 2.2% to 3.0%, with an overall average of 2.6% for 2022. The forecasting is dependent on how quickly the economy recovers from the COVID-19 pandemic and the timing and strength of the recovery. The Bank of Canada’s inflation control target remains at 2.0%, which is the midpoint of the Bank’s 1.0% to 3.0% target range. 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.

The 10-Year Operating Forecast has been prepared to maintain the tax impact for Regional Services close to inflation, and the rate increase related to operations below the rate of inflation for rate-supported services. The forecast reflects current services and service levels. Any change in service or service level will affect 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 affect the forecast. The 10-Year Operating Forecast prepared for the 2022 Budget was based on the following key assumptions:

- General inflation of 2.0%, where applicable
- Interest on reserves of 3.0%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.7% per year
- Provincial subsidies to follow current funding formulas
- Long-term impacts related to COVID-19 will need to be assessed
- Water customer growth of 1.2% to 1.5%
- Water consumption growth of -0.9% to 0%

Tax-Supported Services

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)										
	2022 Requested Budget	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast
Region:										
Net Expenditures	\$295,120	\$307,902	\$320,687	\$332,534	\$344,879	\$357,717	\$371,014	\$384,797	\$399,042	\$413,762
Net Expenditure Change	3.7%	4.3%	4.2%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Region Tax Impact (after assessment growth)	2.0%	2.6%	2.4%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$175,947	\$183,377	\$191,319	\$199,610	\$208,445					
Police Net Expenditure Change	4.2%	4.2%	4.3%	4.3%	4.4%					
Police Tax Impact (after assessment growth)	2.5%	2.5%	2.6%	2.6%	2.7%					
Region Including Police:										
Net Expenditures	\$471,067	\$491,279	\$512,007	\$532,144	\$553,324					
Regional Net Expenditure Change (Incl. Police)	3.9%	4.3%	4.2%	3.9%	4.0%					
Region Incl. Police Tax Impact (After Assessment Growth)	2.2%	2.5%	2.5%	2.2%	2.2%					
Assessment Growth Assumption	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
Tax Budget Forecast as projected in the 2021 Budget										
Region Tax Impact (after assessment growth)	2.6%	2.6%	2.0%	2.1%	2.1%	2.0%	2.0%	2.0%	2.0%	

Rate-Supported Services

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 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 in a range between 2.9% and 3.3%, with over half of the increase (1.3% to 2.2%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. The 2022 rate increase is lower than the rate increase projected in the 2021 forecast due to one time savings and efficiencies identified during budget development, which include savings related to hydro due to the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative. This program allows eligible facilities to manage their global adjustment costs by reducing demand during peak periods. Since becoming eligible to participate in the Industrial Conservation Initiative in July 2017, the Region has been able to avoid planned increases of \$876,000 in the 2018 Budget and \$350,000 in the 2019 Budget, and realize reductions of \$1.2 million in the 2020 Budget, \$675,000 in the 2021 Budget, and \$750,000 in the 2022 Budget. It is anticipated that savings from the Industrial Conservation Initiative have been fully realized in the 2022 Budget, therefore inflationary increases for Hydro have been factored in over the forecast period.

Also included in the forecast is a provision to reflect declining water consumption trends. As noted earlier, it is expected that water conservation efforts and growing environmental awareness will continue to affect the projected consumption in the forecast period. From 2016 to 2019, the actual base consumption (with no seasonal usage) steadily decreased from 216 m³ to 210 m³, or 2.8%, in the average annual household consumption. Throughout the COVID-19 pandemic, a slight increase in water demand has been observed due to higher residential usage as more people work and attend school from home. This is not anticipated to be a long-term trend as demand is expected to normalize to pre-pandemic levels. Accordingly, the 2022 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past five 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 2031. Staff will continue to closely monitor the trend and determine whether any further adjustments need to be made through the annual budget process.

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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Net Program Impact (\$000's)	\$ 228,503	\$237,687	\$247,204	\$257,076	\$267,164	\$275,850	\$284,464	\$293,375	\$302,606	\$311,723
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 (226 m ³ p.a.)	\$ 1,023	\$ 1,057	\$ 1,093	\$ 1,129	\$ 1,167	\$ 1,204	\$ 1,242	\$ 1,280	\$ 1,320	\$ 1,359
Annual % Rate Increase	2.8%	3.3%	3.3%	3.3%	3.3%	3.2%	3.1%	3.1%	3.1%	2.9%
Rate Impact:										
State-of-Good-Repair	2.0%	2.1%	2.2%	2.2%	2.0%	1.6%	1.5%	1.5%	1.5%	1.3%
Operating Expenses	0.8%	1.3%	1.2%	1.1%	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%
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 2021 Budget

Net Program Impact (\$000's)	\$ 229,575	\$238,793	\$248,103	\$257,751	\$266,192	\$274,593	\$283,294	\$292,297	\$301,535
Annual Water Consumption m ³ (000s)	52,913	52,913	52,913	52,913	52,421	51,934	51,452	50,974	50,500
Residential Bill (226 m ³ p.a.) ¹	\$ 1,028	\$ 1,062	\$ 1,097	\$ 1,132	\$ 1,169	\$ 1,206	\$ 1,244	\$ 1,283	\$ 1,323
Annual % Rate Increase	3.3%	3.3%	3.2%	3.2%	3.2%	3.1%	3.1%	3.1%	3.1%
Rate Impact:									
State-of-Good-Repair	2.1%	2.2%	2.1%	2.1%	1.6%	1.6%	1.6%	1.6%	1.5%
Operating Expenses	1.3%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%

1. Residential Bill as projected in the 2021 Budget has been updated to reflect the change in consumption from 250m³ to 226m³.
Schedule may not add due to rounding

2022 Capital Budget & Forecast

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 expand the infrastructure to meet the requirements of the growing community (Development). The following table summarizes the 2022 Capital Budget and Forecast, including the Police Services capital program.

2022 Capital Budget & Forecast Summary of Total Capital Budget & Financing (\$000s)											
	Gross Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Program Expenditures											
Water	\$1,151,203	\$ 94,863	\$ 99,704	\$200,693	\$118,577	\$ 335,351	\$ 48,554	\$ 65,085	\$ 76,936	\$ 57,364	\$ 54,076
Wastewater	1,459,944	111,122	106,033	165,259	240,039	263,402	87,537	90,467	91,715	97,840	206,530
Transportation	2,637,646	196,567	96,722	220,459	244,553	369,711	436,221	195,099	201,374	229,171	447,769
Planning	166,235	12,845	16,790	37,510	13,220	12,720	21,470	13,720	13,220	12,220	12,520
Energy, Fleet and Facilities	85,013	10,788	3,709	5,262	3,707	34,363	4,193	6,725	3,676	7,724	4,866
Waste Management	47,805	4,809	6,471	10,524	15,532	1,169	1,166	5,041	2,195	799	99
Information Technology	65,641	7,747	7,912	7,624	7,582	6,400	6,097	6,839	5,735	4,621	5,084
Paramedic Services	35,651	1,894	3,613	1,723	6,124	2,463	3,974	3,851	2,703	3,387	5,919
Services for Seniors	6,929	959	650	650	650	650	650	650	650	770	650
Other Tax	12,521	451	451	8,466	447	434	417	427	449	451	528
Police	74,905	11,752	9,317	8,496	9,714	7,352	7,950	5,650	4,850	5,125	4,700
Total	\$5,743,493	\$453,798	\$351,372	\$666,666	\$660,145	\$1,034,014	\$618,229	\$393,554	\$403,503	\$419,472	\$742,741
Financing											
Tax Reserves	\$1,544,402	\$144,362	\$ 93,248	\$173,957	\$167,530	\$ 216,967	\$210,064	\$102,883	\$117,120	\$134,570	\$183,700
Rate Reserves	1,556,201	132,280	173,265	173,403	151,928	185,146	116,835	128,075	142,936	150,791	201,545
Dev't Charges - Resid.	2,362,037	153,490	72,580	272,087	282,904	522,500	284,573	157,196	135,074	132,141	349,491
Dev't Charges - Non-Res.	6,394	511	624	1,368	738	606	755	476	464	411	440
Capital Invstmt Revolv. Fnd	256,438	18,802	8,322	44,559	55,752	107,504	4,711	3,632	6,616	266	6,274
External Rcvry/Other	12,922	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292
Debentures	5,100	3,060	2,040	-	-	-	-	-	-	-	-
Total	\$5,743,493	\$453,798	\$351,372	\$666,666	\$660,145	\$1,034,014	\$618,229	\$393,554	\$403,503	\$419,472	\$742,741

Includes financing cost. Schedule may not add due to rounding

The forecast is updated annually to reflect new information related to capital requirements, water and 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, reprogrammed projects and program objectives.

As shown above, the Region's 10-year capital program between 2022 and 2031 is projected at \$5.7 billion. The 10-year program includes \$2.6 billion (45.5%) in rate-supported projects and \$3.1 billion (54.5%) in tax-supported projects. Financing of the 2022 Capital Budget and Forecast is based on Council approved financing plans.

2022 Capital Budget

The 2022 Capital Budget is \$453.8 million. Of this total, \$206.0 million (45.5%) is for rate-supported services (Water and Wastewater) and \$247.8 million (54.5%) is for tax-supported services which includes \$196.6 million for the Transportation program.

The 2022 Capital Budget is \$113.5 million higher than previously projected for 2022 in the 2021 Budget. This increase is mainly driven by additions to the Transportation capital program (\$37.5 million), increases in the Water and Wastewater State-of-Good-Repair program (\$12.1 million), and increases in the Water and Wastewater Development-related program (\$62.1 million).

The section below highlights the 2022 Capital Budget and changes from the 2022 Forecast included in the 2021 Budget:

- **\$206.0 million 2022 Water and Wastewater capital program** consists of \$73.1 million for the Development-related program and \$132.9 million for the State-of-Good-Repair (Non-Development) program to address upgrade and replacement needs.
- **\$73.1 million Water and Wastewater Development-related program** in 2022 is \$62.1 million higher than the 2022 Forecast included in the 2021 Budget. This increase is predominately driven by higher than anticipated construction estimates and the cost associated with the construction of deeper wastewater mains (WWM). Some of the key projects include:
 - \$11.5 million for 600 mm water mains (WM) on Wyecroft Road from Burloak Drive to the 900mm WM on the south-east corner of Third Line and QEW. Phase 1 - Construction (OAK)
 - \$5.6 million for 750 mm WWM on No 10 Side Road from WWPS #100 to Eighth Line - Construction (HHGEO)
 - \$5.6 million for 600 mm WWM on 8th Line from Miller Road to Argyll Road - Construction (HHGEO)
 - \$5.5 million for 750 mm WWM on 9th Line from Argyll Road to 10th Side Road - Georgetown South Connection - Construction (HHGEO)
 - \$5.5 million for 750 mm WWM on No 10 Side Road from Barber Drive to WWPS #100 - Construction (HHGEO)
 - \$5.5 million for 750 mm WWM on No 10 Side Road from Ninth Line to Barber Drive - Construction (HHGEO)
 - \$5.5 million for 750 mm WWM on 8th Line from Argyll Road to 10th Side Road - Construction (HHGEO)
 - \$4.8 million for 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 – Design and Construction
 - \$4.0 million for 600 mm WWM crossing Dundas Street and 600 mm WWM on Dundas Street from 900m west of Colonel Williams Parkway to Colonel Williams Parkway - Construction (OAK)
 - \$3.5 million for 400mm WM on 8th Line from 10th Side Road to existing 400mm (Zone G6L) - Construction (HHGEO)
 - \$3.5 million for 600mm WM on No 10 Side Road from 8th Line to 9th Line (Zone G6L) - Construction (HHGEO)
 - \$3.5 million for 600mm WM on No 10 Side Road from 9th Line to 10th Line (Zone G6L) - Construction (HHGEO)

- \$3.5 million for two system pressure reduction valves on Mountain View and Eighth Line at the creek (Georgetown Lake-based Transfer Implementation) – Construction (HHGEO)
- **\$132.9 million Water and Wastewater State-of-Good-Repair program** in 2022 is \$12.1 million higher than the 2022 Forecast included in the 2021 Budget and includes the following:
 - \$81.4 million for plants and facilities infrastructure upgrades and replacements, including Davis Road Booster Station Renewal, Burlington Skyway Wastewater Treatment Plant - Digester Rehab/Upgrade - Primary #2 and John Street Pumping Station Upgrades and Rehabilitation
 - \$43.1 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$6.0 million related to the Basement Flooding Mitigation program

The 2022 Budget includes the following major projects:

- \$11.9 million for Davis Road Booster Station Renewal
- \$8.0 million for Burlington Skyway Wastewater Treatment Plant - Digester Rehab/Upgrade - Primary #2
- \$7.2 million for John Street Pumping Station Upgrades and Rehabilitation
- \$7.2 million for 300mm WM on Speers Road from Fourth Line to Morden Road
- \$6.0 million for the Basement Flooding Mitigation program (**PW-22-15**)
- \$5.5 million for Brant Street Reservoir Repairs and Roof Waterproofing Membrane
- \$4.8 million for Oakville Southeast Wastewater Treatment Plant - Ninth Line Pumping Station Upgrades
- \$4.5 million for 300mm WM on Waterdown Road from Mountainbrow Road to Waterdown Booster Station
- \$6.0 million for Washburn Pumping Station and Reservoir Upgrades
- \$4.0 million for Burlington Skyway Wastewater Treatment Plant - RAS & Secondary Clarifiers #5 - #8 Upgrades
- \$3.5 million for SCADA Master Plan Implementation
- \$3.3 million for Upgrades at Bridgeview Wastewater Pumping Station
- \$3.0 million for Oakville Water Treatment Plant - Electrical Replacement
- \$2.3 million for Burlington Skyway Wastewater Treatment Plant - Methane Gas Sphere Rehabilitation
- **\$196.6 million 2022 Transportation capital program** is \$37.5 million higher than the 2022 Forecast included in the 2021 Budget mainly due to the revised construction cost increase related to Tremaine new 4 lane road (\$34.3 million) and Dundas Street Widening (\$21.3 million). The significant projects include:
 - \$48.2 million for Dundas Street – widening 4 to 6 lanes from Northampton to Appleby Line and from Tremaine Road to Bronte Road
 - \$34.3 million for Tremaine Road – new 4 lane road from Steeles Avenue to Hwy 401 Interchange
 - \$31.9 million for Wyecroft Road – extension east of Burloak Drive to Bronte Road
 - \$26.3 million for Trafalgar Road - widening 4 to 6 lanes from Dundas Street to Britannia Road
 - \$14.4 million for Road resurfacing and related works
 - \$7.1 million for Steeles Avenue – truck inspection station and widening from 4 to 6 Lanes from Regional Road 25 to Trafalgar Road

- **\$12.8 million 2022 Planning capital program** is \$4.7 million lower from the 2022 Forecast included in the 2021 Budget mainly due to the deferral of the Burlington Beach Environmental Restoration and Recreational Works to 2023. Included in the 2022 expenditures is \$9.5 million for Assisted Housing Development, \$1.5 million to support the OLT & Other Hearings and \$1.7 million for the Burlington Beach Property acquisition.
- **\$10.8 million 2022 Energy, Fleet & Facilities capital program** is \$6.6 million higher than the 2022 Forecast included in the 2021 Budget due to the \$6.0 million cost increase associated with the Regional Accommodation Plan to account for the past 12 months of construction cost increases and supply-chain impacts arising from the COVID-19 pandemic, unforeseen circumstances associated with the condition of East Block, and additional measures to ensure that a safe work environment is maintained in accordance with Provincial guidelines, and \$2.7 million for strategic land acquisition offset by the \$2.0 million for deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion.
- **\$4.8 million 2022 Waste Management capital program** is \$2.9 million higher than the 2022 Forecast included in the 2021 Budget mainly due to the addition of Container Station Platform Modifications, Transfer Station Study and Construction, and Automated Wheeled Cart Pilot Study projects.
- **\$7.7 million 2022 Information Technology capital program** is \$3.0 million higher than the 2022 Forecast included in the 2021 Budget mainly due to the addition of the Next Generation 911 Project and increases to support the Digital Strategy. This program includes ongoing life cycle replacement of IT assets, including software licensing, software and hardware upgrades/replacements.
- **\$1.9 million 2022 Paramedic Services capital program** is \$0.2 million lower than the 2022 Forecast included in the 2021 Budget due to deferrals of enhancement ambulances, defibrillators and power cots/lift systems.
- **\$1.0 million 2022 Services for Seniors capital program** is \$0.3 million higher than the 2022 Forecast included in the 2021 Budget due to changes in construction market pricing impacting implementation cost of production kitchen that includes equipment replacement at the Long-Term Care facilities.
- **\$0.5 million 2022 Other capital program** is \$8.0 million lower than the 2022 forecast included in the 2021 Budget due to the deferral of the Halton Heritage Centre (**LPS62-14**) to 2024 under the Economic Development program. Other capital programs include projects to support Economic Development, Children's Services, Public Health and Capital & Development Financing.
- **\$11.7 million 2022 Police capital program** is \$1.7 million higher than the 2022 Forecast include in the 2021 Budget due to increases in Technology, Fleet, Operating Equipment and Facility costs.

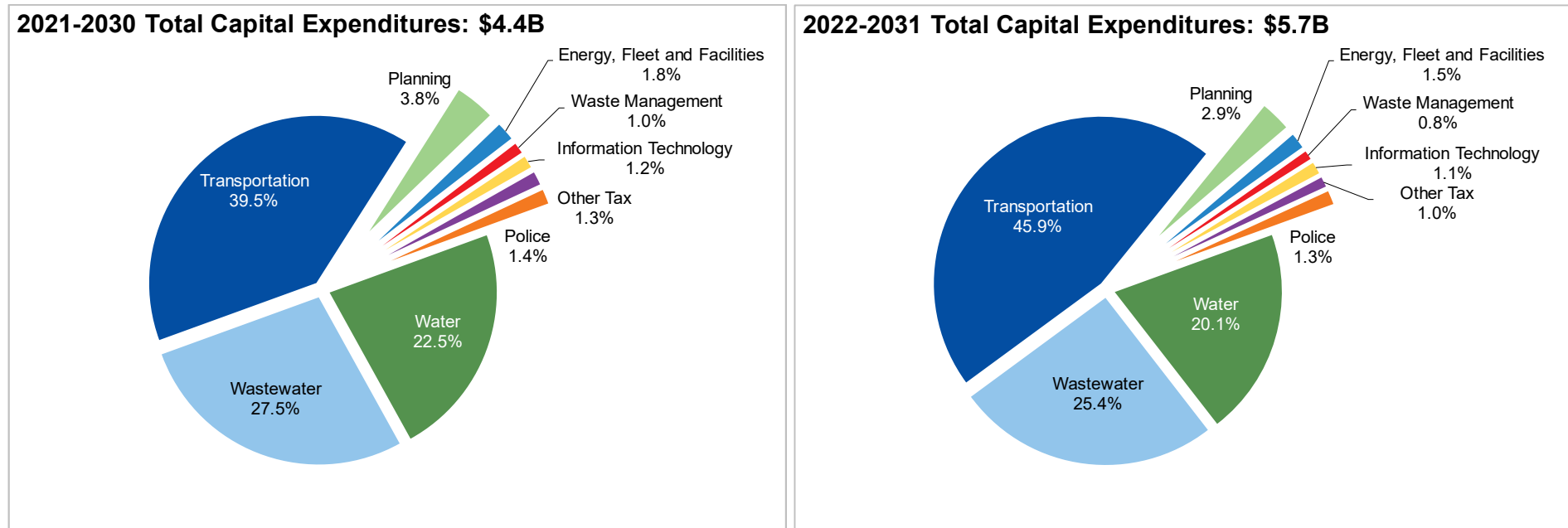
The financing of the capital program is outlined in detail within the Tax Overview and the Water and Wastewater Overview sections of this book. The following are the 10 highest dollar value projects included in the 2022 Capital Budget. These projects total \$203.1 million and account for 44.8% of the 2022 Capital Budget.

2022 Capital Budget & Forecast Top 10 Largest Capital Expenditures in 2022 (\$ Millions)		
Program	Project Descriptions	Cost
Roads	Dundas Street - Widening	\$ 48.2
Roads	Tremaine Road New 4 Lane Road	34.3
Roads	Wynecroft Road extension (OAK)	31.9
Roads	Trafalgar Road - Widening	26.3
Roads	Road Resurfacing & Related Works	14.4
Water	Davis Road Booster Station Renewal (OAK)	11.9
Water	WM on Wynecroft Rd (OAK)	11.5
Tax	Assisted Housing Development	9.5
Wastewater	Skyway WWTP Digester Rehab/Upgrade (Primary #2) (BUR)	8.0
Wastewater	John Street Pumping Station Upgrades and Rehabilitation (HHGEO)	7.2
Total		\$ 203.1

Schedule may not add due to rounding

10-Year Capital Budget & Forecast

The following charts illustrate the 2022 10-year expenditures compared to the 2021 forecast.



The 2022 10-Year Capital Budget and Forecast (2022 to 2031) totals \$5.7 billion, which is \$1.4 billion higher than the 2021 10-year program. The increase is mainly due to a \$912.4 million increase in Transportation, a \$333.5 million increase in the Water and Wastewater development program, a \$95.0 million increase in the Water and Wastewater State-of-Good-Repair program, a \$14.1 million increase in Police, and a \$14.8 million increase in Technology as outlined below.

The Water, Wastewater and Transportation 10-year capital program has been updated through the DC technical reports prepared for the 2022 DC By-law update for infrastructure between 2023 and 2031 as presented in [PW-32-21/FN-31-21](#) (Re: Development Charges Update – Water, Wastewater, and Transportation Technical Studies), the Public Works Asset Management Plan ([PW-28-17](#)) and cost updates based on Environmental Assessments (EAs) and design work. As illustrated, a significant portion (91.4%) of the 2022 10-year program continues to be committed to the Water, Wastewater and Transportation programs.

- **\$2.6 billion 10-year Water and Wastewater capital program** consists of \$1.2 billion for the Development-related program and \$1.4 billion for the State-of-Good-Repair program (Non-Development).
 - **\$1.2 billion 10-year Water and Wastewater Development program** is a \$333.5 million increase from the 2021 program and reflects the cost updates through the 2022 Water and Wastewater DC Technical Reports ([PW-32-21/FN-31-21](#)) and cost based on EAs and design work. The 10-year program includes:

- \$440.5 million to service Region-wide capacity-related infrastructure.
 - \$615.1 million to service Greenfield area related infrastructure.
 - \$64.2 million to service built boundary areas related infrastructure.
 - \$124.1 million for employment land servicing related infrastructure.
- **\$1.4 billion 10-year Water and Wastewater State-of-Good-Repair program** is a \$95.0 million increase from the 2021 program. The 2022 plan has been prepared based on PWs' Asset Management Plan (**PW-28-17**), and the 10 year State-of-Good-Repair program will continue to be updated through the annual budget process based on the optimized decision-making process developed under the PWs' Asset Management Strategy. The 2022 10-year Capital Budget includes:
- \$514.0 million for water distribution and wastewater collection systems rehabilitation and replacements, including the Basement Flooding Mitigation program of \$23.8 million.
 - \$788.2 million for plants and facilities infrastructure upgrades, replacements, including \$47.2 million for plant maintenance.
 - \$37.4 million for SCADA Master Plan implementation and other SCADA related projects.
- **\$2.6 billion 10-year Transportation capital program** consists of \$2.2 billion for the Development-related program and \$448.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2022 is \$912.4 million higher than the 2021 program. The increase is predominately driven by costing updates through the 2022 Transportation DC Technical Reports (**PW-32-21/FN-31-21**), the Public Works Asset Management Plan and cost updates based on EAs and design work. The 10-year program provides significant road widening, grade separations, noise attenuation barriers, storm pump stations and road resurfacing program initiatives. The 10-year program includes:
- \$264.8 million for Trafalgar Road
 - \$256.5 million for Regional Road 25
 - \$254.8 million for James Snow Parkway
 - \$231.7 million for Tremaine Road
 - \$223.2 million for Steeles Avenue
 - \$182.8 million for 5 ½ Line
 - \$178.5 million for Upper Middle Road
 - \$147.5 million for Derry Road
- **\$166.2 million 10-year Planning capital program** is \$0.2 million lower than the 2021 program, mainly due to increases of \$1.1 million in the Burloak Waterfront Park costs and \$0.6 million to CHS – Assisted housing development offset by decreases of \$1.7 million to Burlington Beach Waterfront Land Acquisition costs and \$0.2 million to the Regional Official Plan Update and Implementation.
- **\$85.0 million 10-year Energy, Fleet & Facilities capital program** is \$8.6 million higher than the 2021 program. This is primarily driven by the increased costs associated with the Halton Regional Centre Renovation and Modernization project, strategic land acquisition costs and extended lifecycle replacement requirements at the other Regional facilities based on ongoing preventive facility maintenance activities.
- **\$47.8 million 10-year Waste Management capital program** is \$2.9 million higher than the 2021 program, mainly due to the addition of the Container Station Platform Modifications, Transfer Station Study and Construction, and Automated Wheeled Cart Pilot Study projects.

- **\$65.6 million 10-year Information Technology capital program** is \$14.8 million higher than the 2021 program, mainly due to the addition of the Next Generation 911 Project and increases to support the Digital Strategy as discussed through Report No. **ST-07-21** (Digital Strategy and Audit and Accountability Fund Update). The Digital Strategy includes upgrades for SAP, SCADA infrastructure and IT Security Systems. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades and replacements, as well as mobile strategy implementation and new software implementation.
- **\$35.7 million 10-year Paramedic Services capital program** is \$0.4 million lower than the 2021 program, mainly due to defibrillators forecasts alignment to current market pricing, deferral of replacement timing for power cots and lift systems net of vehicles price increase forecast.
- **\$6.9 million 10-year Services for Seniors capital program** is \$0.3 million higher than the 2021 program, mainly due to changes in construction market pricing, which is impacting the cost of implementation of production kitchen that includes equipment replacement at the Long-Term Care facilities.
- **\$12.5 million 10-year other capital programs** are \$1.0 million lower than the 2021 program. Other capital programs include projects to support Economic Development, Children's Services, Public Health, Capital & Development Financing and Communications & Customer Service.
- **\$74.9 million 10-year Police capital program** is \$14.1 million higher than the 2021 program, mainly due to increases for the addition of new projects for technology (P25/LTE Backhaul System), Equipment (P25 Radio Replacement, Night Vision Equipment, 3D Field Scanner Replacement, and other operating equipment), various facility renovations and realignments, and increased costs for vehicle replacements.

The following table shows the 20 largest dollar value projects in the 10-Year Capital Budget and Forecast. These projects total \$2.9 billion and represent 50.1% of the total capital program.

2022 Capital Budget & Forecast Top 20 Largest Expenditures (2022 - 2031) (\$ Millions)				
Program	Project Descriptions	2022	2023-2031	Total
Roads	Trafalgar Road - Widening and Grade Separation	\$ 26.3	\$ 238.5	\$ 264.8
Roads	Regional Road 25 - Widening and Reconstruction	1.7	254.8	256.5
Roads	James Snow Parkway - Widening, New Road	-	254.8	254.8
Roads	Tremaine Road Widening and New 4 Lane Road	34.3	197.4	231.7
Roads	Steeles Avenue - Widening, Grade Separation, and Truck Inspection Station	7.1	216.1	223.2
Roads	5 1/2 Line - New Road and Interchange	-	182.8	182.8
Roads	Upper Middle Road - Widening	-	178.5	178.5
Water	Burloak WTP Phase 2 Expansion from 55ML/d to 165ML/d (OAK)	-	175.4	175.4
Roads	Derry Road - Widening and Reconstruction	-	147.5	147.5
Wastewater	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	-	122.7	122.7
Roads	Road Resurfacing & Related Works	14.4	104.5	118.9
Tax	Assisted Housing Development	9.5	90.7	100.1
Roads	North Service Road - New 4 Lane Road (OAK)	-	93.4	93.4
Wastewater	2350 L/s WWPS at Lower Base Line and 4th Line (MIL)	-	81.4	81.4
Roads	Ninth Line - Widening	5.6	75.8	81.4
Roads	Dundas Street - Widening	48.2	28.7	76.8
Roads	Winston Churchill Boulevard - Bypass, Reconstruction, and Widening	0.5	76.1	76.6
Roads	Appleby Line - Widening and Intersection Improvements	-	72.0	72.0
Wastewater	North WWPS expansion of 2,000 L/s at Mid-Halton WWTP (OAK)	-	69.8	69.8
Roads	10 Side Road Widening and 10th Line to Winston Churchill Blvd. Roundabout/Realignment	-	67.1	67.1
Total		\$ 147.4	\$ 2,728.1	\$2,875.5

Schedule may not add due to rounding

Impact of Capital Investments on the Operating Budget

Although Halton Region prepares the capital budget separate from the operating budget, the two budgets are linked. These links include ongoing operating, maintenance and repair costs associated with new or renovated facilities and infrastructure. The operating budget impact estimates for capital projects are important for future planning and are included in budget projections used in the annual budget process. These costs or savings adjust the annual operating budget in the year the asset is complete and operational. The Region utilizes its reserves and debt in financing the State-of-Good-Repair capital program for existing infrastructure and the 2022 budgeted operating impacts are included in the table below.

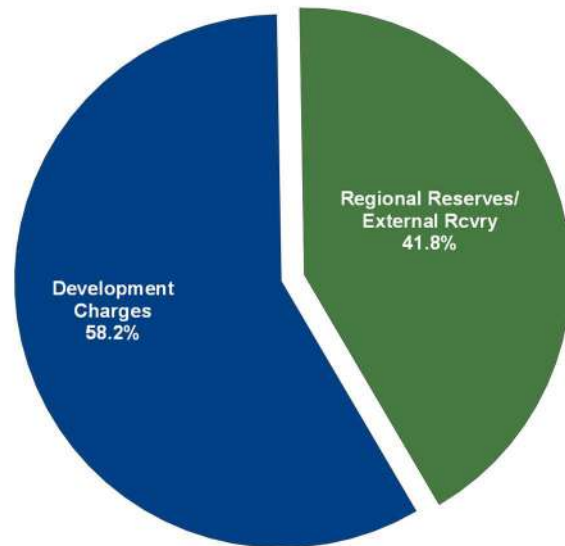
Impact of Capital Investments on Operating Budget excluding Police (\$000s)					
	Capital Budget		Annual Operating Impact		
	2021	2022	2021	2022	Change
Public Works					
Water & Wastewater	\$ 257,613	\$ 205,985	\$ 128,800	\$ 134,266	\$ 5,466
Roads	166,465	196,567	45,056	45,057	1
Waste Management	1,123	4,809	7,209	7,223	15
Sub-Total Public Works	\$ 425,201	\$ 407,361	\$ 181,065	\$ 186,547	\$ 5,481
Energy, Fleet & Facilities	9,353	10,788	10,336	10,539	204
Health	1,361	1,945	3,445	3,116	(329)
Social & Community Services	700	1,009	2,284	2,315	31
Information Technology	6,349	7,747	4,264	4,458	194
Planning Services	1,720	1,520	2,375	2,393	18
Economic Development	-	-	19	19	-
Social Housing	9,400	9,450	6,500	6,500	-
Waterfront Master Plan	1,700	1,875	3,444	3,459	15
Conservation Authorities & Other	610	350	1,083	1,325	242
Sub-Total Non-Public Works	\$ 31,193	\$ 34,684	\$ 33,750	\$ 34,125	\$ 375
Total	\$ 456,394	\$ 442,045	\$ 214,815	\$ 220,671	\$ 5,856

Schedule may not add due to rounding

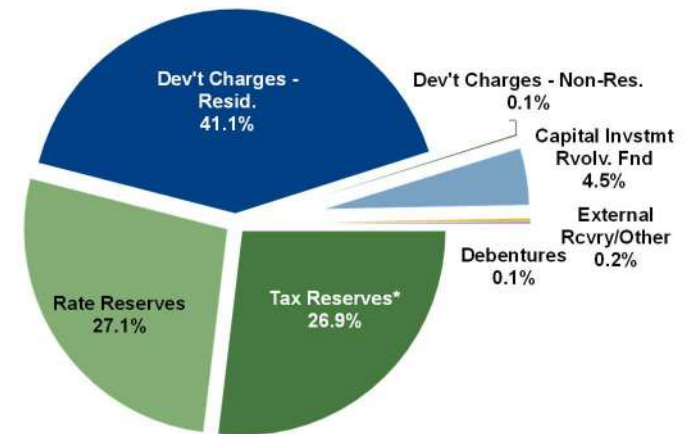
10-Year Capital Financing

A breakdown of the 2022 Capital Budget and Forecast financing is presented in the following graphs.

2022-2031 Capital Financing Recovery: \$5.7B



2022-2031 Interim Capital Financing: \$5.7B



*Includes interim financing of development related expenditures

Included in the 10-year capital plan of \$5.7 billion is \$2.4 billion (41.8%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$3.3 billion (58.2%) to address growth-related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (58.2%) will ultimately be funded from DCs, and the State-of-Good-Repair program will be funded from Regional reserves (41.8%).

As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget and investment earnings) 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 2022 Budget increased the total operating contributions (excluding investment earnings) from \$149.3 million to \$155.7 million (\$6.4 million increase) in support of the Water and 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.

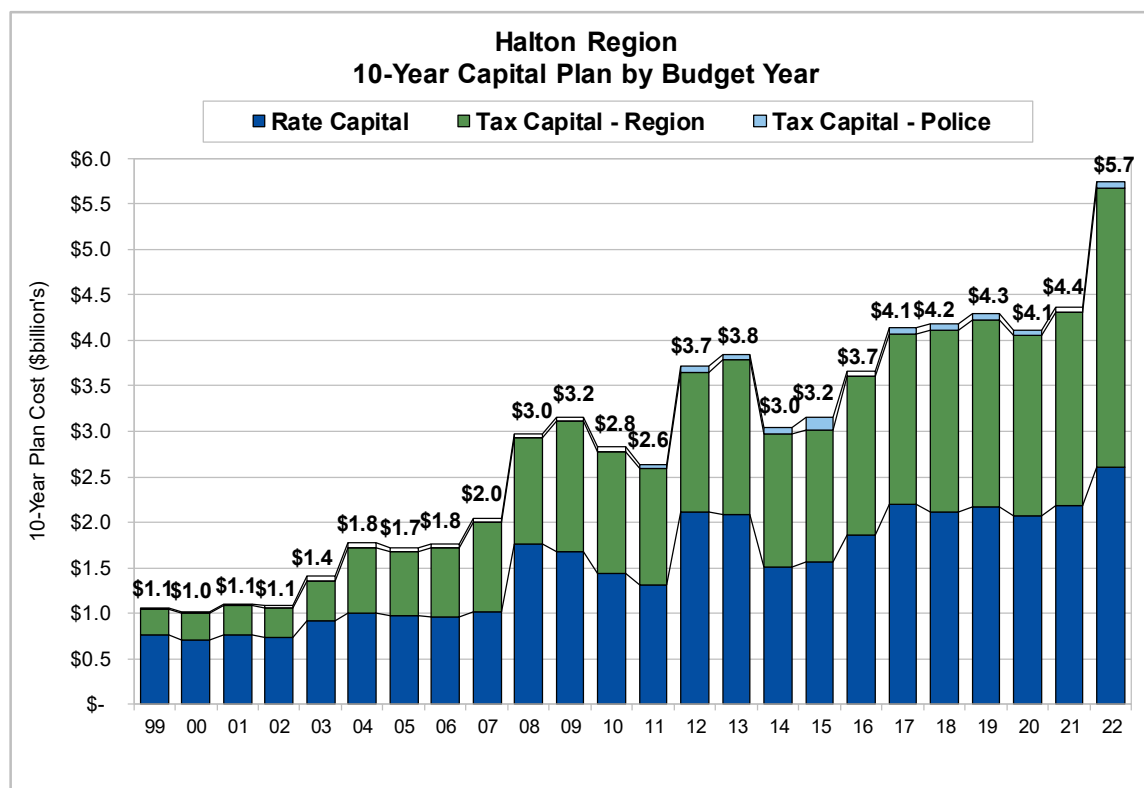
Development charges fund growth-related infrastructure. However, financing of growth infrastructure requires interim financing from the Region, as set out in the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19). The Region's interim financing is required for the non-residential employment capital cost in order to ensure continued economic development through strategic investment in employment lands. Accordingly, as illustrated in the 2022-2031 Interim Capital Financing chart above, the Region will provide interim financing from the Capital Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs

including carrying cost. The financing of the 2022 Development-related Water, Wastewater and Transportation programs has been prepared based on the Development Financing Plan (FN-46-19/ PW-50-19/ LPS112-19).

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 2022.



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 and 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 2022 10-year capital program has expanded mainly as a result of the update to the Water, Wastewater and Transportation Master Plans to support the 2022 DC Update. The cost changes are predominately driven by land acquisition and higher than anticipated construction costs and reprogramming of

projects from previous budgets in instances where it was not practical or possible to deliver a project within the 2020 Allocation Program timeframe due to their current project status (e.g., EA, design, coordination etc.).

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

Financing of State-of-Good-Repair

The Region uses its reserves and debt to finance 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 tax payers is appropriately matched with the benefit of infrastructure. The 2022 Budget 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 pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2022 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.

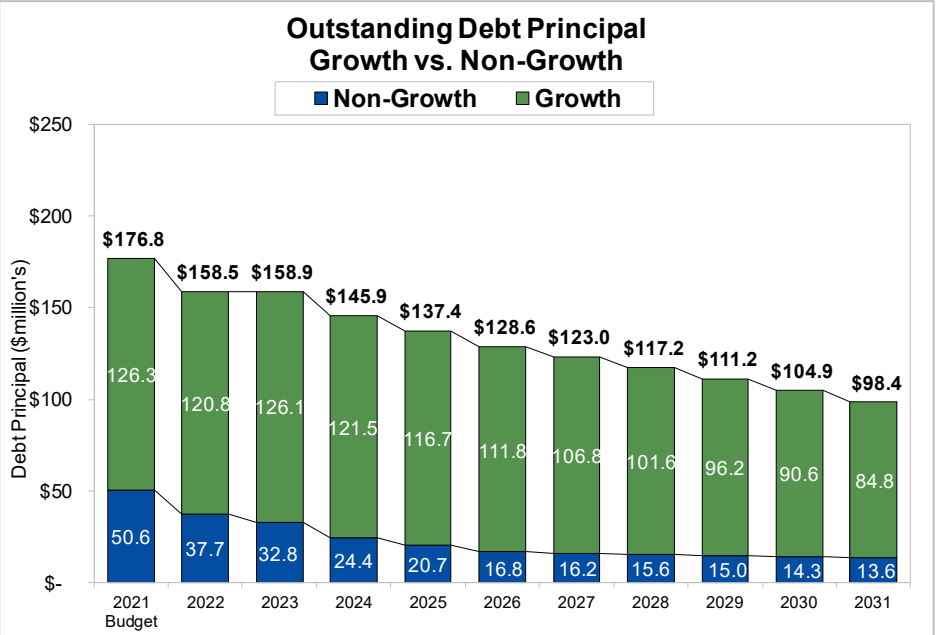
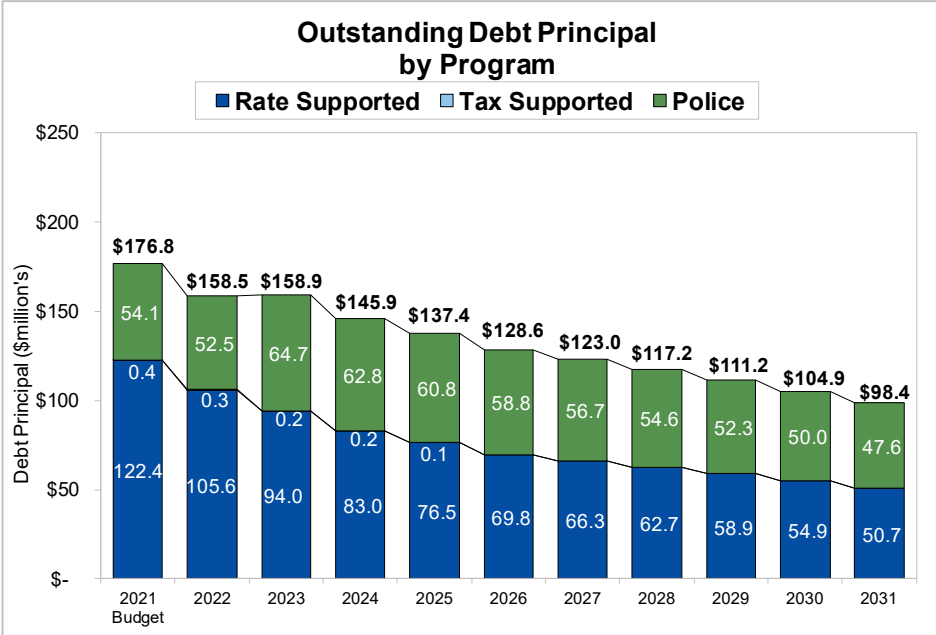
Financing of Growth

The Region relies on DCs to finance new and expansion infrastructure required for growth. DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund, Tax Capital Reserve and debt, are used for the financing growth-related projects consistent with [FN-46-19/ PW-50-19/ LPS112-19](#). 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 2022 Budget 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 ([FN-46-19/ PW-50-19/ LPS112-19](#)).

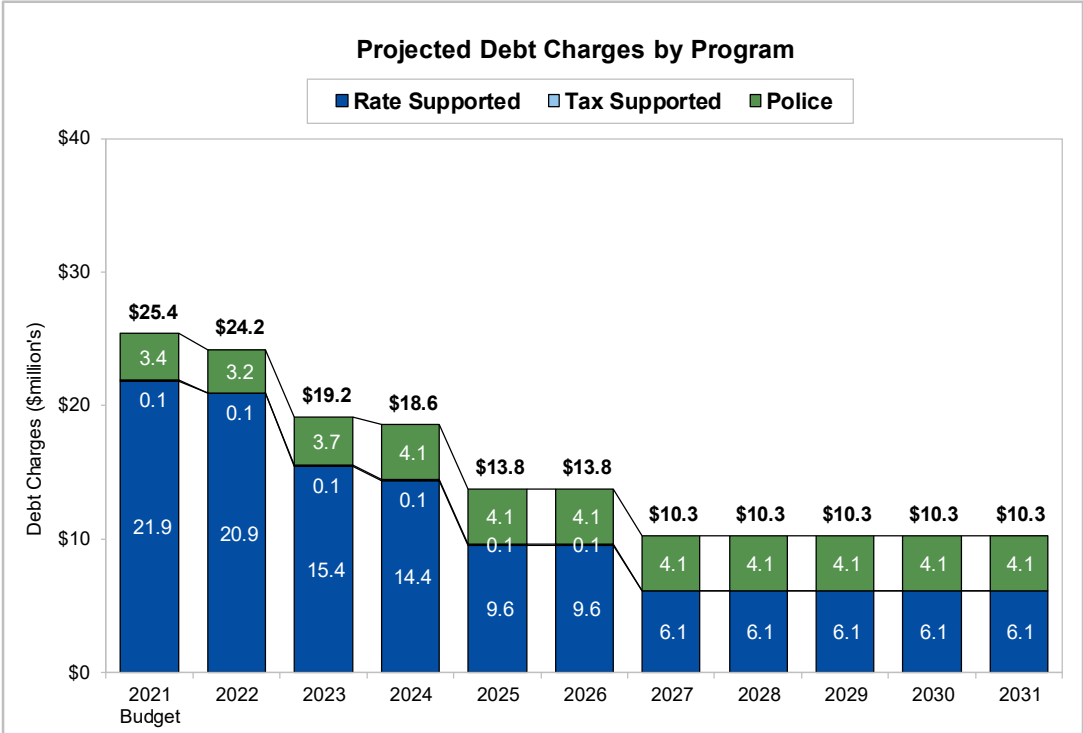
Debt Financing

When debt financing is required, the Region leverages its long history of maintaining a AAA credit rating to obtain the most competitive rates available in the market typically 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 2022 Budget and Forecast projects a total of \$5.1 million in debt financing over the next 10 years to accommodate the Police 1 District Facility needs in Georgetown and Milton.

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels have peaked at \$176.8 million in 2021, 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.



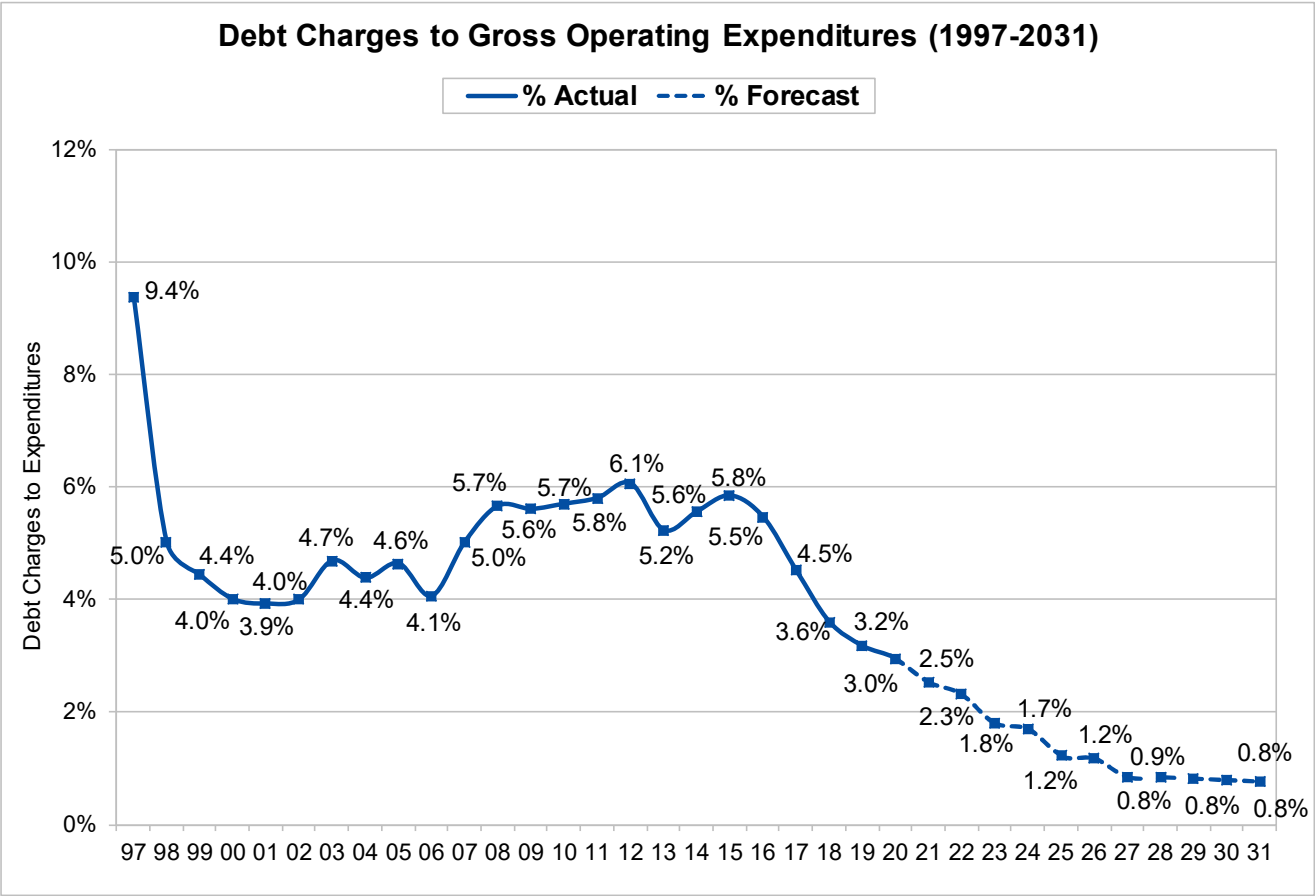
As illustrated in the chart below, total budgeted debt charges will be reduced in 2022, as compared to 2021, because of debt retirement.



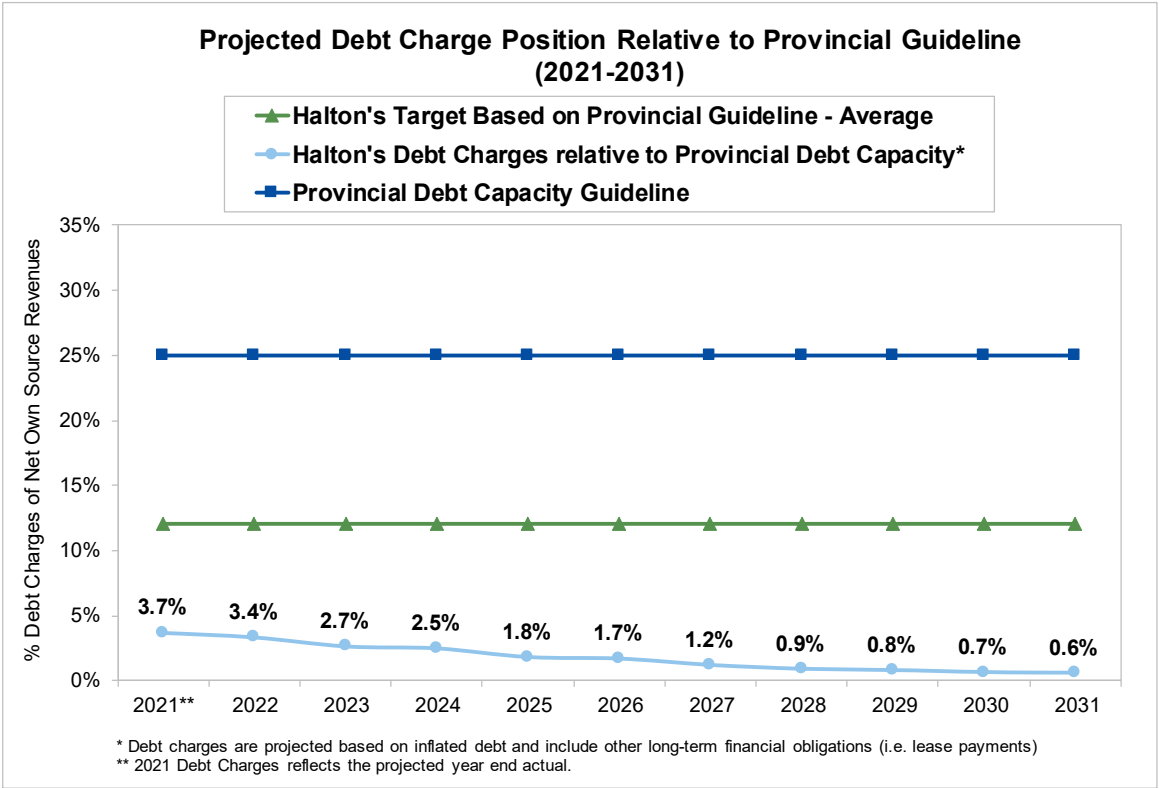
While debt charges will continue to have an impact on the Rate-Supported Budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

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 retires existing debt.



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 12% 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 property taxes and water and wastewater 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 31st, 2021 is \$1,281.3 million, \$186.0 million of which are reserve funds (e.g., DC funds and self-insurance funds). The reserve continuity includes development charge related repayment of outstanding commitments through transfers in 2021.

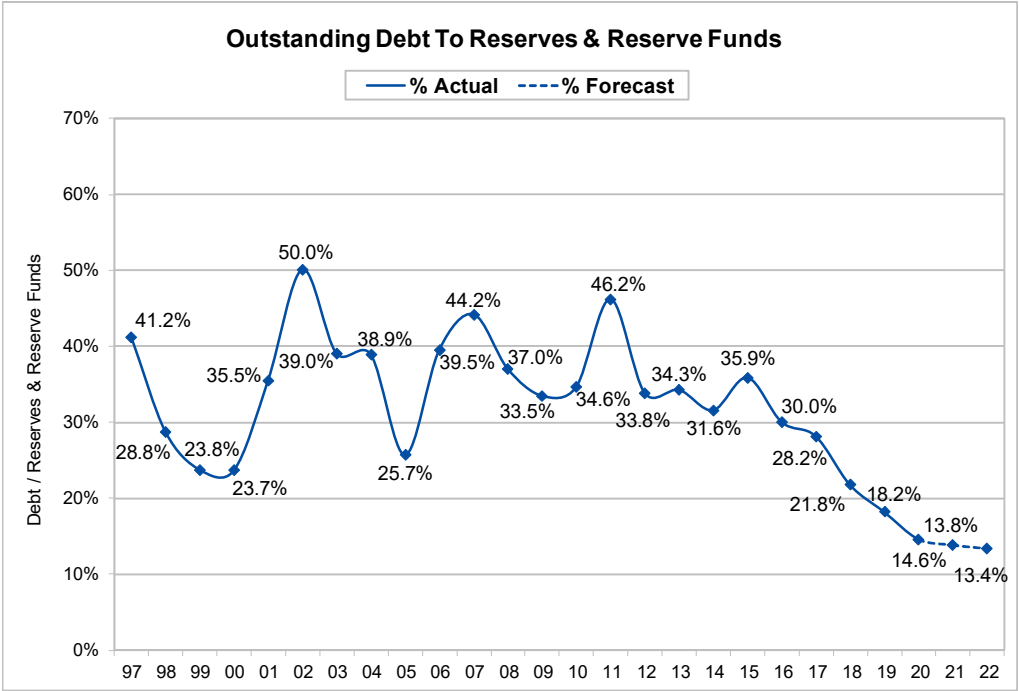
2022 Budget and Forecast Reserve Continuity (\$000s)									
	2020 Ending	2021 Projected Ending*	2022 Transfers						2022 Projected Ending
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Devl. Cntrbtn	Projected Interest Allocation	Total	
Reserves									
Tax Stabilization	\$ 76,869	\$ 78,355	\$ 479	\$ (1,329)	\$ -	\$ -	\$ -	\$ (850)	\$ 77,505
Rate Stabilization	34,721	40,506	-	-	-	-	-	-	40,506
Program Specific	74,582	75,520	7,431	(7,190)	-	-	-	241	75,762
Vehicle & Equipment	82,447	89,978	26,043	(30,579)	(243)	-	2,246	(2,532)	87,446
Tax Capital	450,682	407,319	54,121	(153,750)	21,896	-	18,894	(58,840)	348,479
Rate Capital	286,560	300,440	101,651	(120,195)	-	-	13,457	(5,087)	295,353
Capital Invst Rvlvg Fund	105,586	103,174	8,143	(72,307)	22,101	-	3,405	(38,658)	64,515
Sub-Total	1,111,449	1,095,292	197,869	(385,349)	43,753	-	38,002	(105,725)	989,567
Reserve Funds									
Corporate	215,883	175,932	17,856	(17,394)	-	-	4,463	4,926	180,857
Development Charges	11,824	10,072	(8,626)	(257,403)	(43,753)	310,528	475	1,221	11,293
Sub-Total	227,707	186,004	9,230	(274,797)	(43,753)	310,528	4,938	6,147	192,150
Gross	\$ 1,339,156	\$1,281,295	\$207,099	\$ 660,146)	\$ -	\$ 310,528	\$ 42,940	\$ (99,579)	\$1,181,717

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

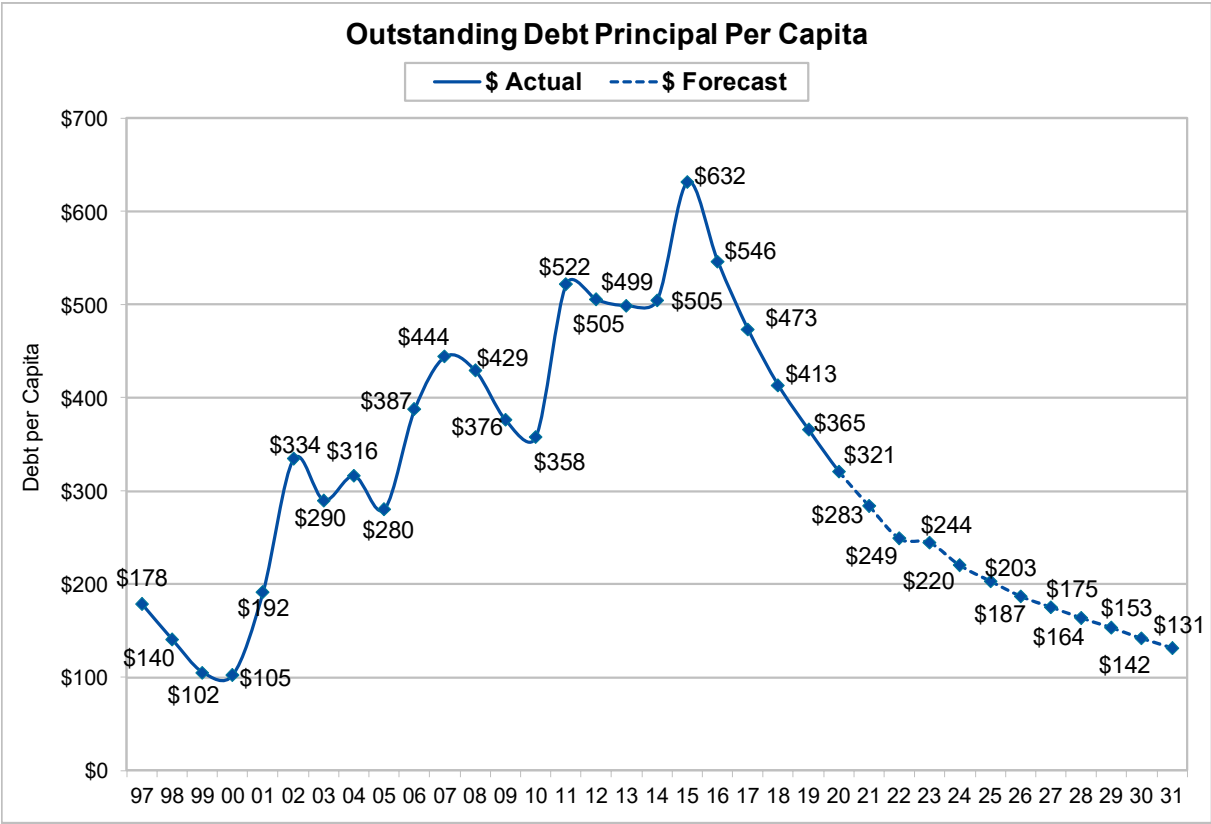
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13 re: 2012 Year End Accounting Transactions). In 2022, the Tax Stabilization reserve balance is projected to be \$77.5 million, which is \$1.7 million below the target of \$79.2 million. The Rate Stabilization balance is projected to be \$40.5 million, which is \$3.6 million above the target of \$36.9 million. Any operating surplus funds are first applied to the stabilization reserves in order to meet the target levels and any funds in excess of the target balance are transferred to the Tax and Rate Capital reserves or other program areas as per the Reserve Policy.

As shown in the schedule, the reserve position is projected to decrease by \$99.6 million to \$1,181.7 million (including the reserve funds) at the end of 2022. This reduction is mainly related to the funding required for transportation state-of-good-repair financed from the Tax Capital reserve. In addition, there is a reduction to the Capital Investment Revolving Fund and Tax Capital Reserve that supports the non-residential expenditures in the 2020 Allocation Program. In addition, the Tax Stabilization reserve is projected to decrease to support financing of EAB programs by CVC and CH and to issue debt to CH for watershed management and support services capital projects.

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 24 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 for \$106.0 million (CS-33-11/ PW-53-11/ LPS58-11) to service strategic employment lands. The ratio is expected to decrease in 2022 (13.4%) from the 2021 level because of declining outstanding debt.







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 2022 Budget results in a property tax increase of 2.0% for Regional Services and 2.5% for Police Services for a combined tax increase of 2.2%, and a 2.8% rate increase for Water and Wastewater Services. The 2022 Budget maintains service levels for all core Regional services as well as responds to increased demand for services as the community continues to respond and recover from the COVID-19 pandemic while supporting the objectives outlined in the 2019-2022 Strategic Business Plan, and addressing pressures related to growth.

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	A Regional Official Plan that establishes the framework for managing growth and attracting jobs and investment, while protecting Halton's unique natural and agricultural resources.	An updated Regional Official Plan for Council adoption prior to statutory deadline of July 2022. Original target completion date of 2020 has been extended to accommodate additional local municipal growth planning interests and consultation.	In 2021, consultation on Official Plan Discussion Papers (including Growth Concepts Discussion Paper) was completed. The Growth Concepts profiled different options for growth in Halton Region to 2051. An initial Regional Official Plan amendment to update the Region's Urban Structure for priority growth areas was adopted by Council in July 2021 and sent to MMAH for approval, which is anticipated for November 2021. Status report on final growth framework for Halton Region to 2051 to be tabled to Council by end of 2021 to enable update of Regional Official Plan growth framework by July 2022.
	Water/wastewater and transportation master plans to service growth and maintain service levels (2021).	100 per cent Completion of Master Plan by 2024. Original target completion of 2021 has been extended to complete the IGMS study in advance of the Master Plan.	On track for target completion in 2024. Consultant selection process commenced for project initiation in 2022, aligned with IGMS progress.
	Three new Paramedic Stations operational (2020).	Three new Paramedic Stations operational (2020).	All stations are completed and fully functional.
	Renovate and modernize the Halton Regional Centre.	Completion of project delayed six to nine months. Originally planned to be completed by end of 2021.	Construction of Main and East blocks, the Child Care Centre and West Block exterior is 70 per cent complete. Detailed design of West Block interior targeted for completion by December 2021. Completion of all construction scheduled for Q4 2022.

Legend



Planning and Growth Communities



Transportation and Infrastructure



Community Well Being







Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	New non-residential development (square feet) and jobs.	11.5 million square feet of non-residential gross floor area with building permits issued 2019-2022. 15,000 net new jobs created between 2019-2022.	2.5 million square feet of non-residential gross floor area with building permits projected for 2021 and 2,000 net new jobs created in 2021.
	Serviced employment land available (hectares).	Maintain at least a 10-year supply of serviced employment land through to June 2022.	11.3-year supply of serviced employment land as of Q4, 2021.
	Reduce time to process development applications.	Delivery of Regional comments on development applications to achieve timeliness targets specified by the MOU 90 per cent of the time.	The MOU targets for delivery of first circulation comments are being met 50 per cent of the time overall, with specific application types continually meeting the target more than 50 per cent of the time. Application volumes are higher than normal.
	Policies that encourage mixed-use development and increase housing supply.	Region to advance changes to the Official Plan to accommodate priority mixed-use development and increasing housing supply as part of the updated Urban Structure.	In July 2021, Regional Council adopted ROPA 48 to update the Urban Structure in the Regional Official Plan to accommodate mixed-use development and increase housing supply in priority growth areas. ROPA 48 is expected to be approved by the Province in November 2021.

Legend



Planning and Growth Communities



Transportation and Infrastructure



Community Well Being











Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	Reduction in construction-related complaints.	Reduction in construction related complaints.	Implemented the Construction Ambassador program. Program is fully functional.
	Contractors and vendors are managed to ensure good value.	Develop and implement a Vendor Management Plan.	Full Vendor Management Program in progress - approach under review. Phase 1 implementation and go live expected in Spring 2022.
	\$787 million Invested in the Regional roads capital program.	\$787 million invested by 2022.	\$166 million has been invested in 2021, to a cumulative total of \$686 million (~87 per cent of target).
	\$742 million invested in the water/wastewater infrastructure capital program.	\$742 million invested by 2022.	\$258 million has been invested in 2021, to a cumulative total of \$735 million (~99 per cent of target).
	79 additional kms of On-Road Bike Lanes (2022).	79 additional kms of on-road bike lanes added by 2022.	5.5 additional kms of on-road bike lanes added in 2021, to a total of 33 additional lane kms of on-road bike lanes from 2019-2021.
	70 additional kms of multi-use pathways (2022).	70 additional kms of multi-use pathways added by 2022.	7.7 additional kms of multi-use pathways added in 2021, to a total of 30 additional lane kms of on-road bike lanes from 2019-2021.
	Completion of Defining Major Transit Requirements Study (2019).	Defining Major Transit Requirements Study complete.	Completed
	A plan to implement the Transit Priority Network.	Council endorsement of the Plan to Implement the 2031 Transit Priority Network.	Terms of Reference confirmed with Local Municipal partners in preparation for consultant selection. Results to be incorporated in Master Plan, on target for completion in 2024.

Legend



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Environmental Sustainability
and Climate Change



Effective
Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	At least 80 per cent of all infrastructure rated as good or very good.	80 per cent of all infrastructure rated good or very good.	Halton Region's Asset Management Program has resulted in more than 80 per cent of infrastructure rated good or very good.
	The Regional road network has on average a Pavement Quality Index of at least eight out of 10.	PQI of 8/10	PQI of 7.68/10
	Asset Management Plan Regulation (O.Reg 588/17) requirements achieved.	Compliance with O. Reg. 588/17 by the deadline of July 1, 2021.	On target for completion by the revised Provincial deadline of July 2022.
	Traffic is moving at an optimal level through the implementation of an Advanced Traffic Management Plan.	Traffic moving at an optimal level. Travel times – Level of service C and above for average of am and pm periods. Level A=90 per cent of posted speed; B=70 per cent; C=50 per cent. Target for 2022 : \geq Level C	Study not completed in 2020 due to COVID-19 impacts to travel demand. Results will be available in 2022.
	Travel times for 90 per cent of roads rated as "Level C" or better in the a.m. peak.	80 per cent at Level C or better in the a.m. peak.	Study not completed in 2020 due to COVID-19 impacts to travel demand. Results will be available in 2022.
	Travel times for 80 per cent of roads rated as "Level C" or better in the p.m. peak.	75 per cent at Level C in the p.m. peak.	Study not completed in 2020 due to COVID-19 impacts to travel demand. Results will be available in 2022.
	Reduction in collisions per million vehicle kms.	Continued reduction in collisions.<1.5 collisions per million vehicle kms.	2020: 0.89 collisions per million vehicle kms. 2021: Information will be available in 2022.

Legend



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Effective
Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	New housing opportunities consistent with targets in the Comprehensive Housing Strategy.	900 new housing opportunities (by 2024).	1,005 housing opportunities created by the end of 2021. A new interim target of 150 additional new housing opportunities established for the balance of the Community Housing Strategy per SS-11-21 contingent on receiving senior government funding.
	An updated Comprehensive Housing Strategy will guide new assisted and affordable housing development (2020).	Council approval of CHS (update).	Completed. Council approval of the updated Comprehensive Housing Strategy occurred on October 16, 2019 with report SS-19-19/LPS86-19 .
	At least 30 per cent of new housing units built annually in Halton to be affordable or assisted housing.	30 per cent of new housing units as affordable or assisted units.	The 2020 State of Housing Report was tabled at Regional Council in June 2021 and identified 25.9 per cent of new housing as affordable or assisted units.
	An updated Dementia Strategy that will guide the Region's approach to dementia care for residents in our long-term care homes and clients of community programs (2020).	Development of a comprehensive dementia care strategy that integrates both existing and emerging best practices related to dementia care, as well as staff input and experiences in long-term care.	Completed. In June 2021 Regional Council approved the Dementia Care Strategic Framework.
	Pilot Program of All-Inclusive Care for the Elderly model at one Halton Community Housing Corporation site (2021).	MOU signed with PACE partners and pilot program officially launched.	Completed. The Memorandum of Understanding with PACE partners and pilot program was officially launched as per the July 10, 2019 staff report to the Halton Community Housing Corporation Board, HC-16-19 .
	Ontario Seniors Dental Care Program implemented (2020).	Ontario Seniors Dental Care Program (OSDCP) implemented in 2020.	Ontario Seniors Dental Care Program (OSDCP) service level agreements created with several providers across all four municipalities. OSDCP launch is planned for November 2021.
	All programs and services in public health reviewed and adapted to reflect the modernized Ontario Public Health Standards by 2022.	Review and adapt all programs and services in public health to reflect the modernized Ontario Public Health Standards by 2022.	Work further delayed due to COVID-19 response and vaccine roll-out.

Legend



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	<i>Immunization of School Pupils Act, 1990 enforced fully by 2022.</i>	Full enforcement of the Immunization of School Pupils Act for students aged 7 to 17 years old by 2022 (Report No. MO-22-20).	Regional Council notified that full enforcement of Immunization of School Pupils Act (ISPA) will not occur by 2022 due to COVID-19 response and vaccine roll-out.
	An updated five-year Early Learning and Child Care Plan will guide affordable and high-quality early learning and child care programs (2020).	Updated five-year Early Learning and Child Care Plan.	Community engagement to take place in fall/winter 2021. Early Learning and Child Care Plan to proceed to Council for approval in spring 2022.
	A welcoming and inclusive environment for newcomers (2020).	Execute the HNS's 2017-2020 Strategic Plan.	Completed
	Reduced paramedic calls due to Community Paramedic Program.	Reduction in number of paramedic calls.	Community Paramedic clinics resumed in fall 2020 and are running at normal capacity. The Community Paramedic Long-Term Care program launched in 2020 has rostered more than 150 patients and work in underway with the Connected Care Halton Ontario Health Team to expand remote patient monitoring to patients in Halton Hills, Milton and Oakville in late 2021.
	The Community Safety and Well-Being Plan model will guide strategic responses to community issues.	12 priority issues addressed through CSWB action tables.	A total of 12 Action Tables have been formed to respond to a wide range of human service issues as detailed in SS-16-21/MO-03-21 . Community Safety and Well-Being (CSWB) is also contributing to the Regional response to strengthening equity and inclusion through alignment with the Halton Equity and Diversity Roundtable.

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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	85 per cent of Halton Region Community Investment Fund invested in Community Safety and Well-Being related initiatives (2022).	85 per cent of HRCIF invested in CSWB related initiatives (2022).	A process to align the Halton Region Community Investment Fund (HRCIF) and Community Safety and Well-Being (CSWB) has been completed as detailed in Report SS-23-20/MO-21-20 . All HRCIF applications must address Halton's CSWB Objectives. Six CSWB Action Tables have received HRCIF investments to date.
	Improved safety on roads through the completion of the Road Safety Plan (2021).	Continued reduction in injury and fatal related collisions for all road users. Injuries<0.2/million vehicle kms Fatalities<0.002/million vehicle kms	2020: 0.13 injury collisions/million vehicle kms (244). 2020: 0.002 fatalities (4) collisions/million vehicle kms. 2021: Information will be available in 2022.
	A Food Strategy for Halton (2021).	Development of a food strategy for Halton.	Work further delayed due to COVID-19 response and vaccine roll-out.
	Compliance with Provincial Emergency Management Regulations (O.Reg. 380/04 of the Emergency Management Civil Protection Act, 1990).	Achieve Annual EMCPA Compliance.	2021 compliance will be achieved.
	Increased awareness of emergency preparedness by residents.	Continue providing emergency preparedness messaging and public education materials to the Halton community.	Achieved in 2019 and 2020. Some materials being updated for 2022.
	Halton Region is prepared to respond to emergencies.	Emergency Management Plans, Business Continuity Plans and Annual Emergency Exercises complete.	80 per cent Emergency Plans updated, 25 per cent Business Continuity Plans updated, 2019 Emergency Exercise completed, 2020 exercise cancelled by Solicitor General, 2021 Emergency Exercise scheduled for late-2021.

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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	A permanently secure, economically viable agricultural industry.	Official Plan policies that foster a permanently secure, economically viable agricultural industry.	Policy Directions to protect agricultural land and ensure long-term viable agricultural operations in development based on extensive consultation with agricultural industry and public in 2021.
	50 per cent of Region protected in the natural heritage system.	50 per cent of Region protected in the natural heritage system.	50 per cent of Region is currently protected in the natural heritage system. Policy Directions to update policies and mapping of the natural heritage system are in development in 2021 based on extensive consultation with advisory committees, stakeholders and the public.
	40 per cent of new development in the intensification areas.	40 per cent of new development in the intensification areas.	Currently achieving more than 40 per cent of new residential development within intensification areas in 2021.
	Five per cent reduction in greenhouse gas emissions related to Regional Services (2022).	Five per cent reduction in greenhouse gas emissions related to Regional Services at the end of the Council Term.	One per cent reduction. This is the requirement to meet the cumulative five per cent total reduction.
	Five per cent reduction in the hydro consumption/megalitre of wastewater treated (2022).	606 KWh/ML	622 KWh/ML (in progress, working to sustain this level)
	Five per cent reduction in the hydro consumption/megalitre of water treated (2022).	453 KWh/ML	452 KWh/ML (in progress, working to sustain this level)
	10 per cent reduction in the hydro consumption required for Regional street lights (2022).	10 per cent reduction in hydro consumption for Regional Street Light Network.	Achieved. An average of 45 per cent reduction in hydro consumption for Regional Street Light Network.

Legend



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Transportation and Infrastructure



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Environmental Sustainability and Climate Change



Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	Five per cent reduction in the hydro and heating consumption square foot in corporate facilities (2022).	Five per cent reduction in hydro and heating consumption per square foot in corporate facilities.	One per cent reduction. This is the requirement to meet the cumulative five per cent total reduction.
	Impacts to the environment are minimized through reducing wastewater system bypasses.	Fewer than five by bypasses at pumping station.	Four bypasses at pumping stations.
	Reduction in sewer backups.	Fewer than 20 sewer backups.	13 sewer backups.
	Zero frozen water services (2022).	Zero frozen water service.	Zero frozen water services.
	Reduced garbage produced per household.	Enhanced Promotion and Education campaign to promote waste minimization and reduce the amount of residual waste in the Blue Box. 140 kg/capita of residential garbage generated.	151 kg/capita for residential garbage generated.
	Achieve 60 per cent diversion rate.	Implement key initiatives identified in the Short Term Solid Waste Management Strategy. 60 per cent waste diversion from landfill.	59 per cent waste diversion from landfill.
	A Solid Waste Management Strategy.	Council approved Medium and Long Term Solid Waste Management Strategy in Q1 2021. 60 per cent Waste Diversion from Landfill.	Public consultation to commence late 2021. On track for approval of Medium-Long Term Solid Waste Management Strategy by Q2 2022.
	Increased multi-residential diversion rate.	Implement Green Cart program in all multi-residential complexes by Spring of 2022.	80 per cent of all units to have access to Green Cart program by end of 2021. On track to be complete by Q2 of 2023.

Legend



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Environmental Sustainability
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2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	Tax rate increases at or below the rate of inflation.	At or below inflation.	Achieved: 2020 Inflation Rate: 2.0 per cent (FN-28-19 - 2020 Budget Directions). 2020 Halton Tax Rate: 1.7 per cent (FN-45-19) 2021 Inflation Rate: 2.0 per cent (FN-26-20 - 2021 Budget Directions) 2021 Halton Tax Rate: 1.5 per cent (FN-44-20).
	Maintain AAA credit rating.	AAA Credit Rating Annually.	Achieved
	Receive the Government Finance Officers Association Award for: Budget and Business Plan, Annual Financial Report.	Receive the Government Finance Officers Association Award for: Budget and Business Plan, Annual Financial Report.	Achieved
	Maintain the high (90 per cent) satisfaction rate with Regional services.	Maintain the high (90 per cent) satisfaction rate with Regional services.	Resident satisfaction with the quality of Regional services is 97 per cent.
	Maintain the high (90 per cent) satisfaction rate of customer who are overall satisfied with their call centre experience.	Achieve 90 per cent or higher satisfaction with call centre experience.	2020 Survey Results: • 95 per cent of customers surveyed were very satisfied with their customer service representative • 92 per cent of customers were satisfied with their contact centre experience 2021 survey results will be complete mid-December 2021.

Legend



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Community Well Being










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Effective Government

2019-2022 Strategic Business Plan Outcomes

Theme	Outcome	Plan Target	Projected 2021
	Achieve Service Quality Measurement Award of Excellence (or equivalent).	Receive one award annually for customer service excellence.	2020 Customer Service Award received: • Highest Customer Service by Industry Award for Government: distinction for the highest customer service within the government sector.
	An engaged workforce.	2021 Employee Engagement Survey satisfaction rate of 70 per cent.	Achieved - employee satisfaction rate was 80.3 per cent on the pulse survey from June 2021.
	Achieve GTA Top Employer Award (or equivalent).	To be a recipient of the GTA Top Employer Award or equivalent for the 2021 year.	Achieved - Halton was awarded the Greater Toronto's Top Employers award for the 2021 calendar year.
	Achieve Canada's Top Employers for Young People Award (or equivalent).	To be a recipient of the Top Employers for Young People Award or equivalent for the 2021 year.	Not achieved - Halton was not awarded the Top Employers for Young People award for the 2021 year.
	Completion of Halton Regional Centre renovation project to create an innovative, modern and secure environment that enhances collaboration and improved service delivery.	Completion of project delayed six to nine months. Originally planned to be completed by end of 2021.	Construction of Main and East blocks, the Child Care and West Block exterior is 70 per cent complete. Detailed design of West Block interior targeted for completion by December 2021. Completion of all construction scheduled for Q4 2022.
	Efficient service delivery and administrative processes.	Deliver 20 efficiency improvements in services or administrative processes.	Improved 25 services or administrative processes.
	Expand digital service delivery.	Provide or enhance the number of digital access to services most requested through 311.	Developed Digital First - Halton Region Digital Strategy. Four new digital services and three enhanced digital services.

Legend



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Effective
Government

Halton Region Budget and Business Plan

BUDGET REPORT 2022

| TAX OVERVIEW



Staff providing Regional services to Halton residents.

Tax Budget Overview

2022 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

Property taxes fund Regional programs and services including social services, road operations, housing services, waste management, public health programs, Paramedic Services and other Regional services. Property taxes also fund Police Services, and provide funding for Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic operated by Halton Healthcare.

The 2022 Budget for Regional tax-supported services results in a **2.0% increase** in the Regional share of property taxes (excluding Police Services). This is consistent with Regional Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The Regional 2022 Tax-Supported Budget is increasing by 3.7% and includes a 1.7% assessment growth assumption for a net tax rate increase of 2.0%. The 2022 combined impact of Regional Services and Police Services is a **2.2% increase** in property taxes.

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

Tax-Supported Budget Summary (\$000s)											
	2021	2022			Change in Budget				2022		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved		Assessment Growth (1.7%)	Tax Impact After Assessment	
Regional Services	\$ 284,586	\$ 290,097	\$ 5,023	\$ 295,120	\$ 5,511	1.9%	\$ 10,534	3.7%	\$ (4,838)	\$5,696	2.0%
Police Services	168,832	173,959	1,988	175,947	5,127	3.0%	7,114	4.2%	(2,870)	4,244	2.5%
Total	\$ 453,418	\$ 464,056	\$ 7,011	\$ 471,066	\$ 10,638	2.3%	\$ 17,648	3.9%	\$ (7,708)	\$9,940	2.2%

Schedule may not add due to rounding

The net tax levy for Regional Services is increasing from \$284.6 million in 2021 to \$295.1 million in 2022, an increase of \$10.5 million or 3.7%, with a net tax impact of 2.0% after assessment growth. Of this amount, the 2022 base budget is increasing by \$5.5 million or 1.9%, with the balance relating to strategic investments proposed in the 2022 Budget.

The net tax levy for Police Services is increasing from \$168.8 million in 2021 to \$175.9 million in 2022, an increase of \$7.1 million of 4.2% with a net tax impact of 2.5% after assessment growth. Of this amount, the 2022 base budget is increasing by \$5.1 million or 3.0%, with the balance relating to strategic investments proposed in the 2022 Budget.

The combined 2022 levy request totals \$471.1 million, consisting of \$295.1 million for Regional Services and \$175.9 million for Police Services, and represents an increase of 3.9%. After assessment growth of 1.7%, these increases result in a net tax impact of 2.2% for the Region and the Police.

The combined Regional and Police tax rate increase for the 2022 Budget is marginally higher than Regional Council's priority of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The table below illustrates the property tax impact per \$100,000 of current value assessment (CVA).

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)*				
	2021	2022	Change	
	Actual	Budget	\$	%
Regional Services	\$ 170.37	\$ 173.73	\$ 3.35	2.0%
Police Services	100.81	103.30	2.49	2.5%
Total Regional Taxes*	\$ 271.18	\$ 277.02	\$ 5.85	2.2%

Schedule may not add due to rounding

* Based on projected 1.7% assessment growth

For illustrative purposes, the property tax impact per \$100,000 CVA is an increase of \$3.35 for Regional Services and the impact for Police Services is an additional \$2.49, resulting in a combined increase of \$5.85 per \$100,000 CVA. The Regional tax increase including Police Services for 2022 would be approximately \$29.25 for a household with a CVA of \$500,000. This is calculated by dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$5.85.

2022 Budget Overview

The following table highlights the process undertaken to prepare the 2022 Tax Budget.

2022 Budget Process				
	Report	Date	Tax Increase	Assessment Growth
2022 Forecast	FN-44-20	December 16, 2020	2.6%	1.7%
2022 Budget Directions	FN-20-21	July 14, 2021	2.0%	1.7%
2022 Budget	FN-41-21	December 15, 2021	2.0%	1.7%

Several times during the budget process, Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained, continuous improvements are undertaken and Council priorities are achieved, which has resulted in a 2.0% tax increase in the 2022 Budget. Bringing the budget in at or below the rate of inflation, including strategic investments, is a result of prudent decision making by Regional Council and continuous improvements to programs and services.

2022 Tax Operating Budget by Program

The following table summarizes the 2022 Tax Budget by program (excluding Police Services). The 2022 requested budget is increasing from \$284.6 million to \$295.1 million, an increase of \$10.5 million or 3.7% before assessment growth. Of this increase, the base budget is increasing by \$5.5 million or 1.9%. This increase includes cost-saving measures and redeployment of staff resources to priority areas in 2022.

In addition to the base budget increase, the 2022 Budget proposes strategic investments in critical program enhancements to support the health and well-being of Halton residents through the on-going COVID-19 pandemic and beyond, achieves the objectives, outcomes and actions identified in the 2019–2022 Strategic Business Plan, and addresses growth and other program pressures. The assessment growth (primarily new properties) in 2022 is estimated to be 1.7%, or \$4.8 million. This results in a net tax increase for the 2022 Budget of 2.0%. Program budgets are discussed later in the Tax Overview.

Net Operating Budget for Tax Supported Services (Excluding Police Services)								
Levy Requirement by Program (\$000s)								
	2021	2022			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Healthy Families	\$ 4,650	\$ 4,895	\$ -	\$ 4,895	\$ 245	5.3%	\$ 245	5.3%
Health Protection	3,479	3,646	51	3,697	167	4.8%	218	6.3%
Healthy Schools & Communities	3,959	3,936	333	4,269	(23)	-0.6%	310	7.8%
Infectious Disease Control	3,157	3,302	103	3,405	144	4.6%	247	7.8%
Public Health Resources	2,206	2,310	-	2,310	104	4.7%	104	4.7%
Paramedic Services	22,482	22,630	501	23,131	148	0.7%	649	2.9%
Children's Services	11,880	12,725	-	12,725	846	7.1%	846	7.1%
Employment & Social Services	6,968	7,177	300	7,477	210	3.0%	510	7.3%
Housing Services	36,359	36,380	573	36,953	22	0.1%	595	1.6%
Human Services Planning & Program Support	8,381	8,491	250	8,741	110	1.3%	360	4.3%
Services for Seniors	19,598	21,058	264	21,322	1,460	7.4%	1,724	8.8%
Planning Services	12,151	12,445	422	12,867	294	2.4%	716	5.9%
Economic Development	3,845	3,902	-	3,902	56	1.5%	56	1.5%
Waste Management	44,274	45,383	241	45,624	1,109	2.5%	1,351	3.1%
Road Operations	58,004	58,501	69	58,571	498	0.9%	567	1.0%
Non-Program	31,064	30,799	1,915	32,714	(265)	-0.9%	1,650	5.3%
Boards & Agencies	12,129	12,516	-	12,516	387	3.2%	387	3.2%
Net Regional Impact	284,586	290,097	5,023	295,120	5,511	1.9%	10,534	3.7%
Assessment Growth							(4,838)	1.7%
Regional Levy Requirement	\$ 284,586	\$ 290,097	\$ 5,023	\$ 295,120	\$ 5,511	1.9%	\$ 5,696	2.0%

Schedule may not add due to rounding

Included in the net operating expenditures shown above is the cost of Corporate Administration to present the full cost of program delivery.

The following table summarizes the 2022 Corporate Administration cost by department that has been allocated to the program areas, including Non-Program for the tax-supported governance-related services. Of the \$87.6 million, \$62.5 million has been incorporated in the Tax-Supported Budget and \$25.1 million in the Rate-Supported Budget. The 2022 Corporate Administration budget is increasing by \$4.7 million, or 5.6%, and includes strategic investments for 15.0 FTEs which will ensure levels of service are maintained and Council priorities are achieved. These investments will support the objectives outlined in the 2019-2022 Strategic Business Plan to leverage technology to improve service delivery, create efficiencies and provide needed capacity to respond to needs within the organization. The 2022 Budget related to Corporate Administration is discussed in detail later in the Tax Overview.

Corporate Administration Divisional Summary (\$000's)								
	2021	2022			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Corporate Administration								
Finance	\$ 12,772	\$ 13,022	\$ 219	\$ 13,241	\$ 250	2.0%	\$ 469	3.7%
Strategic Transformation Group	49,098	50,539	926	51,465	1,441	2.9%	2,367	4.8%
LPS Corporate Administration	14,076	14,802	347	15,150	726	5.2%	1,073	7.6%
CAO's Office	5,094	5,385	422	5,807	291	5.7%	713	14.0%
Office of the Chair & Regional Council	1,921	1,948	-	1,948	28	1.5%	28	1.5%
Corporate Administration Total	\$ 82,961	\$ 85,696	\$ 1,915	\$ 87,611	\$ 2,736	3.3%	\$ 4,651	5.6%

Schedule may not add due to rounding

2022 Tax Operating Budget by Cost Category

The following table summarizes the 2022 Budget by expenditure and revenue categories and shows that total gross expenditures have increased by \$23.1 million, or 4.0%, to \$603.2 million. Subsidies and other program revenue are increasing by \$12.6 million, or 4.3%, to \$308.1 million, resulting in a net expenditure increase of \$10.5 million, or 3.7%, to \$295.1 million.

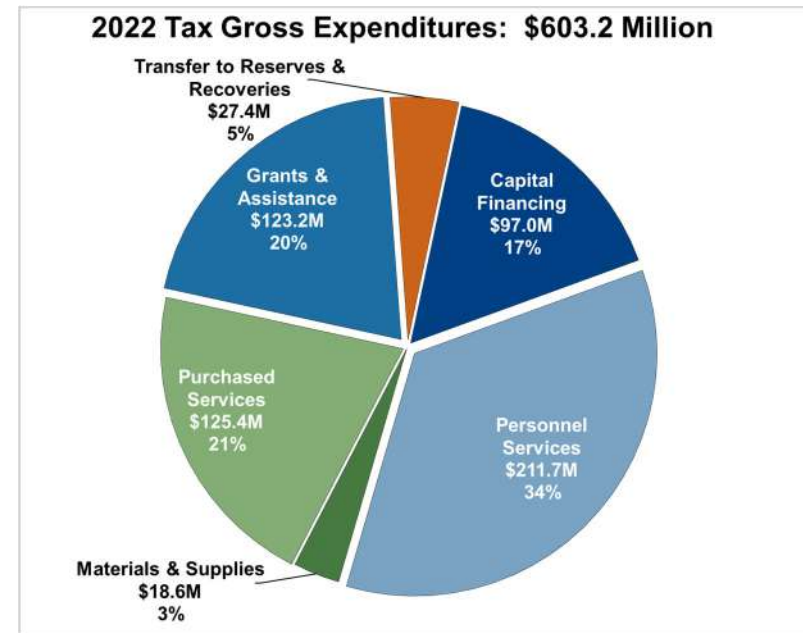
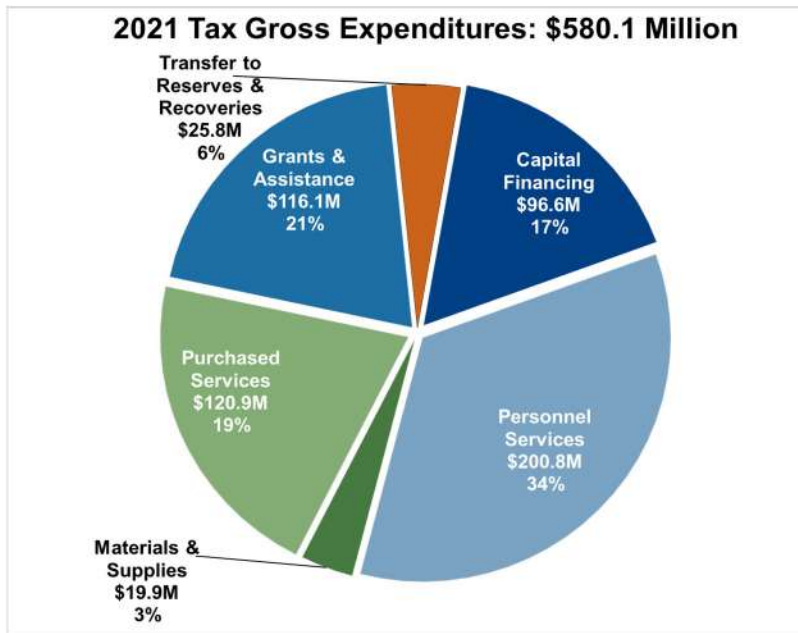
Total Tax Operating Budget (Excluding Police) Comparison Category (\$000s)									
	2021	2022				Change in Budget			
	Approved Budget	Base Budget	Covid-19 Costs	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Personnel Services	\$200,754	\$204,510	\$1,515	\$5,653	\$211,678	\$3,756	1.9%	\$10,924	5.4%
Materials & Supplies	19,924	17,996	444	161	18,601	(1,928)	-9.7%	(1,323)	-6.6%
Purchased Services	120,903	117,900	7,722	(232)	125,391	(3,002)	-2.5%	4,488	3.7%
Financial and Rent Expenses	9,540	9,582	40	-	9,622	41	0.4%	81	0.9%
Grants & Assistance	116,107	118,395	3,642	1,123	123,160	2,287	2.0%	7,052	6.1%
Total Direct Costs	467,229	468,383	13,363	6,705	488,451	1,154	0.2%	21,222	4.5%
Allocated Charges / Recoveries	(8,270)	(8,718)	-	69	(8,649)	(448)	5.4%	(379)	4.6%
Corporate Support	(17,670)	(19,075)	-	-	(19,075)	(1,405)	8.0%	(1,405)	8.0%
Transfers to Reserves-Operating	53,568	54,260	-	-	54,260	692	1.3%	692	1.3%
Transfer from Reserves-Operating	(11,328)	(4,949)	(3,780)	-	(8,729)	6,379	-56.3%	2,598	-22.9%
Gross Operating Expenditures	483,529	489,901	9,583	6,774	506,258	6,372	1.3%	22,729	4.7%
Transfer to Reserves - Capital	96,666	97,070	-	-	97,070	404	0.4%	404	0.4%
Transfer from Reserves - Capital	(152)	(166)	-	-	(166)	(14)	9.2%	(14)	9.2%
Debt Charges	85	84	-	-	84	(0)	-0.1%	(0)	-0.1%
Capital Financing Expenditures	96,598	96,988	-	-	96,988	390	0.4%	390	0.4%
Total Gross Expenditures	580,127	586,889	9,583	6,774	603,247	6,762	1.2%	23,119	4.0%
Subsidy Revenue	(197,671)	(197,670)	(9,344)	(1,752)	(208,766)	1	0.0%	(11,095)	5.6%
Other Revenue	(97,871)	(99,261)	(100)	-	(99,361)	(1,390)	1.4%	(1,490)	1.5%
Total Revenue	(295,541)	(296,931)	(9,444)	(1,752)	(308,127)	(1,389)	0.5%	(12,585)	4.3%
Net Program Expenditures	\$284,586	\$289,959	\$138	\$5,023	\$295,119	\$5,373	1.9%	\$10,534	3.7%
Assessment Growth									1.7%
Tax Impact									2.0%

Schedule may not add due to rounding

The key changes in the gross expenditures and revenues are discussed below.

Gross Expenditures

The following chart shows the breakdown of the total gross expenditures in the 2022 operating budget for Regional tax-supported services of \$603.2 million by cost category.



Total gross expenditures are increasing by \$23.1 million, or 4.0%, in the 2022 Tax-Supported Budget, attributable to the following key changes.

Personnel Services - \$10.9 million increase

Personnel costs account for 34% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 5.4% or \$10.9 million in 2022 as a result of:

- 2.63% or \$5.3 million for base budget compensation increases, comprised of the following:
 - 2.10% or \$4.2 million increase to salary budget based on a 2.0% increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements;
 - 0.52% or \$1.1 million increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings, with an additional increase of \$681,000 in pay-in-lieu of benefits to more closely align with actual trends in Long Term Care
- 2.82% or \$5.7 million increase for an additional 41.8 FTEs and 12,159.6 relief hours as strategic investments in the 2022 Budget.

2022 Compensation Summary (Excluding Police Services)						
	2020	2021	2022			
	Compensation Budget	Compensation Budget	Total Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Public Health Resources	\$ 2,981,980	\$ 3,240,344	\$ 181,526	\$ -	\$ 3,421,870	5.60%
Healthy Families	6,227,450	7,941,198	296,382	-	8,237,580	3.73%
Health Protection	5,727,950	5,820,197	334,393	118,580	6,273,170	7.78%
Healthy Schools & Communities	5,242,410	7,015,964	327,126	770,860	8,113,950	15.65%
Infectious Disease Control	7,887,990	5,207,325	228,225	237,160	5,672,710	8.94%
Paramedic Services	29,714,000	30,644,590	570,230	895,250	32,110,070	4.78%
Children's Services	11,838,950	11,794,118	158,352	84,280	12,036,750	2.06%
Employment & Social Services	5,870,810	5,893,666	113,814	-	6,007,480	1.93%
Housing Services (Excluding HCHC)	3,304,170	3,483,630	55,390	-	3,539,020	1.59%
Halton Community Housing Corporation	2,723,070	2,724,491	39,369	-	2,763,860	1.45%
Human Services Planning & Program Support	3,255,370	3,260,002	51,738	-	3,311,740	1.59%
Services for Seniors	46,822,460	49,304,480	1,523,480	876,510	51,704,470	4.87%
Planning Services	6,394,300	6,387,528	87,962	409,420	6,884,910	7.79%
Economic Development	2,093,660	2,106,669	29,311	-	2,135,980	1.39%
Road Operations	1,861,130	1,984,538	24,192	-	2,008,730	1.22%
Waste Management	4,455,810	4,466,984	59,056	241,240	4,767,280	6.72%
Corporate Administration	44,627,585	47,862,091	1,157,692	2,019,360	51,039,143	6.64%
Office of the Chair & Regional Council	1,591,610	1,616,060	33,120	-	1,649,180	2.05%
Total	\$ 192,620,705	\$ 200,753,875	\$ 5,271,358	\$ 5,652,660	\$ 211,677,893	5.44%
Compensation Increase			2.63%	2.82%	5.44%	

Staff Complement and Relief Hours

As shown in the following table, the additional staff complement proposed in the 2022 Tax-Supported Budget (excluding Police Services) includes an increase of 41.8 FTEs and 12,159.6 relief hours for strategic investments.

2022 Complement Summary (Excluding Police Services)					
	2020	2021	2022		
	Budgeted Staff Complement	Budgeted Staff Complement	Strategic Investments	Budgeted Staff Complement	Change %
FTE:					
Public Health Resources	4.0	23.0	-	23.0	0.00%
Healthy Families	73.9	72.5	-	72.5	0.00%
Health Protection	79.8	49.7	1.0	50.7	2.01%
Healthy Schools & Communities	72.1	65.4	6.0	71.4	9.17%
Infectious Disease Control	15.7	45.1	2.0	47.1	4.43%
Paramedic Services	200.5	204.5	6.0	210.5	2.93%
Children's Services	106.0	102.8	-	102.8	0.00%
Employment & Social Services	55.0	57.0	-	57.0	0.00%
Housing Services	30.0	31.0	-	31.0	0.00%
Halton Community Housing Corporation	27.0	27.0	-	27.0	0.00%
Human Services Planning and Program Support	27.0	28.0	-	28.0	0.00%
Services for Seniors	500.6	516.8	6.0	522.8	1.16%
Planning Services	50.0	49.0	3.0	52.0	6.12%
Economic Development	18.0	17.0	-	17.0	0.00%
Waste Management	38.6	40.6	2.8	43.4	6.90%
Road Operations	15.0	17.0	-	17.0	0.00%
Corporate Administration	354.2	377.7	15.0	392.7	3.97%
Office of the Chair & Regional Council	1.0	1.0	-	1.0	0.00%
Relief Hours:					
Paramedic Services	84,988.2	84,988.2	3,945.6	88,933.8	4.64%
Healthy Schools & Communities	1,350.2	1,350.2	-	1,350.2	0.00%
Children's Services	1,827.0	1,827.0	1,760.5	3,587.5	96.36%
Services for Seniors	81,705.2	92,719.4	6,453.5	99,172.9	6.96%
Total:					
FTE	1,668.4	1,725.1	41.8	1,766.9	2.42%
Relief Hours	169,870.6	180,884.8	12,159.6	193,044.4	6.72%

Casual relief resources employed in the Region are represented by a number of relief hours required rather than as full time equivalents in order to better reflect the nature of the resource needs. In areas where staff provide direct client care (such as paramedics and personal support workers in long-term care), whenever staff is absent from work for a variety of reasons (such as 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 to allocate the resources based on the number of hours required to provide the appropriate coverage.

As noted above, the 2022 Budget includes an additional 41.8 FTEs and 12,159.6 relief hours requested as strategic investments. Of the 41.8 FTEs, 22.0 FTEs and 12,159.6 relief hours will either be fully or partially funded by subsidies or reallocated as base budget provisions as follows:

- 21.0 FTEs and 10,399.1 relief hours include provincial funding based on the current cost-share levels to partially fund the cost;
- 1,760.5 relief hours will be funded through a base budget reduction in purchased services to convert the existing temporary agencies budget into relief hours to align with the Regional Child Care Centres' (RCCCs) staffing pool and its current structure of utilizing relief staff;
- 1.0 FTE will be funded through a base budget reduction in purchased services with no net Regional impact to reduce reliance on external contractors and lead the ongoing development of Halton's Indigenous Relationship Initiative.

The remaining 19.8 FTEs will support the objectives, outcomes and actions identified in the Region's 2019–2022 Strategic Business Plan and will address pressures driven by growth and increased demand for services. The details on the strategic investments are provided below and detailed business cases are available in the Strategic Investments section of the Budget Book.

Materials & Supplies - \$1.3 million decrease

- (\$1.2 million) decrease comprised of (\$766,000) in reductions to one-time purchases of personal protective equipment (PPE) in Services for Seniors and (\$421,000) in Paramedic Services for medical supplies (PPE and other COVID-19-related supplies), offset with an equivalent reduction in transfers from the COVID-19 Stabilization Reserve
- (\$185,000) decrease in hydro due to lower projected rates
- \$108,000 increase in contractual costs related to food and supplies in Services for Seniors

Purchased Services - \$4.5 million increase

- \$2.2 million increase in Public Health for temporary staff and other support to continue to respond to the COVID-19 pandemic, offset with anticipated provincial funding
- \$860,000, or 2.7% increase in waste contracts to reflect 2.0% inflation and 1.0% tonnage growth
- \$800,000 increase in IT for software maintenance and computing services based on operational needs
- \$645,000 increase for insurance premiums and deductible expenses due to unfavourable market conditions, as well as an increase in paid claim losses
- \$453,000, or 3.0% overall increase in road maintenance activities to reflect lane kilometre growth and inflation, which includes savings of \$216,000 in various activities arising from lower anticipated demand and contract costs
- \$347,000 increase for resident care aides for COVID-19, offset by one-time funding
- \$273,000 in temporary employment agencies to support Financial Services & Payroll (AMI Analyst) and Supply Chain Management (two stock-keepers), offset in Capital Recoveries and transfer from the COVID-19 Stabilization Reserve
- \$245,000 increase for a one-time investment in mandatory staff training on dementia to improve care in the long-term care facilities
- \$157,000 increase in temporary employment agencies to support Homelessness offset by funding
- \$107,000 increase in contracts for cleaning long-term care facilities
- \$78,000 increase in contracts for personal support workers for clients in supportive housing so they can stay in their homes longer
- \$44,000 increase in election expense and inauguration expenses for the 2022 municipal election, offset by transfer from reserve

- (\$1.8 million) decrease in Services for Seniors resulting from a decrease in temporary agency costs related to 40 direct care aides in long-term care facilities for screening visitors and back filling staff shortages, offset by transfer from reserve

Financial & Rent Expenses - \$81,000 increase

- \$75,000 increase in property rental relating to Corporate leased premises based on renewed lease agreements

Grants & Assistance - \$7.1 million increase

- \$3.2 million in additional Federal Reaching Home enhancements and Provincial Social Services Relief Fund utilization, through a capital grant of \$2.5 million and incremental operating grants for additional homelessness support of \$683,000
- \$2.1 million strategic investment in the Halton Rental Assistance Program (HRAP) and Provincially Mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units coming on stream in support of the Region's Comprehensive Housing Strategy (CHS), partially offset by one-time provincial Social Services Relief Fund (SSRF) and a one-time transfer from the COVID-19 Stabilization Reserve
- \$1,060,000 increase in Employment & Social Services mainly for increased Ontario Works (OW) benefits expenses based on a 5% caseload increase, fully offset by provincial funding
- \$470,000 increase for community housing provider grants, based on provincially prescribed benchmark cost factors and market rent index (MRI), offset by provincial subsidy
- \$383,000 additional funding for Boards & Agencies
- \$300,000 strategic investment to support the enhanced delivery of a food security program to OW recipients
- \$250,000 strategic investment to increase the Halton Region Community Investment Fund to meet community safety, well-being and other emergent community priorities including strengthening equity, diversity and inclusion in Halton
- \$89,000 increase in grants to special needs agencies to reflect cost of living adjustments
- \$87,000 increase in grants for low-income benefits, offset by increases in other revenues and reimbursements
- (\$162,000) decrease in Burlington Inn agency grants based on a new agreement, offset in purchased services
- (\$758,000) decrease due to a reallocation between Grants & Assistance and Transfers to Reserves cost categories to better align with needs

Allocated Recoveries - (\$379,000) increase

- (\$637,000) increase in insurance premiums, paid claims and overhead recoveries from program areas
- (\$203,000) increase in recoveries related to capital projects and staff support to program areas
- \$157,000 incremental charge to Non-Program for increases to insurance costs and deductibles
- \$107,000 incremental cost to reflect an expected reduction in recoveries for staff and long-term care homes, partially offset in Purchased Services
- \$74,000 incremental charge from the Rate-Supported Budget, related to 2.0 FTE proposed as 2022 SIFs (Project Manager I - Transportation and Senior Construction Inspector) and inflationary increases
- \$70,000 increase for risk management charges and IT related expenses

Corporate Support Recoveries - (\$1.4 million) increase

- Increased recoveries from rate-supported programs for expanding needs, including additional resources acquired through the 2021 strategic investments

Transfers to Reserves - Operating - \$692,000 increase

- \$758,000 increase due to the reallocation between Grants & Assistance and Transfers to Reserves cost categories to better align with needs
- (\$74,000) decrease in Housing Services due to reductions in contributions to the Building Conditions Assessment Reserve

Transfers from Reserves - Operating - \$2.6 million decrease

- (\$1.5 million) decrease in transfers from the COVID-19 Stabilization Reserve to fund costs related to the COVID-19 pandemic. The budgeted transfer of \$3.8 million in 2022 is lower than the \$5.3 million figure included in the 2021 Budget. These costs for 2022 include providing pandemic support in Corporate Administration, Children's Services, Housing and Paramedics.
- (\$1.3 million) removal of the 2021 assessment growth adjustment transfer from Tax Stabilization reserve

Capital Financing Expenditures - \$0.4 million increase

- \$204,000 to support the ongoing Regional facilities State-of-Good-Repair capital program
- \$194,000 to support corporate and program specific technology capital requirements
- \$105,000 increase to support floodplain mapping for Conservation Halton (FN-41-19)
- \$131,000 increase to support the Emerald Ash Borer program for Conservation Halton (FN-19-17)
- \$31,000 increase related to the construction price increases for the production kitchen at Allendale and the receiving kitchen at Post Inn Village
- \$23,000 increase in Planning Services mainly to support the Regional Official Plan Implementation (\$80,000), offset by the completion of the Burloak Waterfront Park payback (\$57,000)
- (\$329,000) planned decrease to the payback for the Paramedic station construction, offset by the planned increase to vehicles and defibrillators

Gross Revenues

The \$603.2 million total gross expenditures in the Tax-Supported Budget are funded from various sources as shown in the table below. In the 2022 Tax-Supported Budget, 49% of the total gross expenditures are funded from property taxes and 33% are funded from provincial subsidies. The other 19% of the funding comes from federal subsidies, investment income, user fees, and supplementary taxes.

Tax Gross Operating Revenues By Funding Source (\$000s)						
	2021		2022		Change in Budget	
	\$	% of Total	\$	% of Total	\$	%
Property Tax Revenue	\$ 284,586	49.1%	\$ 295,120	48.9%	\$ 10,534	3.7%
Provincial Subsidies	188,505	32.5%	196,376	32.6%	7,871	4.2%
Investment Income	51,383	8.9%	51,383	8.5%	-	0.0%
Program & Other Revenue	39,988	6.9%	40,678	6.7%	690	1.7%
Federal Subsidies	9,166	1.6%	12,390	2.1%	3,224	35.2%
Supplementary Taxes	6,500	1.1%	7,300	1.2%	800	12.3%
Total Revenue	\$ 580,127	100.0%	\$ 603,247	100.0%	\$ 23,119	4.0%

Overall, for the 2022 Budget, revenues are expected to increase by \$23.1 million, or 4.0%. This includes a \$10.5 million increase in property taxes (including a property tax increase of 2.0% and assessment growth of 1.7%), and, as discussed below, a \$7.9 million increase in provincial subsidies, an additional \$0.7 million in program fees and other revenues, a \$3.2 million increase in federal subsidies, and a \$0.8 million increase in supplementary taxes. The 2022 investment income budget is in line with 2021.

Provincial Subsidies \$7.9 million increase - In total, \$196.4 million of provincial subsidies are included in the 2022 Tax-Supported Budget and are primarily used to fund cost-shared Health and Social & Community Services programs. Of the total, \$9.3 million is related to the COVID-19 response, consisting of \$5.9 million primarily related to temporary staffing and other extraordinary requirements in Public Health, \$3.1 million to provide safe shelter solutions for vulnerable individuals and families during the pandemic and \$0.3 million in funding related to additional staffing in Long-Term Care that will focus on infection prevention and control. Of the \$9.3 million in provincial subsidy, \$5.2 million has been confirmed by the Province. Based on experience throughout the COVID-19 pandemic of the Provincial government's continued support, it is considered reasonable to anticipate that additional subsidies would be provided for Public Health in 2022. However, including \$4.1 million in additional unconfirmed funding is a measured risk in the 2022 Budget.

Change in Provincial Subsidies 2021-2022 (\$000s)		
Program	Funding	2021-2022 Change
Public Health	School-Focused Nurses Initiative**	304
	COVID-19 Response*	1,321
	Base Funding*	995
	Strategic Investments*	673
	Sub-total	3,293
Paramedic Services	Base Funding	1,061
	Strategic Investments*	462
	Sub-total	1,524
Children's Services	Wage Enhancement Grant (WEG)	(397)
	Base Funding	(361)
	One-Time Transitional Grant	(1,515)
	Sub-total	(2,273)
Housing	Federal Block Funding**	220
	Canada-Ontario Community Housing Initiative	116
	Ontario Priorities Housing Initiative	(24)
	Social Services Relief Fund (SSRF) Phase 4**	2,196
	Sub-total	2,509
Services for Seniors	Case Mix Index**	179
	Per Diem funding at the Long-Term Care Homes**	578
	Medication Safety Technology (new)**	150
	Minor Capital Program**	(55)
	Strategic Investments*	616
	COVID-19 Infection, Prevention & Containment**	347
	Sub-total	1,817
Employment & Social Services	Ontario Works Benefits	1,020
	Sub-total	1,020
Economic Development	Small Business (SBEC) per Agreement	(18)
	Sub-total	(18)
Total Change in Provincial Subsidies		\$ 7,871

*Funding not confirmed.

**Funding confirmed.

All other funding is based on 2021 or 2021/2022 funding allocations.

The 2022 Budget was prepared with the best information available at the time. However, there is uncertainty as there are still several programs and funding models currently under review by the Province which could impact 2022, including the Children's Services funding model and the structure of Public Health and Paramedic Services.

As shown in the table below, the total increase in provincial funding in the 2022 Budget is \$7.9 million, or 4.2%. With the exception of Children's Services and Economic Development, all other programs are budgeted to see increases in the level of provincial subsidies compared to the 2021 Budget.

The 2022 base budget for provincial subsidies is \$185.3 million. Base funding levels reflect a \$4.0 million, or 2.1%, increase over 2021, with increases in Public Health, Paramedic Services and Services for Seniors, partly offset by decreases in Children's Services, Housing Services, and Economic Development. These base subsidies are budgeted to be augmented by over \$9.3 million in COVID-19 funding, with strategic investments budgeted to include another nearly \$1.8 million based on current cost-share levels. This is a risk in the 2022 Budget, but is considered reasonable as the majority relates to demonstrated needs due to COVID-19.

Provincial Subsidies By Program (\$000s)									
	2021 Total	2022				Change in Budget			
		Base	COVID-19 One-Time	Strategic Investments	Total	Base		Total	
Public Health	\$ 27,254	\$ 25,451	\$ 4,119	\$ 673	\$ 30,243	\$ 1,368	5.0%	\$ 2,989	11.0%
Public Health - School-Focused Nurses Initiative	1,494	-	1,798	-	1,798	-	0.0%	304	0.0%
Paramedic Services	22,204	23,265		462	23,727	2,419	10.9%	1,524	6.9%
Children's Services	59,056	56,783	-	-	56,783	(2,273)	-3.8%	(2,273)	-3.8%
Housing Services *	13,512	12,942	3,079	-	16,021	(570)	-4.2%	2,509	18.6%
Services for Seniors	38,743	39,596	347	616	40,560	2,030	5.2%	1,817	4.7%
Employment & Social Services	25,916	26,936	-	-	26,936	1,020	3.9%	1,020	3.9%
Road Operations	100	100	-	-	100	-	0.0%	-	0.0%
Economic Development	226	208	-	-	208	(18)	-8.0%	(18)	-8.0%
Total	\$ 188,505	\$ 185,280	\$ 9,344	\$ 1,752	\$ 196,376	\$ 3,975	2.1%	\$ 7,871	4.2%

Schedule may not add due to rounding

SRA and CRFM funding is not included

* Base funding has been used towards one-time covid related funding

Public Health

As of January 1st, 2020, the Province changed the funding formula for Public Health from a cost-share model with 100% and 75% provincial funding for various programs, to 70% provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region already contributes more than 30%, the 2020 and 2021 funding allocations were frozen. As shown in the table below, Public Health's 2022 base budget is based on 59% funding from the Province, and 41% from the Region, as the Province has not committed to additional funding to cover the current Provincial shortfall. The subsidy funding does not keep pace with the increase in costs and demand for services. In 2021, Halton will contribute \$6.3 million more than its cost share to compensate for shortfalls in provincial funding to maintain essential services, and this will increase to \$6.6 million in 2022. Public Health has only had one subsidy increase from 2014 to 2021 which was a 3% increase in 2018. The 2022 Budget includes an \$860,000 increase in funding required to match the 2021 cost-share level and \$673,000 for strategic investments. The funding for this increase has not been confirmed by the Province and the anticipated shortfall will increase further in 2022 if it is not approved.

Public Health (\$000s)												
Division	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2021	2022	Change	2021		2022		Change		2021	2022	Change
Public Health	\$42,050	\$44,732	\$2,682	\$24,681	59%	\$26,214	59%	\$1,533	6%	\$6,260	\$6,615	\$354

Paramedic Services

The 2022 Budget includes a funding increase of \$942,000 comprised of \$480,000 in base funding and \$462,000 in strategic investments, which reflects the current funding model that supports program growth, but not inflation. Cost-shared funding is intended to support a 50/50 (provincial/regional) funding cost-share, however, the 2022 Budget is based on a cost-share of 49% funding from the Province, and 51% from the Region. The shortfall for 2022 is \$915,000, as shown in the table below.

Paramedic Services (\$000s)												
Division	Expenditure Budget			Subsidy Budget						Anticipated Shortfall (\$)		
	2021	2022	Change	2021		2022		Change		2021	2022	Change
Paramedics	\$43,348	\$44,939	\$1,591	\$21,005	48%	\$21,946	49%	\$942	4%	\$1,052	\$915	(\$137)

Children's Services

As shown in the following table, the 2022 Budget reflects a reduction of \$2.3 million, or 3.9%, in provincial funding from the Ministry of Education (EDU). In 2022, the budget for EDU funding reflects a \$2.3 million reduction which is driven by the removal of the one-time transitional grant of \$1.5 million and additional anticipated reduction to the overall funding envelope due to an administration cost share adjustment from 5% to 2.5%. A one-time transfer of \$1.5 million from the COVID-19 Stabilization Reserve will offset the removal of the transitional grant in 2022. As noted in Report No. **FN-21-21** (re: Operating Budget Variance Report for the Period Ending April 30th, 2021), there was uncertainty around the funding model for Children's Services that could impact 2021. On December 11th, 2020, the Region received the 2021 funding allocation for Children's Services from EDU which was \$1.5 million less than what was included in the 2021 budget related to utilization funding, a component of base funding, which is included in the 2022 Budget. The 2022 Budget includes a similar anticipated funding shortfall and is being risk managed. The Region will continue to advocate to the Provincial government for adequate funding to meet the needs of children and families in Halton.

Children's Services (\$000's)			
Program:	2021 Restated Budget	2022 Budget	2022 / 2021 Restated Change
Expenditures:			
Administration	\$ 6,356	\$ 5,024	\$ (1,332)
Regional Child Care Centres	2,956	2,999	43
Fee Subsidy	23,880	23,861	(19)
Special Needs	11,070	11,177	107
Community Support	27,960	27,987	27
Total	\$ 72,222	\$ 71,048	\$ (1,174)
Funding:			
Ministry of Education (EDU):			
Base Program	30,401	30,041	(361)
One-Time Transitional Grant	1,515	-	(1,515)
Child Care Expansion Plan	6,485	6,485	-
Sub-Total EDU Base Funding	\$ 38,401	\$ 36,525	\$ (1,876)
Early Learning and Child Care Bi-Lateral Agreement (ELCC)	2,696	2,696	-
EarlyON Child and Family Centres	4,175	4,175	-
Wage Enhancement Grant (WEG)	12,301	11,904	(397)
Licensed Home Child Care	552	552	-
Total EDU	\$ 58,126	\$ 55,853	\$ (2,273)
Ministry of Children, Community, and Social Services	931	931	-
Other Revenues	1,286	1,540	254
Net Regional Contribution:			
Gross Regional Contribution	11,880	14,240	2,361
Draw from COVID Stabilization Reserve	-	(1,515)	(1,515)
Sub-Total Net Regional Contribution:	11,880	12,725	846
Total	\$ 72,222	\$ 71,048	\$ (1,174)

Housing Services

Two new one-time funding initiatives, including a one-time Federal Reaching Home enhancement of \$3.2 million and a one-time Provincial Social Services Relief Fund (SSRF) of \$2.2 million, were announced in 2021 related to expenditures in the 2022 Budget which will assist with covering expenses up until Q1 2022. The 2022 Budget also includes an increase in Provincial funding of the Federal Block Funding for Community Housing Providers of \$220,000, the Canada-Ontario Community Housing Initiative (COCHI) of \$116,000 partially offset by a decrease in the Ontario Priorities Housing Initiative (OPHI) of \$24,000.

Services for Seniors

The majority of Provincial funding in Services for Seniors is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis, with an adjustment to reflect the Case Mix Index (CMI) of the home. As shown in the table below, the 2021 and 2022 re-indexing of eligible CMI funding by the MLTC results in subsidy received that is 92.1% of the calculated care needs of residents. While the calculated CMI, which measures the care requirements of residents, has been increasing the MLTC re-indexing factor has been decreasing, resulting in a gap between subsidy required and subsidy received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$2.0 million in the 2022 Budget. This shortfall results in increased Regional investment required to maintain service levels.

Long-Term Care Homes - Case Mix Index							
Case Mix Index	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022
Allendale	103.76%	104.97%	110.13%	117.78%	120.27%	123.36%	124.42%
Post Inn Village	105.71%	105.95%	106.34%	112.82%	115.66%	118.20%	120.53%
Creekway Village	115.45%	114.72%	116.56%	120.52%	120.51%	123.11%	125.14%
MLTC Re-Indexing Factor	97.3%	96.4%	95.6%	94.6%	93.2%	92.7%	92.1%
Change in Re-Indexing Factor		-0.9%	-0.8%	-1.1%	-1.4%	-0.5%	-0.7%

An increase of \$1,817,000 in funding is anticipated in 2022 for Services for Seniors. This includes increases in base funding of \$853,000 resulting largely from per diem funding adjustments, along with a slight rise in Case Mix Index (CMI). On top of these base funding increases, another \$616,000 in Provincial funding has been anticipated in the strategic investments based on the current funding level, however, this has not been confirmed. Also an increase of \$347,000 in one-time COVID-19 funding has been budgeted for infection prevention and containment. Services for Seniors also receives funding from Ontario Health (OH) for Supportive Housing and Adult Day programs, which continues to be held at the 2018 level.

Employment & Social Services

Provincial funding is provided for Ontario Works (OW) benefits, OW cost of administration, and Employment programs. OW benefits are 100% Provincially funded and the cost of administering the OW program is intended to be cost-shared 50/50 with municipalities. The 2022 budget for OW benefit expenditures is increasing by \$1.0 million based on a 5% projected increase in demand, and is fully offset by Provincial funding and other OW related revenues, with no net Regional impact.

Program Fees and Other Revenue - \$0.7 million increase

The program-specific fees and charges are anticipated to be \$40.7 million in 2022, a \$0.7 million, or 1.7% 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 are those received from the residents of the Region's LTC homes of \$15.0 million.

Tax Program Fees & Other Revenues (\$000s)				
	2021	2022	Change in Budget	
Infectious Disease Control	\$ 73	\$ 73	-	0.0%
Healthy Schools & Communities	4	4	1	27.1%
Health Protection	58	59	1	1.7%
Paramedic Services	17	17	-	0.0%
Children's Services	1,286	1,540	254	19.7%
Employment & Social Services	876	966	90	10.3%
Housing Services	2,357	2,341	(17)	-0.7%
Services for Seniors	15,040	15,040	-	0.0%
Planning Services	1,159	1,351	192	16.6%
Economic Development	12	8	(4)	-34.7%
Waste Management	8,096	8,106	10	0.1%
Road Operations	385	507	122	31.8%
Non-Program	6,796	6,791	(5)	-0.1%
Finance	750	750	-	0.0%
Legal Services	228	232	4	1.8%
Strategic Transformation Group	2,851	2,894	43	1.5%
Total	\$ 39,988	\$ 40,678	\$ 690	1.7%

Schedule may not add due to rounding

The \$690,000 increase in program fees and other revenues is driven by:

- \$254,000 increase in Children's Services mainly to reflect an increase in anticipated cross-jurisdictional fee revenues
- \$187,000 increase in Planning Services to reflect new application fee revenues added to offset ecological review services support to implement the Natural Heritage policies of the ROP
- \$122,000 increase in Road Operations for external recoveries for damages to Regional property to reflect trends
- \$ 90,000 increase in Employment & Social Services of which \$50,000 reflects an increase from anticipated federal Canadian Pension Plan reimbursements and the remainder is driven by an increase in reimbursements and repayments related to Ontario Works benefit

Federal Subsidies - \$3.2 million increase

The 2022 Tax-Supported Budget includes \$12.4 million of federal subsidies.

Federal Subsidies by Program (\$000s)				
	2021	2022	Change in Budget	
Healthy Families	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	250	250	-	0.0%
Housing Services	914	4,138	3,224	352.7%
Non-Program (Gas Tax)	7,912	7,912	-	0.0%
Total	\$ 9,166	\$ 12,390	\$ 3,224	35.2%

Schedule may not add due to rounding

The \$3.2 million increase in federal subsidies is driven by the one-time increase in the Reaching Home program, as part of Homelessness Prevention in Housing Services, to support vulnerable people in need in the community.

The Region is expected to receive a total of \$17.4 million in Gas Tax funding in 2022, of which \$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, and the remaining \$7.9 million will be applied to the Transportation capital (\$6.9 million) and road resurfacing programs (\$1.0 million) in the Tax-Supported Budget.

Supplementary Taxes

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. The 2022 supplementary tax revenue budget reflects an increase of \$0.8 million, or 12.3% over the 2021 Budget. Staff will continue to monitor supplementary tax revenue.

2022 Tax Strategic Investments

The 2022 Budget and Business Plan includes proposed strategic investments to support the objectives, outcomes and actions identified in Halton's 2019–2022 Strategic Business Plan, critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, and investments that address pressures driven by growth and increased demand in services. Additional information related to these initiatives can be found in the Strategic Investments section.

COVID-19 Impacts

Public Health:

- **Public Health Inspector - \$245,000:** The Infectious Disease division manages all public health diseases of significance, including COVID-19, through case and contact management and outbreak management. Public Health requires 2.0 FTEs Public Health Inspectors to mitigate the spread of COVID-19 and other respiratory pathogens. Public Health Inspectors on this team will ensure congregate and community settings are well supported to prevent and control outbreaks through regular quality assurance. This will be achieved by ensuring that the most up to date guidance to prevent outbreaks within Halton congregate and community settings are in place and implemented in various settings. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$103,000.
- **Manager, Vaccine Management - \$166,000:** The Vaccine Clinics and Vaccine Management programs are responsible for the implementation of the COVID-19 vaccine rollout, as well as the Grade 7 vaccine program. A permanent full-time Manager of Vaccine Management is required to improve program delivery and as a result of increased workloads for core public health immunization requirements as well as increased demands due to population growth. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$70,000.
- **Pharmacist - \$298,000:** In 2021, as part of the COVID-19 vaccine rollout program, Public Health hired a temporary pharmacy team to manage the vaccine depot. Pharmacists helped ensure that the COVID-19 vaccines used by community clinics, mobile teams and primary care offices were distributed, transported, stored and handled in a manner that prevents waste and preserves the safety and integrity of the vaccines. Public Health requires 2.0 FTEs Pharmacists to continue to deliver services through the Vaccine Clinics and Vaccine Management programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$125,000.
- **Pharmacy Assistant - \$90,000:** To continue to support the Vaccine Clinics and Vaccine Management programs, Halton Region needs a 1.0 FTE Pharmacy Assistant. The Pharmacy Assistant will assist pharmacists with the distribution, quality monitoring, storage and handling duties for vaccine clinics and vaccine management programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$38,000.
- **Public Health Nurse - \$239,000:** To help support all public health immunization activities including COVID-19 vaccination of our community, 2.0 FTE Public Health Nurses are required. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$100,000.

Long-Term Care:

- **Compliance and IPAC Manager - \$167,000:** COVID-19 highlighted a significant gap in key clinical oversight within the Services for Seniors division. To help address this gap, there is a need for a Compliance and IPAC Manager to oversee clinical compliance, and infection prevention and control (IPAC) for

the Region's long-term care (LTC) homes and community programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$50,000.

- **Social Worker – \$132,000:** There is an increased need for clinical social work services in homes to support the various mental health needs of residents and their families. This support includes advocating for and assisting with care planning to improving a resident's well-being, responding to a crisis, and working with families and residents in need of emotional and clinical supports. The Long-Term Care program is seeking a Social Worker to help provide residents with the support they need. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$40,000.
- **Program & Policy Analyst - \$122,000:** Policy development and policy management are fundamental to compliance with prescriptive legislation and for the provision of safe and quality programs in the Services for Seniors division. The division requires 1.0 FTE Program & Policy Analyst to support the monitoring and analysis of legislative changes, conduct research, identify best practices, and draft operation policy and guidelines for long-term care (LTC) and community programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$37,000.
- **Staff Training - \$204,000:** The Ontario Long-Term Care COVID-19 Commission Final Report recommends enhanced education and training that prioritizes geriatric care, comprehensive and meaningful training in palliative and end-of-life care, and infection prevention and control (IPAC) training. Long-Term Care is seeking an investment of \$61,000 to provide this training in a sustainable manner. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$61,000.
- **Scheduling Clerk - \$168,000:** Over the last three years that centralized scheduling has been operational, we have seen there has been increasing challenges related to reduced staffing pools, the availability of staff and pandemic requirements related to staff cohorting. This has increased the time and effort required to schedule staff. Services for Seniors is seeking 2.0 FTE Scheduling Clerks to support scheduling requirements in this complex 24/7 operating environment. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$51,000.
- **Workforce Management Coordinator - \$87,000:** To effectively manage scheduling and workforce management (WFM) needs, the Region requires one permanent WFM Coordinator. This position will support effective scheduling, reduce administration in LTC homes, and improve utilization of the workforce management system. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$27,000.

Children's Services:

- **Early Childhood Educator Relief - \$84,000:** To better align the budget, Children's Services is proposing to convert existing temporary agency costs for supply staff in the three Regional Child Care Centres to relief hours. Supply staff backfill regular staff absences at the Regional Child Care Centres to maintain legislated staff to child ratios. Historically, there has been no budget in the Personnel Services line to account for this expense. The net tax impact is \$0.

Corporate Administration:

- **Supply Chain Coordinator - \$98,000:** Halton Region delivers services to the public through the procurement of various goods and services that require ongoing contract and vendor performance oversight. The Supply Chain Coordinator will support the Supply Chain Management division by processing contract extensions, preparing reports, administering electronic procurement functions and performing administrative and reporting functions for the planned Vendor Performance Management Program.

Corporate Governance

- **Executive Lead, Indigenous Relations \$217,000:** Halton Region has made a commitment to support the Truth and Reconciliation Commission report's calls to action and the United Nations' Declaration of the Rights of Indigenous People. As part of that commitment, Halton Region has set out to develop a respectful and reciprocal relationship with Indigenous peoples. The Executive Lead for Indigenous Relations will lead the ongoing development of the Indigenous Relationship Initiative for Halton Region. This position would be permanently in place to foster relationships and build capacity in a long term, sustainable and meaningful way. The cost of this position is fully offset by a reduction in the contracting costs.
- **Enterprise Performance and Risk Management Advisor - \$210,000:** The implementation of an Enterprise Performance and Risk Management Program will ensure Halton's risks are consistently managed and mitigated, and through ongoing monitoring, will ensure that identified risk mitigation measures remain current and appropriate. This position will inform strategic planning, budget, general insurance and bond rating, emergency management, and business continuity programs. It will also maintain the Performance Management Program of 170 program measures through Halton's continued participation in the Municipal Benchmarking Network Canada partnership.
- **Policy Specialists - \$212,000:** Halton Region has had a long standing commitment to address climate change and sustainability, and a strong commitment to support Equity Diversity and Inclusion within the organization. As work has progressed in these areas, there is a need for dedicated staff whose focus is directly related to achieving the Region's objectives.

Digital and Workplace Transformation

- **Digital Enterprise Architecture Analyst - \$135,000:** To support establishing the strategic direction of systems supporting the Region, driving innovation, establishing architecture roadmaps and blueprints, and evaluating and recommending solutions that align with Halton's Cloud and Technology Blueprints.
- **Project Manager II, Business Solutions - \$135,000:** To provide project management support in the service and process transformation work stream of the Digital Strategy, the Region needs a Project Manager II. This position will work closely with the Enterprise Technology Architecture team and business units to develop a business application rationalization program to reduce the Region's technology footprint, total cost of ownership and IT staff support costs.
- **Information Management Specialist/Product Manager, Digital Services - \$150,000:** To develop an information management (IM) strategy and implement an enterprise content management (ECM) system, the Region requires an Information Management Specialist/Product Manager. The position will work with Legislative & Planning Services staff and business units to ensure that data and information is fit for its intended purpose.
- **Information Management Analyst, Digital Services - \$135,000:** The Digital Services program is seeking an Information Management Analyst to be the technical resource on the Information Management team. Working closely with the Information Management Specialist, the Analyst will be responsible for automating records management (RM) processes and information management (IM) strategy through an enterprise content management system.
- **SAP Analyst, Business Solutions - \$135,000:** SAP is the Region's enterprise resources planning system and is used to manage budgets, procurement, financial accounting, asset and plant maintenance, human resources and financial reporting. There is a need for a SAP Analyst to support all change requests for enhancements and provide daily operational support.
- **Workforce Management Data Specialist - \$135,000:** To support many key functions in Paramedic Services, Services for Seniors and Payroll Services, a Workforce Management Data Specialist is needed. This includes, but is not limited to, testing workforce management fixes and enhancements, responding to scheduling inquiries and monthly workforce management reporting.

- **Administrative Assistant - \$99,000:** To provide dedicated administrative support to the Commissioner, senior management team and staff of the Strategic Transformation Group, the Region requires an Administrative Assistant. This includes invoicing, drafting and issuing correspondence, meeting preparations, record keeping and customer service and follow-up on issues to ensure deadlines are met.
- **Senior Legal Counsel (Information Technology & Management, Insurance, & Risk) - \$229,000:** To provide legal support to Risk Management & Insurance, as well as to the Strategic Transformation Group and to support the growing demands related to moving to a digital environment, the Region requires a Senior Legal Counsel. This legal support will primarily consist of providing advice and support on complex matters including advice on IT contracts, an area with increasing specialization and cross-departmental implications.
- **Policy Advisor, Information Management - \$119,000:** To support the growing demands related to moving to an increasingly digital environment and to support the policy and delivery of enhanced customer service, operational and strategic decision-making and reporting, the Region needs a Policy Advisor.

Planning & Growth Management

- **Development Engineer - \$151,000:** Halton Region recently updated the organizational structure in the Community Planning program to meet the demands associated with growth in Halton Hills and Milton. This growth has led to an increase in development applications and developer contributed infrastructure. The new Development Engineer will allow Community Planning to respond to the development needs in specific geographic areas within the Region.
- **Senior Project Manager (Aggregate) - \$149,000:** To review and monitor aggregate-related agreements and proposals involving Halton Region This will allow the Region to continue to ensure the Region's interests are fully addressed and allows the Community Planning team to focus on core areas and will help streamline the development review process, while managing the growing number of aggregate proposals.
- **Junior Development Project Manager - \$122,000:** To provide support to the Development Project Managers in Planning Services; the Region requires a Junior Development Project Manager. This will also support talent acquisition and retention. This would allow for an entry level position within the development review function and will remove the need for contract or temporary staff.

Community Safety and Well-Being Plan and Halton Region Community Investment Fund

- **Halton Region Community Investment Fund - \$250,000:** The Halton Region Community Investment Fund (HRCIF) enhances the health, safety and well-being of Halton residents through \$3.5 million in annual funding to non-profit human service programs and initiatives. A \$250,000 increase in HRCIF funding will support Halton Region to meet new and emerging community needs and to continue with the recovery from the impacts of the COVID-19 pandemic.
- **Halton Rental Assistance Program – \$2,065,000:** Halton Region is investing \$2.065 million to sustain the Halton Rental Assistance Program (HRAP) and provincially mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units in support of the Region's Comprehensive Housing Strategy (CHS). The 2022 impact would be partially offset through one-time funding of \$1.0 million from the provincial Social Services Relief Fund (SSRF) for costs up to March 31st, 2022, and a one-time transfer from the COVID-19 Stabilization Reserve of \$492,000, resulting in a net impact of \$573,000 in 2022.

- **Employment & Social Services - \$300,000:** To increase food security to Ontario Works (OW) recipients and their families, the Employment & Social Services division administers a Food Voucher program. Halton Region is seeking an investment of \$300,000 to transition to a new program that will reach more Ontario Works clients, provide a more substantial nutritional basket than the current program, and simplify Regional administration.
- **Financial Analyst, Accounting - \$121,000:** To support Halton Community Housing Corporation's (HCHC) budget, accounting and financial reporting, the Region requires a Financial Analyst. Since 2017, HCHC has grown and acquired 249 new units. The Financial Analyst will work with the Financial Services & Payroll division to report on and oversee an increasing number of monthly transactions.

Paramedic Services

- **Paramedic - \$749,000:** As call volumes increases with a return to pre-pandemic levels, this growth impacts Paramedic Services' ability to maintain service levels and meet response time targets. The addition of 4.0 FTE Paramedics will allow the Region to continue providing adequate service. This investment includes provincial funding based on the current funding model, for a net tax impact of \$389,000.
- **Paramedic Services Logistics Officer - \$215,000:** The COVID-19 pandemic, along with population growth, has placed added pressure on the Paramedic Service Logistics program. Halton Region requires 2.0 FTE Logistics Officers to support the operations at 15 paramedic response stations and handle procurement, tracking and distribution of more than 4,500 items. This investment includes provincial funding based on the current funding model, for a net tax impact of \$112,000.

Public Health

- **Public Health Inspector - \$122,000:** There is a need for a Public Health Inspector to support the Environmental Health team as they manage an increasing number of rabies exposures and enforce new by-laws related to smoking, vaping and water pipe use. Without a new staff resource, Public Health will need to reduce the level of service for routine inspections in some programs. This investment includes provincial funding anticipated based on the current cost-share level, for a net tax impact of \$51,000.

Solid Waste Management Strategy and Master Plan

- **Scalehouse Operator - \$97,000:** To support the increasing number of visitors to the Halton Waste Management Site, there is a need to expand scalehouse services. The addition of a Scalehouse Operator will help process financial transactions, maintain customer accounts and provide customer service to all visitors in a timely and efficient manner.
- **Waste Management Operator - \$144,000:** To support the increasing number of visitors to the Halton Waste Management Site, there is a need for 1.8 FTE to perform Waste Management Operator duties. This will allow Halton Region to provide consistent, reliable and competent service to customers without relying on temporary staff or overtime hours.

10-Year Tax Operating Budget Forecast

The 2022 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 the 2021 Budget, and was prepared based on the following key assumptions:

- General inflation of 2.0%, where applicable
- Interest on reserves of 3.0%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.7% per year
- Provincial subsidies to follow current funding formulas

Growth Assumptions

Given the uncertainty around the impacts of COVID-19 on development, there is a risk of not achieving the 1.7% assessment growth target in 2022, however any potential shortfall in assessment growth is anticipated to be temporary in nature. Current assessment growth in the 2022 Budget is estimated to be 1.7% with 1.7% assessment growth included in the 2023 to 2031 forecast period. Any growth realized over or under the provision in the Budget (1.7%) will be transferred to or from the Tax Stabilization reserve, on a one-time basis. Moderate growth will also impact supplementary taxes which are budgeted at \$7.3 million.

Provincial Subsidies

There continues to be uncertainty in Provincial funding levels resulting from the significant financial challenges facing the Province, and impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing, or are currently under review including the Children's Services funding model, Ontario Works cost of administration funding, service delivery of Employment Ontario programs, and the structure of Public Health and Paramedic Services in the Province. Continued support from the Provincial Government is essential for Halton Region to continue to respond to the COVID-19 pandemic and provide critical program enhancements that will support the long-term health and safety of residents.

As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for services. There is continued pressure in the forecast period due to cost-share changes and reductions anticipated in provincial funding. For Public Health, the funding model has changed from the previous 100% and 75% cost-share model to 70% in 2020, with further changes possible as the model is under review. For Paramedic Services, the latest funding formula provides an increase for program growth, but not inflation. For Children's Services, there is ongoing risk surrounding the level of funding commitment and changes to funding formulas. Funding for the cost administration of the Ontario Works program has been frozen, and is expected to continue to be frozen, or possibly reduced in future years. The increased cost for providing services for seniors at the Region's Long-Term Care homes, with increasing medical and behavioural complexities, is not met with equivalent increases in funding, with funding for Case Mix Index (CMI) provided at only 92.1% of the calculated care needs of residents in 2021. Using the latest information available, these funding assumptions have been reflected in the 2022 Budget and forecast.

COVID-19 Long-Term Impacts

It is anticipated that many pressures related to COVID-19 will continue in 2022 such as maintaining the most essential services and beginning to resume the broader set of core services in Public Health while continuing to respond to COVID-19, maintaining increased infection control measures in Long-Term Care, meeting increased demand for Ontario Works and discretionary program support as Canada's COVID-19 Economic Response Plan supports expire, and addressing capacity issues in Homelessness programs. In addition, it is anticipated that there will be ongoing costs for personal protective equipment, technology, and additional cleaning and disinfecting materials. While there are still many unknown variables including the duration of the pandemic, vaccination and recovery, the 2022 Budget plans for a continued response to COVID-19. These costs have been largely offset in the 2022 Budget through additional provincial COVID-19 funding, either confirmed or

anticipated, as well as the utilization of funding previously announced through Safe Restart Agreement and COVID-19 Recovery Funding for Municipalities expected to be carried-forward. The strategic investments proposed in the 2022 Budget in critical program enhancements continue through the forecast to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond.

The 2022 Budget was prepared based on the Vaccination program ending on December 31st, 2021, however, on November 3rd, 2021, the Province expanded the eligibility for third doses, which will extend the Vaccination Program into 2022. The 2022 Budget does not include any provision for the COVID-19 Vaccination Program in 2022, however the Province has committed to fund all costs related to the Vaccination Program and it is anticipated that there will be no financial impact to the Region.

As reported in Report No. **PW-21-21** (re: “2020 Year End Waste Management Report”), the COVID-19 pandemic has had a significant impact on the amount of solid waste material generated in Halton Region. At this point, it is not certain if the tonnage increase is temporary in nature, or if the increase in tonnages are related to permanent changes in resident behavior. Therefore, staff have not accounted for the increase in waste collection tonnages observed during the COVID-19 pandemic in the 2022 Budget or the 2023-2031 Forecast period. Staff will continue to monitor tonnage in the various collection streams to determine if an adjustment to growth assumptions will be required in future budget years.

Cost Increases

The forecast generally assumes a 2.0% rate of inflation. There continues to be considerable uncertainty on the future of inflation given the severe and adverse effects of the COVID-19 pandemic. Staff reviewed the various economists’ research from the six major Canadian banks, and based on this review, have found that they are currently forecasting annual Canadian inflation in a range of 2.2% to 3.0%, with an overall average of 2.6% for 2022, which is expected to be transitory. The forecasting is dependent on how quickly the economy recovers from the COVID-19 pandemic and the timing and strength of the recovery. The Bank of Canada’s inflation control target remains at 2.0%, which is the midpoint of the Bank’s 1.0% to 3.0% target range. 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.

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 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, however, any new capital requirements can impact the forecast. The 2022 Budget continues to update and implement several 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, LPS17-18, LSP47-19, ST-01-20**)
- Update to Heritage Services Master Plan (**LPS55-21**)
- Solid Waste Management Strategy (**PW-22-17, PW-12-18, PW-19-21**)
- Comprehensive Housing Strategy (**SS-21-13, SS-19-19/LPS86-19**)
- Halton’s Early Learning and Child Care Plan 2016-2020 (**SS-02-17**)
- Regional Advanced Traffic Management System (ATMS) (**PW-10-18, PW-34-21**)

The following table sets out the 10-Year Operating Forecast for tax-supported services. 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 as per the Police Services budget forecast are 4.2% to 4.4% for the years 2023 to 2026 before assessment growth.

Ten Year Operating Budget Forecast For Tax Supported Services (\$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Healthy Families	\$ 4,895	\$ 5,238	\$ 5,630	\$ 6,026	\$ 6,490	\$ 6,925	\$ 7,373	\$ 7,833	\$ 8,312	\$ 8,812
Public Health Resources	2,310	2,466	2,633	2,802	2,999	3,185	3,376	3,572	3,776	3,989
Health Protection	3,697	3,975	4,276	4,580	4,936	5,269	5,613	5,965	6,333	6,716
Healthy Schools & Communities	4,269	4,904	5,328	5,756	6,254	6,722	7,204	7,697	8,210	8,744
Infectious Disease Control	3,405	3,686	3,992	4,301	4,661	4,999	5,346	5,701	6,071	6,455
Paramedic Services	23,131	26,158	28,890	31,612	34,170	36,853	40,166	43,640	47,158	50,824
Children's Services	12,725	14,952	15,729	16,516	17,839	19,232	20,664	22,126	23,633	25,187
Employment & Social Services	7,477	7,735	8,048	8,362	8,739	9,097	9,474	9,861	10,265	10,687
Housing Services	36,953	37,661	38,475	39,093	39,596	40,063	40,539	41,022	41,520	42,033
Human Services Planning & Program Support	8,741	8,888	9,048	9,209	9,402	9,580	9,764	9,951	10,148	10,353
Services for Seniors	21,322	22,277	23,079	23,834	24,800	25,694	26,622	27,579	28,588	29,650
Planning Services	12,867	13,263	13,704	14,121	14,630	15,110	15,577	16,064	16,582	17,016
Economic Development	3,902	4,015	4,940	5,064	5,216	5,354	5,495	5,640	5,791	5,930
Waste Management	45,624	47,083	48,594	50,188	51,870	53,533	55,303	57,113	59,006	60,752
Roads Operations	58,571	59,731	61,312	63,198	64,621	65,554	66,675	67,582	68,609	70,080
Non-Program & Fiscal Transactions	32,714	32,961	33,639	33,985	34,225	35,580	36,268	37,354	38,461	39,414
Boards & Agencies	12,516	12,909	13,369	13,888	14,430	14,968	15,555	16,096	16,580	17,119
Region:										
Net Expenditures	\$ 295,120	\$ 307,902	\$ 320,687	\$ 332,534	\$ 344,879	\$ 357,717	\$ 371,014	\$ 384,797	\$ 399,042	\$ 413,762
Regional Net Expenditure Change	3.7%	4.3%	4.2%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Region Tax Impact (after assessment growth)	2.0%	2.6%	2.4%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Halton Regional Police Service:										
Net Expenditures	\$ 175,947	\$ 183,377	\$ 191,319	\$ 199,610	\$ 208,445					
Police Net Expenditure Change	4.2%	4.2%	4.3%	4.3%	4.4%					
Police Tax Impact (after assessment growth)	2.5%	2.5%	2.6%	2.6%	2.7%					
Region Including Police:										
Net Expenditures	\$ 471,067	\$ 491,279	\$ 512,007	\$ 532,144	\$ 553,324					
Regional Net Expenditure Change (Includes Police)	3.9%	4.3%	4.2%	3.9%	4.0%					
Region Including Police Tax Impact (after assessment growth)	2.2%	2.5%	2.5%	2.2%	2.2%					

Assessment Growth Assumption	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
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Tax Budget Forecast as projected in the 2021 Budget										
Region Tax Impact (after assessment growth)	2.6%	2.6%	2.0%	2.1%	2.1%	2.0%	2.0%	2.0%	2.0%	2.0%

Tax Capital Budget & Forecast Overview

The table below provides a summary of the 2022 10-year tax capital program, including the Police capital program. The 10-year total is \$3.1 billion, with \$247.8 million allocated for 2022. Of the \$247.8 million in the 2022 provision, \$11.8 million relates to the Police program and the remaining is attributed to Regional programs. It should be noted that the 10-year growth-related capital program has been prepared based on the principles and financial measures established under the current Development Financing Plan (**FN-46-19/PW-50-19/LPS112-19**). Since the approval of the current Development Financing Plan, several projects have progressed through the design stage and are projecting an increase in costs. In addition, as discussed in **FN-04-21/LPS14-21** (Re: 2022 Development Charge (DC) Update and Development Charges Advisory Committee Work Plan), the current DC By-law No. 36-17 will expire in August of 2022. Accordingly, the Region is currently undertaking a DC by-law update process for the passage in the spring of 2022 following the release of the DC Background Study scheduled in December 2021. The 2022 Budget and Forecast incorporates the 2022 DC Transportation Technical Report presented in **PW-32-21/FN-31-21** (Re: 2022 Development Charges Update – Water, Wastewater, and Transportation Technical Studies). The Technical Report is based on the 2011 Transportation Master Plan and includes updated infrastructure cost estimates, and other studies completed since the 2017 update.

2022 Capital Budget & Forecast Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Program Expenditures											
Transportation	\$2,637,646	\$196,567	\$ 96,722	\$ 220,459	\$244,553	\$369,711	\$436,221	\$195,099	\$201,374	\$229,171	\$447,769
Planning	166,235	12,845	16,790	37,510	13,220	12,720	21,470	13,720	13,220	12,220	12,520
Waste Management	47,805	4,809	6,471	10,524	15,532	1,169	1,166	5,041	2,195	799	99
Energy, Fleet and Facilities	85,013	10,788	3,709	5,262	3,707	34,363	4,193	6,725	3,676	7,724	4,866
Information Technology	65,641	7,747	7,912	7,624	7,582	6,400	6,097	6,839	5,735	4,621	5,084
Paramedic Services	35,651	1,894	3,613	1,723	6,124	2,463	3,974	3,851	2,703	3,387	5,919
Economic Development	8,000	-	-	8,000	-	-	-	-	-	-	-
Services for Seniors	6,929	959	650	650	650	650	650	650	650	770	650
Capital & Dev't Financing	3,557	350	350	350	380	350	350	377	350	350	350
Public Health	434	51	51	51	17	34	17	-	34	51	128
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Communications & Customer Service	30	-	-	15	-	-	-	-	15	-	-
Police	74,905	11,752	9,317	8,496	9,714	7,352	7,950	5,650	4,850	5,125	4,700
Total	\$3,132,346	\$247,813	\$145,635	\$ 300,714	\$301,529	\$435,261	\$482,138	\$238,002	\$234,852	\$264,268	\$482,135
Financing											
Tax Reserves	\$1,544,402	\$144,362	\$ 93,248	\$ 173,957	\$167,530	\$216,967	\$210,064	\$102,883	\$117,120	\$134,570	\$183,700
Rate Reserves	14,185	602	560	1,068	758	8,283	883	345	515	369	805
Dev't Charges - Resid.	1,561,694	99,220	49,105	124,264	132,445	209,349	270,380	134,241	116,695	128,860	297,134
Dev't Charges - Non Res.	6,394	511	624	1,368	738	606	755	476	464	411	440
External Rcvry/Other	572	57	57	57	57	57	57	57	57	57	57
Debentures	5,100	3,060	2,040	-	-	-	-	-	-	-	-
Total	\$3,132,346	\$247,813	\$145,635	\$ 300,714	\$301,529	\$435,261	\$482,138	\$238,002	\$234,852	\$264,268	\$482,135

Includes financing cost. Schedule may not add due to rounding

2022 Tax Capital Budget

The 2022 Tax Capital Budget of \$247.8 million has increased by \$39.3 million or 18.8% from the 2022 Forecast in the 2021 Budget, and the key drivers are:

- \$37.5 million increase in the Transportation program mainly due to construction related to Tremaine New 4 Lane and Dundas Street Widening 4 to 6 Lane from Tremaine Road to Bronte Road
- \$6.6 million increase in the Energy, Fleet and Facilities program due to the cost increased associated with the Regional Accommodation Plan, \$2.7 million for strategic land acquisition, offset by \$2.0 million deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion
- \$3.0 million increase in the Information Technology program mainly due to the addition of the Next Generation 911 Project

The section below highlights the 2022 Tax Capital Budget and changes from the 2022 forecast included in the 2021 Budget:

- **\$196.6 million 2022 Transportation capital program** is \$37.5 million higher than the 2022 Forecast included in the 2021 Budget mainly due to the revised construction increase related to Tremaine New 4 Lane Road Widening (\$34.3 million) and Dundas Street Widening (\$21.3 million):
 - \$48.2 million for Dundas Street – widening 4 to 6 lanes from Northampton to Appleby Line and from Tremaine Road to Bronte Road
 - \$34.3 million for Tremaine Road – new 4 lane road from Steeles Avenue to Hwy 401 Interchange
 - \$31.9 million for Wyecroft Road – extension east of Burloak Drive to Bronte Road
 - \$26.3 million for Trafalgar Road - widening 4 to 6 lanes from Dundas Street to Britannia Road
 - \$14.4 million for Road resurfacing and related works
 - \$7.1 million for Steeles Avenue – truck inspection station and widening from 4 to 6 Lanes from Regional Road 25 to Trafalgar Road
- **\$12.8 million 2022 Planning capital program** is \$4.7 million lower from the 2022 Forecast included in the 2021 Budget mainly due to the deferral of the Burlington Beach Environmental Restoration and Recreational Works deferred to 2023. Included in the 2022 expenditures is \$9.5 million for Assisted Housing Development, \$1.5 million to support the OLT & Other Hearings and \$1.7 million for the Burlington Beach Property acquisition
- **\$10.8 million 2022 Energy, Fleet and Facilities capital program** is \$6.6 million higher than the 2022 Forecast included in the 2021 Budget due to the \$6.0 million cost increase associated with the Regional Accommodation Plan to account for the past 12 months of construction cost increases and supply-chain impacts arising from the COVID-19 pandemic, unforeseen circumstances associated with the condition of East Block, and additional measures to ensure that a safe work environment is maintained in accordance with Provincial guidelines, and \$2.7 million for strategic land acquisition offset by the \$2.0 million for deferral of the Paramedic Services Headquarters and Public Works Operations Centre expansion.
- **\$4.8 million 2022 Waste Management capital program** is \$2.9 million higher than the 2022 Forecast included in the 2021 Budget mainly due to the addition of Container Station Platform Modifications, Transfer Station Study and Construction, and Automated Wheeled Cart Pilot Study projects
- **\$7.7 million 2022 Information Technology capital program** is \$3.0 million higher than the 2022 Forecast included in the 2021 Budget mainly due to the addition of the Next Generation 911 Project and increases to support the Digital Strategy. This program includes ongoing life cycle replacement of IT assets, including software licensing, software and hardware upgrades and replacements.
- **\$1.9 million 2022 Paramedic Services capital program** is \$0.2 million lower than the 2022 Forecast included in the 2021 Budget due to deferrals of ambulances, defibrillators and power cots/lift.

- **\$1.0 million 2022 Services for Seniors capital program** is \$0.3 million higher than the 2022 Forecast included in the 2021 Budget due to changes in construction market pricing impacting implementation costs of the production kitchen at Allendale and the receiving kitchen at Post Inn.
- **\$0.5 million 2022 Other capital program** is \$8.0 million lower than the 2022 Forecast included in the 2021 Budget due to the deferral of Economic Development forecast. Other capital programs include projects to support Economic Development, Children's Services, Public Health and Capital & Development Financing.
- **\$11.7 million 2022 Police capital program** is \$1.7 million higher than the 2022 Forecast included in the 2021 Budget due to increases in technology, fleet, operating equipment and facility costs.

The following table summarizes the 10 largest tax capital projects budgeted for 2022. These projects account for 76.2%, or \$188.9 million, of the \$247.8 million total cost in 2022.

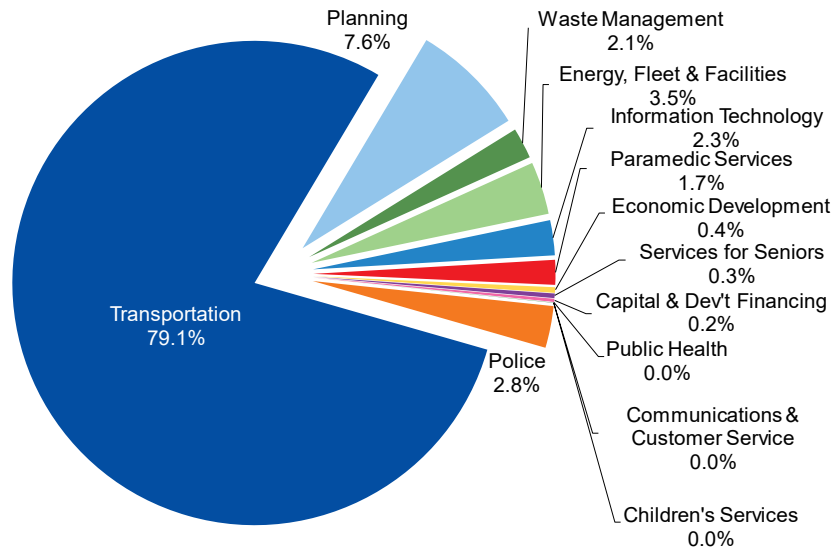
Top 10 Largest Tax Capital Expenditures in 2022 (\$ Millions)		
Program	Project Descriptions	Cost
Roads	Dundas Street - Widening	\$ 48.2
Roads	Tremaine Road Widening and New 4 Lane Road	34.3
Roads	Wycroft Road extension (OAK)	31.9
Roads	Trafalgar Road - Widening and Truck Inspection Station	26.3
Roads	Road Resurfacing & Related Works	14.4
Tax	Assisted Housing Development	9.5
Roads	Steeles Avenue - Widening	7.1
Tax	Accommodation Strategy - Phase 2	6.0
Roads	Traffic Signals & Intersections	5.8
Roads	Ninth Line - Widening	5.8
Total		\$188.9

Schedule may not add due to rounding

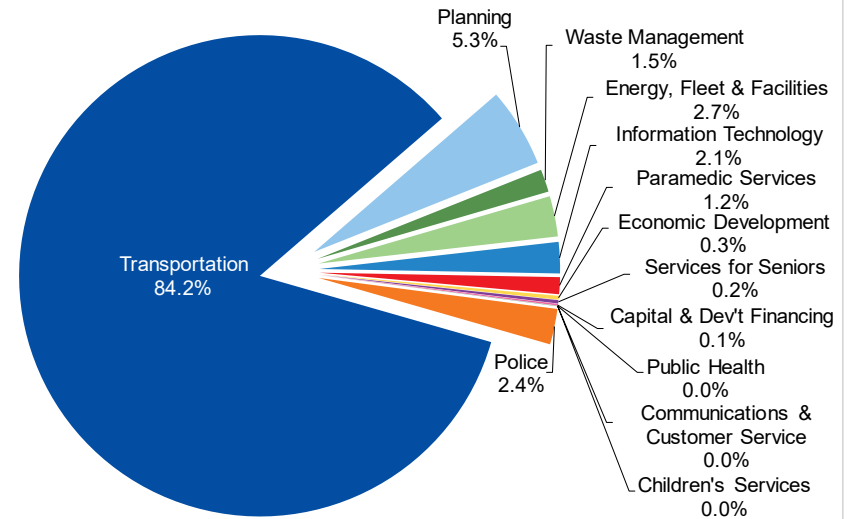
10-Year Tax Capital Budget & Forecast

The following charts provide a breakdown of the 2022 Tax Capital Budget and forecast compared to the 2021 Budget and Forecast.

2021-2030 Total Tax Capital Expenditures: \$2.2B



2022-2031 Total Tax Capital Expenditures: \$3.1B



The 2022 10-year tax capital program (2022 to 2031) totals \$3.1 billion. This is \$951.5 million, or 43.6% higher than the 2021 program, due mainly to a \$912.4 million increase in Transportation, \$14.8 million increase in Information Technology, and \$14.1 million increase in Police Services. Details of the 2022 Capital Budget and the 10-Year Forecast (2022-2031) are contained in the Capital Report.

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

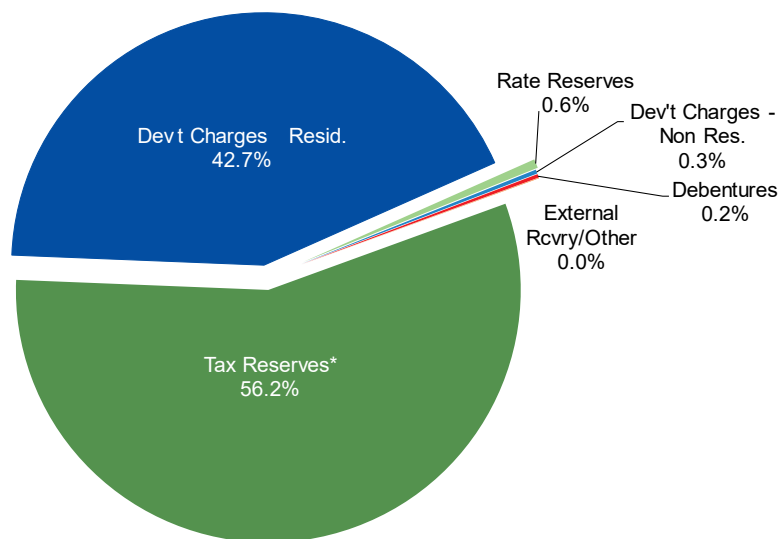
- \$2.6 billion 10-year Transportation capital program** consists of \$2.2 billion for the Development-related program and \$448.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2022 is \$912.4 million higher than the 2021 program. The increase is predominately driven by the costing updates through the 2022 Transportation DC Technical Reports (**PW-32-21/FN-31-21**), the Public Works Asset Management Plan and cost updates based on Environmental Assessments and design work. The 10-year program provides significant road widening, grade separations, noise attenuation barriers, storm pump stations and road resurfacing program initiatives. The 10-year program includes:

- \$264.8 million for Trafalgar Road
 - \$256.5 million for Regional Road 25
 - \$254.8 million for James Snow Parkway
 - \$231.7 million for Tremaine Road
 - \$223.2 million for Steeles Avenue
 - \$182.8 million for 5 ½ Line
 - \$178.5 million for Upper Middle Road
 - \$147.5 million for Derry Road
- **\$166.2 million 10-year Planning capital program** is \$0.2 million lower than the 2021 program mainly due to increases of \$1.1 million in the Burloak Waterfront Park costs and \$0.6 million to CHS – Assisted housing development offset by decreases of \$1.7 million to Burlington Beach Waterfront Land Acquisition costs and \$0.2 million to the Regional Official Plan Update and Implementation.
- **\$85.0 million 10-year Energy, Fleet and Facilities capital program** is \$8.6 million higher than the 2021 program; this is primarily driven by the increased costs associated with the Regional Accommodation Plan project, strategic land acquisition costs and extended lifecycle replacement requirements at the other Regional facilities based on ongoing preventive facility maintenance activities.
- **\$47.8 million 10-year Waste Management capital program** is \$2.9 million higher than the 2021 program mainly due to the addition of the Container Station Platform Modifications, Transfer Station Study and Construction, and Automated Wheeled Cart Pilot Study projects.
- **\$65.6 million 10-year Information Technology capital program** is \$14.8 million higher than the 2021 program mainly due to the addition of the Next Generation 911 Project and increases to support the Digital Strategy as discussed through Report No. **ST-07-21** (Digital Strategy and Audit and Accountability Fund Update). The Digital Strategy includes upgrades for SAP, SCADA infrastructure and IT Security Systems. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades and replacements, as well as mobile strategy implementation and new software implementation.
- **\$35.7 million 10-year Paramedic Services capital program** is \$0.4 million lower than the 2021 program mainly due to defibrillators forecasts alignment to current market pricing, deferral of replacement timing for power cots and lift systems net of vehicles price increase forecast.
- **\$6.9 million 10-year Services for Seniors capital program** is \$0.3 million higher than the 2021 program mainly to changes in construction market pricing impacting cost of implementation of Production Kitchen that includes equipment replacement at the Long-Term Care facilities.
- **\$12.5 million 10-year other capital programs** are \$1.0 million lower than the 2021 program. Other capital programs include projects to support Economic Development, Children's Services, Public Health, Capital & Development Financing and Communications & Customer Service.
- **\$74.9 million 10-year Police capital program** is \$14.1 million higher than the 2021 program mainly due to increases for the addition of new projects for technology (P25/LTE Backhaul System), equipment (P25 Radio Replacement, Night Vision Equipment, 3D Field Scanner Replacement, and other operating equipment), various facility renovations and realignments, and increased costs for vehicle replacements.

10-Year Tax Capital Financing

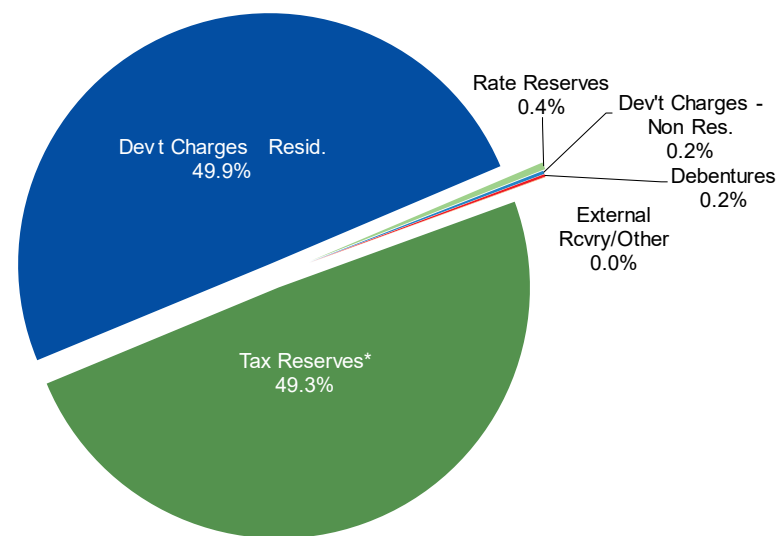
The following charts provide the financing structure for the 2022 Tax Capital Budget and forecast compared to the 2021 Budget.

2021-2030 Total Tax Capital Financing: \$2.2B



*Includes interim financing of development related expenditures

2022-2031 Total Tax Capital Financing: \$3.1B



*Includes interim financing of development related expenditures

As shown in the charts above, DCs (50.1%) and the Tax Capital Reserves including contributions from the Operating Budget and Gas Tax funding (49.3%), continue to be the main sources of financing for the 2022 10-year tax-supported capital program.

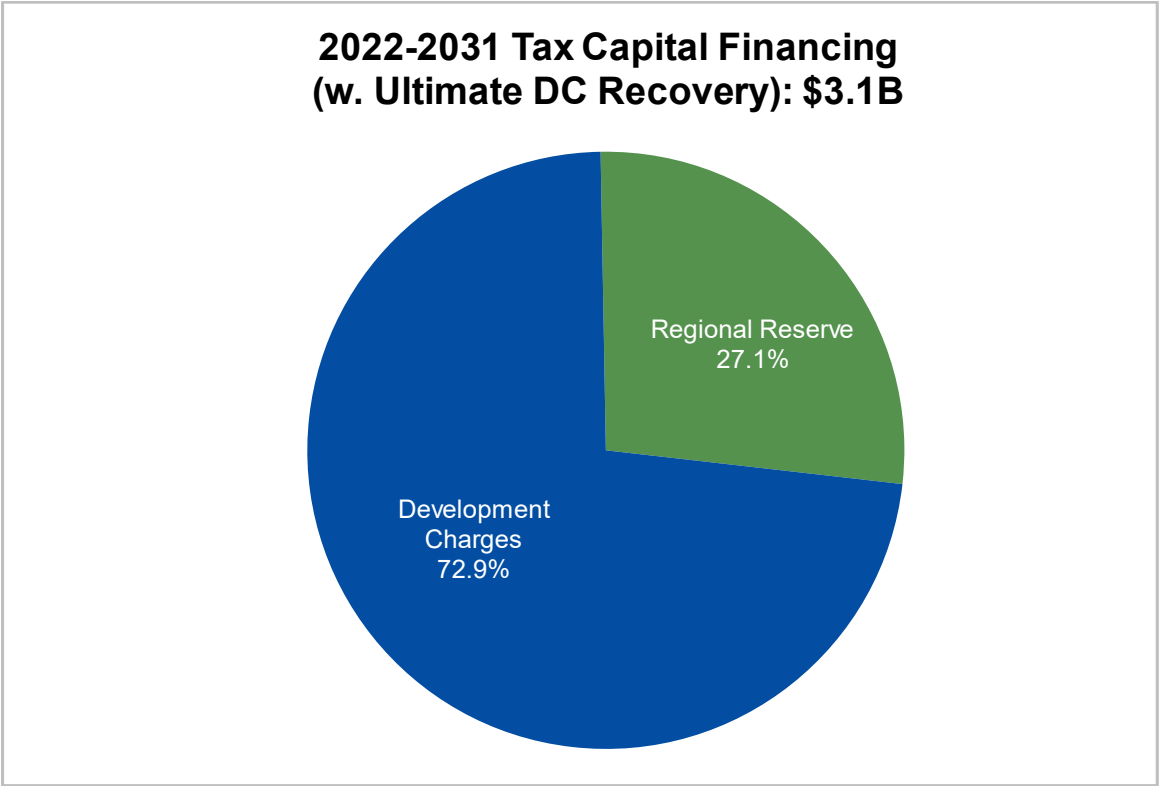
The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for ongoing and recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution.

The 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 (**FN-46-19/ PW-50-19/ LPS112-19**), which is the framework being utilized to develop the 2022 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 2021, the Region's investment from the Tax Capital Reserve is anticipated to be \$212.8 million. This Regional investment will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

Residential DCs are used to fund all the capital costs serving residential growth in accordance with the Development Financing Plan (**FN-46-19/ PW-50-19/ LPS112-19**). The 2022 Budget and Forecast includes a total of \$5.1 million in debt financing over the next 10-years for new District 1 to accommodate Georgetown and Milton

of which \$0.8 million relates to growth. Debt is issued mainly for major upgrade and 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 \$3.1 billion, \$848.2 million (27.1%) is related to the State-of-Good-Repair capital program and the balance of \$2.3 billion (72.9%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (73.0%) and the State-of-Good-Repair program will be funded by the reserves (27.0%) supported by tax.



Halton Region Budget and Business Plan

BUDGET REPORT 2022

HEALTH

Health Department

The Health department provides a range of accessible and effective Public Health and Paramedic Services programs. The Public Health programs, as defined by the Ontario Public Health Standards: Requirements for Programs, Services, and Accountability, are designed to support the physical and mental health and well-being of Halton residents through a variety of programs and services that aim to reduce health inequities, protect and promote health, and prevent injury and disease including COVID-19. Paramedic Services provides advance, pre-hospital care and delivers public awareness programs including CPR, public access defibrillation, injury prevention, community paramedic programs and emergency information.

Budget Impacts

The 2022 Health department budget reflects a net increase of \$1.8 million, or 4.4% over the 2021 Budget, comprised of a \$1.1 million increase in Public Health and \$649,000 in Paramedic Services.

The Public Health budget includes strategic investments for an additional 9.0 FTEs; 3.0 FTE Public Health Inspectors, and 6.0 FTEs in Healthy Schools & Communities to address increased needs for prevention and control of COVID-19, as well as the management and operation of Vaccine Clinics, as required by the Ontario Public Health Standards. Subsidies and other revenues are increasing by \$3.3 million, or 11.4%. This includes an increase in provincial funding for the Public Health cost-shared programs that is required to maintain the 2021 budgeted cost-share level and a provision for strategic investments. The Public Health budget also includes COVID-19 one-time pressures equating to \$5.9 million, which is an increase of \$1.8 million in comparison to the 2021 Budget. Subsidies for other base-funded programs are anticipated to remain frozen at the 2021 funding levels based on the latest funding allocations received from the Provincial and Federal governments. These programs include Healthy Babies Healthy Children (HBHC), Canada Prenatal Nutrition Program (CPNP), and Ontario Seniors Dental Care Program (OSDCP). The 2022 Budget was prepared based on the Vaccination Program ending on December 31st, 2021. However, the Ontario Government announced on November 3rd, 2021 that they will be expanding the eligibility for third doses of the COVID-19 vaccine, which will extend the Vaccination Program into 2022. The Province has committed to fund all costs related to the Vaccination Programs and it is anticipated that there will be no financial impact to the Region. As a result, the 2022 Budget does not include any provisions for the Vaccination Program.

The Paramedic Services budget includes strategic investments for an additional 6.0 FTEs; 4.0 FTE Paramedics, 2.0 FTE Paramedic Services Logistics Officers, and 3,946 paramedic relief hours to address pressures in the paramedic operations, with provincial funding anticipated based on the current cost-share model. Inflationary adjustments have been applied, where applicable, to maintain service levels, and an increase in base funding to reflect growth, but not inflation, has been included which reflects the current funding model. The Paramedic Services budget also includes \$582,000 additional costs for a one-time Community Paramedicine initiative which is fully funded by the Ministry of Long-Term Care and \$365,000 in costs related to COVID-19, of which \$227,000 is funded from the COVID-19 Stabilization Reserve.

The Health department budget includes \$6.3 million in temporary costs required to continue the COVID-19 pandemic response in 2022. This includes \$1.8 million in funding committed by the Ministry of Health for the provincial School-Focused Nurses Initiative to provide funding for 28 temporary nurses to support Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic for the 2021 to 2022 school year. The Public Health budget also includes \$4.1 million in one-time costs fully offset by a subsidy from the Province that is yet to be confirmed. This includes \$1.5 million to support school-based immunization catch-up for Grade 7 students from the 2019 to 2020, 2020 to 2021, and 2021 to 2022 school years. This will require additional temporary staff comprised of 20 Public Health Nurses, 4 Program Assistants and 2 Supervisors for six months, as well as other operational costs including courier services for vaccine deliveries, and facility rental costs as a contingency to provide immunizations in lieu of using schools. \$2.1 million is included to hire temporary staffing for

12 months in the Outbreak Management program comprised of 12 Public Health Nurses, 3 Program Assistants, and 5 Public Health Inspectors. Additionally, \$578,000 is included in Vaccine Management to hire 4.0 temporary pharmacists for 8 months to support the integration of COVID-19 vaccines into the regular publicly funded vaccine services. In Paramedic Services, \$365,000 in COVID-19 related cost pressures for personal protective equipment and station deep cleaning costs are projected to be required in 2022, with \$227,000 being funded through a one-time transfer from the COVID-19 Stabilization Reserve.

2022 Net Operating Budget for Health Department (\$000s)								
	2022 Budget					2021 Budget	Change	
Health Department	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Healthy Families	\$ 8,736	\$ 2,502	\$ 11,238	\$ (6,344)	\$ 4,895	\$ 4,650	\$ 245	5.3%
Health Protection	6,895	1,907	8,803	(5,105)	3,697	3,479	218	6.3%
Healthy Schools & Communities	12,234	2,099	14,334	(10,064)	4,269	3,959	310	7.8%
Infectious Disease Control	9,221	1,860	11,081	(7,677)	3,405	3,157	247	7.8%
Public Health Resources	4,562	826	5,389	(3,078)	2,310	2,206	104	4.7%
Public Health Total	41,649	9,195	50,844	(32,268)	18,577	17,452	1,124	6.4%
Paramedic Services	37,683	9,193	46,876	(23,745)	23,131	22,482	649	2.9%
Total	\$ 79,332	\$ 18,388	\$ 97,720	\$ (56,012)	\$ 41,708	\$ 39,934	\$ 1,773	4.4%
2021 Budget	\$ 73,555	\$ 17,573	\$ 91,128	\$ (51,194)	\$ 39,934			
\$ Change	5,777	815	6,592	(4,819)	1,773			
% Change	7.9%	4.6%	7.2%	9.4%	4.4%			
FTE					475.2	460.2	15.0	3.3%
Relief Hours					90,284.0	86,338.4	3,945.6	4.6%

Schedule may not add due to rounding

As shown in the table below, the gross expenditures of the Public Health programs are increasing by \$4.4 million or 9.5%, primarily due to strategic investments for 9.0 FTEs, COVID-19 cost pressures, a one-time compensation adjustment to match corporate assumptions in 2022, and inflationary cost adjustments applied where applicable. The \$3.3 million increase in Subsidy Revenue is comprised of an additional \$1.5 million in funding in the cost-shared Public Health programs and \$1.8 million in one-time funding for 2022 COVID-19 related pressures. The \$1.5 million increase in the cost-shared Public Health programs is required to maintain the funding ratio of 59% Ministry to 41% Region approved in the 2021 Budget. This includes a provision of \$673,000 for the additional 9.0 FTEs in strategic investments. Although additional funding for Public Health is anticipated, it has not yet been confirmed. As mentioned above, subsidy revenues for base-funded programs are anticipated to remain frozen at the 2021 funding levels in 2022 including Healthy Babies Healthy Children (HBHC), Canada Prenatal Nutrition Program (CPNP), the Ontario Seniors Dental Care Program (OSDCP) based on the latest funding allocations received from the Provincial and Federal governments.

2022 Net Program Expenditures for Public Health (\$000s)				
	2021	2022	Change	
Public Health	Approved Budget	Requested Budget	2022 - 2021	
Total Gross Expenditures	\$ 46,425	\$ 50,844	\$ 4,419	9.5%
Subsidy Revenue	(28,838)	(32,131)	(3,293)	11.4%
Other Revenue	(135)	(136)	(1)	1.0%
Net Program Expenditures	\$ 17,452	\$ 18,577	\$ 1,124	6.4%

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 higher needs, to population health promotion through community settings and digital media.

Budget Impacts

The 2022 Budget reflects a net increase of \$245,000, or 5.3% over the 2021 Budget. Direct Costs are increasing by \$254,000 due to inflationary and staff compensation adjustments applied where applicable. Subsidies & Revenue are increasing by \$112,000, and include provincial funding anticipated, but not yet confirmed, required to maintain the current cost-share level. The 2022 Budget also includes \$64,000 for the provincial School-Focused Nurses Initiative to provide funding for temporary nurses to support Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 response. The funding for the School-Focused Nurses Initiative has been fully committed by the Ministry of Health. Funding provided from the Ministry of Children, Community and Social Services for the Healthy Babies Healthy Children (HBHC) program and Federal funding for Canada Prenatal Nutrition Program (CPNP) are anticipated to be held at the 2021 level.

2022 Net Operating Budget for Healthy Families (\$000s)									
	2022 Budget					2021 Budget	Change		
Healthy Families	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Healthy Babies Healthy Children	\$ 2,804	\$ 784	\$ 3,588	\$ (1,874)	\$ 1,714	\$ 1,599	\$ 115	7.2%	
Early Years	2,624	754	3,379	(1,983)	1,395	1,346	49	3.7%	
Healthy Living	3,308	964	4,272	(2,486)	1,785	1,705	81	4.7%	
Total	\$ 8,736	\$ 2,502	\$ 11,238	\$ (6,344)	\$ 4,895	\$ 4,650	\$ 245	5.3%	
2021 Budget	\$ 8,483	\$ 2,398	\$ 10,881	\$ (6,231)	\$ 4,650				
\$ Change	254	104	357	(112)	245				
% Change	3.0%	4.3%	3.3%	1.8%	5.3%				
FTE					72.5	72.5	-	0.0%	

Schedule may not add due to rounding

Healthy Babies Healthy Children (HBHC)

The Healthy Babies Healthy Children (HBHC) and Early Years programs were temporarily merged in 2021, but with staff beginning to return from COVID-19 response and COVID-19 vaccine rollout to regular work, HBHC and Early Years will again be two separate programs in 2022.

HBHC is a provincial program for expectant parents and families with children (birth to start of school) who are identified with risk based on screening conducted by Public Health and community healthcare providers. The goal of the program is to optimize child growth and development and reduce health inequities. Program components include screening and assessment to identify families in need of service, home visiting, and service coordination.

HBHC services were significantly impacted by the pandemic in 2021. Many HBHC staff were reallocated to COVID-19 response and vaccine rollout for much of the year, leaving fewer staff to provide the usual services. The COVID-19 pandemic has, for many families, increased the need for HBHC services. Most HBHC services are normally provided through home visits. Clients with the highest needs continued to be offered HBHC services in 2021, primarily through virtual visits. As noted in the table below, the level of service provision was reduced in 2021 but is expected to increase in 2022.

The subsidy provided by the Ministry of Children, Community and Social Services for the HBHC program has not increased since 2013 and does not provide for service demand changes or inflationary pressures.

The 2022 Budget for HBHC reflects a net increase of \$115,000 or 7.2% due to inflationary and staff compensation adjustments where applicable.

Healthy Babies Healthy Children	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Halton births screened postpartum	4,217	4,351	4,168	4,200	4,200
Number of Families Receiving Blended Home Visiting	285	368	172	135	175
Per cent of Halton births screened postpartum	78%	79%	79%	75%	78%
Number of Days from HBHC Referral to Home Visiting Public Health Nurse Assignment	20	25	22	24	22
Number of Healthy Babies Healthy Children In-depth Assessments Completed	674	697	263	100	300

Early Years

Early Years promotes healthy growth and development of infants, young children and their families, from planning a pregnancy through to the transition to school. Priority issues, addressed through community partnerships, skills development and capacity building, include healthy pregnancies, breastfeeding, mental health promotion, parenting, and injury prevention. Health equity is addressed through programs specific to those most in need, including the Halton Prenatal Nutrition Program, which provides support to mothers living in conditions of risk to improve maternal-infant health, increase rates of healthy birth weight, and promote breastfeeding. Parenting programs are provided to parents facing challenges or experiencing barriers to accessing other programs offered in the community. Neighbourhood groups are normally delivered weekly in communities where additional support is beneficial.

Early Years services were significantly impacted by the pandemic in 2021. Many Early Years staff were reallocated to COVID-19 response and vaccine rollout, leaving fewer staff to provide usual services. Most Early Years services are normally provided in-person at community settings, which was not possible during the pandemic. Where possible, services were transitioned online.

As with HBHC, the COVID-19 pandemic has, for many families, increased the need for Early Years services. Staff have tried to find ways to work toward program goals despite significantly reduced staffing levels and challenges with providing in-person services.

As noted in the table below, the level of service provision was reduced in 2021. It is anticipated that service levels will begin to increase starting in 2022, while balancing other demands related to pandemic recovery.

Early Years	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Contacts with Halton Prenatal Nutrition Program	1,575	2,286	809	700	750
Number of Parent Participants in Parenting Groups Including Series and Single Sessions	11,808	10,531	1,342	0	750
Number of people reached through the online prenatal education program	1,354	1,186	1,411	900	1,000
Per cent of Newborns Born to Halton Mothers Breastfeeding Exclusively Upon Discharge (or at 3 Days From Birth if a Home Birth)	58%	62%	58%	58%	60%

The 2022 Early Years budget reflects a net increase of \$49,000 or 3.7% due to inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Healthy Living normally works with partners to reduce chronic diseases, preventable injuries and substance misuse in Halton. In 2021, much of this work was suspended because many staff were reassigned to various areas of COVID-19 response and vaccine rollout.

Healthy Living staff have supported COVID-19 communications, providing information to post on [Halton.ca](https://www.halton.ca) and sharing with community partners, and ensuring that Call Centre staff have had current information to share with callers. The program has also worked to increase COVID-19 vaccine uptake among both the general population and also priority populations by providing clear information about COVID-19 and the vaccine rollout, conducting consultations to better understand barriers, developing approaches to address identified barriers, and engaging community partners to promote vaccination.

The Healthy Living program promotes healthy growth and development through social media (HaltonParents) and telephone support. These services have continued through 2021 and have provided an important service to the community as families coped with COVID-19, and a reduction in many other community services. HaltonParents social media platforms have been an important resource for families throughout the pandemic, as a credible source of information about COVID-19 and the COVID-19 vaccination program. As shown in the following table, **Facebook** "likes" and **Twitter** followers have continued to increase as families demonstrate a preference for receiving information through social media channels.

Healthy Living	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
HaltonParents Facebook - number of "likes"	8,832	10,060	11,119	12,500	12,500
HaltonParents Twitter - number of followers	8,477	8,911	9,462	9,500	9,600

The 2022 Budget reflects a net increase of \$81,000 or 4.7% due to inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health. The 2022 Budget also includes \$64,000 for the School-Focused Nurses Initiative for 1.0 FTE Public Health Nurse for seven months and is fully funded by the Ministry of Health.

Health Protection

The Health Protection division works to prevent the spread of enteric and vector-borne diseases as well as identify, assess and manage health hazards in the community. The division inspects regulated premises (such as restaurants, daycares, pools and personal service settings), manages suspected rabies exposures and vector borne diseases, investigates health hazard complaints, and enforces tobacco control legislation, including vaping and cannabis.

During the COVID-19 pandemic in 2020 and 2021, Health Protection programs were significantly impacted similar to many other programs in the Health department. Despite having a small team due to staff re-deployment, the division continued to provide the most essential services for Halton residents.

Budget Impacts

The 2022 Budget reflects a net increase of \$218,000, or 6.3%, from the 2021 Budget. Direct Costs are increasing by \$452,000 and include a strategic investment for 1.0 FTE Public Health Inspector to support the Environmental Health program, and inflationary increases where applicable. Subsidies & Revenue are increasing by \$273,000 and includes provincial funding that is anticipated, but not yet confirmed, for the strategic investment and base-funded programs required to maintain the current cost-share level.

2022 Net Operating Budget for Health Protection (\$000s)									
	2022 Budget					2021 Budget	Change		
Health Protection	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Enteric and Vector Borne Diseases	\$ 2,068	\$ 572	\$ 2,640	\$ (1,534)	\$ 1,106	\$ 1,074	\$ 31	2.9%	
Environmental Health	2,419	669	3,089	(1,776)	1,313	1,176	137	11.6%	
Food Safety Inspections	2,408	666	3,074	(1,795)	1,278	1,229	50	4.1%	
Total	\$ 6,895	\$ 1,907	\$ 8,803	\$ (5,105)	\$ 3,697	\$ 3,479	\$ 218	6.3%	
2021 Budget	\$ 6,443	\$ 1,869	\$ 8,312	\$ (4,833)	\$ 3,479				
\$ Change	452	39	491	(273)	218				
% Change	7.0%	2.1%	5.9%	5.6%	6.3%				
FTE					50.7	49.7	1.0	2.0%	

Schedule may not add due to rounding

Enteric and Vector-Borne Diseases (EVBD) team responds to all reports of enteric and vector borne diseases and provide related education and advice to clients, physicians, Long-Term Care (LTC) homes, hospitals, and child care centres. They also regularly inspect personal service settings (PSS) including salons and spas and support the education of these operators related to infection prevention and control (IPAC) measures. EVBD staff work collaboratively with staff from the Infectious Disease Control division to investigate IPAC complaints in premises such as personal service settings, (e.g., spas, tattoo parlors and salons), and regulated health professionals' settings, such as dental clinics and physicians' offices.

This team is also responsible for 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 the surveillance of 300 standing water sites as part of the West Nile Virus program, surveillance of black-legged ticks for Lyme disease, and monitoring for other emerging vector-borne diseases such as Eastern Equine Encephalitis virus.

The EVBD team was one of the many teams that was impacted by the pandemic in 2020 and 2021, leaving fewer staff to conduct routine inspection service. As a result, routine inspections of PSS and funeral homes, and Lyme disease tick surveillance were suspended. Other essential services continued to be provided when possible, including complaint investigations of personal service settings, IPAC investigations and consultations for regulated health care professionals, enteric case investigations and outbreak management, and the vector-borne disease program. Additionally, EVBD staff provided support with COVID-19 IPAC education and inspections for congregate settings which included LTC homes, retirement homes, group homes, and correctional facilities.

The 2022 Budget has increased by \$31,000, or 2.9% due to inflationary and staff compensation adjustments, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Enteric and Vector-Borne Diseases	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Inspections of Personal Service Settings Completed	812	859	480	450	850
Per cent of Required Inspections of High Risk Personal Service Settings Completed	100%	100%	68%	100%	100%
Number of Enteric Outbreaks Investigated in Institutions (LTC Homes, Rest and Retirement Homes, Hospitals, Daycares)	60	60	28	30	60
Number of Enteric Disease Investigations	458	464	394	400	400
Number of standing water fixed sites monitored for mosquitoes	272	281	280	312	320
Total number of larvicide applications to surface waters for West Nile Virus program	500	447	500	500	500
Number of Potential Rabies Exposures Investigated	1,141	1,216	938	1,150	1,150

Environmental Health team inspect public recreational water facilities such as pools and spas, monitor beach water quality, inspect small drinking water systems, provide education to private well owners regarding the testing and maintenance of their wells, and work with community and government agencies to respond to health hazard complaints within 24 hours of receipt. The team works to prevent chronic diseases related to tobacco and vaping products by enforcing legislation such as the *Smoke Free Ontario Act* (SFOA). As part of their responsibilities, staff routinely inspect and conduct compliance checks of premises that sell tobacco and vaping products to ensure these products are not sold to underage youth, and enforce smoking restrictions for tobacco, vaping and cannabis. Staff are also responsible for the education and enforcement of the new Smoking and Vaping in Public Places By-law No. 40-20, which was approved by Regional Council in July 2020.

Due to staff redeployment during COVID-19 pandemic, the team had to prioritize services provided in 2020 and 2021 based on risk levels. Services such as safe water promotional activities, inspections of low-risk food premises, and inspections of existing tobacco and vapour product vendors were suspended. The team continued to provide essential high-risk services such as responding to health hazard complaints, investigating adverse water quality reports, managing potential rabies exposure, inspecting small drinking water systems, monitoring beach water quality, and inspecting recreational water facilities. In addition, staff liaised with temporary foreign worker employers to ensure proper quarantine and IPAC measures were in place including conducting inspections of temporary foreign worker housing accommodations.

The 2022 Budget has increased by \$137,000, or 11.6%, and includes a strategic investment for 1.0 FTE Public Health Inspector to support the Environmental Health team to respond to inspection pressures related to migrant farm housing, small drinking water systems and recreational water facilities, enforcing the *Smoke Free Ontario Act* (SFOA), as well as responding to health hazard complaints and potential rabies exposures. This investment includes \$72,000 of provincial funding anticipated, but not yet confirmed, based on the current cost-share level. The 2022 Budget also includes inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies for cost-shared programs that are required in order to maintain the 2021 funding ratio with the Ministry of Health.

Environmental Health	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Per cent of Health Hazard Complaints Responded to Within 24 Hours of Receipt	99%	99%	N/A	N/A	100%
Per cent of Class A Pools Inspected While in Operation	100%	100%	81% of pools inspected in first quarter; inspected upon notification of re-opening for remainder of year	80%	100%
Per cent of Required Inspections of Spas Completed	100%	100%	89% for first quarter; inspected upon notification of re-opening for remainder of year	85%	100%
Total Number of Environmental Alert Subscriptions (Heat, Cold and Smog)	2,440	2,488	2,528	2,700	2,950
Per cent of Tobacco Retailers Inspected Once per Year for Compliance with Display, Handling and Promotion Sections of the Smoke-Free Ontario Act (SFOA)	100%	100%	58%	10%	100%
Total number of tobacco/vaping vendors inspected	290	315	153	50	285
Per cent of Tobacco Vendors in Compliance with Youth Access Legislation at the Time of Last Inspection	98%	99%	99%	98%	98%

Note: The number and per cent of Health Hazard complaints responded to within 24 hours is gathered during quality assurance work and a review of paper investigation reports. Due to staff redeployment for COVID-19 response, quality assurance work was suspended in 2020 and 2021.

Food Safety Inspection team is responsible for reducing the risk of food-borne illness by conducting inspections and risk assessments of more than 2,900 food premises. The team also responds to food safety related complaints and promotes safe food handling practices. Staff support the education and awareness of food premise operators related to IPAC measures which included COVID-19 public health measures during the pandemic.

As a result of the COVID-19 pandemic, routine food safety inspections, food handler training, and inspections of special events were suspended throughout much of 2020 and 2021. Staff continued to provide essential service by responding to complaints of suspected food borne illness and unsafe food handling practices and utilized a risk-based approach to inspecting high risk food premises and child care centres. Additional services were added to this team as part of the pandemic response such as responding to complaints regarding mask use and physical distancing, inspections and approvals of emergency child care centres, workplace IPAC inspections, and other enforcement issues. The team was responsible for following up and issuing Part 1 tickets under the *Provincial Offences Act* for violations of the *Reopening Ontario (A Flexible Response to COVID-19) Act* (RAO), 2020 or breach of Section 22 class order issued by Halton Medical Officer of Health under the *Health Protection and Promotion Act*. The team worked closely with Municipal By-Law from all four local municipalities to respond to complaints and enforce the ROA including capacity limits and vaccine certification, and with the Ministry of Labour for conducting joint inspections for workplaces with outbreaks.

The 2022 Budget reflects a net increase of \$50,000, or 4.1%, due to inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Food Safety Inspections	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Food Handlers Certified	1,910	1,778	347	n/a	n/a
Per cent of Required Inspections of High Risk Food Premises Completed	100%	100%	68%	33%	100%
Number of Inspections of High Risk Food Premises Completed	1,892	1,985	1,220	650	1,950
Number of Inspections of Food Premises Completed	5,154	5,228	2,717	2,250	5,200
Number of Special Event Inspections	1,093	962	158	300	500
Number of COVID-19 complaints responded to by Public Health Inspectors	N/A	N/A	1,087	800	n/a
Number of COVID-19 inspections completed	N/A	N/A	487	1,000	n/a

Healthy Schools and Communities

The Healthy Schools and Communities division focuses on promoting health and preventing illness and disease in schools and communities. The division is comprised of the Vaccine Management, Vaccine Clinics, Oral Health, and School Years programs. Activities include management and distribution of vaccines, immunizations to help prevent, control and support eradication efforts for vaccine-preventable diseases, dental screening for elementary school students, education to help prevent chronic disease related to poor oral health, support for access to dental care services for low-income clients, health promotion activities for school-aged children and their families, and support to schools for the prevention of COVID-19 infection.

Budget Impacts

The 2022 Budget reflects a net increase of \$310,000, or 7.8% over the 2021 budget. The increase is mainly related to expenditures to support the COVID-19 response, offset with an increase of \$3 million in Subsidies & Revenue due to anticipated funding for COVID-19-related costs, as discussed below. The subsidy increase also includes provincial funding anticipated, but not yet confirmed, for the strategic investment and base-funded programs that are required in order to maintain the current cost-share level. There is no change in subsidy anticipated for the Ontario Seniors Dental Care Program (OSDCP) launched in 2021.

As part of the COVID-19 pandemic response, the 2022 Budget includes \$843,000 for the provincial School-Focused Nurses Initiative which will provide funding for temporary nurses to support Halton school boards and schools in facilitating public health and preventative measures related to the COVID-19 response for the 2021 to 2022 school year, partially offset by a one-time transfer from the COVID-19 Stabilization Reserve of \$8,000. The 2022 Budget also includes \$2.1 million for COVID-19 related costs for Vaccine Management and the Grade 7 School-Based Immunization Program including staffing of 30 temporary FTEs, courier services for vaccine deliveries to health care providers, personal protective equipment (PPE), technology and facility rental, offset with funding anticipated from the Ministry of Health for COVID-19 related cost pressures.

2022 Net Operating Budget for Healthy Schools & Communities (\$000s)								
	2022 Budget					2021 Budget	Change	
Healthy Schools & Communities	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Oral Health	\$ 2,694	\$ 50	\$ 2,745	\$ (2,138)	\$ 607	\$ 775	\$ (168)	-21.7%
School Years	3,499	800	4,299	(2,908)	1,391	1,433	(42)	-3.0%
Vaccine Clinics	3,789	703	4,492	(3,214)	1,279	989	289	29.2%
Vaccine Management	2,252	546	2,798	(1,805)	993	762	231	30.4%
Total	\$ 12,234	\$ 2,099	\$ 14,334	\$ (10,064)	\$ 4,269	\$ 3,959	310	7.8%
2021 Budget	\$ 8,983	\$ 2,030	\$ 11,013	\$ (7,054)	\$ 3,959			
\$ Change	3,251	69	3,320	(3,010)	310			
% Change	36.2%	3.4%	30.1%	42.7%	7.8%			
FTE					71.4	65.4	6.0	9.2%
Relief Hours					1,350.2	1,350.2	-	0.0%

Schedule may not add due to rounding

Oral Health offers dental screening for elementary school students in school settings and through tele-screening, and client enrolment and navigation to financial assistance dental programs for low-income children, adults and seniors through the Healthy Smiles Ontario (HSO), Ontario Works, Low-Income and Ontario Seniors Dental Care (OSDCP) programs. Similar to other Public Health programs, the pandemic led to impacts to program delivery due to school closures, IPAC measures at schools, and the redeployment of some Oral Health staff to COVID-19 response.

Dental screening for elementary school students identifies children who are in need of urgent dental care. Parents and guardians of children identified in need of urgent dental care are contacted by Public Health and a follow-up process occurs to ensure children receive the necessary dental care. Families who are unable to afford the cost of dental care for their children may be eligible for financial assistance through the HSO program. For the 2020 to 2021 school year, dental screening in elementary schools was suspended due to the COVID-19 pandemic, and instead a modified dental screening program for elementary school students was implemented, using tele-screening.

For the 2021 to 2022 school year, planning is underway to screen elementary school students in schools that were identified as either high, or medium-risk in the 2018 to 2019 school year, the most recent year of full data. However, it is not known if screening on-site in schools will be able to be completed. In 2020, 49 tele-screens were completed for children to access preventive or emergency care. From January to August 2021, tele-screening was completed for 84 children. Tele-screening has been evaluated, and parents, guardians and program staff are satisfied with the outcomes. Recommendations have been made for consideration to expand the reach and improve the process of tele-screening to keep it as part of a hybrid model for eligibility assessments in the future.

Implementation of the provincially funded dental care program for low-income seniors, the Ontario Seniors Dental Care Program (OSDCP), has been delayed because of the COVID-19 response. The OSDCP is intended to provide comprehensive dental care for low-income seniors, including preventive services and dentures. The OSDCP was launched in Halton in late 2021, with local dental professionals providing care through a fee-for-time model (**MO-07-21**). The OSDCP

program replaces the Dental Care Counts (DCC) program that was funded 100% by the Region, and as depicted in the table below, no service level from DCC is anticipated in 2022.

The promotion of oral health will continue through virtual education sessions, which have been successful in reaching at-risk families that participate in the Halton Prenatal Nutrition Program (HPNP) and Healthy Babies Healthy Children (HBHC) program. Oral health promotion will also continue through digital strategies, including Halton Parents social media, and e-blasts to schools in collaboration with the School Years program. A new health promotion strategy for seniors is being planned, to fulfill a new requirement in the Oral Health Protocol (June 2021) of the Ontario Public Health Standards.

The 2022 Budget for Oral Health has decreased by \$168,000 or 21.7% due to a reduction in the OSDCP budget to remove the Regional Contribution, partially offset by inflationary and staff compensation adjustments where applicable.

Oral Health	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Children Screened for Oral Health in Elementary Schools (School Year)	20,137	19,680	14,226	0	2,042
# of children enrolled in Healthy Smiles Ontario (Emergency and Essential Services Stream and Preventative Services Only)	430	642	427	325	355
Number of Ontario Seniors Dental Care Program (OSDCP) claims processed	N/A	N/A	N/A	170	800
Number of clients that received Ontario Seniors Dental Care Program (OSDCP) services in Halton	N/A	N/A	N/A	85	400
Number of Halton residents that received Ontario Seniors Dental Care Program services in Halton	N/A	N/A	N/A	80	380
Number of Dental Care Counts (DCC) financial assistance claims processed	994	1106	825	1230	0
Number of Persons Provided Dental Care Counts (DCC) financial assistance	435	470	427	507	0

School Years delivers supports and services to improve the health of school-aged children and youth through collaboration with all publicly funded school boards and individual private schools. Priority issues addressed through specific and universal supports include mental health promotion, substance use, healthy eating behaviours, vision screening and concussions. Health equity is addressed through intensive supports to school communities identified in partnership with the local boards of education. Due to COVID-19, in 2020 and 2021, School Years shifted usual programming to providing support to schools with the development of safe reopening plans and preventing COVID-19 infection in schools, including supporting communication and engagement with parents and guardians. In 2022, School Years will continue to support schools with the prevention of COVID-19, and resume pre-pandemic health promotion activities to support school-aged children and their families.

As shown in the following table, the usual supports to schools were disrupted in 2020 and 2021. School Years will review their model of service in the 2021 to 2022 school year to determine how best to serve Halton schools post-pandemic. This is reflected in the table below through the number of school clusters anticipated to receive service.

The 2022 Budget for School Years has decreased by \$42,000, or 3%. In response to COVID-19, the 2022 Budget includes \$843,000 in costs and provincial funding, with no net Regional impact, for temporary nursing positions for the provincial School-Focused Nurses Initiative to provide support to Halton school boards and schools in facilitating public health and preventative measures related to COVID-19, partially offset by a one-time transfer from the COVID-19 Stabilization Reserve of \$8,000.

School Years	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Parents of Children & Youth Receiving Parenting Information	1,320	1,347	111	0	1,200
Number of Consultations Provided to School Staff, Students and Parents Related to Promoting Health in the School-Aged Child	30,680	24,586	5,884	150	25,000
Number of School Clusters Receiving Service	17	16	0	0	0

Vaccine Clinics includes enforcement of the *Immunization of School Pupils Act* (ISPA) and the *Child Care and Early Years Act* (CCEYA), and the administration of certain immunizations through the school-based program. Public Health has been making progress since efforts began in 2015 towards achieving full enforcement of the ISPA for students aged 7 to 17. A plan was developed to reach full compliance with the ISPA and the CCEYA by 2022, consistent with the action items in the 2019-2022 Halton Region Strategic Business Plan. The impact of COVID-19 significantly disrupted normal operations of the program in 2020 and 2021. Consequently, full compliance with the ISPA and the CCEYA will not be achieved by 2022.

In 2021, the Vaccine Clinics program began planning the administration of immunizations for students who were in Grade 7 between 2019 to June 2022. 32,907 students in birth cohorts from 2004 to 2009 were identified as not being complete for the school-based vaccines. This number does not ascertain whether the student requires one, two or three of the eligible school-based vaccines. The program aims to have these students caught up with immunization for Hep B, HPV and Meningococcal disease by summer 2022. In 2022, planning will then focus on immunization for Grade 7 students and remaining Grade 8 students in the 2022 to 2023 school year.

The 2022 Budget for Vaccine Clinics has increased by \$289,000, or 29.2%, and includes strategic investments for an additional 3.0 FTEs, including 2.0 FTE Public Health Nurses and 1.0 FTE Manager, and \$1.4 million for temporary one-time staffing to support the Grade 7 School-Based Immunization Program with completing immunization of students who missed vaccinations since the 2019 to 2020 school year. To continue to support the response to COVID-19, the 2022 Budget also includes \$100,000 for personal protective equipment (PPE) for program staff and space rental for community immunization clinics due to the uncertainty of sustained availability of school sites for school-based clinics. These COVID-19-related cost pressures are anticipated to be funded by the Ministry of Health; however, confirmation of funding has not yet been received. The strategic investments include \$235,000 of provincial funding anticipated, but not yet confirmed, based on the current cost-share level. The 2022 Budget also includes inflationary and staff compensation adjustments where applicable, partially offset by increases in subsidies for cost-shared programs that is required in order to maintain the 2021 funding ratio with the Ministry of Health.

The following table shows an expected 65% compliance rate with ISPA requirements for 16 and 17-year-old students, and an expected 20% compliance rate with ISPA requirements for the 7 and 8-year-old students in the 2020 to 2021 school year. The projected compliance rates and the number of projected doses of HPV, Hep B and meningococcal vaccines administered in 2020 and 2021 reflect a decrease from the 2019 to 2020 school year due to the temporary suspension of school-based immunizations as a result of the pandemic. Due to COVID-19, Public Health's ability to complete the ISPA enforcement plan for the 2019 to 2020 and 2020 to 2021 school years was disrupted. Students turning 16 and 17 or 7 and 8 in the 2021 to 2022 school year will be subject to ISPA enforcement in the 2022 to 2023 school year.

Vaccine Clinics	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Per cent of all Students in Compliance with Immunization of School Pupils Act (ISPA) JK-12	67%	65%	72%	50%	50%
Per cent of 16/17 Year-Old-Students in Compliance with ISPA Requirements	89%	86%	93%	72%	65%
Per cent of 7/8 Year-Old-Students in Compliance with ISPA Requirements	58%	36%	80%	22%	20%
Number of HPV Doses Administered (School Year)	11,257	11,825	8,072	3,161	21,582
Number of Hep B doses Administered (School Year)	8,671	8,443	5,524	2,169	16,729
Number of Meningococcal conjugate A, C, Y, W Administered	10,419	7,983	8,324	2,082	10,183

Vaccine Management includes vaccine distribution to health care providers for all publicly-funded vaccines and inspections of fridges containing publicly funded vaccines to ensure safe storage and handling of vaccines.

In 2021, as part of the COVID-19 vaccine rollout in Halton, Public Health hired a temporary pharmacy team to manage vaccine distribution and the Public Health vaccine depot. Pharmacists were brought in to ensure that the various COVID-19 vaccines used in the public health community clinics, mobile teams and primary care offices were distributed, transported, stored and handled in a manner that prevents waste and preserves the safety and integrity of the vaccines. The value of having the expertise of a pharmacy team was realized as an ongoing need to enhance and sustain the functions of vaccine management.

Due to COVID-19, in 2020 the vaccine distribution process to health care providers whereby they would come to the Halton Regional Centre to pick up their vaccine orders was replaced with an outsourced courier delivery service contracted by the Region. In 2021, the courier service was heavily utilized to distribute COVID-19 vaccines to community immunization clinics and Primary Care Offices in addition to the routine vaccine orders. The courier delivery of COVID-19 vaccines in addition to the other publicly funded vaccines will continue into 2022. Public Health will develop a long-term plan for distribution of publicly-funded vaccines to health care providers for 2023.

With the addition of COVID-19 vaccines being administered in the community there has been a dramatic increase in the number of reported Adverse Events Following Immunization (AEFIs) that Public Health is required to investigate and this trend is anticipated to continue. The increase in AEFI is due to the significant increase in the number of immunizations. This trend is anticipated to extend into 2022 given the vaccination rollout to younger age groups as well as potential third doses. Public Health will monitor the impact of the increased workload.

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. Public Health expects to distribute 163,000 doses of influenza vaccine to health care providers in the 2021 to 2022 flu season. Through the Vaccine Management program, as shown in the table below, 88,000 doses of COVID-19 vaccines and 122,350 doses of routine vaccines (excluding influenza and COVID-19) will be distributed to primary care. This is a significant increase in volume handled by the program.

The 2022 Budget for Vaccine Management increased by \$231,000 or 30.4% and is largely driven by strategic investments for an additional 3.0 FTEs, including 2.0 FTE Pharmacists and 1.0 FTE Pharmacy Assistant to enhance and sustain the functions of vaccine management, and \$368,000 in temporary staffing and \$210,000 in courier services. These COVID-19-related cost pressures are anticipated to be fully funded by the Ministry of Health; however, confirmation of funding has not yet been received. The strategic investments include \$225,000 of provincial funding anticipated, but not yet confirmed, based on the current cost-share level. The 2022 Budget also includes inflationary and staff compensation adjustments where applicable, partially offset by increases in subsidies for cost-shared programs that is required in order to maintain the 2021 funding ratio with the Ministry of Health.

Vaccine Management	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Doses of Influenza Vaccine Distributed to Community Partners	113,195	110,895	118,360	155,295	163,000
Number of Doses of COVID-19 Vaccine Distributed to Primary Care	N/A	N/A	N/A	8,708	88,000
Number of Doses of Publicly Funded Vaccines (excluding Influenza and COVID-19 Vaccine) Distributed to Primary Care	172,083	179,119	141,030	103,672	122,350

Infectious Disease Control

The Infectious Disease Control division works to prevent the spread of communicable diseases and other infectious diseases of public health significance in the community which are identified through continuous monitoring and surveillance of current and available population health data. This division also works to prevent the spread of COVID-19 within the Region of Halton. Infectious disease control is achieved through individual case and contact management, and outbreak management in a variety of settings including workplaces, childcare centres, schools, long-term care homes and other congregate settings. In addition, the division is responsible for harm reduction activities, such as needle exchange and naloxone distribution, and delivers sexual health services to populations in need.

Budget Impacts

The 2022 Budget reflects a net tax impact increase of \$247,000, or 7.8% over the 2021 budget and includes strategic investments for 2.0 FTE Public Health Inspectors to support the prevention and control of infectious diseases, such as COVID-19, as required by the Ontario Public Health Standards. Subsidies are decreasing by \$226,000 and includes \$142,000 in provincial funding anticipated in the strategic investments based on the current cost-share level, and \$3 million in provincial funding anticipated to extend the temporary staff support to continue the COVID-19 response in 2021. Confirmation for the 2022 Provincial subsidies has not been received yet.

2022 Net Operating Budget for Infectious Disease Control (\$000s)									
	2022 Budget					2021 Budget	Change		
Infectious Disease Control	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Communicable Diseases	\$ 2,525	\$ 747	\$ 3,272	\$ (1,926)	\$ 1,346	\$ 1,343	\$ 3	0.2%	
Outbreak Management	4,138	339	4,477	(3,787)	690	458	232	50.7%	
Sexual Health	1,811	535	2,347	(1,392)	954	956	(2)	-0.2%	
Harm Reduction	747	239	985	(571)	414	400	14	3.4%	
Total	\$ 9,221	\$ 1,860	\$ 11,081	\$ (7,677)	\$ 3,405	\$ 3,157	247	7.8%	
2021 Budget	\$ 9,294	\$ 1,767	\$ 11,060	\$ (7,903)	\$ 3,157				
\$ Change	(72)	93	21	226	247				
% Change	-0.8%	5.3%	0.2%	-2.9%	7.8%				
FTE					47.1	45.1	2.0	4.4%	

Schedule may not add due to rounding

Communicable Diseases responds to reports of respiratory communicable diseases in the community to prevent the spread of disease. Education and timely follow up is provided to manage probable and confirmed cases. This area is focused on preventing the further transmission of respiratory diseases of public health significance including tuberculosis (TB), COVID-19, pertussis and many others. The work involves assessment and investigation of cases to identify potential exposures that may have led to the acquisition of disease, as well as identification of close contacts who are at risk for acquiring disease. Case follow-up is provided to assess the well-being of the case and compliance with Public Health direction or guidance. Education and timely follow up to all contacts of cases is also provided, maintaining confidentiality.

The 2022 Budget for Communicable Diseases is increasing by \$3,000, or 0.2%, due to inflationary and staff compensation adjustments, partially offset by a \$57,000 increase to subsidies required to maintain the 2021 funding ratio with the Ministry of Health. Although the funding for the subsidy increase is anticipated, it has not been confirmed yet.

Communicable Disease	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of TB Case Investigations	13	16	17	25	25
Number of TB Contact Investigations	87	101	94	100	100
Number of COVID-19 Case Investigations	N/A	N/A	6401	14000	2000
Per cent of COVID-19 Case Investigations followed up in 24 hours	N/A	N/A	79%	90%	90%

Outbreak Management manages all respiratory outbreaks in the community by reducing the spread of infectious diseases in a variety of settings (e.g., Long-term Care, Rest and Retirement Homes, schools, child-care facilities, correctional facilities, migrant farms and other congregate settings). Outbreak Management controls the spread of disease within congregate settings and prevents the spread of infection into the larger community. In addition, staff investigate all complaints regarding infection prevention and control practices at regulated health professional settings, such as physician's offices and dental clinics. Program staff educate the public and health care providers about effective infection prevention and control (IPAC) practices. The COVID-19 pandemic has required a much larger outbreak management response to proactively ensure all IPAC processes are in place to prevent the spread of COVID-19 in congregate settings.

The 2022 Budget reflects a net increase of \$232,000 or 50.7% mainly to support strategic investments for an additional 2.0 FTEs Public Health Inspectors which will provide support to the Outbreak Management program. Provincial funding is anticipated, but not yet confirmed, for these strategic investments based on the current cost-share level, resulting in a net impact of \$103,000 for Outbreak Management. The 2022 Budget also includes \$3 million in gross expenditures to extend temporary staff support for the COVID-19 response. The \$3 million includes \$2.1 million for the temporary hiring of 12 Public Health Nurses, 3 Program Assistants, and 5 Public Health Inspectors for 12 months in the Outbreak Management program. One-time provincial funding is anticipated for the \$2.1 million, but not yet confirmed. The remaining \$899,000 is for the School-Focused Nurses Initiative to temporarily hire 14 Public Health Nurses for seven months to support the development and implementation of COVID-19 Health and Safety Plans in Outbreak Management. The Province has fully committed to funding the School-Focused Nurses Initiative.

Outbreak Management	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Non-COVID-19 Respiratory Outbreaks Investigated at Institutions (LTC Homes, Rest and Retirement Homes, Hospitals, Daycares)	108	113	106	20	100
Number of COVID-19 Respiratory Outbreaks Investigated at Institutions (LTC Homes, Rest and Retirement Homes, Hospitals)	N/A	N/A	44	42	15

Sexual Health clinics provide contraception, pregnancy testing, sexually transmitted infection (STI) screening, treatment and case management with a focus on priority populations. The decrease in client visits starting in 2020, as noted in the table below, is the result of reduced clinic hours and locations where services are offered due to COVID-19 response and staff redeployment. Staff continue to provide service for the most urgent issues focusing on priority populations. Clients who are unable to obtain Public Health's Sexual Health services are directed to appropriate health care services in the community.

The 2022 Budget reflects a net decrease of \$2,000, or -0.2%, due to inflationary and staff compensation adjustments, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Sexual Health	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Client Visits - Sexual Health Clinics	5,202	4,614	1,128	1,000	2,000
Number of Sexually Transmitted Infections Cases Managed	1,412	1,527	1,176	1,050	1,400
Per cent of confirmed Gonorrhea cases treated according to recommended Ontario treatment guidelines	74%	79%	70%	50%	70%

Harm Reduction strategies aim to lessen the negative impact of substance use. The scope of work consists of needle exchange, smoking cessation, and an opioids strategy. The opioids strategy aims to enhance the opioid response based on local data and community needs, increase naloxone distribution to community organizations, police, and fire services, and develop an early warning system to identify and respond to a surge in opioid overdoses. COVID-19 is impacting the projected number of services in 2022, with ongoing uncertainty regarding when comprehensive harm reduction services can continue. Restricted access to fixed site locations, delays in receiving products from suppliers, closures and staff redeployments have impacted harm reduction services since 2020 and may continue to have an effect moving into 2022.

The 2022 Budget reflects a net increase of \$14,000, or 3.4%, due to inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Harm Reduction	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of safe needles distributed by needle exchange for harm reduction	264,746	252,506	196,352	200,000	200,000
Number of client contacts - Needle Exchange Program	1,226	1,209	1,137	1,100	1,100
Number of client appointments - Smoking Cessation Clinic	868	770	604	300	300
Number of new clients - Smoking Cessation	147	154	15	10	100
Total number of naloxone kits distributed	327	568	391	475	600
Total number of community partners or organizations that have agreements with public health to receive and distribute naloxone.	7	9	10	12	15

Public Health Resources

Public Health Resources provide services in the areas of Professional Support and Public Health Surveillance and Evaluation to Halton residents.

Budget Impacts

The 2022 Budget reflects a net increase of \$104,000, or 4.7%, from the 2021 budget. Direct Costs are increasing by \$217,000, due to inflationary and staff compensation adjustments where applicable, and are partially offset by a \$125,000 increase to subsidies required to maintain the 2021 funding ratio with the Ministry of Health. Confirmation for the 2022 Provincial subsidy has not been received.

2022 Net Operating Budget for Public Health Resources (\$000s)									
	2022 Budget					2021 Budget	Change		
Public Health Resources	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Professional Support	\$ 3,061	\$ 484	\$ 3,545	\$ (2,014)	\$ 1,531	\$ 1,476	\$ 55	3.8%	
Public Health Surveillance & Evaluation	1,501	342	\$ 1,843	(1,064)	779	731	49	6.7%	
Total	\$ 4,562	\$ 826	\$ 5,389	\$ (3,078)	\$ 2,310	\$ 2,206	\$ 104	4.7%	
2021 Budget	\$ 4,345	\$ 814	\$ 5,159	\$ (2,953)	\$ 2,206				
\$ Change	217	12	229	(125)	104				
% Change	5.0%	1.5%	4.4%	4.2%	4.7%				
FTE					23.0	23.0	-	0.0%	

Schedule may not add due to rounding

Professional Support

Professional Support provides quality improvement support to public health programs, public health and preventive medical consultations, physician engagement and public health emergency management.

Continuous quality improvement support to programs helps to ensure evidence-informed decision-making and promotion of best practices. Staff assists all Public Health programs with operational planning and ensure compliance with the Ontario Public Health Standards by conducting reviews and identifying gaps in service delivery. In 2022, there will continue to be ongoing support for the COVID-19 response and support for pandemic recovery.

Public health and preventive medicine consultations including communicable disease investigation and outbreak management are provided through the Medical Officer of Health and Associate Medical Officers of Health to all Public Health programs relating to the Ontario Public Health Standards (OPHS) and supports to collaborations with community partners on Public Health matters.

The Physician Engagement Initiative aims to support the health and well-being of Halton residents by providing physicians and other relevant health care professionals with information and guidance on emerging public health issues, including COVID-19. This initiative also provides outreach support such as regular public health updates, Continuing Medical Education events, and public health guidance to community partners such as hospitals and medical practices. Physician recruitment activities include assisting family physicians with locum needs and helping to introduce new physicians to Halton Region.

Public Health Emergency Management ensures that Public Health is prepared to respond to mitigate risks, and recover from threats to public health or disruptions to Public Health programs and services. This is done through a range of activities carried out in coordination with corporate and other community partners.

The 2022 Budget for Professional Support reflects a net increase of \$55,000 or 3.8% due to inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Public Health Surveillance and Evaluation

Public Health Surveillance and Evaluation provides support to Public Health programs, services and community partners related to population health assessment, surveillance, program planning, performance measurement and evaluation. In 2021, a primary focus for this team continued to be surveillance and data management in response to COVID-19, including accurate and timely tracking and reporting of COVID-19 cases, contacts, and outbreaks, as well as monitoring COVID-19 vaccine uptake in the community. Public Health Surveillance and Evaluation has also played a lead role in the COVID-19 vaccination rollout, supporting overall planning of the roll-out, implementation of the provincial COVax system and conducting an evaluation of the vaccination program. In addition, staff have undertaken population health assessment activities to better understand the indirect impacts of COVID-19 on the health and well-being of Halton residents. Public Health Surveillance and Evaluation is playing an important role in recovery planning, as Public Health assesses the community's post-pandemic health needs and plans how best to address them.

Public Health Surveillance and Evaluation creates or updates infographics, health indicator reports and status reports annually to support Public Health program decisions. Ongoing surveillance reporting is also completed to provide timely data regarding topics such as influenza and opioid use. Using population health data allows Public Health to target programs and services to populations with the greatest need, prioritize resources to the most important health problems in Halton, respond quickly to emerging issues, and engage public and community partners to take action to improve health. The indicator below (number of data and surveillance products updated or created) increased in 2021 because of COVID-19 vaccine reports and is projected to decrease in 2022 as a result of dashboards replacing individual data products.

Public Health Surveillance and Evaluation	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of data and surveillance products updated or created	51	62	64	132	35

The 2022 Budget for Public Health Surveillance and Evaluation reflects a net increase of \$49,000, or 6.7% due to inflationary and staff compensation adjustments where applicable, partially offset by increases to subsidies required to maintain the 2021 funding ratio with the Ministry of Health.

Paramedic Services

The Paramedic Services division provides advance, pre-hospital care and delivers public awareness programs, including CPR, public access defibrillation, injury prevention, community paramedic programs and emergency information.

Budget Impacts

The 2022 Paramedic Services budget reflects a net increase of \$649,000, or 2.9%, over the 2021 Budget. Direct Costs are increasing by \$1.7 million and include strategic investments for an additional 6.0 FTEs (4.0 FTE Paramedics and 2.0 FTE Paramedic Services Logistics Officers) and 3,946 relief hours to address pressures in paramedic operations, \$582,000 for a one-time Community Paramedic initiative funded 100% by the Ministry of Long-Term Care, \$365,000 related to COVID-19 cost pressures for personal protective equipment and station deep cleaning costs, partially offset by \$227,000 in funding from the COVID-19 Stabilization Reserve. Capital Financing & Other Costs are increasing by \$498,000, mainly driven by inflationary increases in corporate support, \$446,000 decrease in funding required from the COVID-19 Stabilization Reserve based on 2022 needs, partially offset by a \$329,000 decrease in reserve transfers to capital due to the completed payback of the new station construction. The \$1.5 million increase in Subsidies & Revenue reflects an increase in provincial funding comprised of an increase of \$471,000 in base funding and \$462,000 for the strategic investments, reflective of the current funding model which reflects growth but not inflation. The increase also includes \$582,000 for the one-time Community Paramedicine initiative and is fully funded by the Ministry of Long-Term Care.

2022 Net Operating Budget for Paramedic Services (\$000s)								
	2022 Budget					2021 Budget	Change	
Paramedic Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Paramedic Services	\$ 37,683	\$ 9,193	\$ 46,876	\$ (23,745)	\$ 23,131	\$ 22,482	\$ 649	2.9%
Total	\$ 37,683	\$ 9,193	\$ 46,876	\$ (23,745)	\$ 23,131	\$ 22,482	\$ 649	2.9%
2021 Budget	\$ 36,008	\$ 8,695	\$ 44,703	\$ (22,221)	\$ 22,482			
\$ Change	1,675	498	2,173	(1,524)	649			
% Change	4.7%	5.7%	4.9%	6.9%	2.9%			
FTE					210.5	204.5	6.0	2.9%
Relief Hours					88,933.8	84,988.2	3,945.6	4.6%

Schedule may not add due to rounding

Paramedic Services provides services from 15 stations with 26 emergency response vehicles. In 2020, Paramedic Services responded to more than 49,000 calls and transported more than 29,000 patients. As outlined in Report **MO-04-21** (re: Paramedic Services Division Annual Update), over the past ten years (2011 to 2020) call volumes have increased by 46%. Call volume decreased by 8.6% in 2020 due to significant reduction in utilization of the healthcare system due to the COVID-19 pandemic. The 2021 call volume has gradually returned to pre-pandemic levels as of mid-year and is expected to further increase as the economy re-opens. While call volumes have not increased as anticipated, the amount of time required to service each call has increased substantially due to COVID-19, placing pressure on paramedic services. In 2022, call volume is expected to increase by 4%, as shown in the following table.

Paramedic Care	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Patient Transports	32,797	33,353	29,838	30,882	32,179
Total Call Volume	53,094	54,091	49,499	51,231	53,382
Per cent of Arrivals of Defibrillator on the Scene of Sudden Cardiac Arrest (SCA) within 6 Minutes - Target 55%	71.0%	67.0%	52%	55%	55%
Per cent of Paramedic Arrival at Life Threatening Calls within 8 Minutes - Target 75%	73.0%	76.0%	72%	75%	75%
Per cent of CTAS 2 Arrivals of Paramedics Within 10 Minutes - Target 75%	83.0%	84.0%	84%	80%	80%
Per cent of CTAS 3 Arrivals of Paramedics Within 15 Minutes - Target 75%	91.0%	90.0%	91%	90%	90%
Per cent of CTAS 4 Arrivals of Paramedics Within 20 Minutes - Target 75%	95.0%	94.0%	94%	90%	90%
Per cent of CTAS 5 Arrivals of Paramedics Within 25 Minutes - Target 75%	96.0%	97.0%	97%	95%	95%
Total \$ Cost per Vehicle In-Service Hour	\$222	\$223	\$245	\$228	\$251
90th Per centile transfer of care time (all Halton Hospitals) - target 30 minutes	0:48:34	0:36:53	0:34:21	0:40:00	0:40:00
Number of minutes Central Ambulance Communications Centre (CACC) processing time T0 - T2 at the 90th Per centile - Target 2:00	3:27	3:18	4:15	4:00	4:00

The 2022 Paramedic Care budget includes inflationary adjustments where applicable to maintain service levels. The 2022 Budget includes a strategic investment for an additional 6.0 FTEs (4.0 FTE Paramedics and 2.0 FTE Paramedic Services Logistics Officers) and 3,946 relief hours to address increasing pressures in paramedic operations due to continuous growth. Provincial funding is anticipated for the strategic investments based on the current funding model, but is yet to be confirmed. The 2022 Budget also includes \$365,000 for additional personal protective equipment (PPE) and deep cleaning required at the stations to address needs related to COVID-19, partially offset by a one-time transfer from the COVID-19 Stabilization Reserve of \$227,000. There is a funding increase of \$1.5 million which is reflective of the current funding model that supports program growth, but not inflation, 2022 strategic investments and additional funding for the one-time Community Paramedicine initiative funded 100% by the Ministry of Long-Term Care that has already been confirmed.

Capital Budget & Forecast

Paramedic Services Capital Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027 - 2031	Total
PS Master Plan	\$ -	\$ 0.18	\$ -	\$ -	\$ -	\$ -	\$ 0.18
PS Vehicles	1.87	3.32	1.66	4.87	2.34	17.76	31.81
Defibrillators	0.03	0.12	0.06	1.26	0.13	2.08	3.67
Total	\$ 1.89	\$ 3.61	\$ 1.72	\$ 6.12	\$ 2.46	\$ 19.83	\$ 35.65

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

The Paramedic Services capital program includes \$35.7 million over the next 10 years, which is \$0.4 million lower than the 2021 10-year program, primarily due to the unit price reduction in defibrillators.

The 2022 Capital Budget and Forecast includes \$31.8 million to purchase new and replacement vehicles and power stretcher/lift systems for ambulances over the next 10 years. In 2022, the capital program includes \$1.9 million for vehicle replacement and new acquisitions which includes two vehicles (\$386,000) to support program pressures. In addition, there is \$3.7 million to purchase new and replacement defibrillators over the next 10 years with \$29,000 identified in 2022. The proposed central reporting station and additional headquarters' space requirements are included in the Energy, Fleet and Facilities capital budget, as part of the long-term accommodation plan discussed in Report No. **LPS112-15** (re: Regional Accommodation Plan). The next 10-year Paramedic Services master plan study is planned for 2023 and will include a review for any additional station requirements.

The Paramedic services capital program is primarily funded from the Paramedic Vehicle reserve, which is replenished from annual operating transfers and development charges. The 2022 Budget includes capital financing (i.e. transfer to reserves) of \$3.3 million which represents a \$329,000 decrease from the 2021 Budget, primarily due to the planned decrease for the completion of the payback for the Paramedic station construction offset by the planned increase to vehicles and defibrillators.

Halton Region Budget and Business Plan

BUDGET REPORT 2022

SOCIAL & COMMUNITY SERVICES

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 in Halton Region. Social & Community Services consists of four divisions: Children's Services, Employment & Social Services, Housing Services, and Services for Seniors. It is supported by the Human Services Planning & Program Support unit.

Budget Impacts

The 2022 Social & Community Services budget reflects a net increase of \$4 million, or 4.8%, over the 2021 Budget and includes strategic investments in several divisions to stabilize critical services and mitigate challenges associated with the COVID-19 pandemic. Included are investments to strengthen resident care in the Long-Term Care (LTC) homes through an additional 6.0 FTEs and 6,453.5 relief hours; and an increased investment in the Region's food security program for Ontario Works (OW) recipients. The Housing Services division is also investing in Halton Rental Assistance Program (HRAP) and Provincially Mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units coming on stream in support of the Region's Comprehensive Housing Strategy (CHS). There is also an increased investment in the Halton Region Community Investment Fund (HRCIF) to enhance the capacity to address community safety and well-being (CSWB) issues and other emergent community priorities including strengthening equity, diversity and inclusion in Halton.

Capital Financing & Other Costs are increasing due to the removal of one-time transfer from the COVID-19 Stabilization Reserve of \$3.3 million to offset COVID-19 cost pressures in the 2021 Budget which included additional personal protective equipment and temporary staff support to help screen visitors and cover any staffing shortages in the LTC homes. There is also a need in Housing Services, to continue to provide individuals and families with safe shelter solutions as outlined within the Public Health guidelines. This is offset by additional one-time transfers from the Tax Stabilization Reserve to fund one-time Dementia Strategy training for LTC staff and one-time transfers from the COVID-19 Stabilization Reserve for the HRAP and Commercial programs. Subsidies & Revenue are increasing by \$6.6 million, or 4.2%. Provincial subsidies are increasing in Services for Seniors and Employment & Social Services divisions. Provincial funding has been anticipated in the strategic investments in LTC based on the current funding level, however, it has not yet been confirmed. Housing Services has increased funding allocations for Canada-Ontario Community Housing Initiative (COCHI), one-time Reaching Home enhancement and one-time Social Services Relief Fund (SSRF) funding. Provincial subsidies are decreasing in Children's Services by \$2.2 million; however, one-time funding from the COVID-19 Stabilization Reserve has been used to partially mitigate the impact and avoid impacting service levels.

Social Services Departmental Summary (\$000s)

	2022 Budget					2021 Budget	Change	
Social & Community Services Department	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Children's Services	\$ 69,066	\$ 1,983	\$ 71,048	\$ (58,323)	\$ 12,725	\$ 11,880	\$ 846	7.1%
Employment & Social Services	32,687	2,941	35,629	(28,152)	7,477	6,968	510	7.3%
Housing Services	50,872	8,581	59,453	(22,499)	36,953	36,359	595	1.6%
Human Services Planning & Program Support	7,835	906	8,741	-	8,741	8,381	360	4.3%
Services for Seniors	63,359	13,563	76,922	(55,600)	21,322	19,598	1,724	8.8%
Total	\$ 223,819	\$ 27,974	\$ 251,792	\$ (164,574)	\$ 87,218	\$ 83,184	\$ 4,034	4.8%
2021 Budget	\$ 215,104	\$ 26,032	\$ 241,136	\$ (157,951)	\$ 83,184			
\$ Change	8,715	1,942	10,657	(6,623)	4,034			
% Change	4.1%	7.5%	4.4%	4.2%	4.8%			
FTE					753.6	747.6	6.0	0.8%
Relief Hours					102,760.4	94,546.4	8,214.0	8.7%

Schedule may not add due to rounding

Children's Services

The Children's Services division works collaboratively with community partners to support children and families. The division directly provides fee subsidies for child care, services for children with special needs, oversight of EarlyON Child and Family Centres and leads systems planning to support the early years and child care sector in Halton. The division also operates three child care centres.

Budget Impacts

The 2022 Children's Services budget reflects an increase of \$846,000, or 7.1% over the 2021 Budget, mainly due to cost of living increases and an increase in the Region's contribution due to a decrease in funding from the Ministry of Education (EDU). Subsidies and Revenue are decreasing by \$2.0 million, or 3.3%. The decrease is primarily the result of the removal of EDU funding reductions including the removal of a one-time transitional grant of \$1.5 million and an additional decrease of \$758,000 for an administration cost share reduction from 5% to 2.5%. An increase in the Transfer from Reserves of \$1.5 million from the COVID-19 Stabilization Reserve will offset the removal of the one-time transitional grant in 2022.

A strategic investment of 1,760.5 relief hours to convert existing temporary agency costs to relief hours with no net regional impact is proposed in the 2022 Budget.

Children's Services Divisional Summary (\$000's)								
	2022 Budget					2021 Budget	Change	
Children's Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Community Support	\$ 29,397	\$ 732	\$ 30,129	\$ (27,147)	\$ 2,982	\$ 2,838	\$ 144	5.1%
Special Needs Child Development	11,643	853	12,496	(7,966)	4,530	4,179	352	8.4%
Regional Child Care Centres	3,218	12	3,230	(2,410)	820	808	13	1.6%
Fee Subsidy	24,808	385	25,193	(20,801)	4,392	4,055	337	8.3%
Total	\$ 69,066	\$ 1,983	\$ 71,048	\$ (58,323)	\$ 12,725	\$ 11,880	\$ 846	7.1%
2021 Budget	\$ 68,919	\$ 3,303	\$ 72,222	\$ (60,342)	\$ 11,880			
\$ Change	147	(1,320)	(1,174)	2,019	846			
% Change	0.2%	-40.0%	-1.6%	-3.3%	7.1%			
FTE					102.8	102.8	-	0.0%
Relief Hours					3,587.5	1,827.0	1,760.5	96.4%

Schedule may not add due to rounding

As noted in Report No. **FN-21-21** (re: Operating Budget Variance Report for the Period Ending April 30th, 2021), there was uncertainty around the funding model for Children's Services that could impact 2021. On December 11st, 2020, the Region received the 2021 funding allocation for Children's Services from EDU which was \$1.5 million less than what was included in the 2021 Budget related to utilization funding, a component of base funding. The Region will continue to advocate to the Province for adequate funding to meet the needs of children and families in Halton.

Community Support builds capacity and quality in the early learning and child care system through funding, professional learning, research and community development. In 2022, Children's Services will continue to engage with community partners to develop an Early Learning and Child Care Plan. The plan will incorporate the views and needs of families, educators and child care operators, and will support adaptation to COVID-19 realities. Halton Region's Early Learning and Child Care Plan will support the delivery of affordable, inclusive and high-quality child care and early learning programs. The development and release of the Plan was delayed due to the COVID-19 pandemic. The Community Support budget is increasing by \$144,000, or 5.1%, mainly due to inflationary costs and an increase in the Region's share due to a reduction in Provincial funding.

Halton Region is the service system manager for early years and child care and is responsible for EarlyON Child and Family Centre service planning, funding and oversight. EarlyON Child and Family Centres provide a broad set of free programs and resources for children ages 0 to 6, their families and caregivers. EarlyON Child and Family Centres began offering virtual programs and services in 2020 when a Provincial order prohibited the delivery of in-person services due to COVID-19. In 2022, virtual EarlyON programs and services will continue to be offered in addition to in-person services to increase access for families and caregivers and provide options for participation.

In 2022, the Children's Services division will continue working with EarlyON Child and Family Centre providers to assess and strengthen the quality of programming through the EarlyON monitoring approach. This is a collaborative process that sets standards and expectations where EarlyON Child and Family Centre providers identify goals for continuous quality improvement.

In 2022, the Children's Services division is projecting to distribute \$20.6 million of provincial child care investment directly to child care operators and staff through General Operating Grants (GOG) (\$8.6 million) and Wage Enhancement Grants (WEG) (\$12 million). GOG supports the operation of 72 licensed child care operators in Halton. 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 2021, 2,348 eligible child care employees benefited from up to \$2 per hour wage increase through the WEG. Although there appears to be an increase in GOG in 2022, the total investment in GOG has not changed as funding has been reallocated. The Region will continue to provide committed funding to existing operators. The \$12 million for WEG has been included in the 2022 Budget.

Ongoing investments as part of the Canada-Ontario Early Learning and Child Care Agreement and Licensed Home Child Care Base funding will continue to support increased access to affordable, high quality licensed child care and quality early learning opportunities in Halton Region.

The Region partners with community agencies to ensure the effective delivery of early learning and child care services. Children's Services continues to work with the Ministry of Education, Halton Region Public Health and community partners to support the sector regarding the enhanced health and safety requirements to safeguard children and staff against the spread of COVID-19.

In 2022, Halton Region and the Province will invest \$2.5 million to build system capacity and quality services for early years and child care programs in Halton. Quality First, a program of the Halton Resource Connection, is an initiative that supports child care programs to improve the quality of their service. In 2022, 91% of licensed child care centres are projected to be enrolled in Quality First.

Community Support	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Licensed Child Care (LCC) spaces in Halton	29,440	30,177	30,644	31,042	31,507
Amount invested in General Operating Grants (GOG) for child care operators (\$000s)	\$9,200	\$9,000	\$5,600	\$8,500	\$8,600
Number of child care operators receiving General Operating Grants (GOG)	78	78	75	72	72
Amount invested in Wage Enhancement Grants (WEG) for child care staff (\$000s)	\$11,000	\$11,000	\$6,200	\$12,000	\$12,000
Number of full time child care staff receiving a Wage Enhancement Grant (WEG)	2,271	2,291	1,497	2,348	2,361
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$2,300	\$2,400	\$1,700	\$2,500	\$2,500
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Quality First (QF)	89%	91%	91%	91%	91%

Special Needs Child Development delivers three programs that assist children with special needs and their families in Halton. Services are provided to children from birth to age 21 in different settings to support child development. Infant and Child Development services are delivered to children and families in their home and community settings. These services are for children who do not attend licensed child care. For children attending licensed child care, supports are provided to educators to assist with the successful inclusion of children with special needs in the classroom. The Family and Community Behaviour Services program works to increase parent and caregiver capacity to assist children to be successful across home, community and school environments.

The 2022 Budget has increased by \$352,000, or 8.4%, mainly due to inflation, increased support costs and an increase in the Region's share due to a reduction in Provincial funding. The Infant and Child Development and Family and Community Behaviour Services programs are intended to be 100% funded by the Province; however, the Ministry of Children, Community and Social Services (MCCSS) does not provide the funding level required to meet the needs in Halton. The Region funds \$4.2 million of the total special needs program cost of \$12.5 million to minimize wait times for services and to support children with special needs and their families.

Special Needs Child Development	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Amount invested in children (birth to 12 years) with special needs (\$000s)	\$10,598	\$10,715	\$9,496	\$11,665	\$12,894
Number of children (birth to 12 years) in Licensed Child Care (LCC) with special needs	1,268	1,168	702	896	1,015

Regional Child Care Centres, 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 Regional Child Care Centres (RCCCs) continue to operate as community leaders and demonstrate effective practice in the Halton community. In 2021, the RCCCs offered 14 virtual education sessions to child care professionals. Education sessions focused on the various ways that centres could continue to offer quality child care while implementing Provincial and Halton Region Public Health COVID-19 protocols. RCCCs will continue to provide virtual education sessions in 2022, along with in-person sessions where appropriate. The Program also ensures that Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in the Capital Budget section). In 2022, there is a net increase in the RCCC budget of \$13,000, or 1.6%, mainly due to inflation and increased support costs. A strategic investment for 1,760.5 relief hours will be funded through a base budget reduction in purchased services to convert the existing temporary agencies budget into relief hours to align with the Regional Child Care Centres' (RCCCs) staffing pool and its current structure of utilizing relief staff.

Regional Child Care Centres	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Regional Child Care Centre (RCCC) spaces	120	120	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$435	\$451	\$721	\$714	\$820
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	N/A	N/A	11	14	10

Fee Subsidy includes the Child Care Fee Subsidy program that provides subsidies for eligible families to assist with the cost of child care or for those who are in receipt of Ontario Works (OW) benefits. In 2020, 4,404 children accessed child care through subsidies, which was a decrease of 522 children compared to 2019. The decrease can be attributed to an overall decline in enrolment in child care in Halton due to COVID-19. The number of children accessing child care through subsidies is expected to increase in 2022 as families return to child care. The 2022 Budget includes a net increase of \$337,000, or 8.3%, mainly due to an increase in the Region's share due to a reduction in Provincial funding, inflationary cost increases and increased support costs, offset by higher anticipated cross-jurisdictional fee revenues.

Fee Subsidy	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Amount invested by the Province and Region in child care subsidies (\$000s)	\$22,352	\$24,940	\$15,015	\$22,093	\$25,714
Average annual cost per subsidized child care space	\$7,570	\$7,556	\$7,503	\$7,282	\$7,391
Percentage of child care spaces that are subsidized	6.4%	6.9%	3.7%	3.9%	3.9%
Average number of child care subsidy spaces	2,387	2,628	1,417	1,796	2,660
Number of children rotating through the child care subsidy spaces	4,396	4,926	4,404	3,560	3,559
Number of fee subsidy applications received	N/A	3,065	1,691	2,427	2,427

Employment & Social Services

The Employment & Social Services division provides employment assistance to job seekers and employers, financial assistance to eligible individuals and families through the provincially mandated Ontario Works (OW) program, and regionally funded supports to low-income households.

Budget Impacts

The 2022 Employment & Social Services budget reflects a net increase of \$510,000, or 7.3% over the 2021 Budget. Direct Costs are increasing by \$1.5 million, or 4.8%, mainly due to increased Ontario Works (OW) benefits based on an anticipated 5% caseload increase. The 2022 budget for Subsidies & Revenue is increasing by \$1.1 million, or 4.1%, which is mainly due to an increase for OW benefits of \$1.1 million, and an increase in Other Revenues of \$90,000. As shown in the following table, in 2022, the Region will budget \$7.5 million for Employment & Social Services, of which \$3.1 million is the provincially legislated contribution to the program and \$4.4 million is an additional investment above the legislated requirement to provide additional supports in the community.

A strategic investment is being proposed for the 2022 Budget to enhance the Ontario Works food security program with a regional impact of \$300,000.

Employment and Social Services Divisional Summary (\$000's)								
	2022 Budget					2021 Budget	Change	
Employment & Social Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Employment Halton	\$ 3,256	\$ 556	\$ 3,812	\$ (2,550)	\$ 1,262	\$ 1,181	\$ 81	6.9%
Low Income Financial Benefits	2,024	9	2,033	(100)	1,933	1,596	337	21.1%
Ontario Works	27,407	2,376	29,784	(25,502)	4,282	4,191	91	2.2%
Total	\$ 32,687	\$ 2,941	\$ 35,629	\$ (28,152)	\$ 7,477	\$ 6,968	510	7.3%
2021 Budget	\$ 31,178	\$ 2,832	\$ 34,009	\$ (27,042)	\$ 6,968			
\$ Change	1,510	110	1,619	(1,110)	510			
% Change	4.8%	3.9%	4.8%	4.1%	7.3%			
FTE					57.0	57.0	-	0.0%

Schedule may not add due to rounding

Employment Halton provides services to job seekers and employers through programs designed to help individuals with barriers to employment become successful in obtaining and maintaining employment. As demonstrated in the following table, the COVID-19 pandemic has had a significant impact on the services provided and outcomes achieved by Employment Halton. Until March 2020, all Employment Halton services (i.e., individual supports, workshops and job fairs) were provided in person. At the onset of the COVID-19 pandemic, all in-person services were suspended and individual job seeker and employer supports were provided by telephone. Transformative service delivery changes that included the provision of virtual supports were implemented throughout 2020 and 2021 to better support both job seekers and employers alike. As the economy rebounds, the number of job seekers accessing supports from Employment Halton in 2022 is expected to increase.

The provincial government has initiated the second phase of its employment services transformation. As part of this employment services transformation, the new service delivery model will integrate social assistance employment services into Employment Ontario. In 2019, through a competitive process that was open to any public, not-for-profit and private sector organization, the Ministry of Labour, Training and Skills Development (MLTSD) selected service system managers in three prototype areas (Hamilton-Niagara, Muskoka-Kawartha and Peel Region) who are now responsible for the delivery of employment services in their geographical area, including the delivery of employment supports to Ontario Works and Ontario Disability Support Program (ODSP) recipients. Similar to the process used for the initial three prototype areas, in June 2021, organizations interested in becoming a service system manager in nine geographic areas, including Halton Region, were invited to respond to a Request for Qualification. With approval granted in Report No. **SS-20-21**, staff submitted a response to the provincial Request for Qualifications. In September 2021, staff were advised by the province that Halton Region's response to the Request for Qualifications met the initial evaluation criteria and invited Halton Region to submit a response to its Call for Proposal to become the service system manager for Halton. Based on the approval granted in Report No. **SS-28-21**, staff submitted a response to the provincial Call for Proposal. Service system managers are expected to be announced in four geographic areas, including Halton, early in 2022 and will be in place effective April 1st, 2022. Processes to select service system managers for the five remaining catchment areas are expected to be announced sometime in 2022. Responsibility for the provision of employment supports to Ontario Works clients will be transferred to the service system manager effective April 1st, 2023.

More than ever before, mental health supports are required to help individuals overcome barriers to employment. It is expected that 350 individuals will access mental health supports in 2022 to assist them in reaching their employment goals.

The budget for Employment Halton has increased by \$81,000, or 6.9%, which includes inflationary adjustments and an increase in corporate support.

Employment Halton	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$3,830	\$3,462	\$3,301	\$3,731	\$3,812
Employment Halton Regional Investment (\$000s) (1)	\$1,263	\$869	\$880	\$1,181	\$1,262
Employment Halton Provincial Investment (\$000s) (2)	\$2,352	\$2,432	\$2,167	\$2,300	\$2,300
Employment Halton Federal Investment (\$000s) (3)	\$215	\$161	\$254	\$250	\$250
Number of clients that accessed Employment Halton Services (1+2+3)	7,588	8,297	4,511	3,900	4,540
Number of clients that accessed Employment Halton Services Resource Centre (1)	1,931	1,887	493	0	500
Number of clients that accessed Employment Halton Services Workshop (2)	3,871	4,224	1,745	1,700	1,940
Number of clients that accessed Employment Halton Services Individual Support (3)	1,786	2,186	2,273	2,200	2,100
Number of clients placed directly into a job by Employment Halton	281	180	172	175	200
Number of employers that partner with Employment Halton	410	475	498	500	500
Percentage of individuals employed or participating in an educational opportunity 3 months after leaving the program	69%	78%	61%	70%	70%
Number of individuals accessing mental health supports for assistance with reaching employment goals	429	429	287	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 2021 projected average monthly caseload is 1,882. The Province currently funds the discretionary and mandatory benefits associated with the OW caseload. The OW program budget has increased by \$91,000, or 2.2%, mainly due to inflationary cost adjustments.

The total OW administration program budget for 2022 is \$7.5 million, of which \$4.4 million, or 59%, is funded by the Region and \$3.1 million, or 41%, is funded by the Province. The OW benefit costs are fully funded by the Province. Based on caseload projections provided by the Province and the assumption that the Federal COVID-19 recovery benefits will end in October 2022, the Ontario Works caseload is projected to increase by 5%.

Ontario Works caseloads have decreased significantly since the onset of the COVID-19 pandemic due to federal benefits that became available to Canadians impacted by the pandemic. Once these federal benefits end in October 2022, an increase in Ontario Works applications is anticipated. The 2021 and 2022 projected monthly costs per OW case are expected to be less than the cost in 2019 due to caseloads increasing at a greater rate than costs. To manage anticipated workload increases, the provincial government has announced its recovery and renewal plan for social assistance. The plan includes the following four key priority areas: accelerated digital delivery solutions, including a social assistance digital application; a centralized provincial intake unit for Ontario Works; risk-based eligibility review of Ontario Works applications; and improving access to employment and training for social assistance recipients. Prototyping for the social assistance digital application, risk-based eligibility determination framework and centralized intake unit has begun and has been implemented in 34 municipalities. These initiatives are expected to be implemented in the remaining municipalities, including Halton Region, in early 2022. Additionally, the provincial government continues to define its new vision for social assistance in collaboration with municipalities. The new vision, proposed to occur over three to four years, includes the centralization of some social assistance functions, wherein Ontario Works applicants will be assessed and granted benefits by the province, rather than municipal service managers. It also includes the transfer and expansion of accountability to municipal service managers for life stabilization supports of all social assistance recipients (i.e., Ontario Works and the Ontario Disability Support Program (ODSP) recipients).

Ontario Works	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Average monthly number of Ontario Works recipients	2,095	2,108	2,000	1,882	2,280
Gross monthly cost per Ontario Works case	\$1,085	\$1,116	\$1,140	\$1,094	\$1,080
Average length of time clients received Ontario Works assistance (in months)	23	25	28	36	34
Average number of days to determine eligibility	11	11	9	3	3
Percentage of Ontario Works recipients with employment income	14%	14%	9%	8%	9%

Low Income Financial Benefits are 100% Regionally funded and promote community well-being through a variety of supports for Halton residents in financial need. These supports are demand-driven and include programs such as the Subsidized Passes for Low Income Transit (SPLIT) program, food vouchers, recreation subsidies, funerals and other health-related benefits for low-income clients. The program budget has increased by \$337,000, or 21.2%, mainly due to a strategic investment for the food security program. There is also an \$87,000 increase in grants for low-income benefits which is offset by \$50,000 in Other Revenues based on an anticipated increase from reimbursements.

The strategic investment noted above is to support the enhanced delivery of a food security program to Ontario Works recipients resulting in a regional impact of \$300,000.

SPLIT provides a subsidy for low-income residents so they can access affordable public transportation in Burlington, Halton Hills, Milton and Oakville. Approximately 6,000 passes are expected to be purchased in 2021. While the economy opened somewhat in 2021, this number remains lower than previous years due to the COVID-19 pandemic. As the economy rebounds, the number of individuals purchasing passes through the SPLIT program is expected to increase in 2022.

Low Income Financial Benefits	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$449	\$561	\$376	\$415	\$520
Number of individuals who purchased a Subsidized Pass for Low Income Transit (SPLIT) pass or tickets	7,642	10,271	5,516	6,000	9,000
Regional investment in the Low-Income Program (\$000s)	\$294	\$312	\$349	\$360	\$308

Housing Services

The Housing Services division provides programs across the full housing continuum, ranging from emergency shelters to assistance to homeowners in Halton Region's private marketplace. The division is responsible for the provision of assisted housing, homelessness prevention and supportive housing, and the operation of the Halton Community Housing Corporation (HCHC).

Budget Impacts

The 2022 Budget for Housing Services is increasing by \$595,000, or 1.6%, mainly due to an increase in Regional investments of \$573,000 in Rent Supplement programs. The Budget includes an increase of \$6 million in Direct Costs, mainly due to a one-time grant in homelessness prevention of \$4.3 million to align with provincial and federal funding, and grants of \$1.7 million in Assisted Housing for Rent Supplements and Community Housing Providers. An increase in Capital Financing & Other Expenditures of \$328,000 is mainly attributed to a transfer from the COVID-19 Stabilization Reserve due to the reduction of 2021 one-time COVID-19 funding. Subsidies & Revenue are increasing by \$5.7 million based on higher funding allocations for provincial and federal programs. This increase is primarily attributed to one-time funding initiatives, including a Federal Reaching Home enhancement of \$3.2 million and a one-time Social Services Relief Fund (SSRF) (\$2.2 million) investment. This increase also includes ongoing Federal Block Funding for Community Housing Providers (\$220,000), the Canada-Ontario Community Housing Initiative (COCHI) (\$116,000), partially offset by a decrease in Ontario Priorities Housing Initiative (OPHI) (\$24,000).

A strategic investment of \$2.065 million in rent supplement grants for the Halton Rental Assistance Program (HRAP) and Provincially Mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units coming on stream in support of the Region's Comprehensive Housing Strategy (CHS) is recommended in the 2022 Budget. The strategic investment is partially offset through one-time funding of \$1.0 million through the provincial Social Services Relief Fund (SSRF) and a one-time transfer from the COVID-19 Stabilization Reserve of \$492,000 resulting in a net regional impact of \$573,000.

Housing Services Divisional Summary (\$000's)								
	2022 Budget					2021 Budget	Change	
Housing Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Assisted Housing	\$ 35,976	\$ 7,790	\$ 43,766	\$ (7,269)	\$ 36,497	\$ 35,627	\$ 870	2.4%
Homelessness	13,308	138	13,446	(12,990)	457	732	(276)	-37.6%
HCHC	1,589	652	2,241	(2,241)	-	(0)	0	-100.0%
Total	\$ 50,872	\$ 8,581	\$ 59,453	\$ (22,499)	\$ 36,953	\$ 36,359	\$ 595	1.6%
2021 Budget	\$ 44,890	\$ 8,253	\$ 53,143	\$ (16,784)	\$ 36,359			
\$ Change	5,982	328	6,310	(5,716)	595			
% Change	13.3%	4.0%	11.9%	34.1%	1.6%			
FTE					43.0	43.0	-	0.0%

Schedule may not add due to rounding

The 2022 Budget includes funding allocations for provincially and federally funded programs based on planned allocations that are significantly lower or remain unchanged from historical funding received as per the following table. The 2022 to 2023 allocations are for planning purposes only per Ministry of Municipal Affairs and Housing direction and are subject to confirmation through the Province's annual budget process and/or concurrence from the Canada Mortgage and Housing Corporation (CMHC). The 2022 planning allocations under the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) programs are significantly lower than past investments in Halton, which may affect the Region's ability to create new housing opportunities in support of the Comprehensive Housing Strategy Update: 2014-2024. Further, planned allocations – specifically for Community Homelessness Prevention Initiative (CHPI) – have remained unchanged from the 2021 annual base investment, despite significant pressures attributed to serving high needs populations during the pandemic and beyond. The proposed CHPI allocation in 2022 is not reflective of program delivery requirements and is not sufficient to fund Halton Region's modified shelter program. Confirmed allocations end on March 31st, 2022. Unless the 2022 to 2023 planned allocations are confirmed, the Region will have to fully fund all costs to continue to offer these programs to Halton communities beyond this date. Advocacy to senior levels of government for ongoing, predictable funding will continue to be a priority for the Region in 2022.

Program	2021-2022 Confirmed Allocation	2022-2023 Planned Allocation	Difference
Assisted Housing:			
Ontario Priorities Housing Initiative (OPHI)	\$ 2,756,800	\$ 2,513,400	\$ (243,400)
Canada-Ontario Community Housing Initiative (COCHI)	\$ 1,553,184	\$ 1,132,091	\$ (421,093)
Home For Good (HFG)	\$ 1,000,000	\$ 1,000,000	\$ -
Canada-Ontario Housing Benefit (COHB) Provincially-Delivered	\$ 1,118,272	\$ 1,387,800	\$ 269,528
Homelessness Prevention:			
Community Homelessness Prevention Initiative (CHPI)	\$ 6,555,275	\$ 6,555,275	\$ -
Reaching Home (RH)	\$ 966,947	\$ 959,817	\$ (7,130)
Additional One-Time Funding:			
Reaching Home (RH) Enhancement	\$ 3,509,801	\$ -	
Social Services Relief Fund (SSRF)	\$ 4,421,200	\$ -	

Assisted Housing is housing that is subsidized through government programs. Assisted Housing (sometimes referred to as community housing or social housing) helps make rent affordable for lower-income individuals and families through capital programs such as the Ontario Priorities Housing Initiative (OPHI) and Canada-Ontario Community Housing Initiative (COCHI) programs, as well as through the provision of rental subsidies directly to assisted housing providers, private market landlords and Halton residents.

Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction, the preservation of existing stock and the provision of Regional subsidies to make rental costs more affordable. Funding related to acquiring or developing new units is in the Planning Services division capital budget. All new housing opportunities created contribute towards Halton Region's Comprehensive Housing Strategy (CHS) Update: 2014-2024 target of creating up to 900 new housing opportunities over the 10-year life of the strategy. In 2021, Halton Region exceeded this target with 1,005 new assisted housing opportunities anticipated by the end of December. Halton Region has established an interim target for the creation of an additional 150 housing opportunities over the balance of the CHS which is predicated on investments from senior levels of government per **SS-11-21**. An additional 80 new housing opportunities are currently projected in 2022.

The 2022 Budget is increasing by \$870,000, or 2.4%. There is a \$250,000 net increase in community housing provider grants partially offset by Federal Block Funding, a one-time increase of \$110,000 in Canada-Ontario Community Housing Initiative grants (COCHI) and a decrease of \$24,000 in Ontario Priorities Housing Initiative (OPHI) grants which are fully offset by funding. The 2022 Budget also includes a strategic investment of \$1.1 million for Halton Rental Assistance Program (HRAP) grants (\$845,000) and Commercial Rent Supplement grants (\$220,000) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units coming on stream in support of the Region's Comprehensive Housing Strategy (CHS). This strategic investment is offset by a one-time COVID-19 Stabilization Reserve transfer of \$492,000. As discussed below in Homelessness Prevention, there is an additional \$1.0 million in Halton Rental Assistance Program (HRAP) grants fully funded from SSRF one-time funding. The net impact for this strategic investment to the Region is \$573,000.

Vulnerable populations have been disproportionately impacted by the COVID-19 pandemic, including populations that are homeless and at risk of homelessness. Throughout the pandemic, this population has been prioritized for permanent housing options (with supportive services as required) in community housing environments and in Halton Region's private market place with rental subsidies funded through the Halton Rental Assistance Program (HRAP).

In addition to funding for new assisted housing opportunities, there are several key housing subsidies provided by the Region to make rental costs more affordable:

- Rent-geared-to-income (RGI): a subsidy made available to low-to-moderate-income residents selected from the Halton Access to Community Housing (HATCH) government assisted housing waitlist. The subsidy is calculated based on 30% of total household income. In 2022, the Region is expecting to provide 4,044 RGI subsidies. The reduction in RGI subsidies that began in 2021 and that will continue in 2022 is the result of two community housing providers reaching the end of their mortgages in 2021 and entering a rent supplement arrangement with Halton Region to continue to provide assisted housing.
- Portable Housing Benefits: provided directly to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. In 2021, 230 Halton residents received a portable housing benefit. Portable housing benefits allow Halton residents to remain in their homes and communities where they have established social support networks. These portable housing benefits will continue in 2022.
- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2021, Halton funded 476 HRAP rent supplement opportunities. This number is projected to grow to 519 by the end of 2022.

The HATCH applicant numbers are expected to grow due to the limited availability of private market rental options, an increase in private market rental rates in the Greater Toronto Area, continued population growth in Halton Region and pandemic related pressures. The COVID-19 pandemic contributed to increased HATCH applications in 2020, as well as a reduced number of tenants moving out of assisted housing units. This trend continued throughout 2021. In addition, new electronic annual update capabilities were implemented for HATCH in 2020 and continued in 2021 which has resulted in a higher response rate from waitlist applicants and lower file cancellations than in previous years.

Assisted Housing	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total net operating budget for assisted housing opportunities (\$000s)	\$34,947	\$35,095	\$35,795	\$36,104	\$36,497
Total stock of assisted housing	5,123	5,171	5,271	5,358	5,377
Number of households receiving Rent-Geared-to-Income (RGI) support annually	4,200	4,199	4,121	4,121	4,044
Number of households receiving portable housing benefit support annually.	290	290	290	230	230
Number of households receiving Halton Rental Assistance Program (HRAP) support annually	258	278	370	476	519
Number of other assisted housing units supported by Halton Region annually	204	200	212	197	187
New assisted housing opportunities in Halton (Cumulative total opportunities since 2014)	764	814	913	1,005	1,085
Annual investment in assisted housing stock (\$000s)	\$5,700	\$9,791	\$6,250	\$18,798	\$18,000
Percentage of new investment that is Regional funding	3%	47%	100%	95%	100%
Percentage of new investment that is Federal/Provincial funding	97%	53%	0%	5%	0%
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	3,241	3,989	4,364	4,500	4,675
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	48%	50%	48%	46%	47%

The **Homelessness Prevention** program provides emergency shelter solutions, the Housing with Related Supports program, and homelessness prevention initiatives to temporarily house vulnerable residents or keep them housed safely in their homes. Leadership is also provided to the Community Safety and Well-Being Housing and Homelessness Action Table.

Congregate living environments continue to present a high risk for COVID-19 transmission during the pandemic. Achieving safe physical distancing in congregate environments is a priority. The Region utilized hotels to pre-emptively reduce shelter populations to a safe level and house a higher number of vulnerable individuals and families in 2020. In 2021, Regional Council approved a modified emergency shelter program that saw the acquisition of a capital facility in Burlington to serve families with children, couples and single women, while the Lighthouse Shelter in Oakville was converted to a men's only shelter with on-site supports. In 2022, transformation of Halton Region's emergency shelter program will continue.

The 2022 Budget for Homelessness Prevention is decreasing by \$276,000 mainly due to additional provincial and federal funding, thereby reducing the net Regional impact from \$732,000 in 2021 to \$457,000 in 2022. The 2022 Budget includes one-time increases in Reaching Home funding of \$3.2 million and \$1.1 million for SSRF to fund base budget costs to support vulnerable people in need in the community through to March 31st, 2022. This funding is further being utilized to support existing regionally funded costs such as the Enhancement Funding Initiative (EFI) and community agency grants of \$270,000 resulting in a net overall reduction for Homelessness Prevention. As discussed above, the 2022 Budget also includes a strategic investment of an additional \$1.0 million for the Halton Rental Assistance Program (HRAP) which is fully funded by one-time SSRF funding. The overall net impact of the strategic investment to the Region is \$573,000 as outlined above in the Assisted Housing section.

The total number of individuals and families needing support through the Housing Stability Fund is expected to increase in 2022 as pandemic restrictions are lifted. This is primarily attributed to the end of the provincial emergency order banning residential evictions and the increase in arrears-related support requests expected to be received by the division.

Key Homelessness Prevention programs include:

- Housing Stability Fund: provides one-time financial assistance to low-income residents struggling with energy arrears, moving costs, essential furniture and last month's rent or rental arrears.
- 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 individuals and families who are experiencing chronic homelessness.
- Housing with Related Supports: provides 152 subsidized beds that give permanent housing with on-site support services for residents who cannot live independently in the community.
- The Emergency Shelter program: provides temporary shelter and services to individuals and families experiencing homelessness. There are 32 beds available for homeless men at the Lighthouse Shelter in Oakville. This number has been pre-emptively reduced during the pandemic to ensure safe physical distancing and in 2022 capital modifications are expected to be completed to the Lighthouse Shelter to provide for increased capacity to serve this vulnerable population. In 2021, Halton Region acquired a 45-unit facility to provide emergency shelter and transitional housing to vulnerable families with children, couples and single women using a supportive housing approach. Hotels will continue to be used in 2022 to address surge capacity as needed.

Homelessness	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Households Receiving Housing Stability Fund (HSF) Support Annually	1,925	2,032	1,819	1,925	1,925
Number of clients accessing transitional and outreach support annually	389	474	524	525	525
Number of clients accessing Halton Housing Help (HHH) annually	2,124	1,845	1,396	1,200	1,200
Number of clients in receipt of Halton Housing First (HF) support annually	23	19	30	22	25
Total number of monthly Housing with Related Supports provided annually	1,685	1,685	1,685	1,685	1,685
Lighthouse Shelter for Single Men Occupancy Rate	83%	84%	100%	100%	100%
Family Shelter households served		N/A	N/A	80	80
Emergency women shelter occupancy rate		N/A	N/A	167%	150%
Percentage of households contacted that remain permanently housed 6 months after receiving funding support through the Housing Stability Fund	91%	92%	84%	90%	90%
Number of individuals and families who moved from homelessness to permanent housing	383	357	258	207	220
Number of vacancies filled using the By Name List	N/A	43	52	50	50
Number of individuals and families who moved to Community Housing	N/A	N/A	55	60	40

The **Halton Community Housing Corporation (HCHC)** provides property management and tenant support services to residents in its rent-geared-to-income (RGI), market rent and condominium units.

HCHC will continue to manage 102 units of new government assisted housing stock on behalf of Halton Region as shown in the following table. HCHC directly manages a total of 2,210 units. HCHC's housing stock is anticipated to grow over time in conjunction with new assisted housing units created in support of the Comprehensive Housing Strategy (CHS) Update: 2014-2024 as articulated in **SS-11-21**. HCHC communities include townhouses, apartments, condominium units and several single and semi-detached dwellings. HCHC balances fiscal responsibility with keeping vulnerable populations housed. HCHC works with residents to support tenancies and promote community safety and well-being and has a resident informed multi-year Community Development Strategy in place to guide these activities.

The 2022 Budget includes no net change as the costs are fully recovered by HCHC administration fees. The 2022 gross expenditures are increasing by \$70,000, or 3.2%, mainly due to inflationary increases.

Halton Community Housing Corporation (HCHC)	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total gross operating budget for Halton Community Housing Corporation (HCHC) (\$000s)	\$26,435	\$27,421	\$27,719	\$29,855	\$28,376
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	2,193	2,210	2,210	2,210	2,210
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	88	102	102	102	102
Percentage of total households who are in arrears	6%	8%	12%	13%	8%
Number of households in repayment plans	N/A	N/A	N/A	77	85
Number of residents accessing programming offered through community partnerships	N/A	N/A	1,016	1,161	2,000
Asset management state of good repair spending (\$000s)	\$3,100	\$4,278	\$4,108	\$4,747	\$5,552
Asset management state of good repair capital projects	50	37	39	53	29

Human Services Planning & Program Support

Human Services Planning & Program Support (HSPPS) provides community development and professional support services for the Social & Community Services department. HSPPS is instrumental in overall human service planning and investment strategies. Key initiatives are Community Safety and Well-Being (CSWB) planning and the Halton Region Community Investment Fund (HRCIF). The unit also provides support services to all program areas in the department, which includes compliance reviews, business improvement and change management.

Budget Impacts

The 2022 Budget reflects a net increase of \$360,000, or 4.3%, over the 2021 Budget driven by a strategic investment and inflationary increases.

The 2022 Budget proposes a strategic investment of \$250,000 to meet new and emerging community needs, respond to public health directives from the pandemic, and address Community Safety and Well-Being issues (CSWB).

Human Services Planning and Program Support Divisional Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
Human Services Planning & Program Support	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Community Development	\$ 4,771	\$ 48	\$ 4,819	\$ -	\$ 4,819	\$ 4,555	\$ 264	5.8%	
Professional Support	3,064	858	3,922	-	3,922	3,826	96	2.5%	
Total	\$ 7,835	\$ 906	\$ 8,741	\$ -	\$ 8,741	\$ 8,381	\$ 360	4.3%	
2021 Budget	\$ 7,528	\$ 852	\$ 8,381	\$ -	\$ 8,381				
\$ Change	306	54	360	-	360				
% Change	4.1%	6.3%	4.3%	0.0%	4.3%				
FTE					28.0	28.0	0.0	0.0%	

Schedule may not add due to rounding

Community Development supports numerous community partners and initiatives to achieve better health, safety and well-being outcomes for Halton residents. This includes the development and ongoing implementation of the Community Safety and Well-Being Plan in partnership with the Halton Regional Police Service and a wide range of community partners. The Plan is built on a model to continuously identify and address broader community and system-level issues to proactively support populations that are vulnerable to negative health and social outcomes.

A key component of the Region's overall approach to support health, safety and well-being is the HRCIF. As shown in the following table, the Region has increased HRCIF funding by \$1.4 million since 2018. The net increase of \$264,000, or 5.8%, in the 2022 Budget for Community Development is mainly due to the strategic investment to increase funding for the HRCIF.

An increased investment of \$250,000 in HRCIF funding will support Halton Region meet new and emerging community needs and continue with recovery from the impacts of the COVID-19 pandemic.

The HRCIF is a 100% Regionally funded program that provides single and multi-year grants for human services programs that support the health, safety and well-being of Halton residents. In 2021, the HRCIF is providing 63 grants that address community needs or are aligned with CSWB planning priorities such as supporting mental health, maintaining housing and preventing homelessness, improving food security, supporting residents vulnerable to negative social and health outcomes and strengthening services to older adults, children and youth. A commitment to equity, diversity and inclusion informs HRCIF investments. This includes funding for the Halton Equity and Diversity Roundtable. HRCIF investments also enhanced the capacity of community organizations to meet the needs of vulnerable populations throughout the COVID-19 pandemic and continue to respond to a wide range of emergent issues.

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

Community Development	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$2,378	\$2,680	\$3,000	\$3,500	\$3,750
Number of active HRCIF Grants	55	58	63	63	65

Professional Support provides services across the Social & Community Services department in the areas of policy and program support, business improvement, emergency social services, eligibility review, navigation supports for individuals and families, revenue recovery and records management. The Professional Support budget has increased by \$96,000, or 2.5%, mainly due to inflationary increases for compensation and corporate support charges.

The Region is committed to ensuring accountability in the delivery of human services. The eligibility review team within this group investigates allegations of potential misrepresentation for Ontario Works (OW), Children's Services and Housing Services. Through these investigations, it is projected that \$1,115,000 in overpayments will be identified in 2021 and subject to recovery, which will be used to offset OW benefits, fee subsidy and housing provider grants.

The provincial Social Benefits Tribunal hears appeals from people who are determined ineligible for social assistance or disagree with decisions made during the administration of assistance. It is projected that 85% of decisions by the Region will be upheld by the Social Benefits Tribunal in 2021.

Professional Support	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Amount of overpayments identified by investigations into misrepresentation for clients in Housing Services, Children's Services, and Ontario Works (\$000s)	\$907	\$1,049	\$1,394	\$1,115	\$1,000
Percentage of social assistance review decisions upheld at Provincial Tribunal	80%	82%	87%	85%	85%

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 residents and clients. The Region operates three accredited Long-Term Care (LTC) homes (Allendale, Creek Way Village and Post Inn Village). LTC homes provide skilled nursing care, activities and daily living supports to 572 individuals. The division also provides Supportive Housing programs at five locations in Halton and Adult Day programs in both Milton and Georgetown that enable older adults to live in their own homes longer and maintain their independence.

Budget Impacts

The 2022 Services for Seniors budget reflects a net increase of \$1.7 million, or 8.8%, over the 2021 Budget. The 2022 Budget includes Direct Costs for strategic investments of 2.0 FTE for Scheduling Office Clerks, a Workforce Management Coordinator, an Infection Prevention and Control Compliance Manager, a Program & Policy Analyst, a Social Worker and 6,453.5 relief hours which will allow staff to complete mandatory education. Direct Costs are also increasing due to Pay-in-lieu of benefits of \$681,000 to align the budget to actuals based on the 5-year historical average. One time 2021 expenditures of \$2.3 million related to COVID-19 have been removed from Direct Costs which are directly offset in Transfer from Reserve. Subsidies & Revenue are increasing by \$1.8 million, or 4.7%, due to a provincial subsidy increase of \$853,000 which is comprised of Case Mix Index (CMI) and per diem funding increases. Provincial funding has been anticipated in the strategic investments based on the current funding level, however, has not yet been confirmed. There is also an increase of \$347,000 in one-time COVID-19 funding.

The Region's LTC homes continue to experience significant resident care and staffing challenges associated with the COVID-19 pandemic. Provincial policy and directives related to personal protective equipment, COVID-19 testing of staff, residents and visitors, and staff vaccination, have required new procedures, staffing roles, and accountabilities. Provincially mandated vaccination requirements, while needed, create challenges with workforce retention and recruitment. The Region's homes have met the immense challenges of the pandemic environment, and the proposed strategic investments augment critical staff roles that strengthen key capabilities moving forward.

Senior's Services Divisional Summary (\$000's)								
	2022 Budget					2021 Budget	Change	
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021	
Services for Seniors								
Adult Day Programs	\$ 1,625	\$ 277	\$ 1,902	\$ (1,430)	\$ 472	\$ 436	\$ 36	8.2%
Long-Term Care Homes	57,819	12,939	70,758	(50,334)	20,424	18,843	1,581	8.4%
Supportive Housing Programs	3,914	347	4,262	(3,835)	426	319	107	33.6%
Total	\$ 63,359	\$ 13,563	\$ 76,922	\$ (55,600)	\$ 21,322	\$ 19,598	\$ 1,724	8.8%
2021 Budget	\$ 62,589	\$ 10,792	\$ 73,381	\$ (53,783)	\$ 19,598			
\$ Change	770	2,771	3,541	(1,817)	1,724			
% Change	1.2%	25.7%	4.8%	3.4%	8.8%			
FTE					522.8	516.8	6.0	1.2%
Relief Hours					99,172.9	92,719.4	6,453.5	7.0%

Schedule may not add due to rounding

Adult Day programs provide day-time social and therapeutic recreational programming for older adults living in the community. The Adult Day programs (ADP) were closed as result of COVID-19 on March 17th, 2020, and reopened on August 9th, 2021. Current client to staff ratios have been reduced and client cohorts have been established to adhere to infection prevention and control measures. This will result in lower client user fee revenue. It is anticipated that client capacity will increase when Public Health guidelines allow. In order to support the increased demand for services, the ADP also provides virtual supports to current clients, or clients who have been waitlisted. Currently, there is no user fee for virtual programming.

The 2022 Budget for the Adult Day programs includes an increase of \$36,000, or 8.2%, mainly driven by an increase in Direct Costs. Funding provided from Ontario Health (OH) for the Adult Day programs has been held at the 2018 level of \$1.2 million, and funds 74% of the Adult Day programs in 2022.

Adult Day Programs	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total gross operating cost of Regional Adult Day programs (\$000s)	\$1,579	\$1,610	\$1,506	\$1,813	\$1,846
Number of clients served	151	143	106	106	106
Overall satisfaction with the quality of care and service	100%	92%	96%	96%	98%

Long-Term Care (LTC) homes provide high quality care and accommodation to older adults who are no longer able to live on their own. This is achieved through 571 LTC beds and one respite bed for short-term use, and the production kitchen which prepares meals for Halton's three LTC homes, the Adult Day programs, and a community Meals on Wheels program which provides meals for older adults in Milton and Halton Hills.

LTC homes have been significantly impacted by COVID-19 and new directives from the Ministry of Long-term Care. Many of the restrictions experienced in 2020 and 2021 have been lifted, however, the homes will need to remain adaptive to the changing COVID-19 situation and may again experience increased pressures related to cohorting staff, PPE requirements and infection prevention and control measures, as well as reduced admissions.

The 2022 LTC homes' budget reflects a net increase of \$1.6 million, or 8.4%, over the 2021 Budget. The Transfer from Reserves decreased by \$2.3 million due to the removal of one-time COVID-19 related costs including additional personal protective equipment and temporary support from 40 Resident Care Aides for nine months who were hired to support operations at the homes. These costs were funded through a one-time transfer from the COVID-19 Stabilization Reserve and utilized funding from the Safe Restart Phase 1 funding. Direct Costs have increased by \$660,000 mainly due to the strategic investments, which are itemized below. Provincial funding has been anticipated in the strategic investments based on the current funding level; however, has not yet been confirmed. There is an increase of \$1.8 million in Subsidy Revenues including \$853,000 in subsidies comprised of Case Mix Index (CMI) and per diem funding adjustments.

The following strategic investments for 6.0 FTEs and 6,453.5 relief hours are proposed in the 2022 Services for Seniors budget:

- 3.0 FTE Scheduling Office Clerks to support ongoing requirements of scheduling 800+ staff in a 24/7 operational environment in the Long-Term Care homes (LTC). Gross: \$255,000 Anticipated Subsidy: \$179,000 Net: \$77,000
- 1.0 FTE IPAC Compliance Manager to oversee clinical compliance, and infection prevention and control (IPAC) for the Region's Long-Term Care (LTC) homes and community programs. Gross: \$167,000, Anticipated Subsidy: \$117,000, Net: \$50,000
- 1.0 FTE Program & Policy Analyst to support the needed monitoring and analysis of legislative changes, emerging provincial and public health requirements, and developing internal processes and procedures for compliance. It will also support the division with needed resourcing for ongoing policy management. Gross: \$122,000, Anticipated Subsidy: \$85,000, Net: \$37,000
- 1.0 FTE Social Worker will assist LTC residents and their families with complex mental health challenges and concerns related to social isolation among our resident population, which have been exacerbated during the pandemic. Gross: \$133,000 Anticipated Subsidy: \$93,000 Net: \$40,000

- 6,453.5 relief hours to support the ongoing education of Long-Term Care (LTC) staff. When staff are scheduled for training, relief staff are required to maintain appropriate resident care. An emphasis for training will be on caring for persons with dementia. Gross: \$204,000 Subsidy \$143,000 Net: \$61,000

In the base budget, subsidies are increasing by \$853,000 because of a rise in Case Mix Index (CMI) and per diem funding adjustments. The 2021 and 2022 re-indexing of eligible CMI funding by the Ministry of Long-Term Care (MLTC) means the provincial subsidy received is 92.07% of the calculated care needs of residents. The MLTC defines the CMI as a numeric value assigned to an LTC home and is used as a measure of the care requirements of residents.

The LTC homes' 24/7 operations require regular utilization of casual relief staff when permanent staff are absent from work due to various reasons (e.g., vacation, illness, injury, training, etc.) to maintain service levels.

As shown in the table below, the 2022 Budget includes a total of 97,437 relief hours, which is an increase of 6,453 from the 2021 Budget due to a strategic investment for ongoing education of Long-Term Care (LTC) home staff. The following table reflects the allocation of budget, FTEs and relief hours for each LTC home and the Meals on Wheels program.

Long-Term Care Homes (\$000s)						
	2022 Budget			2021 Budget		
	\$	FTE	RELIEF HOURS	\$	FTE	RELIEF HOURS
Gross Cost						
Allendale	\$ 20,521	190.1	18,658	\$ 20,302	188.1	16,064
Creek Way Village	15,404	126.5	32,453	15,191	124.9	31,253
Post Inn Village	21,805	181.9	46,326	21,577	179.7	43,666
Meals on Wheels	90	1.2	-	88	1.2	-
Total Direct Cost	57,819	499.8	97,437	57,159	493.8	90,984
Allendale	5,190			4,230		
Creek Way Village	2,791			1,854		
Post Inn Village	4,878			4,039		
Meals on Wheels	80			78		
Corporate Charges & Financing	12,939			10,201		
Total Gross Cost	70,758			67,360		
Subsidies & Revenues						
Allendale	(17,369)			(16,813)		
Creek Way Village	(12,999)			(12,536)		
Post Inn Village	(19,824)			(19,027)		
Meals on Wheels	(143)			(143)		
Total Subsidies & Revenues	(50,334)			(48,517)		
Net Tax Impact						
Allendale	8,343			7,720		
Creek Way Village	5,196			4,509		
Post Inn Village	6,859			6,589		
Meals on Wheels	27			23		
Total Net Tax Impact	\$ 20,424			\$ 18,843		

The 10-year capital program includes \$6.9 million over the next 10 years, which is \$0.3 million higher than the 2021 10-year program, due to construction price increases related to the production kitchen at Allendale and the receiving kitchen at Post Inn Village.

Services for Seniors Capital Programs (\$ Millions)							
	2022	2023	2024	2025	2026	2027-31	Total
LTC Facility Equipment Replacement	0.96	0.65	0.65	0.65	0.65	3.37	6.93
Total	\$0.96	\$0.65	\$0.65	\$0.65	\$0.65	\$3.37	\$6.93

Schedule may not add due to rounding

In addition, the Region expects to continue to receive a total of \$1.4 million in provincial capital subsidies in 2022, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the LTC homes and future replacements. 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 LTC homes between 2000 and 2005. The provincial subsidy is expected to continue over the next eight years.

The Services for Seniors capital program is funded from reserves, which will be replenished from annual operating transfers. The 2022 Budget includes capital financing (i.e., transfer to reserves) of \$2.2 million.

As shown in the following table, 760 residents are projected to be cared for at the Regional LTC homes in 2022, and 91% of residents and families would recommend the LTC homes.

Long-Term Care Homes	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$61,930	\$62,954	\$71,123	\$67,749	\$68,026
Percentage of Long-Term Care Homes operating budget from Regional investment	29%	28%	26%	25%	28%
Cost of a bed/day in Regionally operated Long-Term Care Homes	\$297	\$302	\$341	\$325	\$326
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	91%	91%	79%	83%	91%
Number of beds	572	572	572	572	572
Number of residents served at Regionally operated Long-Term Care Homes	769	759	698	760	760
Percentage of municipal long-term care beds per population over 75 years of age	5%	5%	5%	5%	5%
Allendale - Funded CMI	111%	112.0%	114.4%	114.6%	114.6%
Post Inn Village - Funded CMI	107%	108.0%	109.6%	111.0%	111.0%
Creek Way Village - Funded CMI	114%	112.0%	114.2%	115.2%	115.2%

Supportive Housing programs provide in-home care and support to older adults living in five designated housing buildings and surrounding neighbourhoods (Martin House, Bruce Apartment, John R. Rhodes, Bonnie Place and Wellington Terrace). Four of these five housing environments are HCHC properties, including Wellington Terrace where the Program for All-inclusive Care for the Elderly (PACE) Senior's Community Hub pilot is made available (**HC-16-19**). As shown in the following table, in 2021, the Supportive Housing programs provided personal support services to 234 Halton residents allowing them to remain safely living at home. The Supportive Housing program was recognized by 98% of its clients as a program that meets their needs and allows them to remain living in the community.

The 2022 Budget for Supportive Housing programs includes a net increase of \$107,000, or 33.6%, mainly driven by Direct Costs in vendor contracts for visits within supportive housing. Funding in the amount of \$3.8 million is provided through Ontario Health (OH) and remains at the 2019 level, which funds 89% of total Supportive Housing programs.

Supportive Housing	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$4,075	\$4,269	\$4,581	\$4,208	\$4,318
Amount of Regional funding for Supportive Housing programs (\$000s)	\$233	\$401	\$347	\$373	\$483
Amount of LHIN funding for Supportive Housing programs (\$000s)	\$3,745	\$3,763	\$3,763	\$3,763	\$3,763
Number of clients served at Regionally operated Supportive Housing locations (1+2+3+4)	258	247	244	249	249
Number of clients served at Bonnie Place (1)	75	69	65	69	69
Number of clients served at Wellington Terrace (2)	54	54	57	55	55
Number of clients served at Martin House (3)	59	62	64	61	61
Number of clients served at John Rhodes Residence (4)	70	62	58	63	63
Overall Satisfaction with the quality of care and service	96%	98%	98%	98%	98%

Halton Region Budget and Business Plan

BUDGET REPORT 2022



LEGISLATIVE & PLANNING SERVICES

Legislative & Planning Services Department

The Legislative & Planning Services department provides land use planning and growth management direction, economic development, small business services, tourism promotion, and heritage services. The department consists of four divisions: Planning Services, Economic Development, Human Resources (HR) Services and Legal Services. The HR Services and Legal Services budgets are reported through Corporate Administration where the net expenditures have been allocated to program budgets to show the full cost of program delivery. The 2022 budgets for HR Services and Legal Services are discussed in the Corporate Administration section.

Budget Impacts

As shown in the following table, the Legislative & Planning Services 2022 budget reflects a net increase of \$773,000, or 4.8%, over the 2021 Budget. Direct Costs are increasing by \$817,000, or 8.0%, mainly due to strategic investments in Planning Services for 1.0 FTE Development Engineer (\$150,615), 1.0 FTE Junior Development Project Manager (\$122,245), and 1.0 FTE Senior Project Manager (Aggregate) (\$149,270), as well as increases in costs related to a new Conservation Halton agreement for ecological review services support to implement the Natural Heritage policies of the Regional Official Plan (ROP). Capital Financing & Other Costs are increasing by \$125,000, or 1.8%, mainly due to inflation and capital financing costs related to projects such as the ROP Implementation. Subsidies & Revenue are increasing by \$170,000, or 12.1%, mainly due to new application fee revenues added to offset the for the new Conservation Halton agreement for ecological review services support to implement the Natural Heritage policies of the ROP.

Legislative & Planning Services Departmental Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Legislative & Planning Services									
Planning Services	\$ 8,092	\$ 6,126	\$ 14,218	\$ (1,350)	\$ 12,867	\$ 12,151	\$ 717	5.9%	
Economic Development	2,955	1,163	4,118	(216)	3,902	3,845	56	1.5%	
Total	\$ 11,046	\$ 7,289	\$ 18,335	\$ (1,566)	\$ 16,769	\$ 15,996	\$ 773	4.8%	
2021 Budget	\$ 10,229	\$ 7,164	\$ 17,393	\$ (1,397)	\$ 15,996				
\$ Change	817	125	942	(170)	773				
% Change	8.0%	1.8%	5.4%	12.1%	4.8%				
FTE					69.0	66.0	3.0	4.5%	

Schedule may not add due to rounding

The following strategic investments for 3.0 FTEs are proposed in the 2022 Budget:

- 1.0 FTE for a Development Engineer (\$151,000)
- 1.0 FTE for a Junior Development Project Manager (\$123,000)
- 1.0 FTE for a Senior Project Manager (Aggregate) (\$150,000)

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 development review, protection of the Region's Natural Heritage System, the Allocation Program (Greenfield Development) and the securement of assisted housing.

Budget Impacts

The 2022 Planning Services budget reflects a net increase of \$717,000, or 5.9%, over the 2021 Budget. Direct Costs are increasing by \$794,000, or 10.9%, mainly due to strategic investments for 1.0 FTE Development Engineer (\$150,615), 1.0 FTE Junior Development Project Manager (\$122,245), and 1.0 FTE Senior Project Manager (Aggregate) (\$149,270), as well as increases in costs related to a new Conservation Halton agreement for ecological review services support to implement the Natural Heritage policies of the Regional Official Plan (ROP). Capital Financing & Other Costs are increasing by \$114,000, or 1.9%, mainly due to inflationary increases and capital financing costs related to projects such as the Regional Official Plan (ROP) Implementation. Subsidies & Revenue are increasing by \$192,000, or 16.6%, mainly due to new application fee revenues added to offset ecological review services support to implement the Natural Heritage policies of the ROP.

Planning Services Divisional Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Planning Services									
Planning Policy Development & Implementation	\$ 2,628	\$ 1,831	\$ 4,459	\$ (176)	\$ 4,283	\$ 4,117	\$ 166	4.0%	
Development Approval	3,421	3,145	6,567	(920)	5,647	5,129	517	10.1%	
Environmental Protection	2,042	1,150	3,192	(255)	2,937	2,905	33	1.1%	
Total	\$ 8,092	\$ 6,126	\$ 14,218	\$ (1,350)	\$ 12,867	\$ 12,151	\$ 717	5.9%	
2021 Budget	\$ 7,298	\$ 6,012	\$ 13,309	\$ (1,159)	\$ 12,151				
\$ Change	794	114	908	(192)	717				
% Change	10.9%	1.9%	6.8%	16.6%	5.9%				
FTE					52.0	49.0	3.0	6.1%	

Schedule may not add due to rounding

Planning Policy Development & Implementation is responsible for Regional land use planning and growth management through the development and implementation of the ROP. The 2022 program budget is increasing by \$166,000, or 4.0%, mainly due to a new Conservation Halton agreement for ecological review services support to implement the Natural Heritage policies of the ROP. The Environment team in Policy Planning provided plan review services related to the review of natural heritage system policies and Environmental Impact Assessment requirements for development applications. The Team's focus has since changed to support the ROP Review, policy programs and Subwatershed Studies, which created a need for expertise in ecological technical review to implement the Natural Heritage policies of the ROP. In response, Halton Region and Conservation Halton developed an Interim Service Agreement to retain Conservation Halton's services

to provide ecological review services support to implement the Natural Heritage policies of the ROP. The costs associated with this new agreement will be fully funded from new environmental review fees added in 2022 for the Conservation Halton Review Surcharge.

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 and is expected to be brought forward in staged amendments for Regional Council approval starting in 2021.

Under Regional Official Plan Amendment 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 following table, the Region has consistently ensured that 50% of the Region's land is maintained in the Natural Heritage System.

Planning Policy Development & Implementation	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Percent of Region Maintained in Natural Heritage System	50%	50%	50%	50%	50%
Percent of Growth in Intensification Areas	37%	33%	29%	72%	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. A large proportion of development in greenfield areas in North Oakville and Milton resulted in a lower rate of intensification related growth in 2020. A large portion of residential development to the end of September 2021 has occurred within Halton's Built-Up Area outside of greenfield areas, resulting in an upwards shift in intensification related growth.

Development Approval involves professional advice and recommendations on all local municipal planning applications as well as the preparation of area servicing plans. Development review and approval is undertaken by the Community Planning unit in Planning Services. The development approval service also includes the implementation of the Regional Waterfront Parks program and Regional Allocation program which are administered by the Planning Programs and Services team. The 2022 program budget is increasing by \$517,000, or 10.1%, mainly due to strategic investments for a Development Engineer, Junior Development Project Manager, and a Senior Project Manager (Aggregate). These investments are required to respond to increased volume of development applications and infrastructure approvals, and monitoring of aggregate-related agreements:

- A **Development Engineer** (\$151,000) is required to respond to increased volume of development applications and infrastructure approvals, and to support growth and economic development objectives.
- A **Junior Development Project Manager** (\$122,000) is required to support the Community Planning team with development applications review, and other tasks.
- A **Senior Project Manager (Aggregate)** (\$149,000) is required for long-term monitoring of aggregate-related agreements and to support technical reviews of mineral aggregate extraction proposals.

The number of development applications shown in the table below are affected by economic conditions, the timing of the Regional Allocation program and other factors that are managed through local municipal development review and approval processes. The decline in 2020 of new housing completions is due to the COVID-19 pandemic, with an expected recovery in 2021 and 2022.

Development Approval	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Development Applications	795	695	655	875	875
Number of New Housing Completions	4,492	3,208	2,482	3,400	3,400

Environmental Protection includes the environmental planning, forestry and hydrology portfolios, and provides integrated web-mapping services in support of the ROP. As discussed above, a minimum of 50% of the Region has been maintained and will continue to be maintained in the Natural Heritage System. The 2022 program budget is increasing by \$33,000, or 1.1%, mainly due to inflationary increases.

The Woodlands Stewardship program was developed to assist landowners with establishing woodland plantations, the preparation of forest management plans and tree marking services. As seen in the following table, it is estimated that the applications for 2022 will increase from 2020 actuals due to anticipated increase in private landowner interest, as well as the availability of provincial funding.

Environmental Protection	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Applications for the Woodlands Stewardship Program	17	10	19	23	23

Planning Services Capital Budget & Forecast

The 2022 Budget also provides funding to support the following capital projects.

Planning Services Capital Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027-31	Total
ROP Updates & Implementation	\$ -	\$ 0.10	\$ 1.10	\$ 2.20	\$ 1.70	\$ 7.30	\$ 12.40
Planning Litigation - OLT and Other Hearings	1.50	2.00	1.00	1.00	1.00	6.50	13.00
Burlington Waterfront Master Plan Implementation	1.73	5.22	23.00	-	-	9.25	39.20
Burloak Waterfront Park	0.15	-	1.00	-	-	1.15	1.15
Assisted Housing Development	9.45	9.45	11.20	10.00	10.00	50.00	100.10
Forest Management Program	0.02	0.02	0.02	0.02	0.02	0.10	0.20
20-Year Forest Management Plan	-	-	0.15	-	-	-	0.15
Vehicle Replacement	-	-	0.04	-	-	-	0.04
Total	\$ 12.85	\$ 16.79	\$ 37.51	\$ 13.22	\$ 12.72	\$ 74.30	\$166.24

Schedule may not add due to rounding

The \$166.2 million 10-Year Planning Services capital program is \$0.2 million lower than the 2021 program.

The ROP update and implementation requires \$12.4 million over the next 10 years, with no allocation in 2022. 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 development charges (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 (OLT & Other Hearings) is \$13.0 million to support several pending or likely OLT and Joint Board Hearings of which \$1.5 million is planned for 2022. The significant files to be addressed in 2022 are: CN Logistics Hub, Glen Abbey, North Aldershot/Eagle Heights, and potential proposed aggregate extractions. This program is financed from the Tax Capital reserve.

The Burlington Waterfront Master Plan Implementation (**LPS54-15** & **LPS59-15**) requires \$39.2 million over a 10-year period. As identified in **LPS88-20** (re: "Burlington Beach Regional Waterfront Park Update"), a consultant is required to provide expertise in transmission design to better inform discussions with Hydro One Networks Inc. and support Council's future decision making with respect to hydro line burial or relocation. Once obtained, the technical studies and construction drawings can be completed and, as a result, the Hydro Relocation costs have been deferred to 2024 from 2023 and remain at \$23.0 million which is the mid-level cost estimate provided by Hydro One's Class 5 Estimate.

The Assisted Housing Development program requires \$100.1 million over the next 10 years, with \$9.45 million allocated in 2021, to deliver new assisted and affordable housing units in Halton in accordance with the updated Comprehensive Housing Strategy (CHS) (**SS-21-13**). The 2022 to 2024 capital budget aligns with the CHS 2014-2024 – Five Year Review (**SS-19-19/LPS86-19**). This program will be funded from the Housing New Units reserve and DCs.

The Forest Management program requires \$0.2 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.

Based on the above, the total capital financing included in the 2022 Budget totals \$2.3 million, which is a \$0.02 million increase from the 2021 Budget. This includes planned increases to support the ROP implementation, offset by the decrease to the Burloak Waterfront Park payback.

Economic Development

The Economic Development division stimulates job growth and economic development in Halton, thereby contributing to the quality of life for Halton residents. The division provides services to support Halton businesses to start up, grow and recover from the COVID-19 pandemic, expand and go global, attract and facilitate non-residential development, implement the cycling tourism strategy and deliver Heritage Services.

Budget Impacts

The Economic Development 2022 budget reflects a net increase of \$56,000, or 1.5%. Direct Costs are increasing by \$23,000, or 0.8%, mainly due to inflationary increases. Capital Financing & Other Costs are increasing by \$11,000, or 1.0%, mainly due to inflationary increases. Subsidies & Revenue are decreasing by \$22,000, or 9.4%, mainly due to decreased funding for Small Business (SBEC), as well as lower than anticipated program revenue based on trends and impacts of the COVID-19 pandemic.

Economic Development Divisional Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Economic Development									
Business Attraction & Retention	\$ 1,237	\$ 714	\$ 1,951	\$ (2)	\$ 1,949	\$ 1,949	\$ 0	0.0%	
Small & Medium Enterprise Development	947	170	1,117	(214)	903	844	59	7.0%	
Heritage Services	771	279	1,050	-	1,050	1,053	(3)	-0.3%	
Total	\$ 2,955	\$ 1,163	\$ 4,118	\$ (216)	\$ 3,902	\$ 3,845	\$ 56	1.5%	
2021 Budget	\$ 2,932	\$ 1,152	\$ 4,084	\$ (238)	\$ 3,845				
\$ Change	23	11	34	22	56				
% Change	0.8%	1.0%	0.8%	-9.4%	1.5%				
FTE					17.0	17.0	0.0	0.0%	

Schedule may not add due to rounding

Business Attraction & Retention provides services to attract and facilitate new non-residential development and job growth. Services include providing data and insight into Halton's economy, labour force and demographics, undertaking economic and competitiveness research, assisting with site selection inquiries and providing concierge support through Regional development approvals to foster new non-residential development and business expansions. Key initiatives in 2022 include the development of an "Economic Development Action Plan" that will direct the priorities and activities of the Economic Development division for the next term of Council.

The 2022 program budget is consistent with the 2021 Budget.

As shown in the following table, non-residential development in Halton has been strong based on ongoing economic growth in the region, however, the COVID-19 pandemic had a negative impact on non-residential development and business and jobs growth in 2020. The return to average growth rates is expected to be gradual with recovery lasting into 2022.

Business Attraction & Retention	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Amount of Non-Residential Gross Floor Area with Building Permits Issued in Halton (Million Sq. Ft.)	3.8	2.9	1.7	2.5	3.0
Annual Growth in the Number of Businesses in Halton	13,296	13,650	13,647	13,660	14,000
Annual Growth in Number of Jobs in Halton (000s)	229	241	228	230	240

Small & Medium Enterprise Development provides entrepreneurship services, business support resources and implements the cycling tourism strategy. The Region's Small Business Enterprise Centre provides support services to help Halton entrepreneurs to start up, grow and recover from the COVID-19 pandemic and through the Global Business Centre program to expand to international markets. Services include free one-on-one business consultations, coaching for starting, managing or growing a small business, exporting support, COVID-19 resources for businesses, webinars, and entrepreneurial training programs. The 2022 program budget is increasing by \$59,000, or 7.0%, primarily due to the Wayfinding Consultant project starting in 2022, decreased funding for SBEC, as well as lower anticipated program revenue based on trends and impacts of the COVID-19 pandemic.

As shown in the following table, the number of one-on-one business consultations has remained steady through the COVID-19 pandemic, with the Small Business Enterprise Centre having shifted to virtual programming and virtual business consultation meetings. 2022 is expected to see ongoing demand for start-up services and support for existing small businesses navigating through the pandemic to recovery. With respect to cycling tourism, the number of bicycle friendly businesses in Halton designated under the Ontario by Bike program held steady through the pandemic.

Small & Medium Enterprise Development	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Unique Small Business Consultations Conducted Annually	1,063	962	947	945	950
Number of Unique Global Business Centre Consultations Conducted Annually	25	46	44	50	60
Number of Bicycle Friendly Businesses in Halton Designated Under the Ontario By Bike Program	45	60	61	59	65

Heritage Services shares the stories of Halton by supporting and collaborating with local heritage organizations to raise public awareness of Halton's rich cultural heritage. The section's business model focuses on supporting Halton heritage organizations with advisory services, facilitating opportunities for professional education and networking, and collaborating to deliver heritage exhibits and educational programming in the community. Heritage Services also manages and preserves Halton Region's Historical Collections. Initiatives in 2022 include implementation of the new Heritage Services Five-year Operational Plan and completion

of the collections deaccessioning and disposal project. The 2022 program budget is decreasing by \$3,000, or 0.3%, mainly due to savings in contracted services, partially offset by increased costs related to storage lease renewal.

As shown in the following table, the number of Heritage Services exhibit and partner projects declined during the COVID-19 pandemic due to the closure of many local heritage sites and available staff capacities and with Heritage Services staff shifting to provide virtual advisory and support services. Recovery in this programming area is expected to be gradual through 2022. Heritage partner satisfaction levels with exhibit and partnership projects will be measured starting in 2022.

Heritage Services	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Exhibit and Partner Projects Undertaken Annually	17	16	10	4	10
Overall Heritage Network Partner Satisfaction Level with Heritage Services Exhibit and Partner Projects (%)	N/A	N/A	N/A	N/A	80

Economic Development Capital Budget & Forecast

The 2022 Budget also provides funding to support the following capital project.

Economic Development Capital Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027 - 2031	Total
Halton Heritage Centre	\$ -	\$ -	\$ 8.00	\$ -	\$ -	\$ -	\$ 8.00
Total	\$ -	\$ -	\$ 8.00	\$ -	\$ -	\$ -	\$ 8.00

Schedule may not add due to rounding

The construction of the Halton Heritage Centre (**LPS55-21**) is deferred to 2024 and requires an estimated \$8.0 million. A full needs assessment, refined space accommodation requirements and refreshed capital costs determination for this facility will be completed prior to the Halton Heritage Centre proceeding.

Halton Region Budget and Business Plan

BUDGET REPORT 2022

PUBLIC WORKS - TAX

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 collection and disposal of solid waste. Road Operations supports all aspects of the transportation system throughout Halton Region.

Budget Impacts

The 2022 Budget is increasing by \$1.9 million or 1.9%, which is comprised of increases of \$1.4 million or 3.1% for Waste Management and \$567,000 or 1.0% for Road Operations. Key drivers include an increase of \$860,000 for waste management contracts, an increase of \$453,000 for regional and local road maintenance contracts, and other inflationary increases required to maintain service levels. Strategic investments of 3.8 FTEs include 2.8 FTEs (1.8 FTEs Waste Management Operators, 1.0 FTE Scalehouse Operator) to support the increase in the number of customers utilizing the Halton Waste Management Site and 1.0 FTE Project Manager I – Transportation to support the timely and comprehensive review of development applications. The increase in expenditures is partially offset by a \$132,000 increase in Subsidies & Revenue which is driven by signals maintenance recoveries from the Ministry of Transportation and higher recoveries from third parties for regional property damage.

Public Works Department - Tax - Divisional Summary (\$000s)								
	2022 Budget					2021 Budget	Change	
Waste Management & Road Operations	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022-2021	
Waste Management	\$ 42,008	\$ 11,722	\$ 53,730	\$ (8,106)	\$ 45,624	\$ 44,274	\$ 1,351	3.1%
Road Operations	23,106	36,072	59,177	(607)	\$ 58,571	58,004	567	1.0%
Total	\$ 65,114	\$ 47,794	\$ 112,908	\$ (8,713)	\$ 104,195	\$ 102,278	\$ 1,917	1.9%
2021 Budget	63,250	47,608	110,859	(8,581)	102,278			
\$ Change	1,863	186	2,049	(132)	1,917			
% Change	2.9%	0.4%	1.8%	1.5%	1.9%			
FTE	86.4					82.6	3.8	4.6%

Schedule may not add due to rounding

Waste Management

Waste Management is responsible for an integrated and sustainable waste management system of collection, processing and disposing of municipal solid waste for approximately 233,400 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.

Asset Management activities include monitoring asset conditions as well as developing and implementing infrastructure renewal plans through the Asset Management program.

Budget Impacts

The 2022 Waste Management Budget reflects a net increase of \$1.4 million over the 2021 Budget. Key drivers include an increase of \$860,000 for waste management contracts based on inflationary contract increases and a 1.0% increase in budgeted tonnages, strategic investments of 2.8 FTEs (1.8 FTEs Waste Management Operators and 1.0 FTE Scalehouse Operator) to support the increase in the number of customers utilizing the Halton Waste Management Site, and other inflationary increases required to maintain service levels.

Waste Management - Divisional Summary (\$000s)								
	2022 Budget					2021 Budget	Change	
Waste Management	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022-2021	
Collection	\$ 27,510	\$ 4,301	\$ 31,812	\$ (5,890)	\$ 25,921	\$ 25,128	\$ 793	3.2%
Processing / Transfer	10,327	(1,241)	9,086	(187)	8,899	8,654	245	2.8%
Residual Management	4,171	8,662	12,833	(2,029)	10,804	10,492	313	3.0%
Total	\$ 42,008	\$ 11,722	\$ 53,730	\$ (8,106)	\$ 45,624	\$ 44,274	\$ 1,351	3.1%
2021 Budget	40,843	11,527	52,370	(8,096)	44,274			
\$ Change	1,165	195	1,360	(10)	1,351			
% Change	2.9%	1.7%	2.6%	0.1%	3.1%			
FTE					43.4	40.6	2.8	6.9%

Schedule may not add due to rounding

Halton residents continued participation in waste diversion programs and services have been instrumental in diverting most waste from landfill, and Halton Region continues to be a leader in waste diversion. The diversion rate is targeted at 59% in 2021, and in combination with the anticipated approval of the Medium-Long Term Solid Waste Management Strategy (Report No. **PW-19-21** re: "Draft Medium-Long Term Solid Waste Management Strategy") will continue to extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.

As reported to Regional Council in Report No. **PW-19-21** re: “Draft Medium – Long Term Solid Waste Management Strategy”, the Region is undertaking public consultation related to the Strategy, beginning late in 2021. The final Strategy will be presented to Council in 2022. The Region will continue to implement key initiatives outlined in the approved Short Term Waste Management Strategy which include enhanced promotion and education of waste diversion programs and services, development of a food waste minimization strategy, and optimization of the Halton Waste Management Site to improve the customer experience.

As reported to Regional Council through Report No. **PW-30-20** re: “Proposed Regulations for Producer Responsible Blue Box Programs” the Province of Ontario has a proposed regulation for consultation that requires producers of all categories of blue box material to be responsible for the collection, management, promotion and education, registration, reporting and auditing of their products and to meet specific diversion targets. The Blue Box Transition Schedule has identified the year 2025 as the year when Halton Region will transition the Blue Box program to full producer responsibility, which aligns with the recommended transition date as identified in Report No. **PW-07-20** re: “Blue Box Transition Update”. Staff will continue to participate with the Association of Municipalities of Ontario and the Municipal 3R’s Collaborative in the preparation of transition to full producer responsibility. Halton Region will be involved in discussions and preparations for the transition to full producer responsibility with a goal to ensure no disruption to waste collection services, a seamless transition and the continuation of cost effective waste programs and services that increase waste diversion from landfill, place a priority on customer service, and are easily accessible to all residents.

Collection Services include residential pickup of garbage, blue box, organics, bulk waste, metal items and appliances, yard waste and Christmas trees. The 2022 Budget is increasing by \$793,000 or 3.2%, largely driven by inflationary contract increases and a 1.0% increase in budgeted tonnages.

As reported in Report No. **PW-21-21** re: “2020 Year End Waste Management Report”, the COVID-19 pandemic has had a significant impact on the amount of solid waste material generated in Halton Region. At this point, it is not certain if the tonnage increase is temporary in nature, or if the increase in tonnage is related to permanent changes in resident behavior. Staff will continue to monitor tonnages in the various collection streams to determine if an adjustment to growth assumptions will be required in future budget years.

As shown in the table below, total collected waste is projected to be 174,000 metric tonnes in 2022. The collection costs per metric tonne are increasing slightly due to the annual price adjustment for inflation. Customer satisfaction and confidence in the Region’s waste collection programs and services remains high and continues to be a priority.

Collection	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Resident Complaints Received Regarding the Collection of Waste Materials per 1,000 Households	49	47	50	49	47
Metric Tonnes of Solid Waste Collected	171	172	183	183	174
Average Cost / Metric Tonne of Materials Collected	\$140	\$141	\$144	\$144	\$149

Processing/Transfer Services represents the programs that support the diversion of waste materials from landfills and the recovery of resources that can be recycled and composted. The 2022 Budget is increasing by \$245,000 or 2.8% mainly due to strategic investments of 2.8 FTEs (1.8 FTEs Waste Management Operators and 1.0 FTE Scalehouse Operator) to support the increase in the number of customers utilizing the Halton Waste Management Site.

As discussed in **PW-21-21** re: “2020 Year End Waste Management Report”, the amount of residual waste in the Blue Box program has increased due to the National Sword import policy implemented in 2018 that banned certain waste materials and established very strict contamination limits on recyclable material. This has posed significant challenges on municipal Blue Box programs to meet market conditions and handle the additional residual waste.

Processing / Transfer	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Market Price of Recycled Materials per Tonne	\$118	\$90	\$82	\$114	\$114
Average Cost of Recyclables Processed (per Metric Tonne)	\$57	\$59	\$54	\$55	\$56
Average Cost to Haul and Process Green Bin Material	\$159	\$144	\$163	\$154	\$136

Residual Management facilitates the operation and maintenance of open and closed landfills within Halton. The 2022 Budget is increasing by \$313,000 or 3.0%, mainly due to a higher bid price for the container station contract and a change in cost recovery from the City of Burlington for leaf processing, which will be recovered through the Burlington Enhanced Waste levy rather than through user fees.

The 2022 Budget continues to provide funding to open the landfill site on Sundays from May to June. As shown in the table below, the Region continues to maintain high waste diversion rates resulting in an extension of the life of the existing landfill, which is now projected to last to between 2044 and 2048. As reported through Report No. **PW-21-21** re: “2020 Year End Waste Management Report”, Halton residents continue to support and participate in waste diversion programs, however, Halton Region’s waste diversion rate has reached a plateau that is not expected to increase without additional enhancements to the diversion program.

Residual Management	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Tonnes of Waste (including Residual) Managed and / or Handled at Landfill	93,496	97,785	100,001	100,000	98,000
Halton Waste Management Site Tip Fee	\$165	\$165	\$170	\$170	\$175
Residential Solid Waste Diversion Rate	58.5%	57.5%	58.8%	59.0%	59.0%

Capital Budget & Forecast

The 2022 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027-31	Total
Cell Construction & Gas System	\$ 1.10	\$ 2.58	\$ 2.18	\$ 15.45	\$ 0.10	\$ 1.62	\$ 23.03
Buffer Lands & Other	2.95	0.38	7.65	0.05	0.70	2.21	13.94
Closed Landfill Studies, SCADA, etc.	-	0.13	0.30			-	0.43
Studies, Technology & Other	0.76	-	0.01	-	0.10	1.03	1.90
Equipment & Vehicles	-	3.39	0.38	0.03	0.27	4.44	8.51
Total	\$ 4.81	\$ 6.47	\$ 10.52	\$ 15.53	\$ 1.17	\$ 9.30	\$ 47.81

Schedule may not add due to rounding

The \$47.8 million 10-year Waste Management capital program is \$2.9 million higher than the 2021 program, mainly due to the Container Station Platform Modifications and studies related to the Transfer Station Construction. A total of \$23.0 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$15.0 million for the Cell 4 West construction in 2025. In addition, \$13.7 million has been included for Buffer Lands and Other, which includes \$7.9 million for transfer facility construction in 2024. The remaining program includes vehicles and equipment (\$8.5 million for bulldozers and compactors etc.) and studies, which include the Automated Cart Pilot Study for \$610,000. The \$4.8 million 2022 Waste Management capital program is \$2.9 million higher than the 2022 forecast included in the 2021 budget mainly due to the Container Station Platform modifications, the study for the Transfer Station construction, and the Automated Cart Pilot Study.

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 capital financing in the operating budget to support the State-of-Good-Repair program in 2022 is \$7.4 million which includes a \$1.3 million reserve transfer to secure future landfill capacity based on the financing plan approved by Council in the 2006-2010 Waste Management Strategy (Report No. PPW91-05/CS-81-05).

Road Operations

Road Operations includes all aspects of the Regional transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of assets with a net book value of approximately \$1.0 billion. The Regional transportation system includes 1,161 lane kilometres of major arterial roads, 303 signalized intersections, 317 bridges and major culverts, and 6,950 streetlights to be maintained in 2021.

The 2022 Budget includes Asset Management, Multi-Modal Transportation Master Plan and Transit Priority Network - Operationalization Study 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.

Budget Impacts

The 2022 Road Operations Budget reflects a net increase of \$567,000 or 1.0% over the 2021 Budget. Direct costs are increasing by \$698,000 or 3.1% mainly due to a \$453,000 increase in road maintenance contracts to reflect inflation and lane kilometre growth, a strategic investment for 1.0 FTE Project Manager I – Transportation to support the timely and comprehensive review of development applications, and other inflationary increases required to maintain service levels. This increase is partially offset by an increase of \$122,000 or 25.2% in Subsidies & Revenues due to signals maintenance recoveries from the Ministry of Transportation and higher recoveries from third parties for regional property damage.

Road Operations - Divisional Summary (\$000s)									
	2022 Budget					2021 Budget	Change		
Road Operations & Maintenance	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022-2021		
Road Operations & Maintenance	\$ 13,388	\$ 9,910	\$ 23,298	\$ (319)	\$ 22,979	\$ 22,598	\$ 381	1.7%	
Traffic Control & Safety	4,727	1,811	6,538	(173)	6,365	6,175	190	3.1%	
Infrastructure Management	4,990	24,351	29,341	(115)	29,226	29,231	(5)	0.0%	
Total	\$ 23,106	\$ 36,072	\$ 59,177	\$ (607)	\$ 58,571	\$ 58,004	\$ 567	1.0%	
2021 Budget	22,408	36,081	58,489	(485)	58,004				
\$ Change	698	(9)	689	(122)	567				
% Change	3.1%	0.0%	1.2%	25.2%	1.0%				
FTE					43.0	42.0	1.0	2.4%	

Schedule may not add due to rounding

Road Operations & Maintenance includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel, and stormwater management. The 2022 Budget is increasing by \$381,000 or 1.7%, mainly driven by increases in regional and local road maintenance contracts, which includes winter maintenance, summer maintenance, and stormwater management activities.

Roads Operations & Maintenance	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Pavement Quality Index of Regional Roads	77.1%	76.3%	76.6%	76.8%	77.0%
Lane KM of Road Resurfaced	36	30	36	42	37
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	23	8	19	9	32
Road Lane Kilometres	1,116	1,131	1,154	1,161	1,161
Road Resurfacing Expenditures (\$000s)	\$8,289	\$8,625	\$7,373	\$9,710	\$13,050
Number of Customer Service Enquiries	1,636	1,434	1,018	1,360	1,360

Halton strives to maintain a network average Pavement Quality Index (PQI) which reflects a state-of-good-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. PQI fluctuation is due to capital works in progress and timing of the projects. The index will improve with completion of forthcoming growth capital projects.

As Halton Region's road network continues to upgrade and expand as identified through the update to the Multi-Modal Transportation Master Plan and Transit Priority Network - Operationalization Study, the road resurfacing and maintenance programs also continue to expand. For 2022, the operating contribution to the Road Resurfacing reserve is consistent with 2021 at \$7.8 million to ensure sustainable funding is provided for the 10-year Road Resurfacing program. The 10-year Road Resurfacing program totals \$108.9 million with \$13.1 million planned for 2022.

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 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 & Safety** program includes operation and maintenance of traffic signals, streetlights, red light cameras and traffic sign controls. The 2022 Budget is increasing by \$190,000, or 3.1%, as a result of increases in traffic signal maintenance and locate costs based on anticipated demand and growth of the system, as well as other inflationary increases required to maintain service levels.

Traffic Control & Safety	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Streetlights Maintained	6,285	6,461	6,851	6,950	6,982
Number of Red Light Camera Intersections Operated	17	20	20	23	25
Number of Traffic Signals Maintained	256	266	271	303	307

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

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 existing High Pressure Sodium street lights to LED technology. Based on the current market trend, the energy savings resulting from this program is projected to reach \$500,000 when the conversion is complete. These savings have been incorporated in the Road Operations budget and forecast to mitigate the street light hydro cost.

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

Infrastructure Management	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Percent of Roads, Bridges and all road related assets rated Good, Very Good or Excellent	73.2%	89.0%	89.0%	89.0%	89.0%
Percent of Paved Lane KM's Rated Good or Very Good	59.2%	56.0%	59.3%	65.0%	69.8%

The overall condition of the road infrastructure will improve over the next five years due to the continued investment in the State-of-Good-Repair program and the restructuring of the programming of road resurfacing activities for increased delivery.

The 2022 Infrastructure Management Budget is flat with the 2021 Budget and continues to include a total operating contribution of \$29.3 million to the tax capital reserve to ensure that the Region's road network continues to be in a state-of-good-repair. With previous deferrals in road resurfacing projects addressed, future capital budgets and forecasts will reflect a more predictable and consistent spending trend in this regard.

Capital Budget & Forecast

As discussed in the Executive Summary, since the approval of the 2020 Financing Plan approved in Report No. **FN-46-19/PW-50-19/LPS112-19** (re: 2020 Allocation Program Options), a number of projects have progressed through the design stage and are projecting an increase in costs. The increase associated with the transportation program is predominantly driven by land acquisition and higher than anticipated construction estimates. As shown in the following table, the 2022 10-year Transportation capital program totals \$2.6 billion and will facilitate significant road widening, new road construction, and grade separation programs. The 10-year program in 2022 is \$912.4 million higher than the 2021 program and reflects the Master Plan update through the 2022 Transportation DC Technical Reports (**PW-32-21/FN-31-21**), state-of-good-repair investments identified through the Public Works Asset Management Plan, and cost updates based on EA and design work. The capital project details are included in the Capital Report.

10-Year Transportation Capital Expenditures

Regional Road Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027-2031	Total
Trafalgar Road	\$ 26.26	\$ 0.37	\$119.43	\$ 2.20	\$ 9.81	\$ 106.73	\$ 264.81
Regional Road 25	1.70	0.38	2.24	52.62	54.56	144.94	256.45
James Snow Parkway	-	0.85	5.02	33.18	62.02	153.75	254.82
Tremaine Road	34.30	36.69	36.90	27.94	-	95.87	231.69
Steeles Avenue	7.06	7.49	12.94	23.96	66.04	105.70	223.18
5 1/2 Line	-	1.60	-	11.03	-	170.18	182.81
Upper Middle Road	-	0.85	3.40	6.56	19.79	147.86	178.46
Derry Road	-	0.39	-	2.32	0.85	143.96	147.53
Road Resurfacing & Related Works	14.38	12.36	15.69	13.69	11.25	51.55	118.91
North Service Road	-	-	-	-	1.10	92.31	93.41
Ninth Line	5.61	15.26	2.44	11.92	46.17	-	81.40
Dundas Street	48.17	-	0.19	28.47	-	-	76.82
Winston Churchill Boulevard	0.50	6.89	6.06	6.83	39.59	16.74	76.62
Appleby Line	-	-	-	8.16	4.02	59.84	72.03
No. 10 Sideroad	-	2.11	-	0.85	-	64.18	67.15
Brant Street	-	0.85	-	3.90	27.56	33.36	65.67
Guelph Line	1.60	0.85	-	2.50	9.58	46.45	60.98
Burloak Drive	-	-	3.44	0.85	4.49	37.94	46.72
Traffic Signals & Intersections	5.78	4.13	3.50	4.13	3.50	19.54	40.56
Wyecroft Road Extension	31.92	-	-	-	-	-	31.92
Road Studies (e.g. Travel Demand)	2.05	2.85	1.74	1.51	2.17	9.29	19.61
Bridges, Culverts & Other	5.44	1.08	3.58	0.15	3.99	0.79	15.03
Miscellaneous Works (e.g. Operational Improvements)	4.28	0.75	1.00	0.25	0.81	2.26	9.35
Noise Attenuation Barriers	0.26	0.28	2.84	1.36	2.35	0.35	7.44
Campbellville Road	0.54	-	-	-	-	5.39	5.93
Active Transportation (Study & Infill Projects)	2.91	0.65	0.05	0.05	0.05	0.62	4.33
William Halton Parkway	3.81	-	-	-	-	-	3.81
Vehicles & Equipment	-	0.04	-	0.13	-	0.05	0.21
Total	\$196.57	\$96.72	\$220.46	\$244.55	\$369.71	\$1,509.63	\$2,637.65

Schedule may not add due to rounding

2022 Capital Budget

The following table summarizes the 10 largest projects budgeted for 2022. These projects account for 93.2% (\$183.2 million) of the \$196.6 million total in 2022.

2022 Major Transportation Capital Projects 10 Largest Capital Expenditures in 2022 (\$ millions)	
Project Descriptions	Cost
Dundas Street - Widening	\$ 48.2
Tremaine Road - New 4 Lane Road	34.3
Wycroft Road - Extension	31.9
Trafalgar Road - Widening	26.3
Road Resurfacing & Related Works	14.4
Steeles Avenue – Widening and Truck Inspection Station	7.1
Traffic Signals & Intersections	5.8
Ninth Line - Widening	5.6
Bridges / Culverts / Retaining Wall	5.4
Miscellaneous Works (e.g., Operational Improvements)	4.3
Total	\$ 183.2

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.

2022 Transportation Capital Program (2022-2031) (\$ Millions)					
			Capital Reserve		
	Total	DC Res. Share	Non- res Share	Region Share	Recovery
2022 Budget	\$ 196.6	\$ 94.8	\$ 53.3	\$ 48.4	\$ 0.00
2023-2031 Forecast	2,441.1	1,391.9	649.1	400.0	0.00
Total	\$2,637.7	\$1,486.8	\$ 702.5	\$ 448.5	\$ 0.00

Schedule may not add due to rounding

With a total cost of \$2.6 billion, \$448.5 million (17.0%) is related to Region's State-of-Good-Repair program to continue to enhance the Regional investment in support of expanding asset base, \$2.2 billion (83.0%) 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 **FN-46-19/PW-50-19/LPS-112-19**) where:

- **\$1,486.8 million residential development share** will be financed entirely from residential DCs.
- **\$702.5 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.
- **\$448.5 million Regional share (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 (\$265.7 million), the Roads Resurfacing reserve (\$97.6 million) and Gas Tax reserve (\$85.2 million).

The 2022 Budget includes \$45.0 million in operating contributions to support the Roads State-of-Good-Repair capital program, including roads resurfacing. The \$45.0 million includes \$37.1 million in Regional funding and \$7.9 million of Gas Tax funding. The \$45.1 million of operating transfers remains unchanged from the 2021 Budget.

Transportation Capital Financing (\$ Millions)			
	2021	2022	Difference
State-of-Good-Repair	\$29.3	\$29.3	-
Roads Resurfacing	7.8	7.8	-
Gas Tax - Roads State-of-Good-Repair	6.9	6.9	-
Gas Tax - Roads Resurfacing	1.1	1.1	-
Total	\$45.0	\$45.0	-

Schedule may not add due to rounding

Halton Region Budget and Business Plan

BUDGET REPORT 2022



CORPORATE ADMINISTRATION

Corporate Administration

Corporate Administration includes the Finance department, the Strategic Transformation Group, the Legal Services and Human Resources divisions from the Legislative & Planning Services department, the CAO's Office, and the Office of the Chair & Regional Council. These departments provide governance and internal support to the departments that deliver services to Halton residents and businesses.

Budget Impacts

The 2022 Corporate Administration operating budget reflects a net increase of \$4.7 million, or 5.6%, over the 2021 Budget. This includes strategic investments for 15.0 FTEs which will ensure service levels are maintained and Council priorities are achieved. The Region's 2019- 2022 Strategic Business Plan prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. These investments will support the objectives outlined in the 2019-2022 Strategic Business Plan to leverage technology to improve service delivery, create efficiencies and provide the capacity to respond to needs within the organization. Further details on the net increase in Corporate Administration are discussed in the departmental sections below. The costs of these Corporate Administration departments have been allocated to program budgets to show the full cost of program delivery through Corporate Support charges, except for governance-related services. The cost of governance-related services of Office of the Chair, Regional Council, the CAO's Office and Regional Clerks & Council Services are reported separately in Non-Program. This change in presentation is to more closely align with the guidance provided by the Province's Financial Information Return (FIR) and Municipal Benchmarking Network Canada (MBNCanada). Continued efforts ensure that the support provided by Corporate Administration to the service departments is done in an efficient manner and contributes to the delivery of services that meet the ongoing needs of Halton residents. The following discussions provide an overview of the internal services and related key performance measures provided by Corporate Administration divisions.

Corporate Administration Divisional Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Corporate Administration									
Finance	\$ 14,025	\$ (34)	\$ 13,991	\$ (750)	\$ 13,241	\$ 12,772	\$ 469	3.7%	
Strategic Transformation Group	44,162	10,197	54,358	(2,894)	51,465	49,098	2,367	4.8%	
LPS Corporate Administration*	16,339	(957)	15,382	(232)	15,150	14,076	1,074	7.6%	
CAO's Office	5,800	7	5,807	-	5,807	5,094	713	14.0%	
Office of the Chair & Regional Council	1,945	4	1,948	-	1,948	1,921	28	1.5%	
Program Costs	\$ 82,271	\$ 9,216	\$ 91,487	\$ (3,875)	\$ 87,611	\$ 82,961	\$ 4,651	5.6%	
Program Recoveries (Corporate Support)	-	-	-	-	(81,958)	(77,612)	(4,346)	5.6%	
Non-Program Recoveries (Governance)	-	-	-	-	(5,654)	(5,349)	(305)	5.7%	
Total	\$ 82,271	\$ 9,216	\$ 91,487	\$ (3,875)	\$ -	\$ -	\$ -	-	-
2021 Budget	\$ 77,925	\$ 8,864	\$ 86,789	\$ (3,829)	\$ -				
\$ Change	4,346	351	4,697	(47)	-				
% Change	5.6%	4.0%	5.4%	1.2%	-				
FTE					392.7	377.7	15.0	4.0%	

Schedule may not add due to rounding

*Includes Legal Services and HR Services

Finance

The Finance department is included in Corporate Administration. The 2022 Finance department budget reflects a net increase of \$0.5 million, or 3.7%, over the 2021 Budget, primarily due to strategic investments in Financial Services & Payroll for 1.0 FTE Financial Analyst – Accounting (\$121,000) and Supply Chain Management for 1.0 FTE Supply Chain Coordinator (\$98,000), as well as inflationary increases. The strategic investments are discussed further in the Financial Services & Payroll and Supply Chain Management sections below.

Finance Departmental Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
Finance	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Budgets & Tax Policy	\$ 2,820	\$ 0	\$ 2,821	\$ -	\$ 2,821	\$ 2,764	\$ 57	2.1%	
Capital & Development Financing	2,831	28	2,858	(592)	2,266	2,280	(14)	-0.6%	
Financial Services & Payroll	5,104	(75)	5,029	(123)	4,906	4,610	296	6.4%	
Supply Chain Management	3,270	12	3,283	(35)	3,248	3,118	130	4.2%	
Program Costs	\$ 14,025	\$ (34)	\$ 13,991	\$ (750)	\$ 13,241	\$ 12,772	\$ 469	3.7%	
Program Recoveries					(13,241)	(12,772)	(469)	3.7%	
Total	\$ 14,025	\$ (34)	\$ 13,991	\$ (750)	\$ -	\$ -	\$ -	-	
2021 Budget	\$ 13,365	\$ 157	\$ 13,522	\$ (750)	\$ -				
\$ Change	660	(192)	469	-	-				
% Change	4.9%	-121.8%	3.5%	0.0%	-				
FTE					101.0	99.0	2.0	2.0%	

Schedule may not add due to rounding.

The following strategic investments for 2.0 FTEs are proposed in the 2022 Budget:

- 1.0 FTE in Financial Services & Payroll for Financial Analyst – Accounting (\$121,000), and
- 1.0 FTE in Supply Chain Management for Supply Chain Coordinator (\$98,000).

The **Budgets & Tax Policy** division prepares and monitors the operating component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable in conjunction with the Capital & Development Financing division, and prepares and implements Property Tax Policy in consultation with local municipalities. The division works with operating departments to develop business cases for new initiatives and monitors the budget performance through variance and ministry reporting. The 2022 Budget is increasing by \$57,000, or 2.1%, primarily due to inflationary increases.

The **Capital & Development Financing** division prepares and monitors the capital component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable in conjunction with the Budgets & Tax Policy division, works with operating departments to develop sustainable financial strategies to fund key capital projects in alignment with the regional Strategic Plan approved by Council, updates the Development Charge (DC) By-law, 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 \$2.3 billion investment portfolio and issues debentures as needed to meet the financing requirements of the Region and local municipalities as approved by Regional Council. The 2022 Budget is decreasing by \$14,000, or 0.6% due to savings and efficiencies based on actual trends.

The **Financial Services & Payroll** division maintains the Region's financial records in compliance with legislation and in accordance with Canadian Public Sector Accounting Standards for the preparation of the annual consolidated financial statements, and is responsible for the Halton Community Housing Corporation's budget and financial statements. In addition, the division prepares ministry and industry reports, such as the Financial Information Return and Annual Financial Report. The division manages the water and wastewater billing service agreement with the four Local Distribution Companies (LDCs), and also provides payroll services to approximately 3,500 permanent positions, including Police Services (2020 FIR – Schedule 80), in compliance with legislation, collective agreements, and Regional benefit programs.

The 2022 Budget is increasing by \$296,000, or 6.4%, primarily due to inflationary increases and a strategic investment for a Financial Analyst to provide permanent analytical support for the Halton Community Housing Corporation (HCHC) budget, accounting and financial reporting. Since 2017, HCHC has grown and acquired 249 new units. This growth has translated to an increased volume of monthly transactions, increasing on average by 69% since 2017. In addition, the HCHC models have expanded and with increased complexities and different portfolio reporting requirements this has increased monthly entries, monthly and annual reports, audit deliverables and increased monitoring and compliance reporting such as arrears and vacancy for the HCHC Management team. As a result, additional resources are required to support the Financial Services & Payroll division including 1.0 FTE proposed as a strategic investment.

- A **Financial Analyst – Accounting** (\$121,000) is required to support the Financial Services & Payroll division meet HCHC audit deliverables, month-end close and reporting, arrears and vacancy analysis, and year-end financial statements and annual information return requirements as well as provide business support testing for the Region/HCHC's ERP SAP and other systems that integrate with Finance.

The **Supply Chain Management** division is responsible for overseeing the procurement of goods, services and construction required by the Region in the delivery of the services mandated and approved through the annual Budget and Business Plan in an open, fair and transparent method. The division maintains and upholds the Council approved Purchasing By-law by establishing and implementing policies, procedures and guidelines that result in delivering the By-law's objectives in an impartial, efficient and effective manner. The division also supports various essential Regional services through inventory management by maintaining and providing required materials, supplies and equipment to departments.

The 2022 Budget is increasing by \$130,000, or 4.2%, primarily due to inflationary increases and a strategic investment for a Supply Chain Coordinator to provide support for supply chain initiatives. Halton Region delivers services to the public through the procurement of various goods and services that require ongoing contract and vendor performance oversight. The Supply Chain Management team within the Supply Chain Management division provides support for contract management, market research, reporting and analysis, data management and strategic projects. The team is also responsible for the administration and oversight of the planned Vendor Management program, and the implementation of the revised Procurement By-Law that is currently under development. The need for enhanced service delivery to internal and external stakeholders continues to increase as the market continues to change and evolve with new goods and service offerings leading to changes in procurement practices and relating support services provided to inform sourcing strategy. To ensure continued growth in service delivery provided by the Supply Chain Management team and successful implementation and ongoing administration of the planned Vendor Performance Management program, additional resources are required, including 1.0 FTE Supply Chain Coordinator proposed as a strategic investment.

- A **Supply Chain Coordinator** (\$98,000) is required to support the Supply Chain Management division to enhance current service delivery and implement the new Vendor Management program, while managing the increased demands on the division due to growth of the Region and the evolving procurement landscape.

The following table provides the key performance measures related to the Finance department.

Finance	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Region's Credit Rating	AAA	AAA	AAA	AAA	AAA
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
GFOA Canadian Award for Financial Reporting	Yes	Yes	Yes*	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	3.0%	3.1%	3.2%	2.5%	2.5%
Number of Public Procurements per Year	202	193	174	207	269

*Pending approval

The Region's AAA credit rating has been maintained in 2021, which is a testament to the financial position, policies and practices of the Region and local municipalities. Halton continues to receive the Government Finance Officers Association (GFOA) Award for the annual budget and financial reporting for developing fiscally responsible budgeting, and presenting financial information in an easy to understand format. The Realized Rate of Return on the Total Internally Managed Investment Portfolio is expected to be 2.5% for both 2021 and 2022. As interest rates have declined, the target for interest earnings on the portfolio has become more challenging to achieve; however, the lower market yield has created an opportunity for larger expected capital gains to meet or exceed the budget target. Procurement activities and volume are projected to normalize in 2021 and increase in 2022.

Strategic Transformation Group

The Strategic Transformation Group (STG) is included in Corporate Administration. This department includes the Business Transformation, Communications & Customer Service, Energy, Fleet & Facilities and Information Technology divisions. In order to support the achievement of Regional Council's priorities in the 2019-2022 Strategic Business Plan, the department's focus is on customer access and service delivery improvements and providing ongoing services to program areas, as well as leading the implementation of the Customer Service Access Strategy, digital service delivery projects, business process enhancements, the introduction of smart technologies, the Halton Regional Centre (HRC) Renovation and Modernization project and other key initiatives.

The 2022 Strategic Transformation Group budget reflects a net increase of \$2.4 million, or 4.8%, over the 2021 Budget. Direct Costs are increasing by \$2.0 million, or 4.6%, mainly due to 7.0 FTE strategic investments discussed further in the divisional sections below, as well as additional janitorial, security, HVAC and technology services costs, some of which relate to the COVID-19 pandemic. Capital Financing & Other Costs are increasing by \$450,000, or 4.6%, mainly due to capital financing costs related to Technology and Facility projects, partially offset by a one-time transfer from the COVID-19 Stabilization Reserve to fund the additional costs related to the COVID-19 pandemic using provincial funding. Subsidies & Revenue are increasing by \$43,000, or 1.5%, mainly due to an increased recovery from the Halton Community Housing Corporation (HCHC) due to inflationary increases.

Strategic Transformation Group Departmental Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Capital Financing & Other Costs								
Strategic Transformation Group	Direct Cost		Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Business Transformation	\$ 4,278	\$ 2	\$ 4,280	\$ -	\$ 4,280	\$ 3,597	\$ 684	19.0%	
Communications & Customer Service	6,485	4	6,489	(20)	6,469	6,348	121	1.9%	
Information Technology	14,324	4,098	18,423	(266)	18,157	16,979	1,178	6.9%	
Energy, Fleet & Facilities	19,074	6,092	25,167	(2,608)	22,559	22,174	385	1.7%	
Program Costs	\$ 44,162	\$ 10,197	\$ 54,358	\$ (2,894)	\$ 51,465	\$ 49,098	\$ 2,367	4.8%	
Program Recoveries					(51,465)	(49,098)	(2,367)	4.8%	
Total	\$ 44,162	\$ 10,197	\$ 54,358	\$ (2,894)	\$ -	\$ -	\$ -	-	-
2021 Budget	\$ 42,202	\$ 9,747	\$ 51,949	\$ (2,851)	\$ -				
\$ Change	1,960	450	2,410	(43)	-				
% Change	4.6%	4.6%	4.6%	1.5%	-				
FTE					203.5	196.5	7.0	3.6%	

Schedule may not add due to rounding.

The Region's 2019-2022 Strategic Business Plan prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. Over the last year, Halton Region has embraced working from home, accepted applications and requests via email, adopted digital signatures and payments, and on-boarded several staff and volunteers using cloud-based tools and personal

devices. Digital services were implemented at a speed and scale never done before. The Region introduced the online vaccination booking service, which was a successful initiative throughout the Region. The opportunity to use digital across the Region to improve customer and staff experiences, streamline processes, increase productivity, and gain new insights using data is immense.

The following strategic investments for 7.0 FTEs are proposed in the 2022 Budget:

- 3.0 FTEs in STG Administration for 1.0 FTE **Digital Enterprise Architecture Analyst** (\$135,330) to assist in establishing the strategic direction of systems supporting the Region, driving innovation and establishing architecture roadmaps and blueprints, and evaluating and recommending solutions that align with Halton's Cloud and Technology Blueprints; 1.0 FTE **Workforce Management Data Specialist** (\$135,330) to support Paramedic Services, Services for Seniors and Payroll Services to fully utilize the reporting capabilities and functions of Workforce Management (WFM), as well as to support the operational side of system management; 1.0 FTE **Administrative Assistant** (\$99,240) to provide dedicated administrative support to the Commissioner, senior management team and staff of the Strategic Transformation Group Department to allow for the effective delivery of programs and customer service.
- 4.0 FTEs in Business Transformation for 1.0 FTE Project Manager II – Business Solutions (\$135,330); 1.0 FTE Information Management Specialist/Product Manager (\$150,420); 1.0 FTE Information Management Analyst (\$135,330); and 1.0 FTE SAP Analyst (\$135,330).

The **Business Transformation** division acts as a strategic partner in transformative service initiatives with a focus on coordinating, planning, and delivering Halton Region's Customer Service Access Strategy and continuing to leverage our enterprise systems to create back-office efficiencies. The services provided by Business Transformation include re-designing service delivery to be more efficient and effective by applying Lean Six Sigma and business process management; improving value of technology investments by applying sound enterprise architecture practices and deriving value from current assets; supporting organizational readiness as it relates to the technology landscape and evolution; planning, integrating and delivering systems and digital platforms effectively; and managing the data analytics and decision support program to use data and information as strategic assets to enhance customer service, operational and strategic decision making.

The 2022 Budget is increasing by \$684,000, or 19.0%, primarily due to the strategic investments for 4.0 FTEs. The following 4.0 FTEs are required to align technology investments to corporate strategy, ensuring the correct systems, tools and technology are in place to support the Region and deliver online services to residents as we look forward to implementing Halton Region's Digital Strategy:

- 1.0 FTE **Project Manager II – Business Solutions** (\$135,000) is required to provide project management support in the service and process transformation work stream of the Digital Strategy.
- 1.0 FTE **Information Management Specialist/Product Manager** (\$150,000) is required to develop an information management (IM) strategy and implement an enterprise content management (ECM) system.
- 1.0 FTE **Information Management Analyst** (\$135,000) is required as a technical resource on the Information Management team and will be responsible to automate records management (RM) processes and information management (IM) strategy through an enterprise content management system.
- 1.0 FTE **SAP Analyst** (\$135,000) is required for SAP system administration, upgrades and updates, and support, and will work closely with business users and the IT technical team to support all change requests for enhancements, provide operational support on a daily basis, as well as keep system applications up to date.

The **Communications & Customer Service** division provides strategic advice to protect and promote Halton's brand and reputation through the delivery of timely and accessible information to residents, businesses and stakeholders, and the responding to critical issues and emergencies. The division creates impactful marketing and communications campaigns to promote the Region's programs and services to the community and support the priorities of Regional Council. The team is the first point of contact for community inquiries, oversees media relations and manages all corporate digital channels, including [halton.ca](https://www.halton.ca) and social media platforms. Access Halton provides high quality customer service and engagement, responding to more than 340,000 inquiries each year through phone, email, online, social media and in-person channels, and providing print and mail services to the organization. Access Halton continues to receive the highest customer satisfaction awards in the industry. The 2022 Budget is increasing by \$121,000, or 1.9%, primarily due to inflationary increases.

The **Information Technology** division is responsible for developing strategies, standards, policies and processes related to the provision of digital information and technology assets and services. Information Technology (IT) maintains more than 370 software applications and 10,000 hardware assets in a state-of-good-repair and provides secure, reliable access to these assets and services. The division also provides financial software services for Halton Regional Police Service and the City of Burlington. The 2022 Budget is increasing by \$1.2 million, or 6.9%, primarily due to additional software maintenance and computing services contracts, increased capital financing costs for the State-of-Good-Repair program and other inflationary increases. The 2022 Budget includes \$127,000 in COVID-19-related costs, which are funded through a one-time transfer from the COVID-19 Stabilization Reserve in 2021, utilizing funds allocated from provincial funding.

The \$65.6 million 10-year Information Technology capital program is \$14.8 million higher than the 2021 program, primarily due to increased investments in software and hardware upgrades to support the Digital Access Strategy.

Information Technology Capital Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027-31	Total
Software Licences	\$ 0.28	\$ 0.62	\$ 0.29	\$ 0.30	\$ 0.30	\$ 1.52	\$ 3.30
Software New / Replacement / Upgrade	2.12	3.45	2.60	2.42	2.59	8.10	21.27
Hardware Replacement	1.38	2.09	2.68	2.28	1.38	9.07	18.88
Infrastructure New and Replacement	3.37	1.20	1.49	1.83	1.25	6.74	15.87
Vehicles	-	-	-	-	-	0.04	0.04
Rate Funded Projects	0.60	0.56	0.57	0.76	0.88	2.92	6.29
Total	\$ 7.75	\$ 7.91	\$ 7.62	\$ 7.58	\$ 6.40	\$ 28.38	\$ 65.64

Schedule may not add due to rounding

The 2022 Information Technology capital budget has increased by \$3.0 million over the 2022 Forecast from the 2021 Budget primarily due to the Regional investment of \$2.5 million for the Next Generation 911 Project and software and hardware upgrades needed to support the Digital Access Strategy. 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 \$4.0 million in capital financing (i.e. transfers to reserves) is budgeted in 2022. This represents a \$194,000 increase, or 5.0%, from the 2021 Budget to support corporate initiatives (new and replacement hardware, software, and infrastructure) and program-specific projects for Paramedic Services, Housing Services, Planning Services, and Business Planning & Corporate Initiatives. The 10-year financing plan ensures that the Technology Replacement reserve is maintained at levels to maintain financial sustainability and is projected to increase each year over the forecast period. The operating contributions to reserves will continually be reviewed as part of the asset management plan.

The **Energy, Fleet & Facilities** division provides high-quality and cost-effective facilities and fleet services. The division manages fleet assets and ancillary equipment, and oversees facilities design and development, lifecycle analysis, asset renewal, renovation and construction, energy management, and ongoing maintenance and operations of Regional facilities and Halton Community Housing Corporation (HCHC) housing stock. The division maximizes efficiencies and conforms to codes and regulations, accepted industry standards and best practices to deliver customer service excellence in energy, fleet and facilities management. The 2022 Budget is increasing by \$385,000, or 1.7%, mainly due to increased capital financing costs for state-of-good-repair for corporate facilities and other inflationary increases. The 2022 Budget includes \$431,000 in COVID-19-related costs for cleaning, security and other facility-related costs which are funded through a one-time transfer from the COVID-19 Stabilization Reserve, utilizing funds allocated from provincial funding.

The \$85.0 million 10-year Energy, Fleet & Facilities capital program is \$8.6 million higher than the 2021 program; this is primarily driven by the \$6.0 million cost increase associated with the Regional Accommodation Plan project and \$2.7 million related to the strategic land acquisition related to the 1 District site.

Energy, Fleet and Facilities Capital Program (\$ Millions)							
	2022	2023	2024	2025	2026	2027 - 2031	Total
Halton Regional Centre - Rehab & Replacement	\$ -	\$ 1.03	\$ 0.85	\$ 0.90	\$ 0.80	\$ 3.94	\$ 7.51
Long Term Care Centres - Rehab & Replacement	0.62	0.85	0.82	1.15	1.23	11.48	16.16
Paramedic Stations - Rehab & Replacement	0.59	0.29	0.12	0.19	0.11	1.00	2.30
Facility Rehab & Replacement - Other	0.76	1.32	1.31	1.27	2.49	10.00	17.16
PS HQ and PW Operations Centre Expansion	-	-	2.00	-	29.60	-	31.60
Regional Accommodation Plan	6.00	-	-	-	-	-	6.00
Strategic Acquisition - Land	2.70	-	-	-	-	-	2.70
Energy Program	0.10	0.10	0.10	0.10	0.10	0.50	1.00
Vehicles & Equipment	0.01	0.12	0.06	0.10	0.03	0.27	0.58
Total	\$ 10.79	\$ 3.71	\$ 5.26	\$ 3.71	\$ 34.36	\$ 27.18	\$ 85.01

Schedule may not add due to rounding

The \$10.8 million 2022 Energy, Fleet & Facilities capital program is \$6.6 million higher than the 2022 Forecast included in the 2021 Budget due to the \$6.0 million cost increase associated with the Regional Accommodation Plan project and the \$2.7 million strategic land acquisition related to the 1 District site.

The following are highlights of the 10-year program:

- \$43.7 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next 10 years.
- \$31.6 million is required for the Paramedic Services headquarters for the paramedic centralized facility identified in the Paramedic Services Master Plan (**MO-14-15**) and for Public Works Operation Centre growth needs related to administration, vehicles, fleet services and the supply of central stores.
- \$6.0 million cost increase has been identified for the Regional Accommodation Plan to account for the past 12 months of construction cost increases and supply-chain impacts arising from the COVID-19 pandemic, unforeseen circumstances associated with the condition of East Block, and additional measures to ensure that a safe work environment is maintained in accordance with Provincial guidelines.
- \$2.7 million related to strategic land acquisition related to the 1 District site.
- \$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 Energy, Fleet & Facilities capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished primarily from operating transfers recovered from program areas that benefit from the Energy, Fleet & Facilities program. As a result, the total capital financing of \$4.6 million is included in the 2022 Budget.

The following table provides the key performance measures related to the Strategic Transformation Group.

Strategic Transformation Group	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	4,200	4,581	3,252	3,270	3,328
Total Corporate kWh Energy Consumption (per Sq. Ft.)	35.4	35.5	29.7	29.7	31.4
% of Customers who are Overall Satisfied with their Call Centre Experience	90%	92%	92%	92%	95%
Number of Services that can be Accessed Online	81	86	75	82	110
Number of Visits to the Halton Website (000s)	3,102	1,711	6,148	8,379	5,000
Number of IT Devices Supported	3,449	3,599	4,183	4,551	4,965

In response to the COVID-19 pandemic, Regional staff enhanced online access to Regional services in 2020. These efforts are expected to continue into 2022. The increase in visits to the Halton website resulted from significant resident interest in COVID-19 information (2020) and vaccination details (2021). Visits will likely trend closer to normal levels following the pandemic. The increase in square footage in 2022 is due to the HRC Modernization Project which is expected to increase the portfolio area by approximately 58,000 square feet. Energy consumption per square foot was lower in 2020 and 2021 due to low building occupancy because of COVID-19. Energy consumption in 2022 is expected to increase however at a 1% reduction over the 2019 baseline year to align with the Strategic Business Plan's reduction target for electricity and heating use per square foot for corporate facilities. A large increase in the number of IT devices supported in 2021 and 2022 is due to Regional staff working from home as a result of the COVID-19 pandemic.

Legislative and Planning Services Corporate Administration

The Legal Services and Human Resources divisions of the Legislative and Planning Services (LPS) department are included in Corporate Administration. The Legal Services division is responsible for a full range of Legal, Risk Management and Realty services to all departments of the Region, Regional Council and HCHC, and includes the Regional Clerk & Council Services. The Human Resources division provides support to the Region and its programs in the attraction, engagement and retention of Regional staff. The Office of the LPS Commissioner is also included in the table below, allocated to each service.

The 2022 **LPS Corporate Administration** budget reflects a net increase of \$1.1 million, or 7.6%, over the 2021 Budget. Direct Costs are increasing by \$1.1 million, or 7.6%, primarily due to increased costs for insurance premiums and paid claims, as well as strategic investments for a Senior Legal Counsel (Information Technology & Management, Insurance, & Risk) (\$229,000), and a Policy Advisor, Information Management (\$119,000). These strategic investments are required to provide advice and support to Risk Management & Insurance and the Strategic Transformation Group in response to increasing demands related to claims caseloads and moving to a digital environment as part of Halton Region's Digital Strategy. Capital Financing & Other Costs are changing by \$58,000, or 6.4%, primarily due to a one-time increase in Transfer from Reserves for election and inauguration expenses for the 2022 municipal election which occurs every four years. Subsidies & Revenue are increasing by \$4,000, or 1.8%, primarily due to an inflationary increase in development charge administration fees.

LPS Corporate Administration Departmental Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
LPS Corporate Administration									
Legal Services	\$ 9,608	\$ 11	\$ 9,619	\$ (232)	\$ 9,387	\$ 8,337	\$ 1,050	12.6%	
Human Resources	6,731	(969)	5,763	-	5,763	5,739	24	0.4%	
Program Costs	\$ 16,339	\$ (957)	\$ 15,382	\$ (232)	\$ 15,150	\$ 14,076	\$ 1,073	7.6%	
Program Recoveries (Corporate Support)	-	-	-	-	(14,870)	(13,750)	(1,120)	8.1%	
Non-Program Recoveries (Governance)	-	-	-	-	(279)	(326)	47	-14.3%	
Total	\$ 16,339	\$ (957)	\$ 15,382	\$ (232)	\$ -	\$ -	\$ -	-	
2021 Budget	\$ 15,205	\$ (901)	\$ 14,304	\$ (228)	\$ -				
\$ Change	1,134	(58)	1,078	(4)	-				
% Change	7.5%	6.4%	7.5%	1.8%	-				
FTE					72.0	70.0	2.0	2.9%	

Schedule may not add due to rounding

The following strategic investments for 2.0 FTEs are proposed in the 2022 Budget:

- 1.0 FTE Senior Legal Counsel (Information Technology & Management, Insurance, & Risk) (\$229,000), and
- 1.0 FTE Policy Advisor, Information Management (\$119,000).

The **Legal Services** division is comprised of Legal, Realty, and Risk Management services, and includes the Regional Clerk & Council Services. The 2022 Budget is increasing by \$1.1 million, or 12.6% due mainly to increases in insurance premiums and paid claim losses, and strategic investments for 1.0 FTE Senior Legal Counsel (Information Technology & Management, Insurance, & Risk) (\$229,000) and 1.0 FTE Policy Advisor, Information Management (\$119,000), as discussed below.

Legal Services Divisional Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Legal Services									
Legal Services	\$ 3,044	\$ 2	\$ 3,046	\$ (229)	\$ 2,817	\$ 2,555	\$ 262	10.2%	
Realty Services	1,165	1	1,166	-	1,166	1,155	11	1.0%	
Risk Management	4,394	51	4,445	-	4,445	3,800	645	17.0%	
Regional Clerk	1,004	(43)	961	(3)	959	827	132	16.0%	
Program Costs	\$ 9,608	\$ 11	\$ 9,619	\$ (232)	\$ 9,387	\$ 8,337	\$ 1,050	12.6%	
Program Recoveries					(9,108)	(8,011)	(1,096)	13.7%	
Non-Program Recoveries (Governance)					(279)	(326)	47	-14.3%	
Total	\$ 9,608	\$ 11	\$ 9,619	\$ (232)	\$ -	\$ -			
2021 Budget	\$ 8,511	\$ 54	\$ 8,565	\$ (228)	\$ -				
\$ Change	1,097	(43)	1,054	(4)	-				
% Change	12.9%	-79.0%	12.3%	1.8%	-				
FTE					38.0	36.0	2.0	5.6%	

Schedule may not add due to rounding.

Legal Services provides advice, counsel and legal representation to, and on behalf of, the Region. The 2022 budget is increasing by \$262,000, or 10.2% primarily due to a strategic investment for a Senior Legal Counsel (Information Technology & Management, Insurance, & Risk) (\$229,000) to support increased demands in Risk Management & Insurance and the Strategic Transformation Group's Digital Strategy.

The Region's Strategic Business Plan 2019-2022 prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The opportunity to use digital across the Region to improve customer and staff experiences, streamline processes, increase productivity, and gain new insights using data is immense. In addition, the Region's corporate-wide area of insurance and risk management regularly requires legal advice and assistance on complex, strategic issues. A request is included for 1.0 FTE, for a **Senior Legal Counsel (Information Technology & Management, Insurance, & Risk)** (\$229,000). This role is required to support the increasing demands related to moving to an increased digital environment and an increasing claims caseload. This legal support will primarily consist of providing advice on complex matters, providing advice

and support to Information Technology and Business Transformation sections of the Strategic Transformation Group, as well as to the Region's Risk Management & Insurance group. This legal support will also provide advice and legal review services in the area of IT contracts, an area with increasing specialization and cross-departmental implications.

Realty Services facilitates the Region's property requirements. The 2022 Budget is increasing by \$11,000, or 1.0%, mainly due to inflationary increases.

Risk Management Services administers the Region's insurance program, minimizes the Region's liability loss exposure, and manages property and liability claims. The 2022 Budget is increasing by \$645,000, or 17.0%, mainly due to increases in insurance premiums because of unfavourable market conditions and paid claims losses based on actual trends.

Regional Clerk & Council Services provides support to Regional Council, its committees, and the Halton Police Board. It also provides services for freedom of information, privacy and records management. The 2022 Budget is increasing by \$132,000, or 16.0%, primarily due to a strategic investment for a Policy Advisor, Information Management (\$119,000) to support moving to a digital environment and the delivery of enhanced customer service. As Halton moves to implement its Digital Strategy over the next several years, there is a need for comprehensive analysis, policy and best practices to govern a significant increase and revision to the IT products, the collection and use of digital personal information, and the integration of processes across departments and with the public. In addition, initiatives related to Halton's Data Management Strategy support the organization through a digital transformation and deliver continuous improvements and enhancements alongside industry best practices. This position will provide consistent advice and representation for these complex activities, ensuring that cross-departmental issues are canvassed and appropriately addressed. A **Policy Advisor, Information Management** (\$119,000) is required to support increasing demands related to moving to digital environment and to support the policy and best practices for delivery of enhanced customer service, operational and strategic decision-making and reporting.

The following table provides the key performance measures related to Legal Services.

Legal Services	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Property Acquisitions (Lease or Buy)	178	177	188	175	175
Number of Property Damage or Personal Injury Claims Received	244	254	138	270	160
Number of Outstanding Property Damage or Personal Injury Claims	97	82	45	90	60
Number of Formal Freedom of Information (MFIPPA) Requests	45	60	46	55	55

The number of property acquisitions is expected to remain relatively stable and is subject to capital project funding availability. The number of claims received and outstanding claims have been steadily increasing annually, with a decline in 2020 due to the COVID-19 pandemic. These claims are expected to increase again for 2022. Over time, the number of *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) requests has continued to increase, with a decline in 2020 due to the COVID-19 pandemic. Increases are expected for 2022.

The **Human Resources** division provides support to the Region and its programs in the attraction, engagement and retention of Regional staff. With approximately 3,840 employees excluding Police Services (SAP), 842 are temporary employees who have been hired for the express purpose of responding to the COVID-19

pandemic, 56% belong to one of the eight unionized bargaining units, equaling 2,201 full time equivalents (FTEs) and over 180,000 relief hours. Human Resources provides support to the Region through developing, implementing and maintaining a fiscally responsible and market competitive total compensation program. The division also provides labour and employee relations guidance and expertise and ensures the Region maintains a legislatively compliant healthy and safe workplace with a focus on employee physical and mental wellness. Human Resources ensures the Region has the required number of employees with the correct skill sets in place to enable it to achieve its goals. In 2020, the Region transformed to a remote work environment and Human Resources continued to increase the Region's online learning catalogue and staff and management training to support this effort as well as increased training and support of wellness.

The 2022 Budget is increasing by \$24,000, or 0.4%, mainly due to inflationary increases, offset by reductions in other costs to reflect actual trends.

The following table provides the key performance measures related to Human Resource Services.

Human Resources	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
% of Voluntary Turnover of Permanent Positions per year	5.3%	5.4%	3.7%	4.5%	4.6%

The number of FTE and relief hours align with the Council-approved complement presented in the budget each year. While remaining relatively consistent prior to 2020, the yearly voluntary turnover rate of permanent positions reflects a decrease in turnover during the COVID-19 pandemic.

Chief Administrative Officer's (CAO) Office

The CAO's Office is included in Corporate Administration. The 2022 CAO's Office budget reflects a net increase of \$0.7 million or 14.0%, over the 2021 Budget. This increase is driven by Direct Costs which are increasing by \$0.6 million, or 10.8%, primarily due to 4.0 FTEs proposed as strategic investments discussed further below.

CAO's Office Departmental Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
CAO's Office	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Business Planning & Corporate Initiatives	\$ 2,054	\$ 4	\$ 2,058	\$ -	\$ 2,058	\$ 1,848	\$ 210	11.4%	
Internal Audit	798	0	798	-	798	759	39	5.1%	
Strategic Policy & Government Relations	2,949	2	2,951	-	2,951	2,487	464	18.7%	
Program Costs	\$ 5,800	\$ 7	\$ 5,807	\$ -	\$ 5,807	\$ 5,094	\$ 713	14.0%	
Program Recoveries (Corporate Support)	-	-	-	-	(1,729)	(1,345)	(384)	28.6%	
Non-Program Recoveries (Governance)	-	-	-	-	(4,078)	(3,749)	(329)	8.8%	
Total	\$ 5,800	\$ 7	\$ 5,807	\$ -	\$ -	\$ -	\$ -	-	-
2021 Budget	\$ 5,237	\$ (143)	\$ 5,094	\$ -	\$ -				
\$ Change	563	150	713	-	-				
% Change	10.8%	-104.9%	14.0%	0.0%	-				
FTE					31.2	27.2	4.0	14.7%	

Schedule may not add due to rounding

The following strategic investments for 4.0 FTEs are proposed in the 2022 Budget:

- 1.0 FTE in Business Planning & Corporate Initiatives for Enterprise Performance and Risk Management Advisor (\$210,000), and
- 3.0 FTEs in Strategic Policy & Government Relations for 1.0 FTE Policy Specialist, Climate Change Response and Sustainability (\$106,000), 1.0 FTE Policy Specialist, Equity Diversity and Inclusion (\$106,000), and 1.0 FTE Executive Lead, Indigenous Relations (fully funded with a net \$0 cost).

The **Business Planning & Corporate Initiatives** division develops, supports and monitors the implementation of organizational strategic plans including the Strategic Business Plan. Corporate services delivered by the division include emergency management, business continuity planning, project management methodology, change management, enterprise risk management and performance benchmarking. Corporate initiatives supported by the division in 2022 include the Regional Official Plan Review, Waste Management Strategy Public Consultation, Rural Broadband, Halton Digital Access Strategy, Digital Strategy, Halton Region Centre Change Management program and the coordination of re-organizing processes and activities.

The 2022 Budget is increasing by \$210,000, or 11.4%, mainly due to a strategic investment for an Enterprise Performance and Risk Management Advisor to implement and support an enterprise performance and risk management program. In 2017, an Enterprise Risk Management Project began to provide a systematic approach to identifying risk exposures, analyzing identified risks, and ensuring appropriate mitigation and response strategies are in place for each risk exposure. To support this work, additional resources will be required including 1.0 FTE proposed as a strategic investment. An **Enterprise Performance and Risk Management Advisor** (\$210,000) is required to implement and support an enterprise performance and risk management program. Implementation of an Enterprise

Risk Management program will ensure Halton's risks are consistently managed and mitigated, and through ongoing monitoring, will ensure that identified risk mitigation measures remain current and appropriate. The Enterprise Risk Management program supports the action in the Effective Government objective of the Halton Region 2019-2022 Strategic Business Plan to "Implement the Enterprise Risk Management program" and "Ensure continued financial sustainability through effective financial planning and risk management". Halton Region has maintained a program of Enterprise Performance Measurement since 2006 reporting results to Regional Council annually. Combining the management of the new Enterprise Risk Management program with the current Enterprise Performance Measurement program into one Enterprise Performance and Risk Management Advisor position provides the opportunity to integrate existing operational data into the new Enterprise Risk Management program

The **Internal Audit** division supports Council 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 2022 Budget is increasing by \$39,000, or 5.1%, mainly for the new audit work plan.

The **Strategic Policy & Government Relations** division is focused on supporting Council's advocacy and government relations agenda, supporting key policy initiatives including the Indigenous Relationship Initiative, the Inclusion, Equity, Diversity and Anti-Black Racism Initiatives and the Region's Climate Change Initiative. Additionally, the division leads corporate policy development, supports public engagement, and meets and facilitates accessibility requirements in support of Halton residents.

The 2022 Budget is increasing by \$464,000, or 18.7% mainly due to strategic investments and the removal of the one-time Transfer from Reserves for the 2021 Equity, Diversity and Inclusion strategic investment. Continuing the groundwork laid in 2020 to move the Region forward in several key policy areas including Equity, Diversity and Inclusion and Climate Change Response, additional resources will be required including 3.0 FTEs proposed as strategic investments:

- **2.0 FTEs Policy Specialists (\$212,000):**

- **1.0 FTE Climate Change Response and Sustainability Policy Specialist** is required to support the Executive Lead of Climate Change Response and Sustainability. This position will undertake research and analysis of best practices, long-term planning, project implementation and data collection, and support program and training initiatives. The work of the Executive Lead and this Policy Specialist will support the organization in meeting its Climate Change Response and Sustainability objectives. Halton Region has had a long-standing commitment to address climate change and sustainability. As work has progressed in this area there is a need to have dedicated staff whose focus is directly related to achieving the Region's objectives.
- **1.0 FTE Policy Specialist, Equity Diversity and Inclusion Policy Specialist** is required to support the work led by the Executive Lead for Equity, Diversity and Inclusion. This work includes supporting research, analysis and data collection, supporting the development and implementation of training, and working with the Executive Lead to implement an Equity, Diversity and Inclusion framework and plan for Halton Region. With increasing awareness and understanding of the need to evolve the culture of the organization to support, to its fullest extent, the diversity and inclusion of staff, work is required to create, plan and implement a framework, build trust among the organization, confirm and implement best practices, create safe spaces for staff and implement programs to support the organization. A research and policy staff person would be critical to the success of the work supporting the Executive Lead of Equity, Diversity and Inclusion.

- 1.0 FTE **Executive Lead, Indigenous Relations** (\$217,000) to lead the ongoing development of Halton's Indigenous Relationship Initiative. This role would be responsible for building meaningful and lasting relationships with First Nations and Indigenous People, building understanding within the organization, and leading the response to the Truth and Reconciliation Commission's Calls to Action. Halton has made a commitment to support the Truth and Reconciliations Commission's Calls to Action and the United Nations Declaration of the Rights of Indigenous People. As part of that commitment, Halton has set out to develop a respectful and reciprocal relationship with First Nations and Indigenous People. To date, the work has resulted in permanently flying the Mississauga of the Credit First Nation's flag and a land acknowledgement for Halton. These have been foundational pieces in the ongoing development of Halton's meaningful response to Truth and Reconciliation. This position would foster relationships and build capacity in a long-term, sustainable and meaningful way. This strategic investment will be funded by existing funds from the 2021 Budget, resulting in no net tax impact to the 2022 Budget.

The following table provides the key performance measure related to the CAO's Office.

CAO's Office	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Annual Emergency Exercises Completed	Yes	Yes	No	Yes	Yes

*Due to the COVID-19 pandemic, the Ministry of the Solicitor General made an exemption for all Ontario municipalities from the 2020 annual emergency exercise requirement of the *Emergency Management and Civil Protection Act*.

Office of the Chair & Regional Council

The 2022 Office of the Chair & Regional Council budget reflects a net increase of \$28,000, or 1.5%, over the 2021 Budget, mainly due to inflationary increases.

Office of the Chair & Regional Council Departmental Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Office of the Chair & Regional Council									
Office of the Chair	\$ 284	\$ 9	\$ 293	\$ -	\$ 293	\$ 291	\$ 2	0.7%	
Regional Council	1,660	(5)	1,655	-	1,655	1,630	26	1.6%	
Program Costs	\$ 1,945	\$ 4	\$ 1,948	\$ -	\$ 1,948	\$ 1,921	\$ 28	1.5%	
Program Recoveries (Corporate Support)	-	-	-	-	(652)	(647)	(5)	0.8%	
Non-Program Recoveries (Governance)	-	-	-	-	(1,296)	(1,274)	(22)	1.8%	
Total	\$ 1,945	\$ 4	\$ 1,948	\$ -	\$ -	\$ -	\$ -	-	
2021 Budget	\$ 1,916	\$ 4	\$ 1,921	\$ -	\$ -				
\$ Change	28	(0)	28	-	-				
% Change	1.5%	-11.0%	1.5%	0.0%	-				
FTE					1.0	1.0	0.0	0.0%	

Schedule may not add due to rounding

The **Office of the Chair** includes the Regional Chair, a directly elected position who is the head of Regional Council, and the Chief Executive Officer of the Corporation. The 2022 Budget is increasing by \$2,000, or 0.7%, mainly due to inflationary increases that are partially offset by savings in other costs to reflect actual trends.

The **Regional Council** is comprised of 24 members who have been elected to represent the residents of Halton for four-year term from 2018 to 2022. The 2022 Budget is increasing by \$26,000, or 1.6%, mainly due to inflationary increases.

Halton Region Budget and Business Plan

BUDGET REPORT 2022

NON-PROGRAM ITEMS & FISCAL TRANSACTIONS

Non-Program Items & Fiscal Transactions

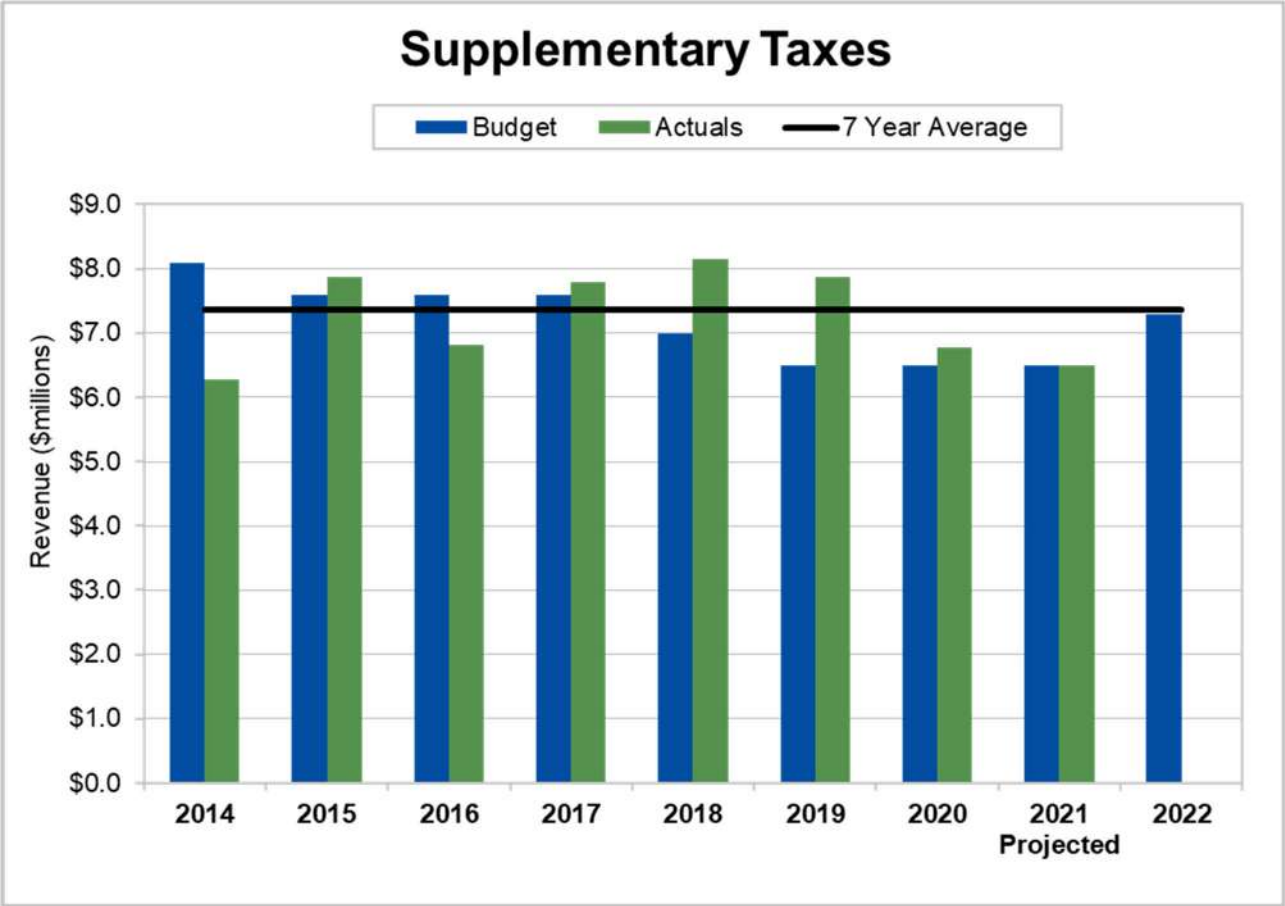
Budget Impacts

As shown in the following table, the 2022 Non-Program & Fiscal Transactions budget reflects a net increase of \$1.7 million, or 5.3%, over the 2021 Budget mainly due to a lower than anticipated assessment growth in 2021, as well as the recovery of governance-related costs which are not recovered through program budgets. This increase is partially offset by higher supplementary tax revenues to reflect actual trends.

Non-Program Divisional Summary (\$000's)									
	2022 Budget					2021 Budget	Change		
Non-Program	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Tax Impact	Net Tax Impact	2022 - 2021		
Supplementary Tax Revenue	\$ -	\$ -	\$ -	\$ (7,300)	\$ (7,300)	\$ (6,500)	\$ (800)		12.3%
Other Tax Revenue	-	-	-	(4,400)	(4,400)	(4,400)	-		0.0%
Tax Write-Off Provision	4,700	-	4,700	-	4,700	4,700	-		0.0%
Tax Policy Expenditures	548	-	548	-	548	548	-		0.0%
Assessment Services	9,931	-	9,931	-	9,931	9,914	17		0.2%
<i>Provincial Offences Act</i> Revenue	-	-	-	(2,328)	(2,328)	(2,328)	-		0.0%
Net Interest Earnings	-	43,632	43,632	(51,383)	(7,751)	(7,751)	-		0.0%
General Expenditures	4,457	37,178	41,635	(7,975)	33,660	31,532	2,129		6.8%
Governance Chargeback	-	5,654	5,654	-	5,654	5,349	305		
Total	\$ 19,636	\$ 86,464	\$ 106,100	\$ (73,386)	\$ 32,714	\$ 31,064	\$ 1,650		5.3%
2021 Budget	20,065	83,589	103,654	(72,590)	31,064				
\$ Change	(429)	2,875	2,445	(795)	1,650				
% Change	-2.1%	3.4%	2.4%	1.1%	5.3%				

Schedule may not add due to rounding

Supplementary Tax Revenue – Throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with additions to the assessment roll for supplementary and/or omitted assessments, which generates supplementary tax revenue. This revenue is difficult to predict as it depends 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 2022 supplementary tax revenue budget reflects an increase of \$0.8 million, or 12.3%, over the 2021 Budget. Staff will continue to monitor supplementary tax revenue to determine whether any adjustment needs to be made in future budgets.



The budget for the tax policy includes revenues from payments-in-lieu of taxes (PIL) and rights-of-way taxes (ROW) as well as expenditures relating to tax write-offs and several tax rebate programs.

Other Tax Revenue

The Region receives provincially established PIL for various federal and provincial properties that are exempt from taxation, including hospitals, universities, colleges and correctional facilities. The Region also receives taxes on railway and utility ROW based on a per acre rate set by the Province. The 2022 Budget for other tax revenues from PIL and ROW budget remains unchanged over the 2021 Budget at \$4.4 million.

Tax Write-Off Provision

Tax write-offs are primarily due to current value assessment (CVA) reductions, such as a successful assessment appeal, change in use of a property, or demolition. They result in less revenue collected, putting pressure on the continued delivery of the Region's core services. In recent years, owners of commercial and industrial properties have challenged the property assessment values provided by MPAC through appeals to the Assessment Review Board (ARB). As a result of successful appeals between 2014 and 2020, the cumulative CVA loss on commercial and industrial properties amounted to \$3.7 billion. This decrease in the CVA, results in an increase in tax write-offs for the Region and local municipalities.

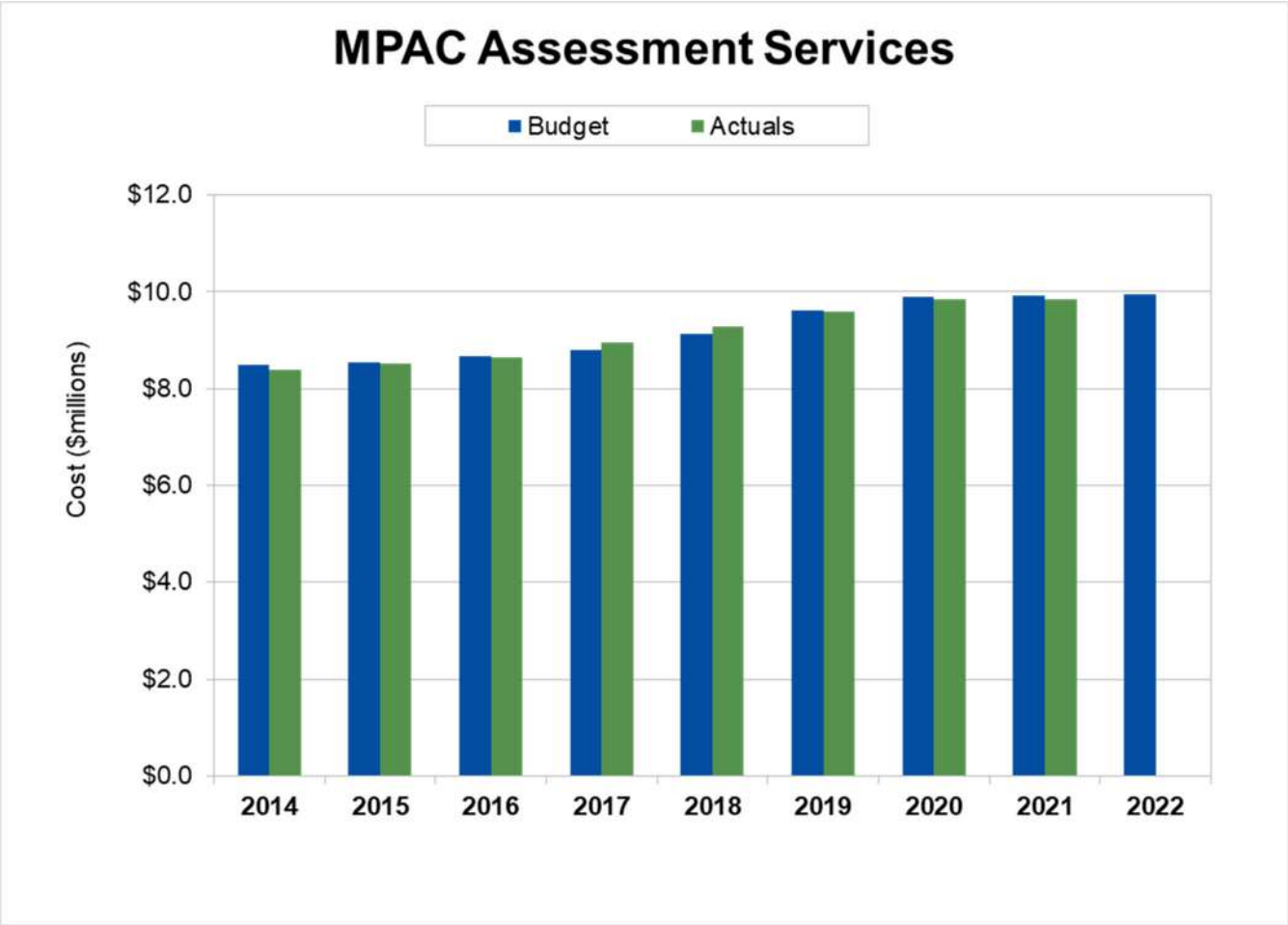
Future potential for additional tax write-offs is a risk for the Region. For the taxation years of 2014 to 2020, there are over 93 commercial and industrial properties in Halton Region that are currently under appeal with a CVA greater than \$15.0 million. To demonstrate the magnitude of risk, the total CVA under appeal pertaining to these properties for just the 2020 taxation year is \$3.4 billion. It is important to note that appeals with the ARB can include multiple taxation years, which would mean the potential for numerous years' worth of tax write-offs resulting from one successful appeal.

To mitigate this risk, the budget includes a tax write-off provision. The 2022 Budget for tax write-offs remains unchanged at \$4.7 million. Tax write-offs have averaged \$5.0 million over the last five years and \$4.5 million over the last seven years. For 2022, the budget has been maintained at the 2021 level to conservatively reflect the average trends and risk of appeals. Staff will continue to monitor developments in the appeal process and review whether any adjustments are required for the tax write-off provision in future budgets.

Tax Policy Expenditures

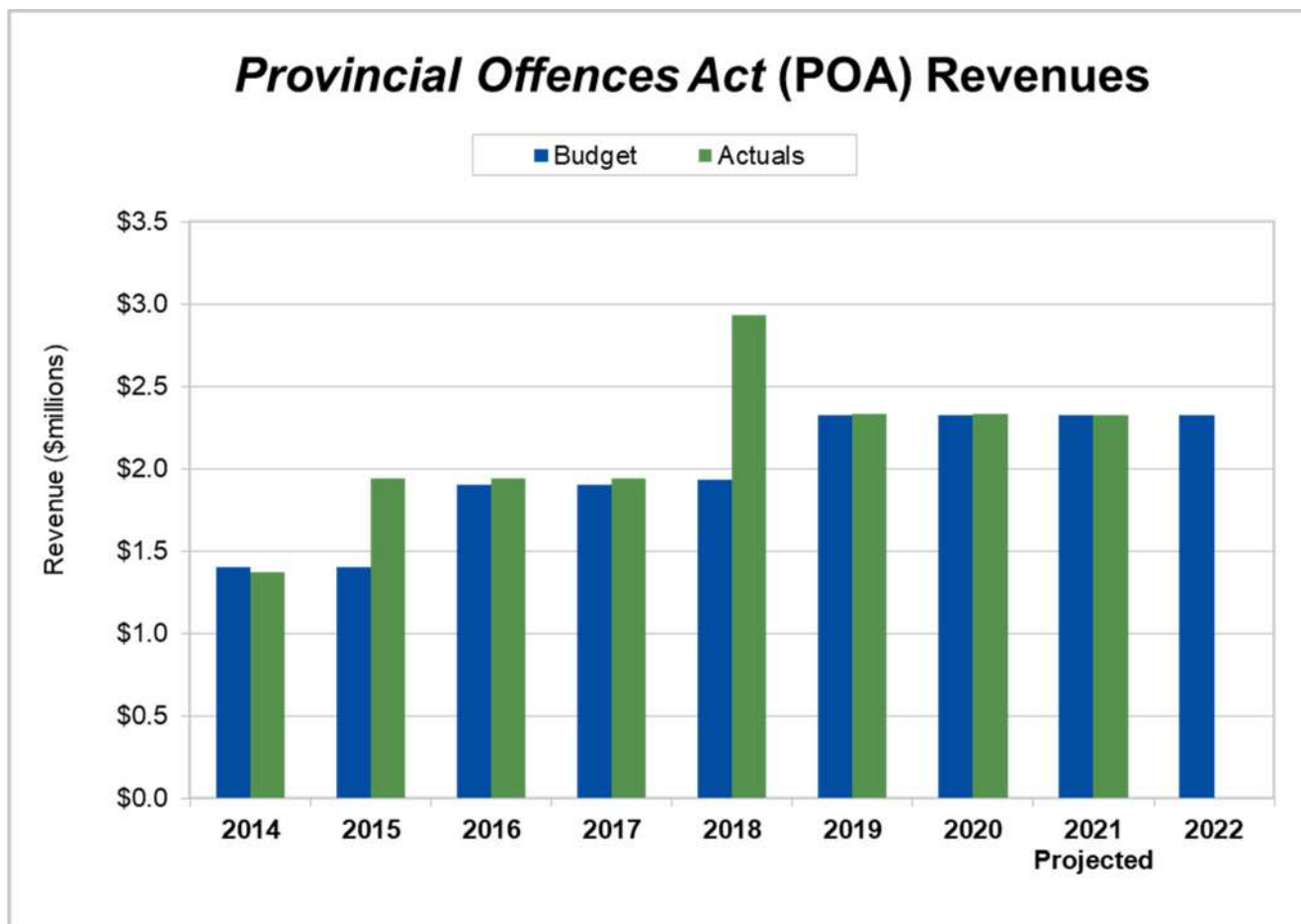
The tax relief programs offered by the Region include both provincially mandated as well as discretionary programs. The mandatory programs include a property tax increase deferral for eligible older adults or persons living with disabilities and rebates for charities. The discretionary programs include the full deferral of property taxes for eligible older adults, for which the Region pays the interest, as well as rebate programs such as the Region's portion of the tax rebate for older adults provided by the local municipalities and rebates for eligible heritage properties. The 2022 Budget remains unchanged over the 2021 Budget of \$548,000.

Assessment Services – MPAC provides assessment services to the Region and local municipalities. The Region is responsible for paying for these services, the cost of which is based on Halton’s CVA when compared to the Province’s CVA. Through this method, MPAC’s budget is apportioned to all municipalities across Ontario. Therefore, factors affecting the cost of assessment services include MPAC’s budgetary increases and apportionment increases relating to the Region’s growth. The 2022 Budget for assessment services is \$9.9 million, an increase of \$17,000, or 0.2%, over the 2021 Budget.



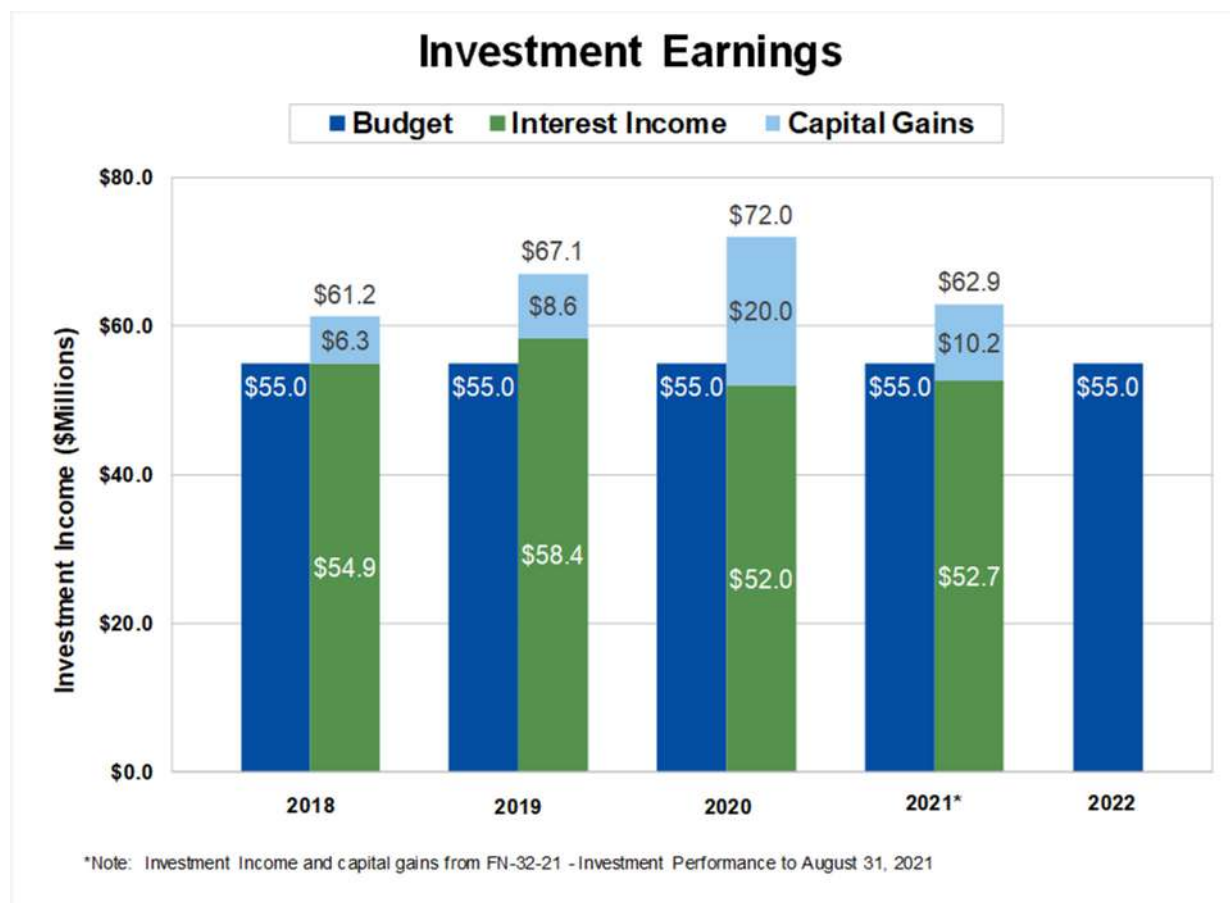
Provincial Offences Act (POA) Revenue – Net revenues generated from POA offences administered by Halton Court Services are shared between the Region and the municipal partners (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville), with the Region's share being 50%.

From 2016 to 2018, POA revenue was kept relatively consistent in the budget, with any excess generated by Halton Court Services transferred to their Stabilization reserve. In 2018, the Halton Court Services' Stabilization reserve balance was projected to be \$7.0 million and the decision was made to transfer the projected excess to the Region and Municipal Partners, resulting in a total of \$3.0 million being remitted to the Region that year. In 2019, the budget was adjusted for the anticipated additional revenue to the Region. As outlined in the following chart, the 2022 budget of POA revenue remains unchanged from the 2021 Budget of \$2.3 million.



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 operating cash account, reserves, reserve funds and the capital fund. The 2022 Budget continues to include \$55.0 million of investment income as a source of revenue. Of this revenue, \$43.0 million will be used to finance the Region's State-of-Good-Repair capital programs, and the remaining \$12.0 million will support the tax (\$8.4 million) and rate (\$3.6 million) supported services, unchanged from the 2021 Budget.

As discussed in Report No. **FN-32-21** (re: Investment Performance to August 31st, 2021), achieving the target investment earnings from interest revenues alone remains challenging due to continued low investment yields in the market. The target budget has been achieved through capital gains generated from the Region's active investment portfolio management. While the Region benefits from realizing capital gains on 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.



General Expenditures – A significant part of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives and grant contributions. Reserve contributions for the Emerald Ash Borer (\$131,000) and Floodplain Mapping Update (\$105,000) programs have increased in 2022, in accordance with financing plans.

The total Gas Tax allocated to Halton is \$17.4 million in 2022 of which, \$7.9 million is allocated to the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$6.9 million) and the Road Resurfacing program (\$1.0 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.

In 2021, the actual assessment growth was 1.41% which was below the 1.7% budget. A one-time transfer of \$1.2 million from the tax stabilization reserve was required to maintain the approved tax rate increase. In the 2022 Budget this transfer was removed which has created a \$1.2 million impact. The 2022 Budget assumes a 1.7% increase in assessment. There is some risk to this assumption given the on-going COVID-19 impacts. If the actual assessment growth is below 1.7%, a one-time transfer would again be required to balance the 2022 Budget.

Regional Governance – As shown in the table below, in 2022, there is a \$0.3 million increase in the recovery of governance-related costs which are not recovered through program budgets.

Regional Governance Recoveries (\$000's)			
	2021	2022	Change
	Non-Program		2022 - 2021
Office of the Chair	\$ (193)	\$ (194)	\$ (1)
Regional Council	(1,081)	(1,102)	(21)
Business Planning & Corporate Initiatives	(1,266)	(1,432)	(167)
Internal Audit	(500)	(543)	(43)
Strategic Policy & Government Relations	(1,983)	(2,102)	(119)
Regional Clerk & Council Services	(326)	(279)	47
Total	\$ (5,349)	\$ (5,654)	\$ (305)

Schedule may not add due to rounding

Halton Region Budget and Business Plan

BUDGET REPORT 2022

BOARDS & AGENCIES

Boards & Agencies

Boards & Agencies consists of external entities to whom the Region provides funding. This includes conservation authorities, the Royal Botanical Gardens, and North Halton Mental Health Clinic (NHMHC), as outlined in the following table. Halton Regional Police Service (HRPS) is also included in this section due to the Police Services Act, 1990 requirement that Police Services Boards submit operating and capital estimates of maintaining the police force and providing it with the necessary equipment and facilities to Regional Council.

Budget Impacts

The 2022 Boards & Agencies budget is increasing by \$387,000, or 3.2% over 2021, with details provided below.

Conservation Authorities Municipal Contribution Halton Region Funding (\$000's)				
	2021	2022	Change	
	Approved Budget	Requested Budget	2022 Requested / 2021 Approved	
Boards & Agencies				
Conservation Halton	\$ 9,163	\$ 9,489	\$ 326	3.6%
Credit Valley Conservation	631	659	27	4.3%
Grand River Conservation Authority	292	305	13	4.4%
Conservation Authorities	10,086	10,452	366	3.6%
Royal Botanical Gardens	819	835	16	2.0%
North Halton Mental Health Clinic	1,225	1,229	4	0.3%
Total	\$ 12,129	\$ 12,516	\$ 387	3.2%

Schedule may not add due to rounding.

Conservation Authorities

Conservation authorities receive funding from those municipalities that fall within their watershed in accordance with the Conservation Authorities Act, R.S.O. 1990, c. C.27, as amended (the "Act"). Halton Region provides funding to three conservation authorities through a municipal levy: Conservation Halton (CH), Credit Valley Conservation (CVC) and Grand River Conservation Authority (GRCA). The total budget for the conservation authorities in 2022 is \$10.5 million, an increase of \$366,000 or 3.6%. The following table summarizes the 2022 budgeted requests for the conservation authorities funded by the Region.

Conservation Authorities Municipal Contribution Halton Region Funding (\$000's)				
	2021	2022	Change	
Conservation Authorities	Approved Budget	Requested Budget	2022 Requested / 2021 Approved	
Conservation Halton	\$ 9,163	\$ 9,489	\$ 326	3.6%
Credit Valley Conservation	631	659	27	4.3%
Grand River Conservation Authority	292	305	13	4.4%
Total	\$ 10,086	\$ 10,452	\$ 366	3.6%

Schedule may not add due to rounding

Provincial Review of the Act

The Province proposed amendments to the Act that would redefine conservation authorities' core mandate. The wording in the Act is broad, requiring regulations to define what is mandatory. Once identified, conservation authorities could proceed to negotiate with participating municipalities about which programs and services will be provided. On October 7th, 2021, new regulations were introduced under the Act to implement the changes under Bill 229. The new regulations include a transition period where the conservation authority and the Region can review the programs and services to determine a funding path forward. Given the timing of the release of these regulations and the extended transition timeline of January 1, 2024, these changes have not been reflected in the Conservation Authorities Halton's 2022 municipal levy. Regional staff will review the programs and services identified to assess the impact to future budgets, if any.

Conservation Halton (CH)

Before apportionment, CH's 2022 municipal levy increased by 3.5%, which is less than the guideline of 3.7% provided by Regional Council through **FN-20-21**. The main drivers for the increase in CH's budget and the municipal levy request are related to personnel services, which accounts for 69% of their operating budget.

The Region has budgeted \$9.5 million for CH's municipal levy request in 2022, based on an apportionment of 87.8985%. This represents an increase of \$326,000, or 3.6%, over the 2021 municipal levy, which was based on an apportionment of 87.8421%. The increase in apportionment reflects that the Region is growing more than other municipalities within the CH watershed.

In 2017, CH requested \$8.4 million from the Region over 10 years for their Emerald Ash Borer (EAB) program as a special request, of which \$804,000 is requested in 2021. This request is being funded through a capital project in the Region's budget and with transfers from the Tax Stabilization reserve. Repayments to the reserve are included in the Region's 2022 Non-Program budget. The Region provides funding to CH as the work is completed and upon receipt of invoices.

Floodplains are areas of low-lying land next to water which allow for the natural dispersion of water during periods of overflow. Mapping and the associated hydrologic and hydraulic models are important tools for both conservation authorities and municipalities to support flood forecasting and warning, emergency planning and response, prioritization and planning for infrastructure renewal and flood mitigation works as well as land use planning. Conservation Halton began updating the floodplain maps, some of which are over 30 years old, in 2018. Floodplain mapping was funded 50% from the municipal levy and 50% from the National Disaster Mitigation Program (NDMP). The NDMP ended in March 2020 and at that time, Conservation Halton requested that the remaining costs for this project be funded by the Region. This project will be undertaken from 2018 to 2026 at a total cost of \$4.1 million. In spring 2021, Conservation Halton was notified that they would be receiving additional NDMP funding of \$475,000 for 2021-2022 to assist with the East Burlington Flood Plain Mapping project. Though the work to be undertaken with NDMP funding is within the scope of the original project, based on the work completed to date, Conservation Halton staff anticipate that the cost and scope of work to complete the balance of flood plain mapping will exceed what was estimated in the original Business Plan. Therefore, Conservation Halton's request to the Region for funding of \$525,000 in 2022 remains. The structure is similar to the EAB project where the funding required in the forecast period is considered as part of the Region's annual budget process and funded from the Tax Stabilization Reserve with repayments back to the reserve over a five-year period. The 2022 operating transfer from the Region's Non-Program budget will be \$270,000 to replenish the Tax Stabilization reserve. NDMP has not provided a commitment to Conservation Halton that funding will continue beyond the additional grant intake provided in 2021.

The CH Board of Directors approved the 2022 Budget on October 21st, 2021. Further details on CH's budget can be found in Report No. **FN-33-21** (re: 2022 Budget Overview – Conservation Halton).

Credit Valley Conservation (CVC)

Before apportionment, CVC's 2022 municipal levy increased by 3.7%, which is at the guideline of 3.7% provided by Regional Council. The main reason for the increase in CVC's budget and the municipal levy request are related to personnel services, which accounts for 77% of their operating budget.

CVC's 2022 total municipal levy request from the Region is \$659,000, based on the Region's apportionment of 5.1757% in 2022. This represents an increase of \$27,000, or 4.3%, over the 2021 municipal levy, which was based on an apportionment of 5.1446%. The increase in apportionment reflects that the Region is growing more than other municipalities within the CVC watershed.

In 2016, CVC requested \$1.5 million from the Region over seven years for their EAB program as a special benefiting levy. Funding for the EAB has not been requested for 2022 as the main goal of the EAB management program has been met.

The CVC Board of Directors are scheduled to approve the 2022 Budget in early 2022. Further details on CVC's budget can be found in Report No. **FN-38-21** (re: 2022 Budget Overview – Credit Valley Conservation).

Grand River Conservation Authority (GRCA)

Before apportionment, GRCA's 2022 municipal levy increased by 2.5%, which is less than the guideline of 3.7% provided by Regional Council. The main reason for the increase in GRCA's budget and the municipal levy request are related to inflationary increases across GRCA programs.

The Region has budgeted \$305,000 for GRCA's municipal levy request in 2022, based on an apportionment of 2.4309%. This represents an increase of \$13,000, or 4.4%, over the 2021 municipal levy, which was based on an apportionment 2.3876%. The increase in apportionment reflects that the Region is growing more than other municipalities within the GRCA watershed.

The GRCA Board of Directors are scheduled to approve the 2022 Budget on February 25th, 2022. Further details on GRCA's budget can be found in Report No. **FN-39-21** (re: 2022 Budget Overview – Grand River Conservation Authority).

Royal Botanical Gardens (RBG)

Royal Botanical Gardens (RBG) receives an operating grant from the Region and the City of Hamilton. The Region continues to provide funding to RBG at the rate of inflation. The Region's contribution is budgeted to increase by 2.0%, or \$16,000, to a 2022 Budget of \$835,000.

North Halton Mental Health Clinic (NHMHC)

Effective April 1, 2018, NHMHC was transferred from Halton Region (Clinical Health Services division) to Halton Healthcare Services (HHS) as per Report No. **MO-33-17**. Pursuant to a funding agreement between the Region and HHS, an annual grant of \$1.0 million is being provided for NHMHC programming, and the Region continues to fund the lease for this facility which amounts to \$188,800 in 2022. The Region has agreed to continue to support NHMHC until such time as additional mental health funding is secured by HHS for the transferred programs, which will be used to reduce the Region's annual contribution. Regional staff continue to work with HHS and the Ontario Health Central to secure additional funding.

Halton Regional Police Service (HRPS)

The HRPS 2022 budget request is \$175.9 million, which is an increase of \$7.1 million, or 4.2%, over the 2021 approved budget. This increase is greater than the guideline provided by Regional Council of 3.7% as set out in 2022 Budget Directions (**FN-20-21**). The following table provides a summary of the 2022 budget request. The Halton Police Board approved the 2022 Budget on October 28th, 2021. Further details regarding this budget request can be found in Report No. **FN-40-21** (re: “2022 Budget Overview – Halton Regional Police Service”).

Halton Regional Police Service Operating Budget Comparison Category (\$000s)								
	2021	2022			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Personnel Services	\$151,481	\$154,689	\$1,818	\$156,507	\$3,208	2.1%	\$5,027	3.3%
Materials & Supplies	7,420	7,241	170	7,411	(178)	-2.4%	(9)	-0.1%
Purchased Services	10,899	12,320		12,320	1,421	13.0%	1,421	13.0%
Financial and Rent Expenses	365	457		457	92	25.4%	92	25.4%
Total Direct Costs	170,163	174,707	1,988	176,695	4,544	2.7%	6,532	3.8%
Allocated Charges / Recoveries	1,971	2,090		2,090	119	6.1%	119	6.1%
Gross Operating Expenditures	172,134	176,797	1,988	178,785	4,663	2.7%	6,651	3.9%
Transfer to Reserves - Capital	5,308	6,205		6,205	897	16.9%	897	16.9%
Transfer from Reserves - Capital	(1,303)	(1,698)		(1,698)	(395)	30.3%	(395)	30.3%
Debt Charges	3,432	3,230		3,230	(202)	-5.9%	(202)	-5.9%
Capital Expenditures	7,437	7,737		7,737	300	4.0%	300	4.0%
Total Gross Expenditures	179,571	184,534	1,988	186,522	4,963	2.8%	6,951	3.9%
Subsidy Revenue	(5,961)	(5,803)		(5,803)	158	-2.7%	158	-2.7%
Other Revenue	(4,777)	(4,772)		(4,772)	5	-0.1%	5	-0.1%
Total Revenue	(10,739)	(10,575)		(10,575)	164	-1.5%	164	-1.5%
Net Program Expenditures	\$168,832	\$173,959	\$1,988	\$175,947	\$5,127	3.0%	\$7,114	4.2%

Schedule may not add due to rounding

Halton Region Budget and Business Plan

BUDGET REPORT 2022

WATER & WASTEWATER OVERVIEW



Part of the drinking water treatment infrastructure at Halton Region's Burloak Water Treatment Plant.

Water & Wastewater Budget Overview

2022 Operating Budget Summary

Water and Wastewater Services are fully funded by water and wastewater rates that include a usage charge which is based on the volume of water consumed and a fixed charge based on meter size. The fixed charge is designed to ensure the recovery of expenditures which do not vary based on usage, such as the cost of maintaining the water and wastewater infrastructure in a state-of-good-repair. The fixed service charge is an important part of the fee structure to ensure there is a stable source of funding to maintain the water and wastewater system, whether the service is used or not. The combination of a fixed and variable fee structure is a recommended industry best practice to ensure a reliable, sustainable source of revenue while also providing customers control over spending and encouraging water conservation. In Halton, water and wastewater charges are billed on behalf of the Region on the electricity bills issued through the four Local Hydro Distribution Companies. Industrial, commercial and institutional customers are typically billed monthly for water and wastewater services, and residential customers are typically billed bi-monthly.

As shown in the following table, the 2022 Water and Wastewater Rate-Supported Budget has a 2.8% increase, which is lower than the 3.3% guideline set out in Report No. **FN-20-21** (re: 2022 Budget Directions) as a result of savings and efficiencies described in more detail below. For a typical residential customer using 226 cubic metres (m³) of water per year, this will result in an additional \$28 in 2022, for both water and wastewater charges.

Rate Impact				
On a Typical Residential Customer (226 m ³ / Year)				
	2021	2022	Change*	
	Budget	Budget	\$	%
Water	\$ 463	\$ 477	\$ 14	3.0%
Wastewater	532	547	14	2.7%
Total	\$ 995	\$ 1,023	\$ 28	2.8%

Schedule may not add due to rounding

*Based on 0.0% consumption growth and 1.5% customer growth

As shown in the following table, the 2022 requested Budget for Water and Wastewater Services is increasing from \$220.7 million to \$228.5 million, an increase of \$7.8 million or 3.5%. This includes the base budget increase of \$7.0 million and net strategic investments of \$787,000 that align with Council priorities. Customer growth is estimated to be 1.5% or \$1.5 million compared to the 2021 Budget, resulting in a net water and wastewater rate increase of \$6.3 million or 2.8% for the 2022 Budget.

2022 Budget (\$000s)					
	2021		2022		Change in Budget
	Approved Budget		Requested Budget		2022 Requested / 2021 Budget
Gross Operating Expenditures	\$	120,211	\$	122,537	\$ 2,326 1.9%
Capital Financing Expenditures		118,217		123,683	5,466 4.6%
Gross Expenditures	\$	238,428	\$	246,220	\$ 7,792 3.3%
Other Revenues		(17,688)		(17,717)	(29) 0.2%
Net Program Impact	\$	220,740	\$	228,503	\$ 7,763 3.5%
Consumption Growth*					- 0.0%
Customer Growth*					(1,479) -0.7%
Rate Increase					\$ 6,284 2.8%

* Includes 0.0% consumption growth and 1.5% customer growth

As outlined in the table above, operating costs are increasing by \$2.3 million, driven by inflationary costs and other projected increases mitigated with one-time savings and efficiencies which are discussed in detail below.

In addition, there is a \$5.5 million increase in capital financing expenditures, which fund the Water and Wastewater State-of-Good-Repair capital program. The operating contributions for the existing State-of-Good-Repair capital program have increased by \$6.4 million based on the Public Work's Asset Management Plan. This is offset by a \$986,000 reduction in debt charges due to retiring debt.

Of the 2.8% increase, 2.0% is driven by capital financing required to support the State-of-Good-Repair capital program and 0.8% is required to operate and maintain the water and wastewater system.

2022 Budget (\$000s)				
Change in Budget				
	Net Program Impact	Customer Growth*	With Customer Growth*	Rate Impact
Gross Operating Expenditures	\$ 2,326			
Other Revenues	(29)			
Net Operating Expenditures	\$ 2,297	\$ (438)	\$ 1,859	0.8%
Capital Financing Expenditures	5,466	(1,041)	4,424	2.0%
Net Program Impact	\$ 7,763	\$ (1,479)	\$ 6,284	2.8%

Schedule may not add due to rounding

* Includes 0.0% consumption growth and 1.5% customer growth

The following chart highlights the process undertaken to prepare the 2022 Rate-Supported Budget.

2022 Budget Process				
	Report	Date	Rate Increase	Consumption / Customer Growth
2021 Forecast	FN-44-20	December 16, 2020	3.3%	0.0% / 1.5%
2022 Budget Directions	FN-20-21	July 14, 2021	3.3%	0.0% / 1.5%
2022 Budget	FN-41-21	December 15, 2021	2.8%	0.0% / 1.5%

The 10-Year Operating Budget Forecast in the 2021 Budget and Business Plan projected the rate increase for Regional programs in 2022 to be 3.3%. 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 2022 Budget Directions, the forecast budget model maintained the water consumption (0.0%) and customer growth (1.5%) projected in the 2021 Forecast. Based on these factors, Council approved the 2022 Budget Directions with a rate increase not to exceed 3.3%.

Several times during the budget process, the base budget and proposed strategic investments were reviewed to ensure levels of service would be maintained and to achieve Council priorities. These considerations are reflected in the 2022 Budget with a 2.8% rate increase. Compared to 2022 Budget Directions, consumption

growth has remained at 0.0% and customer growth has remained at 1.5%. Including strategic investments, the water and wastewater rate increase related to operations is at 0.8%, which is below the rate of inflation and a result of prudent decision making by Regional Council and continuous improvements by staff as noted in the Executive Summary.

The 2022 Budget also incorporates savings in the base budget through efficiencies and the redeployment of resources to priority programs. The following savings of \$2.7 million have been identified in the 2022 Rate-Supported Budget, which will be used to fund priority areas in the water and wastewater program:

- Reduction in debt charges of \$986,000 resulting from the retirement of debt
- Decrease of \$750,000 in hydro costs due to the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative, which helps the Region manage its global adjustment costs by reducing demand during peak periods, as well as economies of scale arising from the closure of the Milton Wastewater Treatment Plant and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant
- Net decrease of \$554,000 in maintenance materials & supplies and purchased services to reflect efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centered Maintenance program
- Decrease of \$250,000 in the Basement Flooding Mitigation program enabled through significant progress made to date in the Sewer System Optimization capital program, Weeping Tile and Downspout Disconnection programs
- Decrease of \$135,000 in various materials & supplies to align with historical spending trends and reduced needs

2022 Budget Drivers

The savings discussed above, together with customer growth of 1.5%, are used to partially fund the key drivers in the 2022 Budget. The investments required to address these key drivers have been included in the 2022 Budget within an overall 2.8% rate increase, totalling \$6.3 million. The following key drivers of the 2022 Budget reflect Council's priorities and are detailed later in the divisional overviews.

Water and Wastewater State-of-Good-Repair Capital - The operating contributions included in the 2022 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$111.1 million, based on the Public Works Asset Management Plan ([PW-28-17](#)). These contributions are a \$6.4 million increase over the 2021 transfers to support the growing infrastructure base. Based on the Region's pay-as-you-go strategy and increasing asset base (discussed above), it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 1.3% to 2.2% rate increase each year.

State-of-Good-Repair and Growth Projects – To continue to successfully deliver the State-of-Good-Repair and Development-related capital programs that continue to increase in size and complexity, the following strategic investments are proposed for 2022.

- **Project Manager III - \$156,000:** Additional project management support is needed to help stabilize workloads and to ensure the continued delivery of effective short- and long-term project commitments. The addition of a Project Manager III will work to meet the demands of expanding capital programs and increase the effectiveness of capital program delivery. This investment will be funded through the capital program, with no net rate impact.
- **Project Coordinator - \$109,000:** To effectively and efficiently deliver the capital program, the addition of a Project Coordinator will assist project managers by providing proactive, responsibility-based dedicated support on projects. Responsibility for routine project related tasks currently handled by project managers will be moved to project coordinators, allowing project managers to focus on design reviews, stakeholder management, and other value add activities. This investment will be funded through the capital program, with no net rate impact.

- **Data Analyst – Capital Project and Processes - \$122,000:** The addition of a Data Analyst - Capital Project and Processes will assist in providing capital project data for all stakeholders and will be responsible for capital project data consolidation and management. The position will transition the team from isolated disconnected data repositories to a centralized data repository or an integrated system of data repositories. This investment will be funded through the capital program, with no net rate impact.
- **Project Manager II - \$137,000:** Capital Needs Assessments that must be completed have increased in volume, frequency and complexity over the last several years. The Project Manager II will assess asset conditions and prepare capital project business cases for the Region's Water and Wastewater State-Of-Good-Repair capital programs.
- **Senior Construction Inspector - \$130,000:** The workload in the Permits and Development Inspection program is expected to increase with the implementation of the Allocation program and new regulations from the Ministry of the Environment. The addition of a Senior Construction Inspector will promote appropriate coverage of inspection services and help process an increasing number of permits.
- **Asset Analyst - \$119,000:** The addition of an Asset Analyst will offer timely response to compliance obligations and support efforts to increase coordination with local municipal partners for proper capital program alignment. This investment will be funded 50% through the capital program and 50% through the Water and Wastewater operating budget.
- **Manager SCADA Program \$163,000** To facilitate the evolving complexity of the overall Water and Wastewater SCADA program, the current governance structure requires the addition of a Manager for the SCADA program to provide strategic oversight, improve data management, optimize operations costs and enable digital evolution in regulatory compliance.
- **Water & Wastewater Engineer \$151,000** With increasing complexity and significant growth in both the water and wastewater systems, Halton Region requires an additional Water and Wastewater Engineer to provide necessary oversight of water and wastewater systems, ensuring that issues are identified and that regulatory compliance and service excellence are met.
- **Data Management Clerk \$90,000** Demands for laboratory testing have increased significantly in recent years with an increase of more than 50% since 2015. The addition of a Data Management Clerk will help support this growth by ensuring compliance and responding to increased testing demands.

Planning & Growth Management – The following strategic investments are included in the 2022 Budget to support the key Planning and Growth Management initiatives:

- **Project Manager I Transportation - \$125,000:** The addition of a Project Manager I (Transportation) will help the Region respond to the increasing demand and complexity of secondary plans and development applications. The position will assist in maintaining targeted service standards and timelines on reviews, and will support complex Ontario Land Tribunal (OLT) hearings for transportation projects. This investment will be funded 50% through the capital program and 50% through the Roads Operations program, with no net rate impact.
- **Project Manager I Water & Wastewater - \$125,000:** The addition of a Project Manager I (Water & Wastewater) will respond to the increasing demand and complexity of secondary plans and development applications. The position will assist in maintaining targeted service standards and timelines on reviews and will support complex Ontario Land Tribunal (OLT) hearings for Water and Wastewater projects. This investment will be funded 50% through the capital program and 50% through the Water and Wastewater operating budget.

- **Water and Wastewater Maintenance Program** - The 2022 Rate-Supported Operating Budget provides \$21.0 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$716,000 or 3.5%, from the 2021 Budget driven mainly by inflationary increases, with further increases to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital work load. Staff are continuing to implement the Reliability Centred Maintenance program in order to provide an optimum maintenance mix that drives towards zero unplanned operational interruptions, along with a focus on planning and scheduling to efficiently and effectively realize the maximum value of Halton Region's Water and Wastewater Assets. In 2022, staff will continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained to ensure break-downs are minimized and the service life of the assets are maximized. Optimization work will include improvements to work process flows and completing more maintenance using internal resources.

Continuous Improvement – To ensure resiliency of the Region's infrastructure, the 2022 Budget continues to incorporate the implementation of the 10-year SCADA Master Plan.

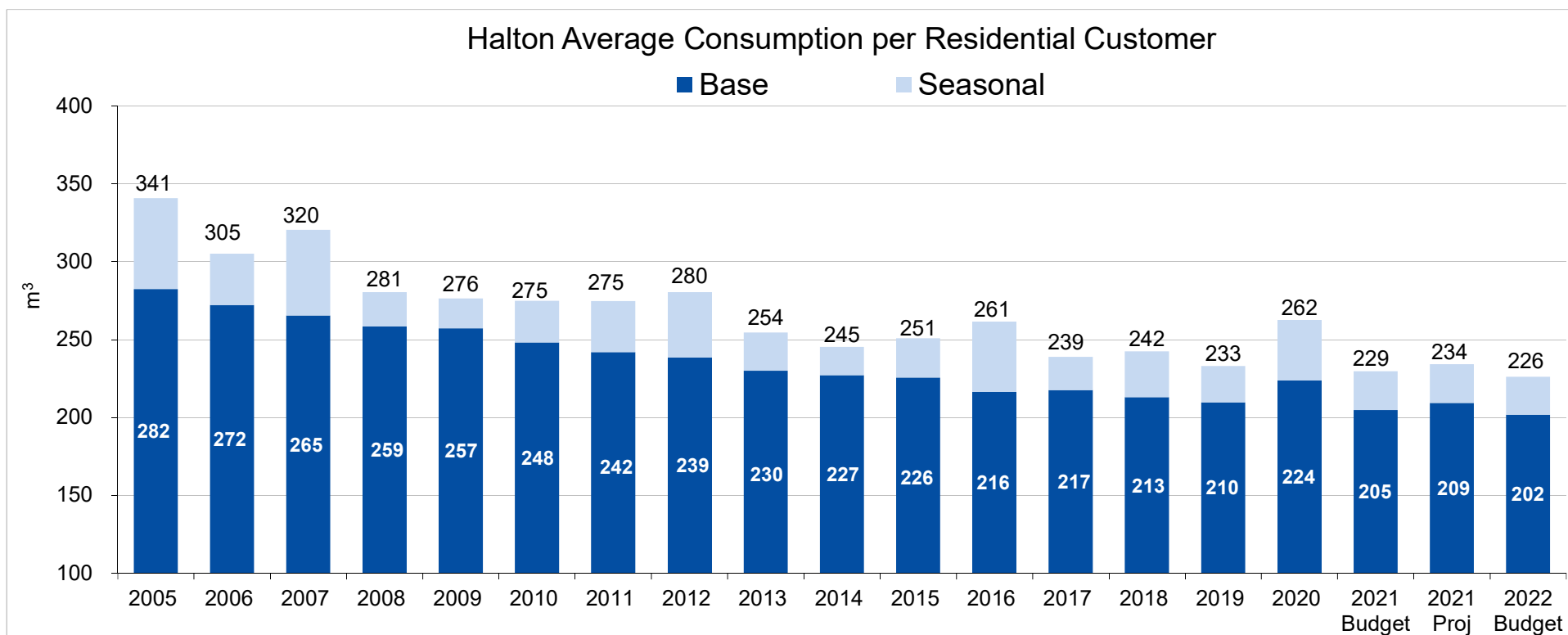
Supervisory Control and Data Acquisition (SCADA) is a critical component of water treatment and distribution and wastewater collections and treatment which maintains high quality service levels and regulatory compliance through enterprise-wide monitoring and process control. In 2018, the Region completed a SCADA Systems Master Plan which provides a 10-year plan to maintain the reliability of the SCADA system and establish new initiatives to meet emerging needs to optimize the use of resources, both internal and external.

Environmental Sustainability and Climate Change – To ensure that Halton infrastructure and services are resilient and that risks associated with severe weather events are mitigated where possible, the 2022 Budget continues to invest in the Basement Flooding Mitigation program.

Basement Flooding Mitigation program - The 2022 Budget includes \$120,000 for the Region's Ex-Gratia Grant program and for the Basement Flooding Prevention subsidy program. In addition, 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). As a result of the significant progress made to date in the Sewer System Optimization capital program, Weeping Tile and Downspout Disconnection programs, the budget for grants is being reduced by \$250,000 to a total of \$1.7 million to reflect the projected program requirements in 2022 including predicated uptake of the flooding subsidy programs. The 2022 Budget includes 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 the projected consumption from 54.8 million m³ to 52.9 million m³ reflecting the declining trend in actual consumption, implementing a uniform rate structure and phasing out the wastewater cap by 2020 for billing purposes. The 2022 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 in the last half of the forecast period.

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 usage) steadily decreased from 2016 to 2019, with a 2.8% reduction in the average annual household consumption from 216 m³ to 210 m³. Throughout the COVID-19 pandemic, a slight increase in water demand has been observed arising from higher residential usage as more people work and attend school from home. This is not anticipated to be a long-term trend as demand is expected to normalize to pre-pandemic levels. Accordingly, the 10-year operating forecast incorporates provisions for declining consumption.



Long-Term Water Meter Strategy - As reported to Council in Report No. [PW-28-21/FN-30-21](#) (re: Long Term Water Meter Strategy – Implementation Plan Update), Halton Region has awarded the Advanced Metering Infrastructure System (AMI) and Meter Replacement contract in 2021. Deployment of the AMI system and meter replacements is anticipated to begin in the summer of 2022 and is expected to be completed by mid-2025. Meters that have reached or are nearing end-of-life will be replaced in conjunction with the installation of the Region-wide AMI system. Benefits of AMI technology include revenue protection, improved operational efficiency, enhanced customer service, improved distribution system performance monitoring and environmental benefits, and a reduction in the number of meter reading issues and service calls that meter technicians respond to. The 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.

2022 Water & Wastewater Operating Budget by Program

As shown in the following table, the 2022 requested budget for Water and Wastewater Services is increasing from \$220.7 million to \$228.5 million, an increase of \$7.8 million or 3.5%. This includes a base budget increase of \$7.0 million, or 3.2%, and net strategic investments of \$787,000 that align with Council priorities and address operational issues. When combined with 1.5% customer growth (\$1.5 million), this results in a net water and wastewater rate increase for the 2022 Budget of \$6.3 million, or 2.8%. The net expenditures shown below incorporate Corporate Administration and Governance costs to reflect the full cost of service delivery.

As discussed earlier, of the 2.8% increase, 2.0% relates to capital financing of the State-of-Good-Repair program, and 0.8% is required to operate and maintain the water and wastewater system. The changes in the 2022 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services (\$000s)								
	2021	2022			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base to 2021 Budget		2022 Requested to 2021 Budget	
Water Treatment	\$ 23,272	\$ 23,315	\$ 116	\$ 23,431	\$ 42	0.2%	\$ 159	0.7%
Wastewater Treatment	39,676	39,965	133	40,097	288	0.7%	421	1.1%
Water Distribution	27,369	28,404	262	28,666	1,035	3.8%	1,297	4.7%
Wastewater Collection	21,688	21,832	276	22,108	144	0.7%	420	1.9%
Infrastructure Management	108,735	114,201	-	114,201	5,466	5.0%	5,466	5.0%
Net Program Impact	\$ 220,740	\$ 227,716	\$ 787	\$ 228,503	\$ 6,976	3.2%	\$ 7,763	3.5%
Consumption Growth (0.0%)							-	0.0%
Customer Growth (1.5%)							(1,479)	-0.7%
Net Increase Requirement							\$ 6,284	2.8%

Schedule may not add due to rounding

2022 Water & Wastewater Operating Budget by Cost Category

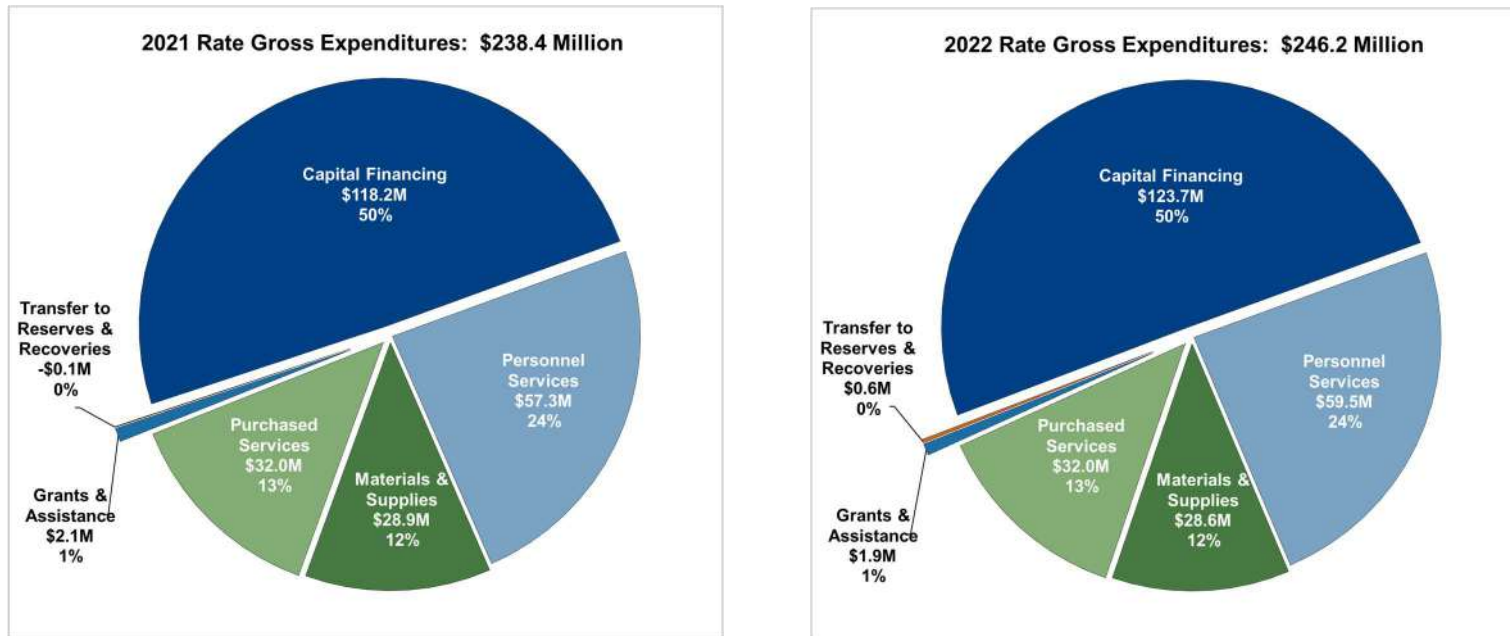
The following table provides a summary of expenditures and revenues by category.

Total Rate Operating Budget Comparison by Cost Category (\$000's)								
	2021	2022			Change In Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base to 2021 Budget		2022 Requested to 2021 Budget	
Personnel Services	\$ 57,298	\$ 58,147	\$ 1,373	\$ 59,520	\$ 848	1.5%	\$ 2,222	3.9%
Materials & Supplies	28,876	28,537	51	28,588	(339)	-1.2%	(288)	-1.0%
Purchased Services	32,029	32,000	3	32,003	(29)	-0.1%	(26)	-0.1%
Financial and Rent Expenses	296	471	-	471	175	59.0%	175	59.0%
Grants & Assistance	2,120	1,863	-	1,863	(257)	-12.1%	(257)	-12.1%
Total Direct Costs	120,618	121,017	1,428	122,444	398	0.3%	1,826	1.5%
Allocated Charges/(Recoveries)	(18,162)	(18,426)	(641)	(19,067)	(264)	1.5%	(905)	5.0%
Corporate Support Charges	17,670	19,075	-	19,075	1,405	8.0%	1,405	8.0%
Transfers to Reserves - Operating	85	85	-	85	-	0.0%	-	0.0%
Transfers from Reserves - Operating	-	-	-	-	-	0.0%	-	0.0%
Gross Operating Expenditures	120,211	121,750	787	122,537	1,539	1.3%	2,326	1.9%
Capital Financing Expenditures	118,217	123,683	-	123,683	5,466	4.6%	5,466	4.6%
Total Gross Expenditures	238,428	245,433	787	246,220	7,005	2.9%	7,792	3.3%
Subsidies	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%
Other Revenues	(8,206)	(8,235)	-	(8,235)	(29)	0.4%	(29)	0.4%
Total Revenue	(17,688)	(17,717)	-	(17,717)	(29)	0.2%	(29)	0.2%
Net Expenditures	\$ 220,740	\$ 227,716	\$ 787	\$ 228,503	\$ 6,976	3.2%	\$ 7,763	3.5%
Consumption Growth								0.0%
Customer Growth								1.5%
Rate Impact								2.8%

Schedule may not add due to rounding

Expenditures

The following chart shows the breakdown of the gross expenditures in the total 2022 Operating Budget for Regional Rate-Supported services of \$246.2 million by cost category.



Total gross expenditures are increasing by \$7.8 million (3.3%) in the 2022 Rate-Supported Budget, attributable to the following key changes:

Personnel Services - \$2.2 million increase

As shown in the following table, compensation costs are proposed to increase by 3.88%, or \$2.2 million in 2022 as a result of:

- 1.48% or \$848,300 in base budget compensation increases, comprised of the following:
 - 1.16%, or \$667,100 increase to salary budget which includes a 2.0% increase in the non-union pay band based on a pay-for-performance merit system, and anticipated increases in union agreements.
 - 0.32% or \$181,200 increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings.
- 2.40% or \$1.4 million increase for an additional 11.0 full-time equivalents (FTEs) recommended as strategic investments in the 2022 Budget. Of the 11.0 FTEs, 4.5 FTEs (\$572,000) are funded by recoveries from capital projects and 0.5 FTE (\$69,000) is funded through the Road Operations operating budget with no net rate impact.

2022 Compensation Summary						
	2020	2021	2022			
	Compensation Budget	Compensation Budget	Total Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Infrastructure Planning & Policy	\$ 10,569,460	\$ 10,309,034	\$ 152,796	\$ 565,330	\$ 11,027,160	6.97%
Engineering & Construction	10,294,180	10,923,107	132,263	370,000	11,425,370	4.60%
Water & Wastewater System Services	15,265,940	15,571,035	251,045	275,750	16,097,830	3.38%
Water & Wastewater Treatment	20,463,510	20,495,136	312,214	162,410	20,969,760	2.32%
Total	\$ 56,593,090	\$ 57,298,312	\$ 848,318	\$ 1,373,490	\$ 59,520,120	3.88%
Compensation Increase			1.48%	2.40%	3.88%	

Staff Complement

As shown in the following table, the additional staff complement proposed in the 2022 Rate-Supported Budget as strategic investments is 11.0 FTEs or a 2.40% increase, which results in a total complement of 487.0 FTEs.

2022 Complement Summary						
	2020	2021	2022			
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change %
Infrastructure Planning & Policy	82.0	81.0	-	5.0	86.0	
Engineering & Construction	77.0	82.0	-	3.0	85.0	
Water & Wastewater System Services	137.0	141.0	-	2.0	143.0	
Water & Wastewater Treatment	170.0	172.0	-	1.0	173.0	
FTE	466.0	476.0	-	11.0	487.0	2.31%
Staff Increase			0.00%	2.31%	2.31%	

Materials & Supplies - \$288,000 decrease

- (\$750,000) decrease in hydro costs due to the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative, which helps the Region manage its global adjustment costs by reducing demand during peak periods.
- \$187,000 increase in chemicals due to price increases for chlorine, sodium hydroxide and polymers resulting from an increased cost of raw materials and market demand.
- \$122,000 increase for equipment purchases required for fire hydrant testing and pipe inspections.
- \$78,000 increase for plant maintenance materials and supplies due to budget re-allocation from plant maintenance purchased services to reflect efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centered Maintenance program.
- \$51,000 increase due to computer hardware, software and telephone costs required for 2022 strategic investments.

- \$39,000 increase in other commodities (gasoline, diesel and natural gas) mainly due to projected rate increases and higher consumption based on historical trends.

Purchased Services – \$26,000 decrease

- (\$632,000) decrease in plant maintenance purchased services to reflect efficiencies identified through a review of the maintenance program and the implementation of a Reliability Centered Maintenance program.
- \$216,000 increase in property taxes arising from increased property value assessments following plant and station upgrades.
- \$155,000 increase in water billing charges from the Local Hydro Distribution Companies due to a contracted rate increase of 1.9% and 1.5% customer growth.
- \$123,000 increase in contracted services required to clean tanks and other equipment to ensure plants are operating efficiently.
- \$91,000 increase in sludge haulage to accommodate an inflationary increase in the latest contract.
- \$26,000 increase in equipment repairs to service equipment required for sewer inspections.

Financial & Rent Expenses - \$175,000 increase

- \$175,000 increase due to rental of specialized equipment required for excavation work.

Grants & Assistance – \$257,000 decrease

- (\$250,000) decrease in the Basement Flooding Prevention program enabled through significant progress made to date in the Sewer System Optimization capital program and Weeping Tile and Downspout Disconnection programs.

Allocated Charges/ (Recoveries) – (\$905,000) increase

- (\$954,000) increase in capital recoveries to reflect project delivery costs and includes 4.5 additional staff resources proposed as strategic investments in support of the capital program.
- (\$86,000) increase in recoveries from the Tax Budget which includes 0.5 FTE additional staff resource proposed as a strategic investment in support of Roads Operations.
- \$117,000 increase in chargebacks for risk management, fleet and IT software maintenance.

Corporate Support Charges - \$1.4 million increase

- Increases are mainly driven by the expanding rate-supported program with additional staff resources approved in 2021.

Capital Financing Expenditures - \$5.5 million increase

- \$6.4 million increase in transfers to capital reserves to support the Water and Wastewater State-of-Good-Repair capital program.
- (\$986,000) reduction in debt charges resulting from the retirement of debt.

Revenues

The \$246.2 million total gross expenditures in the Rate Budget are funded from water and wastewater utility revenues and program fees and other revenues as shown in the table below.

Other Revenues - \$29,000 increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown below, the 2022 Budget includes \$17.7 million in other revenues, an increase of \$29,000 over 2021.

Rate Program Fees & Other Revenues (\$000s)				
	2021	2022	Change in Budget	
Subsidies	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	3,617	-	0.0%
Fees for Service	2,704	2,708	4	0.1%
Sewer Discharge Agreements	1,135	1,135	-	0.0%
Bulk Water Charges	750	775	25	3.3%
Total	\$ 17,688	\$ 17,717	\$ 29	0.2%

Schedule may not add due to rounding

The increase is driven by increased bulk water charges based on the rate increase and a small volume increase to reflect trends. The 2022 Budget also includes \$9.5 million of subsidies for Gas Tax funding, which is used to fund the Water and Wastewater State-of-Good-Repair capital programs, \$3.6 million of investment earnings applied to the Rate-Supported services and \$1.1 million in sewer discharge agreement revenue, which have remained unchanged from the 2021 Budget.

2022 Rate Strategic Investments

A total of 11.0 additional staff are included in the 2022 Water & Wastewater Budget as shown in the following table. These investments are proposed at a net impact of \$787,000. Details of the business cases for these positions can be found in the Strategic Investment section of the Budget and Business Plan.

2022 Rate Supported Strategic Investments								
Dept.	Division	Position Title	FTE	Personnel Services	Gross Impact	Savings	Recoveries	Rate Impact
State of Good Repair & Growth Projects								
PW	Engineering & Construction	Project Manager III	1.0	\$145,420	\$156,100	\$ -	(\$156,100)	\$ -
PW	Engineering & Construction	Project Coordinator	1.0	106,000	109,184	-	(109,184)	-
PW	Engineering & Construction	Data Analyst - Capital Project and Processes	1.0	118,580	121,764	-	(121,764)	-
PW	W&WW System Services	Project Manager II	1.0	130,330	136,575	-	-	136,575
PW	Infrastructure Planning & Policy	Senior Construction Inspector	1.0	123,600	130,460	-	(6,526)	123,934
PW	Infrastructure Planning & Policy	Asset Analyst	1.0	118,580	118,580	-	(59,290)	59,290
PW	Infrastructure Planning & Policy	Data Management Clerk	1.0	85,990	90,460	-	-	90,460
PW	Water & Wastewater Treatment	Manager SCADA Program	1.0	162,410	162,644	-	-	162,644
PW	W&WW System Services	Water & Wastewater Engineer	1.0	145,420	151,115	-	-	151,115
Subtotal: State of Good Repair and Growth Projects			9.0	\$1,136,330	\$1,176,882	\$ -	(\$452,864)	\$724,018
Planning & Growth Management								
PW	Infrastructure Planning & Policy	Project Manager I -Transportation	1.0	\$118,580	\$125,440	\$ -	(\$125,440)	\$ -
PW	Infrastructure Planning & Policy	Project Manager I -W & WW	1.0	118,580	125,440	-	(62,720)	62,720
Subtotal: Planning & Growth Management			2.0	237,160	250,880	-	(188,160)	62,720
Rate Total			11.0	\$1,373,490	\$1,427,762	\$ -	(\$641,024)	\$786,738

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 2.0%
- Chemical increases of 2.0%
- Biosolids haulage cost increases of 2.0%
- Property taxes increases of 2.0%
- Customer growth ranging from 1.2% to 1.5%
- 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:

- Provincial energy policy changes impacting the Industrial Conservation Initiative program.
- 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 in a range between 2.9% and 3.3%, with over half of the increase (1.3% to 2.2%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. The 2022 rate increase is lower than the rate increase projected in the 2021 forecast due to savings and efficiencies identified during budget development, which include savings related to hydro due to the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative. This program allows eligible facilities to manage their global adjustment costs by reducing demand during peak periods. Since becoming eligible to participate in the Industrial Conservation Initiative in July 2017, the Region has been able to avoid planned increases of \$876,000 in the 2018 Budget and \$350,000 in the 2019 Budget, and realize reductions of \$1.2 million in the 2020 Budget, \$675,000 in the 2021 Budget, and \$750,000 in the 2022 Budget. It is anticipated that savings from the Industrial Conservation Initiative have been fully realized in the 2022 Budget, therefore inflationary increases for hydro have been factored in over the forecast period.

Also included in the forecast is a provision to reflect declining water consumption trends. As noted earlier, it is expected that water conservation efforts and growing environmental awareness will continue to affect the projected consumption in the forecast period. From 2016 to 2019, the actual base consumption (with no seasonal usage) steadily decreased from 216 m³ to 210 m³, or 2.8%, in the average annual household consumption. Throughout the COVID-19 pandemic, a slight increase in water demand has been observed due to higher residential usage as more people work and attend school from home. This is not anticipated to be a long-term trend as demand is expected to normalize to pre-pandemic levels. Accordingly, the 2022 10-year rate forecast takes a conservative approach to the consumption projection based on the trends observed in the past five 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 2031. Staff will continue to closely monitor the trend and determine whether any further adjustments need to be made through the annual budget process.

Ten Year Operating Budget Forecast For Rate Supported Services (\$000s)										
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Requested Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Treatment	\$ 23,431	\$ 24,151	\$ 24,837	\$ 25,528	\$ 26,322	\$ 27,081	\$ 27,865	\$ 28,669	\$ 29,509	\$ 30,388
Wastewater Treatment	40,097	41,330	42,503	43,687	45,045	46,344	47,685	49,061	50,499	52,004
Water Distribution	28,666	29,547	30,386	31,232	32,203	33,132	34,091	35,074	36,102	37,178
Wastewater Collection	22,108	22,787	23,434	24,087	24,836	25,552	26,292	27,050	27,843	28,672
Infrastructure Management	114,201	119,872	126,044	132,542	138,759	143,740	148,532	153,520	158,652	163,480
Net Program Impact	\$ 228,503	\$237,687	\$247,204	\$257,076	\$267,164	\$275,850	\$284,464	\$293,375	\$302,606	\$311,723
Customer Growth	1.5%	1.5%	1.4%	1.4%	1.3%	1.3%	1.2%	1.2%	1.2%	1.3%
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	2.8%	3.3%	3.3%	3.3%	3.3%	3.2%	3.1%	3.1%	3.1%	2.9%
Rate Impact:										
State-of-Good-Repair	2.0%	2.1%	2.2%	2.2%	2.0%	1.6%	1.5%	1.5%	1.5%	1.3%
Operating Expenses	0.8%	1.3%	1.2%	1.1%	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Residential Bill (226 m³ p.a.)	\$ 1,023	\$ 1,057	\$ 1,093	\$ 1,129	\$ 1,167	\$ 1,204	\$ 1,242	\$ 1,280	\$ 1,320	\$ 1,359
\$ Increase	\$ 28	\$ 34	\$ 35	\$ 37	\$ 37	\$ 38	\$ 37	\$ 38	\$ 40	\$ 39

Schedule may not add due to rounding

Rate Budget Forecast as Projected in the 2021 Budget									
Annual % Rate Increase	3.3%	3.3%	3.2%	3.2%	3.2%	3.1%	3.1%	3.1%	3.1%
Rate Impact:									
State-of-Good-Repair	2.1%	2.2%	2.1%	2.1%	1.6%	1.6%	1.6%	1.6%	1.5%
Operating Expenses	1.3%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%
Consumption Change	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%

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. The Public Works department delivers the water and wastewater program through systems that include twelve water treatment plants and six wastewater treatment plants.

Budget Impacts

The 2022 Rate-Supported Budget expenditures are increasing by \$7.8 million or 3.5%. Combined with customer growth, this results in a 2.8% rate increase, which equates to a \$28 annual increase per typical residential customer (consuming 226 m³ per year).

Water & Wastewater Divisional Summary (\$000s)								
	2022 Budget					2021 Budget	Change	
Water & Wastewater Services	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2022-2021	
Water Treatment	\$ 18,925	\$ 5,441	\$ 24,366	\$ (935)	\$ 23,431	\$ 23,272	\$ 159	0.7%
Wastewater Treatment	36,398	5,810	42,207	(2,110)	40,097	39,676	421	1.1%
Water Distribution	24,829	6,611	31,440	(2,774)	28,666	27,369	1,297	4.7%
Wastewater Collection	18,275	5,444	23,719	(1,611)	22,108	21,688	420	1.9%
Infrastructure Management	18,923	105,565	124,488	(10,287)	114,201	108,735	5,466	5.0%
Total (\$000s)	\$ 117,350	\$ 128,870	\$ 246,220	\$ (17,717)	\$ 228,503	\$220,740	\$ 7,763	3.5%
2021 Budget	115,773	122,656	238,428	(17,688)	220,740			
\$ Change	\$ 1,577	\$ 6,214	\$ 7,792	\$ (29)	\$ 7,763			
% Change	1.4%	5.1%	3.3%	0.2%	3.5%			
FTE						461.0	453.0	8.0 1.8%

Schedule may not add due to rounding

The increase is mainly driven by investment in the State-of-Good-Repair capital program. In addition, 10.0 FTEs are proposed as strategic investments as detailed in the Strategic Investments section. From a service delivery perspective, 1.0 FTE proposed as a Project Manager I – Transportation is excluded from this total and shown in Public Works - Tax. The net increase in FTEs for the rate-supported program is 8.0 due the transfer of 2.0 FTEs to tax-supported programs as part of reorganizations undertaken in 2021.

Hydro is a major driver of the Rate-Supported Budget, with rate-supported services using more than 110 million kilowatt hours of hydro per year, or approximately 83% of the Region's electricity consumption (excluding Police Services). As shown in the table below, hydro consumption has been increasing due to expansions at the treatment plants, enhancements to the level of treatment, and growth of the water and wastewater system. While hydro consumption has been increasing, actual hydro costs have been decreasing from 2017 to 2020 through the participation of five treatment plants and two pumping stations in the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods. Since joining the program in July 2017, significant hydro savings have been realized. Further economies of scale savings are anticipated from the closure of the Milton Wastewater Treatment Plant in April 2020 and subsequent processing of flows at the Mid-Halton Wastewater Treatment Plant. These savings have been incorporated into the 2022 Budget with a reduction of \$750,000 compared to the 2021 Budget.

Rate-Supported Hydro Costs & Consumption							
	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost (\$000s)	\$15,198	\$13,949	\$13,311	\$13,168	\$14,141	\$13,141	\$13,391
Kilowatt hours (000s)	105,576	108,153	108,182	111,014	109,076	111,014	110,544

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 in accordance with the 2020 Development Financing Plan Framework (Report No. [FN-46-19/PW-50-19/LPS112-19](#)).

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (Report No. [PW-22-15](#)), which requires a total of \$29.8 million in capital funding over the next five 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.

As detailed later, the 2022 10-year Water and Wastewater capital program is \$2.6 billion, with \$206.0 million allocated for 2022.

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 twelve water treatment plants: three surface water, or lake-based sources (Burlington, Burloak and Oakville) and nine groundwater, or well-based 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 2022 Operating Budget for Water Treatment is \$23.4 million which reflects a net increase of \$159,000, or 0.7%. This increase is driven by inflationary increases to maintain service levels, partially offset by hydro savings arising from the continued participation of two water treatment plants in the Industrial Conservation Initiative and lower operations costs based on historical spending trends. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Water Treatment Divisional Summary (\$000s)									
	2022 Budget					2021 Budget	Change		
Water Treatment	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2022-2021		
Plant Operations	\$ 13,720	\$ 4,429	\$ 18,149	\$ (935)	\$ 17,214	\$ 17,249	\$ (35)	-0.2%	
Plant Maintenance	5,205	1,012	6,217	-	6,217	6,023	194	3.2%	
Total	\$ 18,925	\$ 5,441	\$ 24,366	\$ (935)	\$ 23,431	\$ 23,272	\$ 159	0.7%	
2021 Budget	19,140	5,068	24,208	(936)	23,272				
\$ Change	\$ (215)	\$ 373	\$ 158	\$ 1	\$ 159				
% Change	-1.1%	7.4%	0.7%	-0.1%	0.7%				

Schedule may not add due to rounding

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 Towns of Milton and Halton Hills 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 computerized Supervisory Control and Data Acquisition (SCADA) system that is monitored 24/7.

The 2022 Water Plant Operations budget reflects a decrease of \$35,000, or 0.2%. This decrease is driven by hydro savings arising from the continued participation of two water treatment plants in the Industrial Conservation Initiative and lower operations costs based on historical spending trends, partially offset by inflationary

cost increases where applicable to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program. As shown below, the Water Plant Operations actual cost per megalitre (ML) has remained relatively consistent in recent years, with fluctuations mainly driven by changes in water flows.

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. In general, the volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has remained relatively flat in recent years despite a growing population, mainly attributable to the Region's water conservation program, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses to conserve water. Throughout the COVID-19 pandemic, however, a slight increase in water demand has been observed arising from higher residential usage as more people work and attend school from home. This is not anticipated to be a long-term trend as demand is expected to normalize to pre-pandemic levels.

Hydro consumption at the water treatment plants depends on the level of treatment, size, quantity, type and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve water quality at the Region's water treatment plants, as well as expansions, can increase annual electricity demand. Halton staff actively manage hydro use where feasible, and continue to seek efficiencies through conservation in electricity in accordance with our energy management plan. We anticipate this will offset increased hydro consumption progressing towards the Corporate Strategic Plan of a 5% reduction during the latter part of the 2019 to 2022 period.

The Region has maintained an excellent compliance rating within a stringent regulatory framework over the past five years and aims to continue this trend.

Water Plant Operations	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Megalitres of Treated Drinking Water (Ground Water based)	8,425	8,326	8,707	8,700	8,600
Megalitres of Treated Drinking Water (Surface Water Based)	54,911	53,539	56,962	56,300	54,900
Megalitres of Treated Drinking Water (Total)	63,336	61,865	65,669	65,000	63,500
Water Plant Operations Cost / Megalitre of Water Treated	\$231	\$242	\$226	\$259	\$271
Hydro Consumption / Megalitre of Water Treated	471.2	477.7	459.8	466.8	477.9
Percent of Compliance to Drinking Water Standards	100%	100%	100%	100%	100%

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 the coordination of contractors and specialized trades conducting maintenance work at water plants.

The Water Plant Maintenance budget for 2022 reflects an overall increase of \$194,000, or 3.2%, which is largely the result of inflationary cost increases to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Throughout 2019 and 2020 and continuing in 2021, staff are implementing the Reliability Centred Maintenance program to provide an optimum maintenance program that strives for zero unplanned operational interruptions, with a focus on planning and scheduling to efficiently and effectively realize the value of Halton Region's Water Treatment assets. This will continue to have a favourable impact on reducing the 10-year State-Of-Good-Repair capital budget for the treatment plants.

The cost of maintenance is affected by the implementation of the Reliability Centered Maintenance program. As a result, increased rigour was placed on critical assets and this is reflected in the zero unplanned downtime of all treatment facilities with no disruption to the level of service to the community.

Water Plant Maintenance	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Internal Maintenance Hours by Type: Regular Maintenance	13,644	14,623	13,511	16,507	14,880
Internal Maintenance Hours by Type: Urgent - Unscheduled	1,903	2,260	1,882	1,447	1,040
Water Plant Maintenance Cost / Megalitre of Water Treated	\$75	\$93	\$92	\$91	\$98

Water Plant Maintenance devotes a significant number of hours to proactive (regular) maintenance, ensuring that the critical components of the plant are closely monitored and highly regulated drinking water systems are in working order and available when needed. As a result of the proactive maintenance, reactive or unscheduled maintenance is performed only as required to address unforeseen asset malfunction. The downward trend in unscheduled maintenance is a clear indication that the proactive maintenance program is working effectively. Notwithstanding, the maintenance cost is projected to increase in 2022 due to the inflationary pressures required to carry out the maintenance activities. In general, the maintenance program is working towards establishing a culture of excellence with an increased reliance on internal skilled maintenance staff, and a corresponding reduction in reliance on contracted services.

Wastewater Treatment

Wastewater Treatment is responsible for the safe, efficient and effective removal of contaminants from wastewater prior to discharging it into the environment. In April of 2020, the Milton Wastewater Treatment Plant (WWTP) was closed, resulting in six active plants remaining in the Region. As part of the treatment process, solids are generated and transported to a centrally located Biosolids Management Centre for further processing to be land applied.

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 and maintenance staff manage wastewater treatment facility assets through planned and preventative maintenance programs.

Budget Impacts

The 2022 Operating Budget for Wastewater Treatment is \$40.1 million which represents a net increase of \$421,000, or 1.1%. This is due to inflationary increases where applicable to maintain service levels with further increases required for contracted services related to the Biosolids program and higher property taxes arising from upgrades to the Biosolids Management Centre. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program. These increases are partially offset by hydro savings arising from the continued participation of three wastewater treatment plants in the Industrial Conservation Initiative and lower operations maintenance costs based on historical spending trends.

Wastewater Treatment Divisional Summary (\$000s)									
	2022 Budget					2021 Budget	Change		
Wastewater Treatment	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2022-2021		
Plant Operations	\$ 24,396	\$ 3,828	\$ 28,224	\$ (2,110)	\$ 26,114	\$ 26,222	\$ (108)	-0.4%	
Plant Maintenance	9,079	1,156	10,235	-	10,235	9,912	323	3.3%	
Biosolids Management	2,923	826	3,748	-	3,748	3,543	206	5.8%	
Total	\$ 36,398	\$ 5,810	\$ 42,207	\$ (2,110)	\$ 40,097	\$ 39,676	\$ 421	1.1%	
2021 Budget	36,493	5,292	41,785	(2,109)	39,676				
\$ Change	\$ (96)	\$ 518	\$ 422	\$ (1)	\$ 421				
% Change	-0.3%	9.8%	1.0%	0.0%	1.1%				

Schedule may not add due to rounding

Wastewater Plant Operations provides 24/7 operations for three secondary and three tertiary treatment plants to treat wastewater prior to being discharged to the environment. The 2022 Wastewater Plant Operations budget is decreasing by \$108,000, or 0.4%. The decrease is mainly due to hydro savings arising from the continued participation of three wastewater treatment plants in the Industrial Conservation Initiative and lower operations costs based on historical spending trends, partially offset by inflationary increases where applicable to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital workload.

The volume of wastewater treated has remained relatively stable over recent years. Factors such as population growth and wet weather that would normally increase flows, have been offset by other influencing factors. These offsetting factors include changes to the Ontario Building Code requiring water efficient devices, concerted efforts by the Region to remove extraneous stormwater from the collection system, as well as water efficiency programs increasing awareness of environmental impacts of water use within Halton's residential and business communities. 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 Weeping Tile and Downspout Disconnection programs 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. An overall increase in flows is anticipated to resume in the future as growth begins to outpace these offsetting factors.

Hydro consumption at the wastewater treatment plants depends on the level of treatment, size, quantity, type and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve effluent quality at the Region's wastewater treatment plants, as well as expansions, can increase annual electricity demand. Halton staff actively manage hydro use where feasible, and continue to seek efficiencies through conservation in electricity in accordance with our energy management plan. Staff anticipate this will offset increased hydro consumption progressing towards the Corporate Strategic Plan of a 5% reduction during the latter part of the 2019 to 2022 period.

Wastewater treatment consistently treats over 99.6% of wastewater to a secondary or better level of treatment. This treatment is critical in the protection of Halton's natural environment and its drinking and recreational water sources.

Wastewater Plant Operations	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Megalitres of Wastewater Treated	88,893	93,653	91,477	90,100	89,500
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	\$265	\$268	\$277	\$284	\$292
Hydro Consumption / Megalitre of Wastewater Treated	629	602	622	630	629
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment	99.6%	99.9%	99.7%	99.7%	99.8%

Wastewater Plant Maintenance provides maintenance services for all six of the Region's wastewater treatment plants and the Biosolids Management Centre 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 wastewater plants.

The 2022 Wastewater Plant Maintenance budget reflects an increase of \$323,000, or 3.3%, mainly due to inflationary increases to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Throughout 2019 and 2020 and continuing through 2021, staff are enhancing the planning and delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centred maintenance that will help efficiently and effectively realize the maximum value of Halton Region's Wastewater Treatment Assets. 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 unscheduled maintenance is unavoidable. Notwithstanding, the impact of increasing the robustness of the planned regular maintenance as part of the Reliability Centered Maintenance program resulted in maintaining an uninterrupted level of service with zero unplanned treatment plant shutdowns and a corresponding reduction in unscheduled maintenance. The 2022 Wastewater Plant Maintenance Costs are increasing mainly due to inflationary pressures anticipated in the coming year.

Wastewater Treatment Maintenance	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Internal Maintenance Hours by Type: Regular Maintenance	20,641	20,221	22,541	21,994	21,585
Internal Maintenance Hours by Type: Urgent - Unscheduled	3,754	3,968	2,116	1,606	1,097
Wastewater Plant Maintenance Cost / Megalitre of Wastewater Treated	\$99	\$103	\$124	\$109	\$114

Biosolids Management – The 2022 Biosolids Management budget reflects an increase of \$206,000, or 5.8%, mainly due to higher contracted services costs required to clean tanks and higher property taxes arising from upgrades to the Biosolids Management Centre. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Solids Management	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Tonnes of Bio-solids Treated and Disposed	38,060	37,210	36,638	37,403	37,365
Cost / Tonne of Bio-solids Treated and Disposed	\$81	\$79	\$94	\$95	\$100

In general, tonnes of biosolids treated and disposed of have remained relatively constant.

Water Distribution

Water Distribution is responsible for the operation and maintenance of water system infrastructure, and distributes approximately 53 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 2,300 kilometres of water mains, 22 water reservoirs, 15 booster pumping stations, over 14,000 hydrants, and 22,000 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 respond to customer service inquiries, including 24/7 emergency response.

Budget Impacts

The 2022 Operating Budget for Water Distribution is \$28.7 million which represents a net increase of \$1.3 million or 4.7%. The increase is mainly due to increased property taxes arising from water station upgrades, higher costs for materials and supplies required to complete work, an increase in corporate support costs driven by strategic investments added in prior year, and other inflationary increases where required to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Water Distribution Divisional Summary (\$000s)									
	2022 Budget					2021 Budget	Change		
	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2022-2021		
Water Distribution									
Distribution Operations & Maintenance	\$ 15,944	\$ 3,604	\$ 19,548	\$ (2,382)	\$ 17,166	\$ 16,532	\$ 634	3.8%	
Service Connections	1,340	-	1,340	(180)	1,160	1,151	9	0.8%	
Fire Suppression	636	-	636	(212)	424	463	(40)	-8.5%	
Water Pumping Stations	6,910	3,007	9,917	-	9,917	9,222	694	7.5%	
Total	\$ 24,829	\$ 6,611	\$ 31,440	\$ (2,774)	\$ 28,666	\$ 27,369	\$ 1,297	4.7%	
2021 Budget	24,004	6,110	30,114	(2,745)	27,369				
\$ Change	\$ 826	\$ 501	\$ 1,326	\$ (29)	\$ 1,297				
% Change	3.4%	8.2%	4.4%	1.0%	4.7%				

Schedule may not add due to rounding

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 contributing to the lower per household water use. Furthermore, water efficiency awareness continues to grow among Halton residents and businesses.

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. Throughout the COVID-19 pandemic, a slight increase in water demand has been observed arising from higher residential usage as more people work and attend school from home. This is not anticipated to be a long term trend as demand is expected to normalize to pre-pandemic levels. In 2022, staff are maintaining 52.9 million m³ of drinking water distributed to reflect average seasonal conditions and water consumption trends.

Over the last five years, the Region has maintained a high level 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. The cross-connection control program serves to protect the municipal water distribution system and prevent contamination from non-drinking water sources by requiring all industrial, commercial and institutional (ICI), and multi-unit residential property owners to install and maintain backflow prevention devices. Maintenance and operations continue to increase with the growth of the distribution system and addition of new infrastructure assets; therefore, costs for equipment, parts and supplies are increasing.

Distribution Operations and Maintenance includes all activities necessary to protect the integrity of the 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 and ensure an uninterrupted supply of safe drinking water. Operators also respond to customer requests for service, such as frozen water service complaints and conducting water quality tests.

The 2022 Budget is increasing by \$634,000, or 3.8% mainly due to higher costs for materials and supplies required to complete work, a higher allocation of corporate support costs driven by strategic investments added in prior years, and other inflationary increases where required to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Distribution Operations & Maintenance	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Annual Number of Watermain Breaks	86	108	79	110	110
Number of Kilometres of Watermain Operated and Maintained	2,299	2,317	2,324	2,359	2,394
Megalitres of Drinking Water Distributed - m ³ (000's)	53,682	51,849	55,772	53,661	52,913
Cost / Kilometre of Watermain Operated and Maintained	\$4,705	\$4,800	\$4,759	\$6,505	\$7,170
Number of Customer Service Inquiries	410	248	319	400	300
Percent of Compliance to Drinking Water Standards in the Distribution System	100.0%	100.0%	100.0%	100.0%	100.0%

The cost to operate and maintain the distribution network is affected by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies, and equipment, as well as changing weather patterns. The Region is taking on more work using internal resources in 2022, therefore the budgets for materials, supplies and equipment are increasing to accommodate in-house operations.

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. The kilometres of watermain (and the associated number of valves and hydrants within the distribution network) continue to expand as the Region grows. 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.

To ensure the integrity of the infrastructure is maintained, the Region completes annual capital programs to replace aging watermain and preventative maintenance programs that ensure pipes are in good condition and function as intended. Early detection of deficiencies that could potentially lead to breaks allows the Region to take action before a break occurs. The success of these programs is demonstrated by the three-year average of watermain breaks per year which is below the historical average of 110 breaks per year. The Region consistently has one of the lowest rates of annual watermain breaks amongst neighbouring municipalities.

In 2022, Halton will ensure the resiliency of the distribution system by increasing the focus on preventative maintenance and repairs of critical valves, protection valves and valve chambers. These activities are critical to protecting the Region's infrastructure, environment and customers. Over 5,000 additional hours of Operator time will be invested in this work in 2022.

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 2022 Budget is increasing by \$9,000, or 0.8%, resulting from higher contracted services required for curb stop repairs and large meter maintenance, partially offset by lower vehicle chargeback from fleet.

Service Connections	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Service Connections Operated and Maintained (000s)	163	165	166	168	171
Number of Water Meters Maintained (000s)	163	164	166	168	171

As shown in the table above, the number of water service customers has been growing each year, increasing the number of service connection repairs and meters being maintained.

The 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 refers to the maintenance, repair and testing of fire hydrants throughout the Region. In compliance with Ontario Regulation 213/07, Halton Region completes preventive maintenance on public hydrants annually to ensure they are in good condition and functioning properly for the protection of Halton citizens. 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.

The 2022 Budget for fire suppression is decreasing by \$40,000, or 7.5% due to lower vehicle chargeback from fleet partially offset by an increase in materials and supplies related to the replacement of deficient hydrants.

Fire Suppression	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Fire Hydrants Operated and Maintained	14,039	14,199	14,302	14,500	14,700

Preventive maintenance of older hydrants proactively identifies age-related deficiencies. Deficient hydrants are replaced on a priority basis to ensure that adequate fire protection is available across the Region.

Water 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.

The 2022 Budget is increasing by \$694,000, or 7.5%, mainly due to higher property taxes following station upgrades and other inflationary increases where required to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Water Pumping Stations	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Pumping Stations Operated and Maintained	15	15	15	15	15

Optimization of the maintenance program will continue to be a focus in 2022. Optimization will include work process improvements, such as increased utilization of internal resources to complete work. This will ensure that preventive and corrective maintenance programs for mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations provide the best value and that critical pumps, valves, controls and instruments continue to be in a state-of-good-repair.

Wastewater Collection

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial and industrial customers in six separate catchment areas of the wastewater treatment plants (WWTPs). Halton collects over 88 billion litres of wastewater every year in a safe, and environmentally responsible manner in accordance with all legislated requirements. Wastewater Collection operates and maintains more than 1,980 kilometres of sewer mains and 83 pumping stations. Operations staff manage the wastewater collection system by undertaking preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

Budget Impacts

The 2022 Budget for Wastewater Collection is \$22.1 million, which reflects an increase of \$420,000, or 1.9%, over 2021. This increase is mainly due to the rental of equipment required for excavation work and a higher allocation of corporate support costs driven by strategic investments added in prior year, partially offset by a reduction in basement flooding prevention program subsidies to reflect actual uptake. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Wastewater Collection Divisional Summary (\$000s)								
	2022 Budget					2021 Budget	Change	
Wastewater Collection	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2022-2021	
Collection Operations & Maintenance	\$ 9,477	\$ 2,145	\$ 11,622	\$ (1,274)	\$ 10,348	\$ 9,810	\$ 538	5.5%
Lateral Connections	1,350	-	1,350	(94)	1,256	1,335	(80)	-6.0%
Flood Mitigation Program	1,786	-	1,786	-	1,786	2,036	(250)	-12.3%
Wastewater Pumping Stations	5,663	3,299	8,962	(243)	8,719	8,507	212	2.5%
Total	\$ 18,275	\$ 5,444	\$ 23,719	\$ (1,611)	\$ 22,108	\$ 21,688	\$ 420	1.9%
2021 Budget	18,235	5,064	23,299	(1,611)	21,688			
\$ Change	\$ 40	\$ 380	\$ 420	\$ -	\$ 420			
% Change	0.2%	7.5%	1.8%	0.0%	1.9%			

Schedule may not add due to rounding

Collection Operations and Maintenance includes all 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 wastewater treatment plants. 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 industrial waste program helps to protect the Region's infrastructure and natural environment by working collaboratively with industrial and commercial wastewater dischargers to achieve by-law compliance and recover costs related to treating over-strength wastewater.

The 2022 Budget for Collection Operations and Maintenance is increasing by \$538,000, or 5.5%. This increase is mainly due to the rental of equipment required for excavation work and a higher allocation of corporate support costs driven by strategic investments added in prior year. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital workload.

Collection Operations & Maintenance	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Kilometres of Wastewater Main Operated and Maintained	1,941	1,952	1,965	1,995	2,024
Cost per Kilometre of Wastewater Collection Network Operated and Maintained	\$4,639	\$3,562	\$4,088	\$4,846	\$5,113
Number of Customer Service Inquiries	836	825	996	750	800

Collection network infrastructure continues to increase to accommodate growth in the Region. As sewer mains, manholes, pumps and other assets are added to the system, operations 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 affected by external factors, such as the cost for materials, supplies and equipment which are required to deliver services throughout the region. Despite these pressures, the cost per kilometre of the wastewater collection network has remained relatively constant through significant efforts to mitigate the pressures of rising costs such as the optimization of operating and maintenance programs to ensure the most efficient use of resources. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible.

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 and contracted service providers undertake Closed Circuit Television (CCTV) inspections to diagnose issues that prevent wastewater from flowing from buildings to sewer mains efficiently as well as completing repairs to the public section of cracked and broken laterals and clearing blockages whenever issues are identified.

The 2022 Budget is decreasing by \$80,000, or 6.0%, mainly due to lower vehicle chargeback from fleet.

Lateral Connections	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Lateral Connections Maintained (000s)	116	118	119	121	123

The Region's infrastructure continues to expand in line with growth. 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 2022 program will continue with a focus on more frequent inspection and cleaning of pipes that are known to be affected by blockages. A CCTV inspection program for laterals has been implemented separately from mainline pipes to ensure that properties are protected from the risk of flooding. 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 programs include the Downspout Disconnection Subsidy program, Weeping Tile Disconnection and Sump Pump Installation Subsidy program, Lateral Lining Subsidy program and the Backwater Valve Subsidy program.

The 2022 Budget is decreasing by \$250,000, or 12.3% due to a reduction in the Basement Flooding Mitigation program subsidies to reflect actual uptake. As a result of the significant progress made to date in the Sewer System Optimization capital program, the budget is being reduced to reflect the decreased uptake in the program; however, participation in the Lateral Lining and Backwater Valve programs remains strong.

The Region established the Downspout Disconnection Subsidy program and Weeping Tile Disconnection Subsidy program in 2016, to encourage property owners to complete private-side disconnections. Program participation results in the prevention of water entering the sanitary system during extreme rain events. Preventing this source of water from entering the sanitary sewer system reduces the risks of basement flooding.

Flood Mitigation Program	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Weeping Tiles Disconnected	54	44	41	50	50
Number of Downspouts Disconnected	1,429	1,001	22	30	30

Wastewater 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. The 2022 Budget is increasing by \$212,000 or 2.5% mainly due to inflationary increases where required to maintain service levels. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators and other equipment are maintained and functioning properly. Critical equipment is maintained to ensure uninterrupted service through planned and preventative Reliability Centred Maintenance programs, providing corrective and 24/7 emergency repair services, and coordinating contractors and specialized trades to conduct maintenance work.

Pumping station maintenance practices are being improved to reduce the risk of by-passes. Pump stations have also been upgraded to improve performance during high flow events such as rainstorms. Improved alarm protocols have led to a faster response time by Operations staff to resolve issues that could result in by-pass events.

Wastewater Pumping Stations	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Pumping Stations Operated and Maintained	79	80	83	83	83
Number of By-passes at Pumping Stations	4	5	11	4	5

In 2022, staff will continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained, break-downs are minimized and service life of the assets are maximized; however, unexpected equipment failures contribute to the number of by-passes each year. Optimization work will include improvements to work process flows and completing more maintenance using internal resources. Since 2020, back-up generators or connections for temporary generators have been installed at stations that did not previously have back-up power to mitigate by-passes resulting from power outages. 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.

Infrastructure Management

Infrastructure Management includes all planning, assessment and policy activities related to the Region's Public Works infrastructure, including the Water and Wastewater State-Of-Good-Repair (non-development) capital program, growth planning such as water and wastewater master planning, maintaining asset information and inventory records as well as developing and enforcing Regional water and wastewater policies.

Key activities include the monitoring of asset conditions and developing and implementing infrastructure renewal plans through the Asset Management program. The estimated net book value of these assets as of December 31st, 2020, was \$4.6 billion. The Public Works Asset Management Update, 2017 (**PW-28-17**) and 2022 Budget Directions (**FN-20-21**), outline the objective of the annual budget development and goals to invest appropriately in the State-Of-Good-Repair program to maintain the overall condition of the assets as infrastructure ages and expands due to growth. Public Works staff continue to implement the Public Works Asset Management Road Map Implementation Plan and have completed the Capital Costing Project that was used to develop capital budget estimates as part of the 2022 Budget and Forecast. Staff continue to complete updates to the Life Cycle Models for infrastructure assets to develop the nine-year capital forecasts. The Public Works Asset Management Road Map is currently being updated through a maturity assessment exercise to identify key initiatives that will further improve Halton's Asset Management program.

Budget Impacts

The Infrastructure Management capital budget reflects a net increase of \$5.5 million, or 5.0%, which is required to maintain existing levels of service, support the Region's investment in the State-of-Good-Repair capital program, and support the expanding asset base. The Budget also includes charges related to 2022 strategic investments proposed to help meet the needs of compliance-driven program activities, support system growth, and manage the delivery of an increasing capital program.

Infrastructure Management Divisional Summary (\$000s)								
	2022 Budget					2021 Budget	Change	
Infrastructure Management	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Subsidies & Revenue	Net Rate Impact	Net Rate Impact	2022-2021	
State of Good Repair	\$ -	\$ 123,683	\$ 123,683	\$ (9,482)	\$ 114,201	\$ 108,735	\$ 5,466	5.0%
System Growth Planning	1,862	(1,862)	-	-	-	-	-	0.0%
Development Review	1,273	(472)	801	(801)	-	-	-	0.0%
Capital Project Delivery	13,237	(13,237)	-	-	-	-	-	0.0%
Information Management	2,551	(2,547)	4	(4)	-	-	-	0.0%
Total	\$ 18,923	\$ 105,565	\$ 124,488	\$ (10,287)	\$ 114,201	\$ 108,735	\$ 5,466	5.0%
2021 Budget	17,901	101,121	119,022	(10,287)	108,735			
\$ Change	\$ 1,023	\$ 4,443	\$ 5,466	\$ -	\$ 5,466			
% Change	5.7%	4.4%	4.6%	0.0%	5.0%			

Schedule may not add due to rounding

State-of-Good-Repair includes the operating contribution required to finance the 10-Year Water and Wastewater State-of-Good-Repair capital program. As noted in the Public Works Asset Management Program Update, 2017 (**PW-28-17**), the first three years of the 2022 capital plan are prioritized by applying a risk-based approach while timing of projects in years four through ten have been identified through the application of life cycle models.

The 2022 10-Year Water and Wastewater State-Of-Good-Repair capital program will invest \$1.4 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 infrastructure in poor condition where there is risk to providing reliable, safe, sustainable, suitable and cost-efficient services, as outlined in the Public Works Asset Management Program Update, 2017 (**PW-28-17**) and 2022 Budget Directions (**FN-20-21**).

State of Good Repair	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Percent of Water Infrastructure Rated as Good and Very Good	82%	82%	82%	82%	82%
Percent of Wastewater Infrastructure Rated as Good and Very Good	73%	73%	73%	73%	73%
Water Loss Rate - Percent	15.2%	16.2%	15.1%	15.0%	15.0%
Number of Watermain Breaks / 100 Kilometres of Watermain	3.7	4.7	3.4	4.7	4.6
Number of Main Line Wastewater Back-Ups / 100 Kilometre of Pipe	2.47	1.02	0.8	0.6	0.6

Halton Region's asset management practices have evolved throughout the years and staff are working to review and align existing practices with the new regulation requirements, as reported through **FN-24-18** re: "Asset Management Planning Regulation (O. Reg. 588/17)". The purpose of O. Reg. 588/17 is to support a consistent approach to asset management planning across Ontario and staff are completing an Asset Management Program Update to align practices across Regional departments to ensure consistency and enable a line of sight between capital and operating investments and Halton's strategic priorities and services to residents and businesses.

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's Asset Management program has resulted in most infrastructure assets being rated as good to very good condition and meeting desired service levels. Halton Region endeavors to reduce construction impacts on residents and businesses and achieve the lowest project delivery cost by bundling water, sewer, and road replacement components as larger contracts where practical.

The Region assesses the condition of sanitary sewer assets through various inspections and condition assessments to determine the appropriate level of annual capital investment. Various outreach programs, such as the Basement Flooding Mitigation program, mainline and lateral lining, and manhole improvement programs help to improve asset condition and optimize the sewer performance on both the public and private side. The objective is to prevent stormwater from entering the wastewater system, reducing the risk of flooding from sewer backup, mitigating the impacts of extreme weather events due to climate change.

The Region anticipates a reduction in the water system losses through the reduction in non-revenue water uses. The 2021 and 2022 water loss rates are projected to be less than that of 2020. Non-revenue water uses can include, but are not limited to, water lost from pipe leaks or main breaks, water used by the Region to commission or flush water mains, inaccuracies in water billing and water theft. Through optimization of maintenance programs such as dead end flushing, the replacement of water mains with a high break history or that are in poor condition, and the replacement of aging water meters, a reduction in non-revenue water is anticipated. In addition, through Report No. **PW-27-19** (re: Drinking Water System By-law), Regional Council repealed and replaced two by-laws with the Drinking Water System By-law which includes higher penalties for contravening provisions including infractions such as illegal connections.

Deployment of an Advanced Meter Infrastructure System (AMI) will begin in 2022. The Region will begin to install AMI-enabled water meters which will supply consumption data obtained via the AMI system. This data can be used to support distribution system improvement efforts such as water loss management through analysis using district metering.

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 low watermain break rate. The 2022, 10-Year Water and Wastewater State-Of-Good-Repair capital investments and distribution network growth contributes to the low target for watermain breaks per 100 kilometres. Investments include small-diameter watermain replacements, primarily renewing pipes that are aging and in poor condition.

Lifecycle models are used to provide long-term projections of the cost of rehabilitation and replacement interventions throughout the life of an asset. An update to the lifecycle models is nearing completion to ensure that corresponding 100-year capital plans for the state-of-good-repair are based on accurate, reliable and transparent documentation.

As part of the development of the 2022 Capital Budget, Public Works utilized its optimized decision-making process that is documented and transparent. This involves the development of a business case for each project and prioritization that is aligned with Halton Region's Strategic Business Plan.

System Growth Planning includes growth-related infrastructure to deliver the works included in the 2020 Allocation program. With respect to accommodation of growth to the year 2051, the Integrated Growth Management Strategy (IGMS) has been initiated to integrate growth management with infrastructure master plan development and the associated financial impacts to inform decisions related to where to grow and by how much.

The 2022 Budget for System Growth Planning is increasing by \$159,000, or 11.1%, mainly due to a strategic investment for 1.0 FTE Project Manager I – Water & Wastewater to help manage the delivery of an increasing capital workload, as well as inflationary increases where applicable.

Development Review provides for review and processing of development related applications and permits and has increased substantially over recent years. It is anticipated that the number of permits will remain steady at 2021 levels in 2022. The 2022 Budget for Development Review is increasing by \$158,000 or 16.0% to reflect inflationary increases and support a strategic investment for 1.0 FTE Senior Construction Inspector to help manage the delivery of the increased number of development applications.

Development Review	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Projected
Number of Development Applications Reviewed	300	558	400	500	500
Number of Permits Processed	445	438	316	450	500

Capital Project Delivery - Public Works builds safe and sustainable municipal infrastructure for internal clients (water and wastewater systems services, 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.

The 2022 Budget for Capital Project Delivery is increasing by \$635,000 or 4.0%, mainly due to charges related to 2022 strategic investments proposed to help support system growth and manage the delivery of an increasing capital program.

The Region continues to deliver an aggressive capital program that aims to both support growth and maintain existing infrastructure in a state-of-good-repair. The capital program continues to introduce larger and more complex projects annually. Managing the increasing volume of capital works with balanced consistency and a standardized approach across the entire division is extremely challenging. To address this, the Engineering Management Office works to ensure that a standardized, consistent, quality-based and transparent capital program delivery model is followed. This model must also meet the growing public expectation of highly effective, accurate, timely and unified communication on capital projects, as well as deliver exceptional customer service that exceeds the expectations of the community.

Information Management includes the organization of and control over the structure, processing and delivery of information used to inform the operation, maintenance and development of Halton's water and wastewater infrastructure.

The 2022 Budget for Information Management is increasing by \$116,800, or 5.4%, mainly due to a strategic investment for 1.0 FTE Asset Analyst to support new compliance obligations for PS3280 Asset Retirement Obligations and support efforts to increase coordination with local municipal partners for proper capital program alignment.

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 in accordance with the 2020 Financing Plan approved in Report No. **FN-46-19/PW-50-19/LPS112-19** (Re: 2020 Allocation Program Options). Since the approval of the current Development Financing Plan, a number of projects have progressed through the design stage and are projecting an increase in costs. The increase associated with the Water and Wastewater capital program are predominantly driven by higher than anticipated construction estimates and the construction of deeper wastewater mains, mainly through tunneling. In addition, as discussed in **FN-04-21/LPS14-21** (Re: 2022 Development Charge (DC) Update and Development Charges Advisory Committee Work Plan), the current DC By-law No. 36-17 will expire in August of 2022. Accordingly, the Region is currently undertaking a DC by-law update process for the passage in the spring of 2022 following the release of the DC Background Study scheduled in December 2021. The 2022 Budget and Forecast incorporates the 2022 DC Water/Wastewater Technical Report presented in **PW-32-21/FN-31-21** (Re: 2022 Development Charges Update – Water, Wastewater, and Transportation Technical Studies). The Technical Report is based on the 2011 Water/Wastewater Master Plan and includes updated infrastructure cost estimates, and other studies completed since the 2017 update.

The State-of-Good-Repair program sets out the rehabilitation, upgrade and 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 \$23.8 million in capital funding over the next 4 years. 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 2022 Budget and Business Plan continues to utilize Public Works' optimized decision making processes, which involves the development of business cases and prioritization that are aligned to Halton Region's Strategic Business Plan.

The following table provides a summary of the 2022 10-year Water and Wastewater capital program. The 10-year total is \$2.6 billion, with \$206.0 million allocated for 2022.

2022 Capital Budget & Forecast											
Summary of Rate Capital Budget & Financing (\$000s)											
	Gross Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Development											
Water	\$590,084	\$27,843	\$23,253	\$128,835	\$74,553	\$275,518	\$12,843	\$14,793	\$18,895	\$3,387	\$10,164
Wastewater	653,807	45,229	14,578	92,912	172,863	208,506	6,061	11,794	15,527	160	86,177
Sub-total	1,243,891	73,072	37,831	221,747	247,416	484,024	18,904	26,587	34,422	3,547	96,341
State-Of-Good-Repair											
Water	561,119	67,020	76,451	71,858	44,024	59,833	35,711	50,292	58,041	53,977	43,912
Wastewater	806,137	65,893	91,455	72,347	67,176	54,896	81,476	78,673	76,188	97,680	120,353
Sub-total	1,367,256	132,913	167,906	144,205	111,200	114,729	117,187	128,965	134,229	151,657	164,265
Total	\$2,611,147	\$205,985	\$205,737	\$365,952	\$358,616	\$598,753	\$136,091	\$155,552	\$168,651	\$155,204	\$260,606
Financing											
External Rcvry/Other	\$12,350	\$1,235	\$1,235	\$1,235	\$1,235	\$1,235	\$1,235	\$1,235	\$1,235	\$1,235	\$1,235
Dev't Charges - Res.	800,343	54,270	23,475	147,823	150,459	313,151	14,193	22,955	18,379	3,281	52,357
Rate Capital Reserves	1,542,016	131,678	172,705	172,335	151,170	176,863	115,952	127,730	142,421	150,422	200,740
Capital Invstmnt Rvl. Fnd.	256,438	18,802	8,322	44,559	55,752	107,504	4,711	3,632	6,616	266	6,274
Total	\$2,611,147	\$205,985	\$205,737	\$365,952	\$358,616	\$598,753	\$136,091	\$155,552	\$168,651	\$155,204	\$260,606

Includes financing cost. Schedule may not add due to rounding

2022 Water & Wastewater Capital Budget

The 2022 Water and Wastewater Capital Budget totals \$206.0 million, consisting of \$73.1 million for the Development program and \$132.9 million for the State-of-Good-Repair (Non-Development) program.

The **\$73.1 million Development program** in 2022 is \$62.1 million higher than the 2022 Forecast included in the 2021 Budget. This increase is predominately driven by higher than anticipated construction estimates and the cost associated with the construction of deeper wastewater mains and includes the following:

- \$11.5 million for 600 mm WM on Wyecroft Rd. from Burloak Dr. to the 900mm WM on the SE corner of Third Line and QEW. Phase 1 - Construction (OAK)
- \$5.6 million for 750 mm WWM on No. 10 Side Rd. from WWPS #100 to Eighth Line - Construction (HHGEO)
- \$5.6 million for 600 mm WWM on 8th Line from Miller Rd. to Argyll Rd. (HHGEO) - Construction (HHGEO)
- \$5.5 million for 750 mm WWM on 9th Line from Argyll Rd. to 10th Side Rd. - Georgetown South Connection - Construction (HHGEO)
- \$5.5 million for 750 mm WWM on No. 10 Side Rd. from Barber Dr. to WWPS #100 - Construction (HHGEO)
- \$5.5 million for 750 mm WWM on No. 10 Side Rd. from Ninth Line to Barber Dr. - Construction (HHGEO)
- \$5.5 million for 750 mm WWM on 8th Line from Argyll Rd. to 10th Side Rd. - Construction (HHGEO)
- \$4.8 million for 450 mm WWM on new road from 440m North of Derry Rd to Derry Rd and 525 mm WWM on Derry Rd from 725m East of 5th Line to 5th Line – Design and Construction (MIL)
- \$4.0 million for 600 mm WWM crossing Dundas St. and 600 mm WWM on Dundas St. from 900 m west of Colonel Williams Parkway to Colonel Williams Parkway - Construction (OAK)
- \$3.5 million for 400mm WM on 8th Line from 10th Side Rd. to existing 400mm (Zone G6L) - Construction (HHGEO)
- \$3.5 million for 600mm WM on No. 10 Side Rd. from 8th Line to 9th Line (Zone G6L) - Construction (HHGEO)
- \$3.5 million for 600mm WM on No. 10 Side Rd. from 9th Line to 10th Line (Zone G6L) - Construction (HHGEO)
- \$3.5 million for 2 system PRVs on Mountain View and Eighth Line at the creek (Georgetown Lakebased Transfer Implementation) – Construction (HHGEO)

The **\$132.9 million State-of-Good-Repair program** has increased from the 2021 Forecast by \$12.1 million. The 2022 Budget incorporates significant investments of \$43.1 million for water distribution and wastewater collection systems rehabilitation and replacements, and \$81.4 million for plant/facilities infrastructure upgrades and replacements. The 2022 Budget includes the following major projects:

- \$11.9 million for Davis Road Booster Station Renewal
- \$8.0 million for Burlington Skyway Wastewater Treatment Plant - Digester Rehab/Upgrade - Primary #2
- \$7.2 million for John Street Pumping Station Upgrades and Rehabilitation
- \$7.2 million for 300mm WM on Speers Road from Fourth Line to Morden Road
- \$6.0 million for the Basement Flooding Mitigation program (**PW-22-15**)
- \$5.5 million for Brant Street Reservoir Repairs and Roof Waterproofing Membrane
- \$4.8 million for Oakville Southeast Wastewater Treatment Plant - Ninth Line Pumping Station Upgrades
- \$4.5 million for 300mm WM on Waterdown Road from Mountainbrow Road to Waterdown Booster Station
- \$3.4 million for SCADA Master Plan Implementation
- \$3.3 million for Upgrades at Bridgview Wastewater Pumping Station
- \$3.0 million for Oakville Water Treatment Plant - Electrical Replacement
- \$2.3 million for Burlington Skyway Wastewater Treatment Plant - Methane Gas Sphere Rehabilitation

10-Year Water & Wastewater Capital Budget and Forecast

The 2022 10-year Water and Wastewater program totals \$2.6 billion, consisting of \$1.2 billion (47.6%) for the Development program and \$1.4 billion (52.4%) for the State-of-Good-Repair program.

The **\$1.2 billion 10-year Development program** is a \$333.5 million increase from the 2021 program. The increase is predominately driven by the Master Plan update through the 2022 Water and Wastewater DC Technical Report (**PW-32-21/FN-31-21**) and cost updates based on EAs and design work.

The 10-year program includes:

- \$440.5 million to service Region-wide capacity-related infrastructure.
- \$615.1 million to service Greenfield area related infrastructure.
- \$64.2 million to service built boundary areas related infrastructure.
- \$124.1 million for employment land servicing related infrastructure.

Implementation of the \$1.2 billion Development program will also address State-of-Good-Repair needs for existing infrastructure in the amount of \$187.1 million. Combined with the non-Development State-of-Good-Repair program of \$1.4 billion discussed below, the total 10-year (2022-2031) State-of-Good-Repair program is \$1.6 billion.

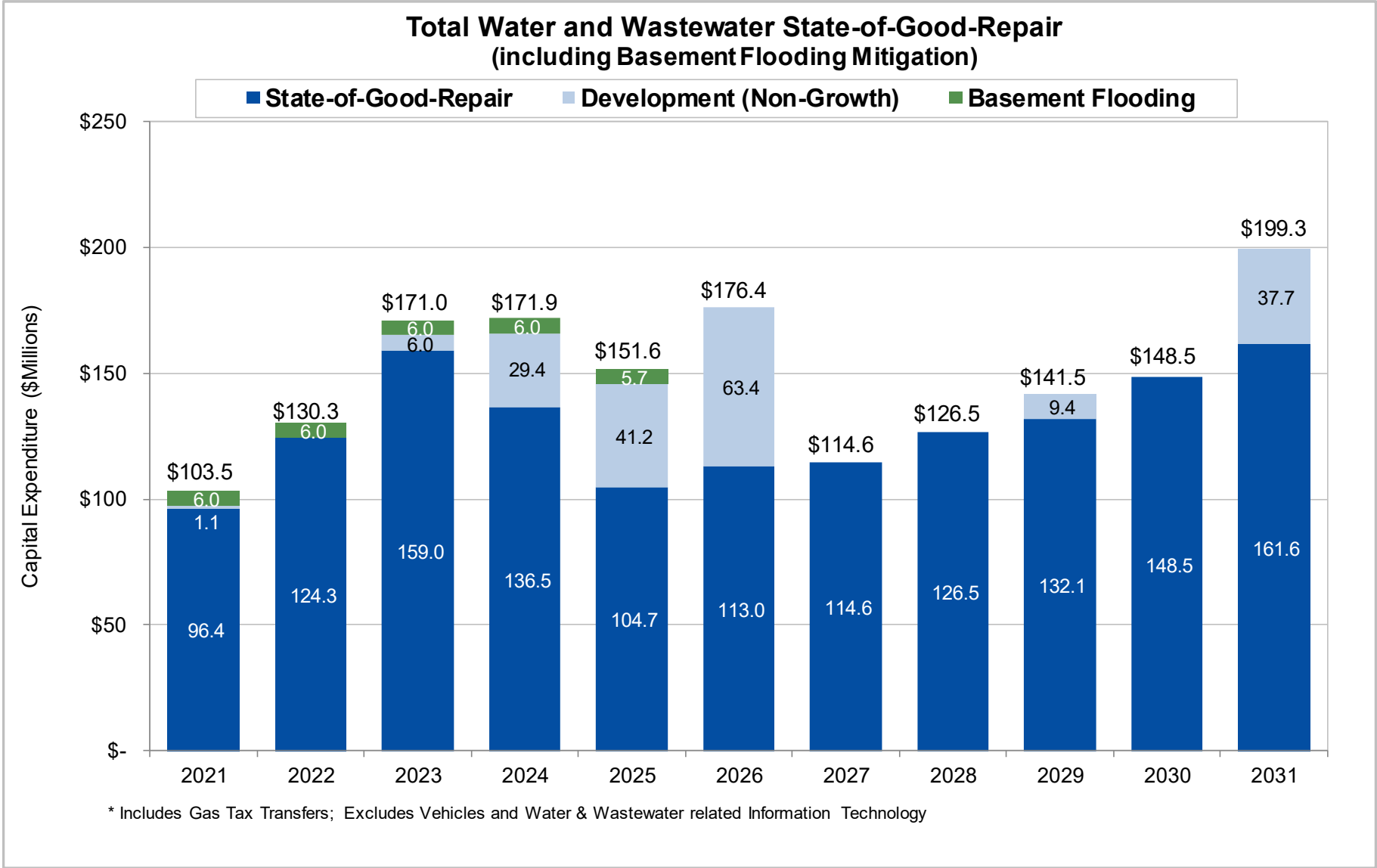
The **\$1.4 billion 10-year State-of-Good-Repair program** is a \$95.0 million increase from the 2021 program. The 2022 Plan has been prepared based on Public Works Asset Management Plan. As discussed earlier, the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on the 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:

- \$514.0 million for water distribution and wastewater collection systems rehabilitation and replacements, including the Basement Flooding Mitigation program of \$23.8 million.
- \$788.2 million for plants/facilities infrastructure upgrades, replacements, including \$47.2 million for plant maintenance.
- \$37.4 million for SCADA Master Plan implementation and other SCADA related projects.

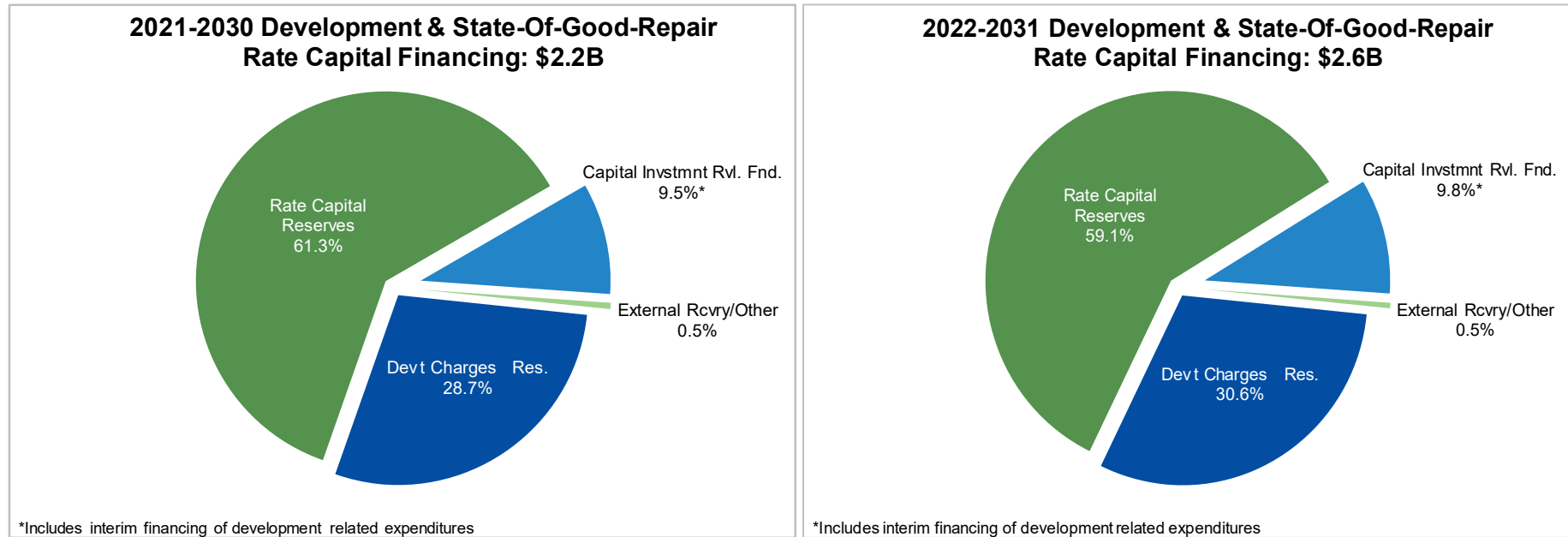
The following graph illustrates the state-of-good-repair (\$1.4 billion), including the Development-related state-of-good-repair infrastructure needs of \$187.1 million over the next 10 years.



10-Year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2022 10-year financing plan for the Water and Wastewater capital program, compared to the 2021 Plan.

Financing of the 2022 Capital Budget and forecast is based on Council-approved financing plans, including Development Financing Plan (FN-46-19/PW-50-19/LPS112-19) and the 2022 Budget Directions (FN-20-21).



The Rate Capital reserves (59.1%) (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 (30.6%) and the Capital Investment Revolving Fund (9.8%) are a main source of funding for the Development-related program.

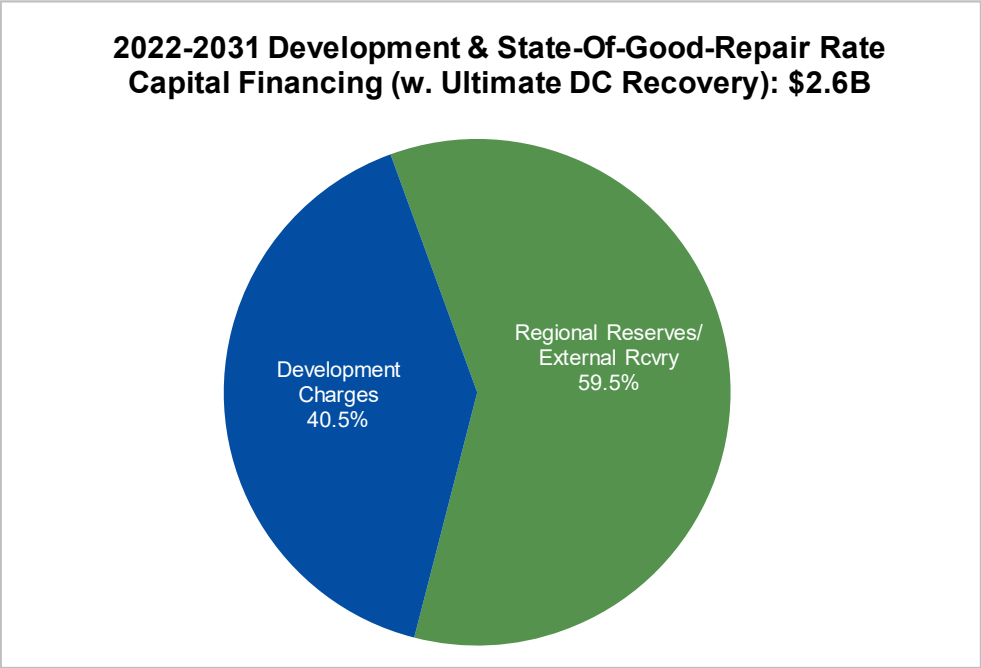
The 2022 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) are used to fund the State-of-Good-Repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2022 Water and Wastewater budget increased the total operating contributions to \$110.7 million in support of the Water and 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 2022 10-year Development program is more than the 2021 program on a percentage basis due to the cost increases in the 2020 Allocation Program and the Water and Wastewater Master Plan update through the 2022 Development Charges Update Water/Wastewater Technical Report, (PW-32-21/FN-31-21).

The Capital Investment Revolving Fund is used to provide interim financing for the non-residential development related costs, in accordance with the Development Financing Plan (FN-46-19/PW-50-19/LPS112-19), which is the framework being utilized to develop the 2022 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 2021, the Region's investment from the Capital Investment Revolving Fund is anticipated to be \$294.6 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 \$2.6 billion, \$1.6 billion (59.5%) is related to the State-of-Good-Repair capital program and the balance of \$1.0 billion (40.5%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (40.5%) and the State-of-Good-Repair program will be funded by the reserves (59.5%) supported by water and wastewater rates and external recoveries.



State-of-Good-Repair Water & Wastewater Capital Financing

The 10-year Water and Wastewater State-of-Good-Repair capital program identifies \$1.4 billion, with \$132.9 million required in 2022. In the 2022 Budget Forecast, the funding required for the State-of-Good-Repair program will be financed by external recoveries (\$12.4 million) and capital reserves (\$1.35 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 2022.

Development Water & Wastewater Capital Financing

The 2022 10-year Development Water and Wastewater program totals \$1.2 billion and reflects the Region's Water/Wastewater Master Plan update through the 2022 Development Charges Update Water/Wastewater Technical Report (**PW-32-21/FN-31-21**) current infrastructure staging plan and in anticipation of future Allocation Programs. The program consists of the following:

- **\$1.1 Billion for servicing Greenfield and Region-wide Capacity.** This program will facilitate future allocation programs. The program will consist of \$440.5 million of capacity-related projects that will benefit Region-wide and \$615.1 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects beyond 2022 will be dependent upon the timing of future Allocation Programs.
- **\$124.1 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 \$124.1 million has been identified in the 2022 budget forecast to facilitate servicing of future employment lands. The implementation timing and scope of the projects beyond 2022 required for the next phases of development will continue to be dependent upon an acceptable financing plan approved by Council.
- **\$64.2 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 2022 10-year capital program incorporates the water and wastewater growth-related infrastructure program at an estimated cost of \$1.2 billion which has been financed in accordance with the Council-approved development financing plan framework (**FN-46-19/PW-50-19/LPS112-19**).

The following is a summary of the financing plan for the \$1.2 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 Capital Investment Revolving Fund.

Development Water & Wastewater Capital 2022-2031 (\$ Millions)				
	Total	Res. DC	Non-Res. Reviv. Fund	Non-Growth Regional Reserve
Water	\$ 590.1	\$ 441.4	\$ 136.7	\$ 12.0
Wastewater	653.8	358.9	119.8	175.1
Total	\$ 1,243.9	\$ 800.3	\$ 256.4	\$ 187.1

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 (FN-46-19/PW-50-19/LPS112-19), which is the basis for the 2022 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 wastewater infrastructure financing for the 2022 Budget and Forecast:

Residential Development Financing (\$800.3 million):

- **The Residential-led Greenfield development** in the allocation areas (e.g., Burlington, Milton, Oakville, Acton and Georgetown) – require a Development Financing Agreement from residential developers to front-end finance, including 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, Oakville, Milton, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DC's collected at subdivision agreement.

Non-Residential Development (\$256.4 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$222.4 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 Capital Investment Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$34.0 million)** – the Region will provide front-end financing through the Capital Investment 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 (\$187.1 million):

- **Non-growth (benefit to existing taxpayers) share (\$187.1 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$187.1 million will be financed from capital reserves. Of the \$187.1 million required, \$140.0 million (74.8%) is scheduled for the first five years of the forecast period including:
 - Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d. Design and Construction (OAK) (\$65.1 million).
 - New 2400mm WWM inlet to Skyway WWTP parallel to QEW. Design and Construction (BUR) (\$29.9 million).
 - 2350 L/s WWPS at Lower Base Line and 4th Line (MIL) (\$18.1 million)
 - 7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR) (\$11.7 million)
 - Agnes St. WWPS Strategy - Construction (HHACT) (\$7.1 million)
 - Twinned 900 mm WWFM from WWPS at Lower Base Line to Regional Rd 25 (MIL) (\$3.2 million)
 - Twinning of 525 - 600 mm WWM from Elgin St South along Black Creek alignment to Acton WWTP -Construction (HHACT) (\$2.1 million)

Halton Region Budget and Business Plan

BUDGET REPORT 2022

STRATEGIC INVESTMENTS



Excavation work to support the Trafalgar Road Improvements project in Oakville (Regional Road 3).

Key Investments 2007-2021

While focusing on maintaining existing levels of service during this period (2007-2021), Council approved investments in high priority core service areas through the annual budget process. The following section summarizes previous investments approved by Council through the 2007 to 2021 budgets.

Health

- Funding of \$625,000 provided to help alleviate hospital offload delay pressures due to provincial funding shortfalls in the 2016 and 2017 budgets.
- Increased Paramedic Services including an additional 82.3 staff and 30,626 relief hours, 7 more paramedic service stations since 2007, and 36 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 and both Mississauga-Halton and Hamilton Haldimand Niagara Brant Local Health Integration Networks (LHINs) 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), [MO-24-19](#) re: Community Paramedic Program Update, [MO-11-20](#) re: Community Paramedic Program Update).
- Additional staffing to address increased needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards.
- One-time funding for continued COVID-19 pandemic response including the Case and Contact Management, implementation of Vaccination roll-out, surveillance and data management.

Social & Community Services

- An increased total of 1,899 new housing opportunities created through capital and operating initiatives, since 2008, in partnership with the Federal and Provincial governments.
- Implemented a modified emergency shelter program to provide greater capacity to serve vulnerable residents and acquired the Region's first family emergency shelter facility.
- Supported the development and implementation of the Community Safety and Well-Being Plan with \$200,000 of funding in 2015-2017 and \$130,450 in 2018, to strengthen a collaborative effort between Social & Community Services, Public Health, Halton Regional Police Services (HRPS) and community partners, to improve community safety and well-being in Halton.
- The Halton Region Community Investment Fund (HRCIF) increased from an annual \$702,000 in 2012 to \$3.5 million in 2021, which is an increase of 398%. Since 2012, the HRCIF has committed \$20.0 million through 341 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents.
- Adult Day Programs expanded to 3 locations, with the most recent enhancement including Saturday programming at the Georgetown location, serving 152 seniors in 2019.
- 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. In 2019, this provided relief for 47 households.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$5.3 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 knowledge mobilization.
- Additional 1,200 subsidized child care spaces in Children's Services to meet community need

Legislative & Planning Services

- Halton Region's Official Plan approved in 2009 (**LPS114-09**) directs growth to urban boundaries and protects environmentally sensitive areas.
- The Burlington Beach Regional Waterfront Park Master Plan begun implementation in 2016, with an initial Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington (**LPS54-15**).
- Funding provision beginning in 2016, to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources (**FN-45-15**).
- Heritage Services Five-Year Operational Plan (**LPS55-21**) affirms the vision and mission for Halton Region Heritage Services and guide its operations for the next five years within framework of the Master Plan (**LPS62-14**).
- Co-location Arrangement to Support Halton Businesses to Go Global (**LPS97-16**). The Halton Global Business Centre launched in February 2018 at the Halton Regional Centre to support Halton entrepreneurs to scale up and go global working with service partners including Haltech. In 2021, the Halton Global Business Centre and its partners successfully provided all export services virtually and going forward a formal in-person co-location with Haltech at the Halton Regional Centre will not be required
- Annual funding of \$75,000 provided to establish the Regional financial incentive programs for local Community Improvement Plans in support of intensification development (as created through **LPS94-16**).

Public Works

- In order to promote increased non-motorized travel throughout Halton, Active Transportation has been embedded as a key feature of the Region's transportation capital and road resurfacing programs resulting in an investment of approximately \$108 million over a 16-year period (2016-2031).
- Increased the number of road lane kilometres from 878 in 2007 to a projected 1,161 by the end of 2021.
- Continued emphasis on waste diversion from landfill has seen the percent of waste diverted from landfill increase from 42% in 2007 to projected 59% in 2021, as a result of weekly collection of recyclable material and organic waste, bag tag program for garbage, extended yard waste collection schedule, and sale of backyard composters.
- Completed the development of a long-term strategy for water meter reading, billing, and replacement (**PW-18-18/FN-25-18**) including an implementation plan (**PW-45-19/FN-35-19 / PW-28-21/FN-30-21**) to implement the Advanced Meter Infrastructure project to support radio frequency reading for all Halton residents and businesses.
- Increased the annual capital program for State-of-Good-Repair water, wastewater and transportation from \$74.9 million in 2007 to \$167 million in 2021 to ensure asset life is maximized
- Annual investment of \$60,000 for continued Sunday operation of the Halton Waste Management Site (HWMS) on Sundays between May and June each year in support of enhanced customer service.
- To help prevent future flooding (**PW-18-16**), an investment of \$85.3 million in the Region-wide Basement Flooding Mitigation Program is being made between 2016 and 2025.
- To reduce energy use, converting existing high Pressure Sodium streetlights to LED technology over 6 years (2016-2022).
- Halton Region is implementing a responsive state-of-the-art Advanced Transportation Management System (ATMS) to manage traffic on its road network (**PW-10-18, PW-34-21**). This will allow Halton Region to actively monitor travel conditions, influence the operation of traffic signals, receive information and interact with the Local Municipalities and other agencies through the use of technologies and networks.
- To implement customer service improvements and efficiencies, an initial investment of \$3.0 million for Halton's Solid Waste Management Strategy Short Term Options (**PW-12-18**) between 2019-2021 is being made at Halton's Waste Management Site.
- As part of the implementation of the SCADA Master Plan program, phased investments of \$43.7 million are planned over the next eight years in water, wastewater and landfill SCADA assets.
- In order to increase waste diversion to 68%, reduce Greenhouse Gas emissions by approximately 13,000 tonnes of CO² annually, and extend the lifespan of the landfill site to 2070, completed a draft Medium-Long Term Solid Waste Management Strategy.

Corporate Administration

- Funding contribution totalling \$5.0 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.
- \$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)). This includes Regional debt financing for key employment lands including Milton's Business Park 2, Halton Hills' 401 Corridor and Winston Park's West Business Area (**CS-33-11/PW-53-11/LPS58-11** re: 2011 Water and Wastewater Servicing to Employment Lands in Halton).
- Through the approval of Development Financing Plans (**CS-73-08/PWE31-08**; **CS-49-09/PW-20-09/LPS80-09**; **CS-20-12**; and **FN-46-19/PW-50-19/LPS112-19**) and Allocation Programs since 2008, the Region has been able to accommodate residential greenfield growth of over 40,000 single detached units, providing approximately \$3.5 billion of water, wastewater and transportation capital infrastructure programs without financial impact to existing taxpayers, to the extent possible under the Development Charges Act.
- Internship and Apprenticeship Program established (2016) and expanded (2017) to ensure employment experiences and opportunities for talented and highly motivated recent graduates.
- Implementation in 2017 of Halton's IT Mobile Strategy to facilitate program requirements and delivery, such as service delivery by community-based staff in the Health department and Long-term Care facilities.
- Continued funding provided to Conservation Halton and Credit Valley Conservation for critical initiatives integral to the safety and wellbeing of Halton residents, including addressing the impacts of the Emerald Ash Borer invasive species (**FN-39-17 & FN-26-15**) as well as floodplain mapping (**FN-41-19**).
- Development of a Digital Strategy for Halton Region which will enhance the delivery of high-quality online digital services including offering 125 of its most frequently used customer-facing services, and the top 50 internal processes and staff experiences, as complete digital services by 2025.

Key Investments in 2022

The 2022 budget continues to focus on maintaining service levels for core services, while making strategic investments to provide critical program enhancements to support the health and well-being of Halton residents through the COVID-19 pandemic and beyond, support Council priorities and objectives as outlined in the 2019-2022 Strategic Business Plan, and provide needed capacity to respond to needs within the organization, while maintaining the tax rate increase for Regional Services at or below the rate of inflation. The following proposed Tax-Supported Strategic Investment and Rate-Supported Strategic Investment business cases in the 2022 budget are presented in detail for Council's consideration and review.

Halton Region Budget and Business Plan

BUDGET REPORT 2022

TAX-SUPPORTED STRATEGIC INVESTMENTS

Tax-Supported Strategic Investments

Digital and Workplace Transformation

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Digital and Workplace Transformation										
STG	STG Admin	Digital Enterprise Architecture Analyst	1.0	-	\$ 130,330	\$ 135,330	\$ -	\$ -	\$ -	\$ 135,330
STG	Business Transformation	Project Manager II - Business Solutions	1.0	-	130,330	135,330	-	-	-	135,330
STG	Business Transformation	Information Management Specialist / Product Manager	1.0	-	145,420	150,420	-	-	-	150,420
STG	Business Transformation	Information Management Analyst	1.0	-	130,330	135,330	-	-	-	135,330
STG	Business Transformation	SAP Analyst	1.0	-	130,330	135,330	-	-	-	135,330
STG	STG Admin	Workforce Management Data Specialist	1.0	-	130,330	135,330	-	-	-	135,330
STG	STG Admin	Administrative Assistant	1.0	-	94,240	99,240	-	-	-	99,240
LPS	Legal Services	Senior Legal Counsel, Information Tech. & Mgmt, Insurance & Risk	1.0	-	217,000	228,895	-	-	-	228,895
LPS	Legal Services	Policy Advisor, Information Management	1.0	-	118,580	118,580	-	-	-	118,580
Total Digital and Workplace Transformation			9.0	-	\$ 1,226,890	\$ 1,273,785	\$ -	\$ -	\$ -	\$ 1,273,785

Strategic Investment

Digital Enterprise Architecture Analyst

Funding Source	Tax
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Program Details	
Department	Strategic Transformation
Division	STG Admin
Program	Strategic Transformation Admin
Cost Centre	612000

Complement Details	
Position Title	Digital Enterprise Architecture Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 130,330	\$ 130,330
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	135,330	130,330
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	135,330	130,330
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 135,330	\$ 130,330

Business Case

Recommendation:

Approve 1.0 FTE Digital Enterprise Architecture Analyst.

Need:

The Region's Strategic Business Plan s 2019-2022 prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The strategy identifies work streams required to deliver digital services effectively including 1) Governance, 2) Digital Services, 3) Digital Workplace, 4) Service and Process Transformation, 5) Modern Technology and 6) GIS, Data and Information Management.

The Digital Strategy requires sound architecture and planning for scalable and flexible solutions to meet current and future business needs. The architecture program aligns technology investments with corporate priorities, state-of-good-repair plans and the evolving market to maximize return from investments. This will reduce implementation time on critical projects, reduce complexity and manage risk of technology operations while Region continues to improve processes and service delivery through effective use of technology.

This position will play an important role in establishing the strategic direction of systems supporting the Region, driving innovation and establishing architecture roadmaps and blueprints and will be responsible for evaluating and recommending solutions that align with Halton's Cloud and Technology Blueprints. This role will lead business and technology areas delivering architecture, design, and development of reusable capabilities across multiple products by working collaboratively with staff and other business stakeholders to build and maintain strategic technology roadmaps that are aligned to strategic goals and ensuring the proposed solutions and architectures are acceptable and meet standards and requirements. This position will also facilitate the setting our standards for online service delivery, establishing a digital first technology architecture, including a customer relationship management (CRM) system that can support our digital service aspirations, and delivering a range of new digital services.

Implications:

Without the mapping, planning and continuous management of the Architecture, there is significant risk to disparate investments into single use systems, vendor lock-ins, lack of extensibility and reusability of technologies and data. The Digital Enterprise Architecture Analyst will help plan, design and support the implementation of technology capabilities that enable the delivery of many of the actions on the Strategic Business plan. Without proper planning and visioning there is significant risk of offering disconnected services to residents through digital channels, increased costs, increased time and increased effort to integrate these independent systems.

Alternatives:

These services are specialized and require institutional knowledge, collaboration with management and an understanding of the interdependencies of the Strategic Business Plan and Digital Strategy. There is no market for this expertise as it is unique to Halton.

Reference:

N/A

Strategic Investment

Project Manager II - Business Solutions

Funding Source	Tax
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Program Details

Department	Strategic Transformation
Division	Business Transformation
Program	Planning & Service Integration
Cost Centre	661610

Complement Details

Position Title	Project Manager II - Business Solutions
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 130,330	\$ 130,330
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	135,330	130,330
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	135,330	130,330
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 135,330	\$ 130,330

Business Case

Recommendation:

Approve 1.0 FTE - Project Manager II - Business Solutions.

Need:

The Region's Strategic Business Plan 2019-2022 prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provide enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The strategy also identifies the technologies and infrastructure required to deliver digital services effectively. Work streams identified include 1) Governance, 2) Digital Services, 3) Digital Workplace, 4) Service and Process Transformation, 5) Modern Technology and 6) GIS, Data and Information Management.

The Project Manager II - Business Solutions position is required to provide project management support in the service and process transformation workstream of the digital strategy. This position will work closely with the enterprise technology architecture team and business units to develop a business application rationalization program to reduce the Region's technology footprint, total and IT staff support costs. This position will lead projects centered on internal business process transformation and technology solutions, including policies, standards and architecture while ensuring the integrity, accuracy and availability of business solutions.

Implications:

Without a proper plan and vision, there is significant risk of offering disconnected services to residents through digital channels as well as increased costs, time and effort to integrate these independent systems. The Project Manager II position will help plan, design and support the implementation of technology capabilities that enable the delivery of many actions from the Digital Strategy.

Alternatives:

Without a Project Manager II - Business Solutions, the Regions ability to efficiently implement business solutions as part of the digital strategy will be impacted. Staff will need to work increased overtime at the risk of not completing required project management.

Reference:

N/A

Strategic Investment

Information Management Specialist / Product Manager

Funding Source	Tax
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Program Details	
Department	Strategic Transformation
Division	Business Transformation
Program	Planning & Service Integration
Cost Centre	661610

Complement Details	
Position Title	Information Management Specialist / Product Manager
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 145,420	\$ 145,420
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	150,420	145,420
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	150,420	145,420
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 150,420	\$ 145,420

Business Case

Recommendation:

Approve 1.0 FTE - Information Management Specialist/Product Manager, Digital Services.

Need:

The Region's Strategic Business Plan 2019-2022 prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provide enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The strategy also identifies the technologies and infrastructure required to deliver digital services effectively. Work streams identified include 1) Governance, 2) Digital Services, 3) Digital Workplace, 4) Service and Process Transformation, 5) Modern Technology and 6) GIS, Data and Information Management.

The Information Management Specialist/Product Manager is required to develop an information management (IM) strategy and implement an enterprise content management (ECM) system. The work associated with this will include the development of a digital information management policy, information classification scheme, file plan, retention schedule, storage, retrieval and security requirements. Based on the IM design this position will be responsible for implementing enterprise content management and overseeing all aspects of information management strategies. This includes determining and implementing appropriate governance around data and information, such as policies, standards, guidelines, and architectures, while ensuring the integrity, accuracy and availability of data and information. The position will work with the Legislative and Planning Services staff and business units to ensure that data and information is fit for its intended purpose. In addition the position will work closely with security and privacy experts to ensure that data and information in the custody of the Region is protected and that the collection, use and disposal of data and information meets all regulatory compliance standards.

Implications:

Without a proper plan and vision, there is significant risk of offering disconnected services and information to residents through digital channels as well as increased costs, time and effort to integrate these independent systems. The Information Management Specialist/Product Manager position will help plan, design and support the implementation of technology capabilities that enable the delivery of many actions from the Digital Strategy.

Alternatives:

These services are very specialized and require significant institutional knowledge, collaboration with management and a strong understanding of information management. These activities are ongoing and always evolving, there is no market that will meet the ongoing needs for this investment.

Reference:

N/A

Strategic Investment

Information Management Analyst

Funding Source	Tax
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Program Details	
Department	Strategic Transformation
Division	Business Transformation
Program	Digital Services
Cost Centre	661610

Complement Details	
Position Title	Information Management Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 130,330	\$ 130,330
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	135,330	130,330
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	135,330	130,330
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 135,330	\$ 130,330

Business Case

Recommendation:

Approve 1.0 FTE Information Management Analyst - Digital Services.

Need:

The Region's Strategic Business Plan 2019-2022 prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provide enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The strategy also identifies the technologies and infrastructure required to deliver digital services effectively. Work streams identified include 1) Governance, 2) Digital Services, 3) Digital Workplace, 4) Service and Process Transformation, 5) Modern Technology and 6) GIS, Data and Information Management.

The Information Management Analyst position is required to be the technical resource on the Information Management team. Working closely with the Information Management Specialist, the Analyst will be responsible to automate records management (R information management (IM) strategy through a Enterprise Content Management System. This role will be responsible for managing and maintaining the digital records management environment, ensuring that it incorporates information management regulatory requirements, and delivers records management functionality in a user friendly and efficient way. The position will liaise and consult widely to promote and develop effective corporate information and records management practices, coordinate needs and provide that align with the strategic direction for departmental corporate knowledge and records management. This position will consult with clients/partners for the analysis of data processing and information management requirements in relation to program objectives and business plans and strategies, conduct or coordinate the development of information management solutions/options, develop project plans for coordinating the design and development of corporate databases and information systems, lead the operational delivery of business solutions, including the rollout of new software and hardware and provide advisory technical services, support and training on data maintenance and information management tools.

Implications:

Without a proper plan and vision, there is significant risk of offering disconnected services as it relates to information management as well as increased costs, time and effort to integrate these independent systems. The Information Management Analyst position will help plan, design and support the implementation of technology capabilities that enable the delivery of many actions as part of the Region's information management.

Alternatives:

These services are very specialized and require significant institutional knowledge of the interdependencies of information management. These activities are ever evolving, there is no market that would be able to meet the ongoing needs for this investment.

Reference:

N/A

Strategic Investment SAP Analyst

Funding Source	Tax
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Program Details

Department	Strategic Transformation
Division	Business Transformation
Program	Business Solutions
Cost Centre	661610

Complement Details

Position Title	SAP Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 130,330	\$ 130,330
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	135,330	130,330
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	135,330	130,330
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 135,330	\$ 130,330

Business Case

Recommendation:

Approve 1.0 FTE - SAP Analyst - Business Solutions to be responsible for System, Applications and Products (SAP) system administration, upgrades and updates, and support. This position will work with business users and I.T. technical team to support all change requests for enhancements and provide operational support on a daily basis, while keeping system applications up-to-date.

Need:

The Region's Strategic Business Plan 2019-2022 prioritizes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region". The strategy provide enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The strategy also identifies the technologies and infrastructure required to deliver digital services effectively. Work streams identified include 1) Governance, 2) Digital Services, 3) Digital Workplace, 4) Service and Process Transformation, 5) Modern Technology and 6) GIS, Data and Information Management.

SAP is the Region's Enterprise Resources Planning (ERP) system and is used to manage budgets, procurement, financial accounting, asset and plant maintenance, Human Resources and financial reporting. The Digital Strategy includes a major SAP tran to modernize and further automate our human resources (HR) and financial management processes. The SAP based work and asset management systems and processes will also be reviewed.

The SAP Analyst position will specifically focus on supporting the Service and Process Transformation work stream to address the SAP transformation program. Additional support is required to work with stakeholders to establish the product roadmap for SAP, and to develop plans to implement and sustain the resulting projects, products, and solutions that emerge from the roadmap. The SAP Analyst will work closely with key stakeholders to understand their business needs and research SAP solutions and integration potential to develop the plan to meet business requirements.

Implications:

These services are very specialized and require significant institutional knowledge, collaboration with management and a strong understanding of the interdependencies of the rollout of upgrades to the SAP Solutions network.

Alternatives:

As these activities are ongoing and always evolving, there is no market that would be able to meet the ongoing needs for this investment.

Reference:

N/A

Strategic Investment

Workforce Management Data Specialist

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

Program Details	
Department	Strategic Transformation
Division	STG Admin
Program	Strategic Transformation Admin
Cost Centre	612000

Complement Details	
Position Title	Workforce Management Data Specialist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 130,330	\$ 130,330
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	135,330	130,330
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	135,330	130,330
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 135,330	\$ 130,330

Business Case

Recommendation:

Approve 1.0 FTE Workforce Management Data Specialist to support Paramedic Services, Services for Seniors and Payroll Services.

Need:

The Workforce Management Data Specialist position currently supports many key functions within the scheduling office, including but not limited to, the testing of Workforce Management (WFM) fixes and enhancements in the test and production environment scheduling inquiries and investigations, responding to ad hoc requests to confirm WFM configurations, and completing all model and rotation pattern change requests from the business units including Paramedic Services and Services for Seniors. This position is also responsible for reporting, such as the bi-weekly (minimum) uploads of reporting relationships for the System, Applications and Products (SAP) download to WFM, monthly WFM reporting to administrators, Monthly Absence Reports and Active/Inactive Staff Listings, bi-weekly Orientation of new staff presentation on WFM, and back-Up to WFM Coordinator for biweekly payroll processes (pay period closure, reports, files for upload to SAP and pay period advancement). The new WFM Data Specialist will review and update Standard Operating Procedures (SOP) and Policy Development for Scheduling Services, and develop training plans for WFM champions, staff and managers. These duties are required to fully utilize and support the WFM system and are not expected to decrease.

Implications:

Without this position Paramedic Services, Services for Seniors and Payroll Services would not be able to fully utilize the reporting capabilities and functionality of WFM. This positions is also essential to support the operational side of system management.

Alternatives:

Alternatives include continued use of contracted positions and accept the increased risk of turnover.

Reference:

N/A

Strategic Investment Administrative Assistant

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

Program Details	
Department	Strategic Transformation
Division	STG Admin
Program	Strategic Transformation Admin
Cost Centre	612000

Complement Details	
Position Title	Administrative Assistant
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 94,240	\$ 94,240
Materials & Supplies	5,000	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	99,240	94,240
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	99,240	94,240
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 99,240	\$ 94,240

Business Case

Recommendation:

Approve 1.0 FTE, Administrative Assistant to provide dedicated administrative support to the Commissioner, senior management team and staff of the Strategic Transformation Group Department.

Need:

Reporting directly to the Commissioner of the Strategic Transformation Group, this position will provide a required dedicated staff resource, which presently does not exist. This position will deliver comprehensive support on a broad range of administrative issues for the Department, Commissioner and management team. This includes invoicing, drafting and issuing correspondence, meeting preparations, record keeping and the provision of customer service and follow-up to ensure deadlines are met. Many duties are currently shared between technical staff and an administrative position outside of the Department on a temporary basis contributing to overtime and overall program inefficiencies.

Implications:

If the request for one FTE is not approved, the increased demand on the time of the existing FTEs will erode the effectiveness of program delivery and customer service.

Alternatives:

Alternatively, staff from other departments could be utilized, current staff could work overtime, or temporary contract staff could be hired.

Reference:

N/A

Strategic Investment

Senior Legal Counsel, Information Technology and Management, Insurance & Risk

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

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

Complement Details	
Position Title	Senior Legal Counsel, Information Technology and Mgmt., Insurance & Risk
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 217,000	\$ 217,000
Materials & Supplies	5,395	360
Purchased Services	6,500	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	228,895	217,360
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	228,895	217,360
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 228,895	\$ 217,360

Business Case

Recommendation:

Approve 1.0 FTE Senior Legal Counsel (Insurance, Risk, IT & Corporate) to support the increasing demands related to moving to an increased digital environment and an increasing claims caseload. This legal support will primarily consist of providing advice on complex matters, providing advice and support to the Information Technology and Business Transformation sections of the Strategic Transformation Group, as well as to the Region's Risk Management & Insurance group. This legal support will also provide advice and legal review services in the area of IT contracts, an area with increasing specialization and cross-departmental implications.

Need:

As Halton moves to implement its digital strategy over the next several years there will be a significant increase and/or revision to the IT products used corporate wide, the collection use of digital personal information and integration of processes across departments. Legal issues are arising with increasing frequency in these areas and having timely access to advice and representation will permit for flexibility and responsiveness in this area.

In addition, the corporate wide area of insurance and risk management regularly requires legal advice and assistance and complex, strategic issues that require timely input not always available through external legal counsel.

This position will provide overall, consistent advice and representation for these complex activities, ensuring that cross-departmental issues are canvassed and appropriately addressed.

Implications:

Insufficient internal resources requires the Region to hire an increased number of external counsels to assist with these development of internal consistency and expertise. This places an increased demand on existing staff to manage time sensitive and complex matters without building internal stable relationships to improve service delivery.

Alternatives:

The alternative is to hire external legal counsel or to contract a lawyer to work internally for a period of time, which may not be beneficial as the Region continues to face complex claims and insurance matters, as well as the implementation of the digital strategy.

Reference:

N/A

Strategic Investment

Policy Advisor, Information Management

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

Program Details	
Department	Legislative & Planning Services
Division	Legal Services
Program	Legal Services
Cost Centre	652000

Complement Details	
Position Title	Policy Advisor, Information Management
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	118,580	118,580
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	118,580	118,580
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 118,580	\$ 118,580

Business Case

Recommendation:

Approve 1.0 FTE for a Policy Advisor, Information Management to support growing demands related to moving to an increasingly digital environment and to support the policy and best practices for delivery of enhanced customer service, operational and strategic decision making and reporting.

Need:

As Halton Region moves to implement its digital strategy over the next several years there is a need for comprehensive analysis, policy and best practices to govern a significant increase and/or revision to the IT products, the collection and use of digital personal information and the integration of processes across departments and with the public.

In addition, initiatives related to Halton's Data Management Strategy, support the organization through digital transformation and deliver continuous improvements and enhancement alongside industry best practices.

This position will provide overall, consistent advice and representation for these complex activities, ensuring that cross-departmental issues are canvassed and appropriately addressed.

Implications:

Continued investment in data management ensures that the Region is well-positioned to respond to residents' evolving communication and service delivery expectations.

Alternatives:

The alternative is to either not carry out the work or to bring in external resources to work with existing staff who may be able to contribute to the tasks in addition to their current duties. These alternatives will likely result in slower implementation of best practices and policies as they pertain to the digital strategy and could result in a piecemeal approach as a result.

Reference:

N/A

COVID-19 Impacts

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
COVID-19 Impacts										
FN	Supply Chain Management	Supply Chain Coordinator	1.0	-	\$ 94,240	\$ 98,489	\$ -	\$ -	\$ -	\$ 98,489
SCS	Children's Services	Early Childhood Educator - Relief	-	1,760.5	84,280	84,280	(84,280)	-	-	-
SCS	Services for Seniors	Manager, IPAC Compliance	1.0	-	164,910	166,744	-	-	(116,720)	50,024
SCS	Services for Seniors	Social Worker	1.0	-	132,340	132,340	-	-	(92,650)	39,690
SCS	Services for Seniors	Program & Policy Analyst	1.0	-	120,370	122,204	-	-	(85,540)	36,664
SCS	Services for Seniors	Scheduling Clerk	2.0	-	167,770	167,770	-	-	(117,440)	50,330
SCS	Services for Seniors	Workforce Management Coordinator	1.0	-	87,290	87,290	-	-	(61,100)	26,190
SCS	Services for Seniors	Staff Training - Relief Hours	-	6,453.5	203,830	203,830	-	-	(142,700)	61,130
Health	Infectious Disease Control	Public Health Inspector	2.0	-	237,160	244,670	-	-	(141,909)	102,761
Health	Healthy Schools & Communities	Manager, Vaccine Management	1.0	-	162,410	166,165	-	-	(96,376)	69,789
Health	Healthy Schools & Communities	Pharmacist	2.0	-	290,840	298,350	-	-	(173,043)	125,307
Health	Healthy Schools & Communities	Pharmacy Assistant	1.0	-	85,990	89,745	-	-	(52,052)	37,693
Health	Healthy Schools & Communities	Public Health Nurse	2.0	-	231,620	239,130	-	-	(138,695)	100,435
Total COVID-19 Impacts			15.0	8,214.0	\$ 2,063,050	\$ 2,101,007	\$ (84,280)	\$ -	\$ (1,218,225)	\$ 798,502

Recovery Details:

Early Childhood Educator – transferred from Purchased Services to Personnel Costs
Manager, IPAC Compliance – 70% funded from Ministry of Long-Term Care
Social Worker – 70% funded from Ministry of Long-Term Care
Program & Policy Analyst – 70% funded from Ministry of Long-Term Care
Scheduling Clerk – 70% funded from Ministry of Long-Term Care
Workforce Management Coordinator – 70% funded from Ministry of Long-Term Care
Staff Training, Relief Hours – 70% funded from Ministry of Long-Term Care
Public Health Inspector – 58% funded from Ministry of Health
Manager, Vaccine Management – 58% funded from Ministry of Health
Pharmacist – 58% funded from Ministry of Health
Pharmacy Assistant – 58% funded from Ministry of Health
Public Health Nurse – 58% funded from Ministry of Health

Strategic Investment

Supply Chain Coordinator

Funding Source	Tax
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Program Details	
Department	Finance
Division	Supply Chain Management
Program	Supply Chain Management
Cost Centre	684100

Complement Details	
Position Title	Supply Chain Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 94,240	\$ 94,240
Materials & Supplies	3,249	84
Purchased Services	1,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	98,489	94,324
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	98,489	94,324
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 98,489	\$ 94,324

Business Case

Recommendation:

Approve 1.0 FTE Supply Chain Coordinator to provide support for supply chain initiatives. This new position will support the Supply Chain Management division by processing contract extensions, preparing reports, administering electronic procurement functions and performing administrative and reporting functions for the planned Vendor Performance Management Program.

Need:

The Region delivers services to the public through the procurement of various goods and services that require ongoing contract and vendor performance oversight. The Supply Chain Management team within the Supply Chain Management Division provides support for contract management, market research, reporting and analysis, data management and strategic projects. The team will also be responsible for the administration and oversight of the planned Vendor Performance Management Program and the implementation of the revised Procurement By-Law that is currently under development.

The need for enhanced service delivery to internal and external stakeholders continues to increase as the market continues to change and evolve with new goods and service offerings. This leads to changes in procurement practices and relating support services provided to inform sourcing strategy. Centralized inventory requirements are also changing and require enhanced data analysis and reporting support. To ensure continued growth in service delivery provided by the Supply Chain Management team and successful implementation and ongoing administration of the planned Vendor Performance Management Program, additional resources are required. The Vendor Performance Management Program will include ongoing support and training to various staff at the Region, and a new or solution to collect required information and ongoing reporting and oversight.

This position will assist with contract extension processing, perform administrative and reporting functions relating to the new Vendor Performance Management Program and perform administrative functions for electronic procurement. This supports more senior positions within the team by enhancing other planned reporting and market research initiatives as well as process improvements.

Implications:

Additional staff support will allow the Supply Chain Management Division to enhance current service delivery and implement the new Vendor Performance Management Program, while managing the increased demands on the division due to growth in the Region and an evolving procurement landscape. The position will also assist in monitoring compliance with the Procurement By-Law and related policies and procedures.

Alternatives:

An alternative to this role is to hire temporary contract staff which would not be as efficient as having an integrated team, and would not allow for succession planning. This position will be responsible for the administration of a new program with a high impact to the Region. It is important to find an individual with the required skillset to ensure success of the new initiative.

Reference:

N/A

Strategic Investment

Early Childhood Educator - Relief

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

Program Details	
Department	Social & Community Services
Division	Children's Services
Program	Regional Child Care Centres
Cost Centre	320221

Complement Details	
Position Title	Early Childhood Educator - Relief
FTE Impact	0.0
Relief Hours Impact	1760.5
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 84,280	\$ 84,280
Materials & Supplies	-	-
Purchased Services	(84,280)	(84,280)
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 Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

To recommend that the existing temporary agencies budget historically earmarked for the Regional Child Care Centres' (RCCCs) staffing relief pool be converted to relief hours.

Need:

The RCCCs have a pool of relief staff used to backfill regular staff absences at any of the three Regional Child Care Centres (Maple, Margaret, and Sedgewick). Historically, there has been no budget in the Personnel Services line. Instead, there is an amount of \$84,300 budgeted in Temporary Employment Agencies under Purchased Services, which has been used to partially offset the relief staffing pool costs.

The intent of this change is to better align the budget to where the actuals are incurred, enabling a more transparent, and easily linkable comparison.

Implications:

No Provincial funding impact as there is no net increase or decrease to the budget, only a conversion of the existing temporary agencies budget to relief hours.

Alternatives:

If not approved, the budget would remain under Purchased Services.

Reference:

N/A

Strategic Investment Manager, IPAC Compliance

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

Program Details	
Department	Social & Community Services
Division	Services for Seniors
Program	Shared Services
Cost Centre	331000

Complement Details	
Position Title	Manager, IPAC Compliance
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 164,910	\$ 164,910
Materials & Supplies	1,834	84
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	166,744	164,994
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	166,744	164,994
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(116,720)	(116,720)
Non-Subsidy Revenue	-	-
Total Revenue	(116,720)	(116,720)
	-	-
Net Program Expenditures	\$ 50,024	\$ 48,274

Business Case

Recommendation:

To create a position that oversees clinical compliance and Infection prevention and control for the Region's LTC homes and community programs.

Need:

COVID 19 highlighted a significant gap in key clinical oversight within Services for Seniors. The Shared Services team is lacking overarching clinical development and direction to the Regions LTC homes and Community programs. This role will lead the development, implementation and auditing of policies and Infection Control and prevention activities with the clinical practice lead to assist the homes with areas of non-compliance or identified weaknesses. This role is supported by the MLTC direction regarding increased IPAC oversight and addresses the need to have increased clinical oversight within the Shared Services team. This role will also be key in supporting many of the clinical initiatives that will be implemented to support the Dementia Strategy Framework. The expertise required and current reporting relationships means that this position should be a manger reporting to the Director as they will be required to direct staff at the home level.

Implications:

This is a net new position, while not directly funded it should be noted that the Nursing and Personal Care envelopes have increased over the last 5 years, in response to the increasing clinical equity and complexity of our resident population.

Alternatives:

To continue to use existing fragmented model with a lack of clinical oversight which may lead to non compliance with regulated programs.

Reference:

N/A

Strategic Investment Social Worker

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

Program Details	
Department	Social & Community Services
Division	Services for Seniors
Program	Long Term Care
Cost Centre	331470

Complement Details	
Position Title	Social Worker
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 132,340	\$ 132,350
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	132,340	132,350
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	132,340	132,350
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(92,650)	(92,650)
Non-Subsidy Revenue	-	-
Total Revenue	(92,650)	(92,650)
	-	-
Net Program Expenditures	\$ 39,690	\$ 39,700

Business Case

Recommendation:

To make permanent the current contracted Shared Services Social Worker that is supporting the LTC homes with admissions and social work coverage.

Need:

Over the 18 months, Services for Seniors has had a contracted Social Worker position to support the multitude of tasks associated with admissions. The Social Worker is responsible for reviewing multiple applications to the waiting list, liaising with appropriate staff for review, following up with Home and Community Care (formerly LHIN); extending bed offer; discussion with POA, obtaining background information; facilitating tour of room (as applicable); related communications to the departments; ensuring the room is ready for admissions; completing psychosocial assessments, coordinating internal transfers as needed; follow up with staff as needed.

This position supports the home-based Social Workers enabling them to focus on the complex mental health challenges and concerns related to social isolation amongst our resident population and struggle to support these needs.

We recognize that there is an increased need for clinical Social Work services in the home to support the various mental health needs of the residents and their families. This support includes advocating for and assisting with care planning to improve a resident's wellbeing, responding to a crisis, and working with families and residents in need of emotional and clinical supports.

The home's Social Worker is also the liaison between the Home and the Family Council and a critical component of many responsive behaviour supports and home committees. The ability of the home-based Social Workers to act as true Social Workers for the residents in the home is limited by the focus involved in supporting admissions. There is currently no backfill available for vacations and absences despite this being a key operational position.

Implications:

This position is able to be funded through the MLTC NPC funding envelopes.

Alternatives:

To continue to have the homes Social Workers focus on admissions and discharges and limit the Social Work services available to residents and families.

Reference:

N/A

Strategic Investment Program & Policy Analyst

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

Program Details	
Department	Social & Community Services
Division	Services for Seniors
Program	Shared Services
Cost Centre	331030

Complement Details	
Position Title	Program & Policy Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 120,370	\$ 120,370
Materials & Supplies	1,834	84
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	122,204	120,454
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	122,204	120,454
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(85,540)	(85,540)
Non-Subsidy Revenue	-	-
Total Revenue	(85,540)	(85,540)
	-	-
Net Program Expenditures	\$ 36,664	\$ 34,914

Business Case

Recommendation:

Approve 1.0 FTE for a Program & Policy Analyst in Services for Seniors.

Need:

Approval of this role in Service for Seniors will support the needed monitoring and analysis of legislative changes and emerging requirements as well as keep up with other developments in the areas of long term care and community programs. It will also support the division with needed resourcing for ongoing policy management.

Policy development and policy management are fundamental to compliance for prescriptive legislation and for the provision of safe and quality programs in Services for Seniors. Throughout the pandemic and during the current response and recovery phase, the importance and need for policy work has been amplified. Expedious policy development has been required and remains necessary to ensure the divisions alignment with evolving COVID guidelines and Ministry Directives. The pandemic has also exposed significant long-standing challenges in the long-term care sector which have resulted in a LTC Commission and subsequent recommendations focused on staffing, quality of resident care, infrastructure, infection prevention and control, and best practices and promising ideas that can be adopted and expanded to improve long-term care. Further, there is current work on developing National Standards for Long-term care as well as changes to requirements for community support programs. The policy implications are significant and necessitate need for a full-time Program & Policy Analyst.

Implications:

Net new FTE requirement.

Alternatives:

Should a 1.0 FTE Program & Policy Analyst not be approved, all policy work would remain an overarching responsibility of the CQI Risk Manager with support from the CQI Team and program area experts. There is risk to continuing with the current model given the dedicated attention required to synthesize new information and emerging legislation. The current model is not sufficiently resourced to support the identified needs for developing and maintaining policy across the division.

Reference:

N/A

Strategic Investment Scheduling Clerk

Funding Source	Tax
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Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Shared Services
Cost Centre	331020

Complement Details

Position Title	Scheduling Clerk
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 167,770	\$ 167,770
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	167,770	167,770
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	167,770	167,770
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(117,440)	(117,440)
Non-Subsidy Revenue	-	-
Total Revenue	(117,440)	(117,440)
	-	-
Net Program Expenditures	\$ 50,330	\$ 50,330

Business Case

Recommendation:

That the current contracted resources for schedulers put in place during the implementation phase of the centralized scheduling project be made permanent.

Need:

In 2019 LEG Consulting completed review of Centralized Scheduling and made several proposals/recommendations related to roles and increasing the scope of the scheduler. In 2021 the schedulers were removed from the Union to enable the appropriate roles assignments and to provide expanded task allocations. Centralized scheduling currently schedules all departments in the homes, despite the initial resources only be partially sufficient to support nursing schedules in the home. The subsequent resources necessary to support this was added as a non-comp. Over the last three years that centralized scheduling has been operational, we have seen increasing challenges related to, reduced staffing pools, the availability of staff, co hurting requirements all of which increase the time and efforts required to schedule staff. In addition, the scheduling office provides extended coverage which represents an additional 4 hours per day. This added support requires additional resources. Schedulers often attend weekly meetings with each home to review the upcoming weekly schedule, strategize to fill shifts, and review recruitment efforts and staff WSIB/STD/LTD status, and return to work, a net new activity.

Implications:

This would have a budget impact of 167,770.00 not offset by other funding.

Alternatives:

Without these resources we would continue with the use of contracted services to support the scheduling functions.

Reference:

N/A

Strategic Investment

Workforce Management Coordinator

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Services for Seniors
Program	Shared Services
Cost Centre	331020

Complement Details	
Position Title	Workforce Management Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 87,290	\$ 87,290
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	87,290	87,290
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	87,290	87,290
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(61,100)	(61,100)
Non-Subsidy Revenue	-	-
Total Revenue	(61,100)	(61,100)
	-	-
Net Program Expenditures	\$ 26,190	\$ 26,190

Business Case

Recommendation:

To eliminate one of the contracted resources for Workforce Management Coordinators and make permanent the second position.

Need:

To support the implementation of centralized scheduling and WFM software, two WFM Coordinator positions were implemented. In 2019 LEG Consulting completed review of Centralized Scheduling and made several proposals/recommendations related to roles and scope of the Workforce Management Coordinator. It has been identified that to effectively manage the scheduling and WFM needs one permanent WFM Coordinator position is required. This position supports the daily management of timekeeper activities, coding of WFM-related tasks, timesheets exception review, and validation. In addition to ongoing training and auditing related to ensuring that time-off requests, stats, etc... align with collective agreements. They respond to numerous staff queries related to entitlement banks and audits. This position is also responsible for completing payroll preparation and submission.

Implications:

This would be an ongoing shared services cost related to scheduling and WFM.

Alternatives:

To continue with the current use of contracted services to support this position.

Reference:

N/A

Strategic Investment

Staff Training - Relief Hours

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long Term Care
Cost Centre	Various

Complement Details

Position Title	Staff Training - Relief Hours
FTE Impact	0.0
Relief Hours Impact	6453.5
Personnel Group	OPSEU_LTC

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 203,830	\$ 203,830
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	203,830	203,830
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	203,830	203,830
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(142,700)	(142,700)
Non-Subsidy Revenue	-	-
Total Revenue	(142,700)	(142,700)
	-	-
Net Program Expenditures	\$ 61,130	\$ 61,130

Business Case

Recommendation:

That an investment is made into the ongoing mandatory education of long-term care (LTC) home staff.

Need:

Consistent with the Honourable Justice Eileen E. Gillese as part of the Public Inquiry on the Safety of Residents in the LTC Home System, training should be completed during regular work hours and staff should be paid for their time spent in training. The Ontario LTC COVID-19 Commission Final Report recommends enhanced education and training that prioritizes geriatric care, comprehensive and meaningful training in palliative and end-of-life care, and infection prevention and control (IPAC) training. Ensuring staff has the proper training and education to support compliance and proper care is vital. The Ministry Long-Term Care has several annual educational requirements including abuse prevention, lift and transfer training, pain management, resident rights, etc. These are mandatory and all staff must demonstrate both completion and comprehension of the training. The LTC homes have relied heavily on the use of TRAKS (the Region's Learning Management System) to provide both LTC-specific but also corporate education. While online education can help support the large volume of training required, it is not appropriate for behaviour-related training and hands-on training such as lifts and transfers. In late 2019, an organizational assessment at the Allendale home was completed and a lack of training opportunities and dedicated training time was noted as an area of concern by staff. Investing in our staff will be an essential component of growing and retaining our workforce, in addition to ensuring we meet the Ministry's increasing education and training requirements.

The current Services for Seniors budget does not reflect the true training needs at the homes. Staff is currently backfilled as needed and this is represented as a variance on our compensation line.

Implications:

There needs to be an investment of \$203,830 to reflect the ongoing cost of providing eight hours of staff training for ongoing mandatory education.

Alternatives:

To continue to run a variance related to staff training and education.

Reference:

N/A

Strategic Investment

Public Health Inspector

Funding Source	Tax
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Program Details	
Department	Health
Division	Infectious Disease Control
Program	Outbreak Management
Cost Centre	New

Complement Details	
Position Title	Public Health Inspector
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 237,160	\$ 237,160
Materials & Supplies	7,510	1,440
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	244,670	238,600
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	244,670	238,600
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(141,909)	(138,388)
Non-Subsidy Revenue	-	-
Total Revenue	(141,909)	(138,388)
	-	-
Net Program Expenditures	\$ 102,761	\$ 100,212

Business Case

Recommendation:

Approve 2.0 FTE Public Health Inspectors positions to support the work of the Outbreak Management team.

Need:

The Infectious Disease division manages all public health diseases of significance, including COVID-19. The division will manage diseases through two mechanisms: case and contact management, and outbreak management. In order to manage infectious disease outbreaks of all diseases of public health significance, including COVID-19, in settings such as: long-term care homes, retirement homes, correctional institutions, other congregate settings, schools, child care facilities and workplaces, additional staff are required. An additional 2.0 FTE Public Health Inspectors within the Outbreak Management team will work to mitigate the spread of COVID-19 and other respiratory pathogens. Public Health Inspectors on this team will ensure congregate and community settings are well supported to prevent and control outbreaks through regular quality assurance. This will be achieved by ensuring that the most up to date guidance to prevent outbreaks within Halton congregate and community settings are in place and implemented in various settings.

Implications:

If this request is not approved, Public Health's ability to competently manage cases, contacts and outbreaks within the community and congregate settings would be reduced. Not having adequate staff to manage community outbreaks would place the health of residents in our community at risk.

Alternatives:

Hire temporary staffing, although this is not a long-term solution. Hiring qualified staff with the necessary skills and experience is very challenging when only temporary contracts are offered versus permanent positions.

Reference:

N/A

Strategic Investment Manager, Vaccine Management

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

Program Details	
Department	Health
Division	Healthy Schools & Communities
Program	Vaccine Clinics and Vaccine Management
Cost Centre	Various

Complement Details	
Position Title	Manager, Vaccine Management
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 162,410	\$ 162,410
Materials & Supplies	3,755	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	166,165	163,130
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	166,165	163,130
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(96,376)	(94,615)
Non-Subsidy Revenue	-	-
Total Revenue	(96,376)	(94,615)
Net Program Expenditures	\$ 69,789	\$ 68,515

Business Case

Recommendation:

Approve 1.0 FTE Manager for the Vaccine Clinics and Vaccine Management programs.

Need:

In 2021, through the implementation of the vaccine clinics for Grade 7 students and the COVID-19 vaccine rollout program, it became evident that program enhancements were needed to sustain the core essential services of the immunization program on an ongoing basis. In the 2022 budget, the immunization program has been redesigned into two areas of focus, namely Vaccine Clinics and Vaccine Management.

The Vaccine Clinics program is responsible for the delivery and administration of the COVID-19 vaccination clinics and the school-based immunization program, enforcing the Immunization of School Pupils Act (ISPA), ensuring immunization reporting requirements of the Child Care and Early Years Act (CCEYA) are met and ensuring that all Adverse Events from Immunization (AEFI) reports are investigated. Vaccine Management is responsible for the safe management of vaccines, distribution of all publicly-funded vaccines and completing all cold chain inspections.

There is currently one Manager for Vaccine Clinics and Vaccine Management. An additional 1.0 permanent FTE Manager is required to improve the ability of the Vaccine Clinics and Vaccine Management programs to deliver increased workloads for core public health immunization requirements and meet the increased demands due to population growth. Public Health will continue to play an integral role in managing publicly funded vaccines, inclusive of the expanded complement of COVID-19 vaccines.

Implications:

If this request is not approved, Public Health cannot optimize on efficiency improvements in the Vaccine Management Program. Immunization is the best way to protect the community from vaccine preventable diseases. The most recent evidence are the results of COVID-19 vaccinations in 2021.

Alternatives:

Hire temporary staffing, although this is not a long-term sustainable solution. Hiring qualified staff with the necessary skills and experience is very challenging when only temporary contracts are offered versus permanent positions.

Reference:

N/A

Strategic Investment Pharmacist

Funding Source	Tax
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Program Details	
Department	Health
Division	Healthy Schools & Communities
Program	Vaccine Clinics and Vaccine Management
Cost Centre	Various

Complement Details	
Position Title	Pharmacist
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 290,840	\$ 290,840
Materials & Supplies	7,510	1,440
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	298,350	292,280
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	298,350	292,280
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(173,043)	(169,522)
Non-Subsidy Revenue	-	-
Total Revenue	(173,043)	(169,522)
Net Program Expenditures	\$ 125,307	\$ 122,758

Business Case

Recommendation:

Approve 2.0 permanent FTE Pharmacists for the Vaccine Management program.

Need:

In 2021, through the implementation of the vaccine clinics for Grade 7 students and the COVID-19 vaccine rollout program, it became evident that program enhancements were needed to sustain the core essential services of the immunization program on an ongoing basis. In the 2022 budget, the immunization program has been redesigned into two areas of focus, namely Vaccine Clinics and Vaccine Management. The Vaccine Clinics program is responsible for the delivery and administration of the remaining requirements for COVID-19 vaccination clinics and the Grade 7 school-based immunization program. Vaccine Management is responsible for the distribution of all publicly-funded vaccines, completing all cold chain inspections and enforcing the ISPA and CCEYA. In 2021, as part of the COVID-19 vaccine rollout program, Public Health hired a temporary pharmacy team to manage the vaccine depot. The value of having the expertise of a pharmacy team was realized. Pharmacists were brought in to ensure that the various COVID-19 vaccines used in the public health community clinics, mobile teams and primary care offices were distributed, transported, stored and handled in a manner that prevents waste and preserves the safety and integrity of the vaccines while conducting complex perpetual vaccine inventory management.

2.0 permanent FTE Pharmacists are required to improve the ability of the Vaccine Clinics and Vaccine Management programs to deliver their services. Public Health will continue to play an integral role in managing publicly funded vaccines, inclusive of the expanded complement of COVID-19 vaccines. The additional staffing resources are needed to safely and efficiently manage the increase in vaccine administration, inventory, orders and distribution of vaccines to health care providers, managing the significant increase in reporting by physicians to public health for adverse events following immunization investigations, completing required cold chain inspection to inquiries related to vaccine management, and meeting increased demands on services due to population growth.

Implications:

If this request is not approved, Public Health cannot optimize on efficiency improvements in the Vaccine Management Program. Immunization is the best way to protect the community from vaccine preventable diseases. The most recent evidence are the results of COVID-19 vaccinations in 2021.

Alternatives:

Hire temporary staffing, although this is not a long-term sustainable solution. Hiring qualified staff with the necessary skills and experience is very challenging when only temporary contracts are offered versus permanent positions.

Reference:

N/A

Strategic Investment Pharmacy Assistant

Funding Source	Tax
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Program Details	
Department	Health
Division	Healthy Schools & Communities
Program	Vaccine Clinics and Vaccine Management
Cost Centre	Various

Complement Details	
Position Title	Pharmacy Assistant
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 85,990	\$ 85,990
Materials & Supplies	3,755	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	89,745	86,710
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	89,745	86,710
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(52,052)	(50,292)
Non-Subsidy Revenue	-	-
Total Revenue	(52,052)	(50,292)
Net Program Expenditures	\$ 37,693	\$ 36,418

Business Case

Recommendation:

Approve 1.0 FTE Pharmacy Assistant for the Vaccine Management program.

Need:

In 2021, through the implementation of the vaccination clinics for Grade 7 students and the COVID-19 vaccine rollout program, it became evident that program enhancements were needed to sustain the core essential services of the immunization program on an ongoing basis. In the 2022 budget, the immunization program has been restructured into two areas of focus, Vaccine Clinics and Vaccine Management.

The Vaccine Clinics program is responsible for the delivery and administration of the remaining requirements for COVID-19 vaccination clinics and the ongoing Grade 7 school-based immunization program, enforcing the Immunization of School Pupils Act (ISPA), ensuring immunization reporting requirements of the Child Care and Early Years Act (CCEYA) are met and ensuring that all Adverse Events from Immunization (AEFI) reports are investigated. Vaccine Management is responsible for the safe management of vaccines, distribution of all publicly-funded vaccines and completing all cold chain inspections. In 2021, as part of the COVID-19 vaccine rollout program hired a temporary pharmacy team to manage the vaccine depot. The value of having the expertise of a pharmacy team was realized. The pharmacy team was brought in to ensure that the various COVID-19 vaccines used in the public health community clinics, mobile teams and primary care offices were distributed, transported, stored and handled in a manner that prevents waste and preserves the safety and integrity of the vaccines while conducting complex perpetual vaccine inventory management.

1.0 permanent FTE Pharmacy Assistant is required to improve the ability of the Vaccine Management program to deliver its services. Public Health will continue to play an integral role in managing publicly funded vaccines, inclusive of the expanded complement of COVID-19 vaccines. The additional staffing resources are needed to safely and efficiently manage the increase in vaccine administration orders and distribution of vaccines to health care providers.

Implications:

If this request is not approved, Public Health cannot optimize on efficiency improvements in the Vaccine Management Program. Immunization is the best way to protect the community from vaccine preventable diseases. The most recent evidence are the results of COVID-19 vaccinations in 2021.

Alternatives:

Hire temporary staffing, although this is not a long-term sustainable solution. Hiring qualified staff with the necessary skills and experience is very challenging when only temporary contracts are offered versus permanent positions.

Reference:

N/A

Strategic Investment Public Health Nurse

Funding Source	Tax
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Program Details	
Department	Health
Division	Healthy Schools & Communities
Program	Vaccine Clinics and Vaccine Management
Cost Centre	Various

Complement Details	
Position Title	Public Health Nurse
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	ONA_HEALTH

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 231,620	\$ 231,620
Materials & Supplies	7,510	1,440
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	239,130	233,060
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	239,130	233,060
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(138,695)	(135,175)
Non-Subsidy Revenue	-	-
Total Revenue	(138,695)	(135,175)
Net Program Expenditures	\$ 100,435	\$ 97,885

Business Case

Recommendation:

Approve 2.0 permanent FTE Public Health Nurses for the Vaccine Clinics and Vaccine Management programs.

Need:

In 2021, through the implementation of the vaccine clinics for Grade 7 students and the COVID-19 vaccine rollout program, it became evident that program enhancements were needed to sustain the core essential services of the immunization program on an ongoing basis. In the 2022 budget, the immunization program has been redesigned into two areas of focus, namely Vaccine Clinics and Vaccine Management.

The Vaccine Clinics program is responsible for the delivery and administration of the remaining requirements for COVID-19 vaccination clinics and the ongoing Grade 7 school-based immunization program, enforcing the Immunization of School Pupils Act (ISPA), ensuring immunization reporting requirements of the Child Care and Early Years Act (CCEYA) are met and ensuring that all Adverse Events from Immunization (AEFI) reports are investigated. Vaccine Management is responsible for the safe management of vaccines, distribution of all publicly-funded vaccines and completing all cold chain inspections.

2.0 permanent FTE Public Health Nurses are required to improve the ability of the Vaccine Clinics and Vaccine Management programs to deliver increased workloads for core public health immunization requirements and meet the increased demands due to population growth. Public Health will continue to play an integral role in managing publicly funded vaccines, inclusive of the expanded complement of COVID-19 vaccines.

Implications:

If this request is not approved, Public Health cannot optimize on efficiency improvements in the Vaccine Management Program. Immunization is the best way to protect the community from vaccine preventable diseases. The most recent evidence are the results of COVID-19 vaccinations in 2021.

Alternatives:

Hire temporary staffing, although this is not a long-term sustainable solution. Hiring qualified staff with the necessary skills and experience is very challenging when only temporary contracts are offered versus permanent positions.

Reference:

N/A

Community Safety and Well-Being Plan & Halton Region Community Investment Fund

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Community Safety and Well-Being Plan & Halton Region Community Investment Fund										
FN	Financial Services & Payroll	Financial Analyst - Accounting	1.0	-	\$ 118,580	\$ 120,680	\$ -	\$ -	\$ -	\$ 120,680
SCS	Employment & Social Services	ESS: Food Vouchers	-	-	-	300,000	-	-	-	300,000
SCS	Housing Services	Halton Rental Assistance Program	-	-	-	2,065,000	-	(492,000)	(1,000,000)	573,000
SCS	Human Services Planning & Program Support	HRCIF Investment Fund	-	-	-	250,000	-	-	-	250,000
Total Community Safety and Well-Being Plan & Halton Region Community Investment Fund			1.0	-	\$ 118,580	\$ 2,735,680	\$ -	\$ (492,000)	\$ (1,000,000)	\$ 1,243,680

Recovery Details:

Rent Supplement – \$1 million funded from Social Services Relief Fund & \$492k funded from COVID-19 stabilization reserve

Strategic Investment

Financial Analyst - Accounting

Funding Source	Tax
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Program Details	
Department	Finance
Division	Financial Services & Payroll
Program	HCHC
Cost Centre	681300

Complement Details	
Position Title	Financial Analyst - Accounting
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	-	-
Purchased Services	2,100	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	120,680	118,580
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	120,680	118,580
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 120,680	\$ 118,580

Business Case

Recommendation:

Approve 1.0 FTE Financial Analyst - Accounting to provide permanent analytical support for Halton Community Housing Corporation's (HCHC) budget, accounting and financial reporting. This new position will support the Financial Services & Payroll Division by meeting HCHC audit deliverables, month-end reporting, arrears and vacancy analysis, year-end financial statements and annual information returns (AIR) requirements. This position will also provide business support testing for the Region/HCHC's enterprise resource planning (ERP), System, Applications and Products (SAP) and other systems that integrate with Finance.

Need:

The Financial Reporting team currently has one Senior Financial Analyst to support HCHC and this position is responsible for accounting and financial reporting for HCHC. It is recommended that a Financial Analyst be approved permanently to support the increased and ongoing financial analysis and reporting for HCHC.

Since 2017, HCHC has grown and acquired 249 new units which has translated to an increased volume of monthly transactions. For example, the number of journal entries for HCHC has increased on average by 69% since 2017, resulting in approximate entries to be processed each year. In addition, the HCHC models have expanded, and with increased complexities and different portfolio reporting requirements this has increased monthly entries, monthly and annual reports, audit deliverables and increased monitoring and compliance reporting such as arrears and vacancy for the HCHC Management Team.

Continuous improvement efforts identified ways to streamline work within the Financial Services & Payroll Division, and centralize reporting and analysis, such as deferred revenue and reserve, to the skillset in the Financial Reporting team. To ensure adequate internal controls over financial reporting for HCHC, Financial Reporting staff performs annual testing when enhancements to financial systems such as Yardi, SAP and the interface between Yardi and SAP are made. In addition, this position will provide back-up business support testing for the Region's ERP SAP and other systems integrated with Finance, such as Infor PS.

Implications:

There is an on-going obligation to ensure that accounting and financial reporting for HCHC is accurate, complete, and in accordance with Canadian Public Sector Accounting Standards. In addition, HCHC is subject to an annual external audit and the completion of annual Financial Information Returns. Continuity in this role will ensure monthly and annual reporting deliverables are met.

Alternatives:

Continue with temporary contract staff which is less efficient as there is a significant municipal sector and Region systems learning curve for this position. The continuous turnover of a contract staff places increased overtime on other team members to backfill during a gap in contract hiring. It also unduly burdens their workload due to a continuous training efforts.

Reference:

N/A

Strategic Investment

ESS: Food Vouchers

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Employment & Social Services
Program	Ontario Works Food Security
Cost Centre	310007

Complement Details	
Position Title	
FTE Impact	0.0
Relief Hours Impact	0.0
Personnel Group	

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	300,000	300,000
Total Direct Costs	300,000	300,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	300,000	300,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 300,000	\$ 300,000

Business Case

Recommendation:

That the Employment and Social Services Division's base budget be increased by \$300,000 to support the enhanced delivery of a food security program to Ontario Works (OW) recipients.

Need:

In an effort to increase food security to OW recipients and their families, the Employment and Social Services Division administers a Food Voucher program. Through this program, OW recipients can receive a \$20 grocery store gift card for each member of their family on a monthly basis. The current program provides vouchers at a retail price point, meaning limited buying power for clients. The current program also experiences inconsistencies in client access due to lack of transportation, and uneven program awareness.

Recognizing that food security and improving access to sufficient, safe and nutritionally adequate food in partnership with Halton's non-profit and community organizations is necessary to support health and well-being, a review was conducted of the existing program and it was determined that the program could be enhanced through delivery by community based food security agencies (food banks). The proposed new program will reach more Ontario Works clients, provide a more substantial nutritional basket than the current program, and simplify Regional administration.

Staff are working with community partners to finalize an enhanced food security program for Ontario Works clients. The new program will provide clients with significantly more food per person than the existing program by leveraging the expertise of our community partners. These partners have well established food donation, reclamation, and bulk purchasing and storage capabilities. To achieve the noted benefits of the new program, an additional \$300,000 is required.

Implications:

The COVID-19 pandemic has laid bare the ongoing challenges of many Halton residents to achieve food security. Ontario Work recipients are a group at significant risk of food insecurity. A new community based program will build on the expertise and infrastructure of food security organizations operating in Halton. It would position Halton Region as a provincial leader in supporting a vulnerable population.

Alternatives:

Should this request not be approved, staff will consider program modifications, within the existing budget that would either: reduce the number of households supported, or decrease the size of each nutritional basket provided.

Reference:

N/A

Strategic Investment

Halton Rental Assistance Program

Funding Source

Tax

Program Details

Department	Social & Community Services
Division	Housing Services
Program	Halton Rental Assistance Program (HRAP) and Commercial Rent Supplement Program
Cost Centre	380528, 380520, 327208, 380511

Complement Details

Position Title	
FTE Impact	0.0
Relief Hours Impact	0.0
Personnel Group	

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	2,065,000	2,707,000
Total Direct Costs	2,065,000	2,707,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(492,000)	-
Gross Operating Expenditures	1,573,000	2,707,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(1,000,000)	-
Non-Subsidy Revenue	-	-
Total Revenue	(1,000,000)	-
	-	-
Net Program Expenditures	\$ 573,000	\$ 2,707,000

Business Case

Recommendation:

Approve a \$2.065 million investment in the Halton Rental Assistance Program (HRAP) and provincially mandated Housing Program (Commercial) to support an increase in rent supplement units related to COVID-19 pressures and new housing units in support of the Region's Comprehensive Housing Strategy (CHS).

Need:

The Region is facing an operating pressure in rent supplement programs in 2022, specifically the Halton Rental Assistance Program (HRAP) and Provincially mandated but Regionally funded Housing Program (Commercial). The 2022 impact will be partially addressed through one-time funding of \$1.0 million through the Social Services Relief Fund (SSRF) and a one-time transfer from the COVID-19 Stabilization Reserve of \$492,000, resulting in a net regional budget impact of \$573,000 in 2022. A multi-year plan is under development to manage this risk. The Region will also continue to strategically advocate to the provincial government for increased funding for homelessness prevention to mitigate this cost pressure. Projected increases in rent supplement programs are related mainly to the COVID-19 pandemic, which has resulted in an unprecedented increase in households accessing the Region's emergency shelter system, and the Region's action to transition these residents to permanent housing options using rent supplements. Rent supplements allow low-income households to enter the private rental market. It is expected that these COVID-19 rent supplement-funded units will be an ongoing cost in 2022 and beyond. Further drivers include new housing opportunities previously approved to support the Comprehensive Housing Strategy and increases in private market rental costs (meaning a higher rent supplement is required to maintain affordability). The Region will also continue to advocate to the provincial government for increased funding for homelessness prevention to mitigate this cost pressure. The Halton Rental Assistance Program and the Commercial Rent Supplement Programs are 100% Regionally funded and provide funding directly to private market landlords to make rent affordable to Halton applicants on the Halton Access to Community Housing (HATCH) waitlist. Together the programs have supported 534 households with permanent housing since 2014.

Implications:

Should the investment not be approved, staff will reduce available rent supplement units and therefore decrease the total number of assisted housing opportunities for Halton residents. This could also result in a corresponding increase in the number of Halton households on the HATCH waitlist. It is also anticipated that additional precariously housed individual and families will enter the Halton emergency shelter system.

Alternatives:

Given that the budget pressure relates to committed rent supplements (i.e. sitting tenants), the Region would attrition current rent supplement units upon vacancy. As noted above, this would reduce the number of available assisted housing options in the Region.

Reference:

SS-19-19/LPS86-19 re: "Comprehensive Housing Strategy 2014 - 2024 Five Year Review" and **SS-11-21** re: "Comprehensive Housing Strategy 2014-2024 Annual Progress Report."

Strategic Investment

HRCIF Investment Fund

Funding Source	Tax
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Program Details	
Department	Social & Community Services
Division	Human Services Planning & Program Support
Program	Human Services Planning & Investment
Cost Centre	524400

Complement Details	
Position Title	HRCIF Investment Fund
FTE Impact	0.0
Relief Hours Impact	0.0
Personnel Group	

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	250,000	250,000
Total Direct Costs	250,000	250,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	250,000	250,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 250,000	\$ 250,000

Business Case

Recommendation:

Approve a \$250,000 increase in funding to the Halton Region Community Investment Fund (HRCIF) from the current approved budget of \$3.5 million to a total of \$3.75 million.

Need:

The HRCIF enhances the health, safety and well-being of Halton residents through \$3.5 million in annual funding to non-p programs and initiatives. In 2021, a wide range of programs have been funded to support the well-being of children, youth and older adults; strengthen food security among residents with low incomes; enhance mental health; and address small capital needs of community agencies. In addition, the HRCIF continues to play an important role in meeting the needs of vulnerable populations during the COVID-19 pandemic.

The HRCIF is also a key tool to support the Halton Community Safety and Well-Being (CSWB) initiative. Since 2019, a number of steps have been taken to enhance the alignment between the HRCIF and CSWB planning to support an integrated approach to planning and investment in keeping with direction in Halton Region's 2019-2022 Strategic Business Plan. Consistent with the proactive nature of CSWB planning, applications to the HRCIF will be accepted throughout 2022 to address emergent issues.

As part of a commitment to equity, diversity and inclusion within CSWB, HRCIF investments are being made to strengthen equity and inclusion within the region. This includes funding for the Halton Equity and Diversity Roundtable as well as supports for equity-seeking groups.

Strengthening equity, diversity and inclusion in Halton is an emergent issue and additional investment in HRCIF is warranted to further support Halton residents. A \$250,000 increase in HRCIF funding will support Halton Region to meet new and emerging community needs and to continue with recovery from the impacts of the COVID-19 pandemic.

Implications:

An increase of \$250,000 will enhance the capacity of the HRCIF to address CSWB and other emergent community priorities including strengthening equity, diversity and inclusion in Halton.

Alternatives:

Maintain the program at 2021 funding levels. This will limit the amount of investment available to address CSWB and emergent priorities.

Reference:

SS-16-21/MO-03-21 - Update on Community Safety and Well-Being in Halton

SS-15-21 - Halton Region Community Investment Fund - 2020 allocations and update on 2021 funding

Planning and Growth Management

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Planning and Growth Management										
LPS	Planning Services	Development Engineer	1.0	-	\$ 145,420	\$ 150,615	\$ -	\$ -	\$ -	\$ 150,615
LPS	Planning Services	Junior Development Project Manager	1.0	-	118,580	122,245	-	-	-	122,245
LPS	Planning Services	Senior Project Manager (Aggregate)	1.0	-	145,420	149,270	-	-	-	149,270
PW	Infrastructure Planning & Policy	Project Manager I -Transportation	-	-	-	62,720	-	-	-	62,720
PW	Infrastructure Planning & Policy	Senior Construction Inspector	-	-	-	6,526	-	-	-	6,526
Total Planning and Growth Management			3.0	-	\$ 409,420	\$ 491,376	\$ -	\$ -	\$ -	\$ 491,376

Strategic Investment Development Engineer

Funding Source	Tax
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Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Community Planning
Cost Centre	210201

Complement Details	
Position Title	Development Engineer
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 145,420	\$ 145,420
Materials & Supplies	4,195	360
Purchased Services	1,000	1,000
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	150,615	146,780
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	150,615	146,780
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 150,615	\$ 146,780

Business Case

Recommendation:

Approve 1.0 FTE Development Engineer to align with the recent change to the organizational structure within Community Planning to respond to an increase in development applications and infrastructure approvals and support growth and economic development objectives.

Need:

The management structure of the Community Planning program within Legislative & Planning Services (LPS) was revised recently. The Manager role was split into a north/south geography, and a new Manager position was added. This addition was created to address a growing workload (driven by several factors, including increasing growth in Halton Hills and Milton) and to create a better overall balance between staff and management within the group. Under this, structure the development engineering review function with i Project Manager (DPM) FTEs and the supervisory Development Engineer position is under the Manager (South)'s oversight.

The development engineering review team continues to experience a high level of file load and an increase in the complex ongoing 2020 Allocation Program also adds pressures and expectations for the expeditious review of the applications as developers push to register their developments. An additional Development Engineer FTE would be a benefit to the organization in the face of these pressures. It would allow for a more balanced organizational structure in Community Planning. Each Manager would have a dedicated supervisory engineering position. It would also increase capacity from a leadership perspective regarding staff guidance, direction and issue resolution. This will help mitigate processing delays and potential errors and provide better support for DPM staff in their work. This also supports the Effective Government principles of Halton's Strategic Business Plan.

Implications:

The Development Engineer FTE will better align the management structure (north/south split) and allow each Community to have a dedicated engineer who will focus on the issues within that specific geographic area. They would have greater access to a supervisor for guidance, direction, and professional growth. Given Halton's growth level and the increasing complexity of developments, an additional supervisory level would ensure that issues are addressed efficiently, and processing delays are minimized. It would also provide the Development Project Managers with improved support.

Alternatives:

The alternative would be to retain the current structure with one Development Engineer.

Reference:

N/A

Strategic Investment

Junior Development Project Manager

Funding Source	Tax
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Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Community Planning
Cost Centre	210201

Complement Details	
Position Title	Junior Development Project Manager
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	3,415	-
Purchased Services	250	250
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	122,245	118,830
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	122,245	118,830
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 122,245	\$ 118,830

Business Case

Recommendation:

Approve 1.0 FTE Junior Development Project Manager position with the objective to establish an entry level position within the development engineering review function, which will aid in talent acquisition and retention, and provide support to the Development Project Managers (DPMs).

Need:

The development engineering review function within the Community Planning Section consists of six Development Project Managers and a Development Engineer in the supervisor role. The complement is augmented from time to time through contract DPM positions, intern positions and summer students. However, the hierarchy is relatively flat. With the DPM position requiring a minimum of four years of experience bringing new staff into the organization can be challenging. In comparison, the development and policy planning teams consist of intermediate and senior planners. Adding a Junior DPM position would strengthen the organization in several ways:

- establish an entry-level position for the development review function and enhance the ability to offer employees a career path/progression at the Region;

Region to more readily attract and secure new talent at the early stages of their career;

- allow DPMs to divest themselves of specific administrative tasks and less complex files enabling them to focus on more complex files and issues (which improves utilization of their more advanced skill set);

- add capacity where there is a continued high level of development projects and application review. The workload gap is being filled by way of contract staff. With the ongoing roll-out of the 2020 Allocation program and remaining SDEs from the previous programs, there are significant demands on the efficient review of development applications. Expectations for high service levels about the review of employment type application also continues (per Regional Council's Strategic Action Plan that identifies a need to support development and redevelopment of employment lands as key drivers of the Halton economy; and,

- provide opportunities for professional growth for the DPMs in terms of mentorship, leadership, coaching and training.

Implications:

Without this position, a gap will remain in the "organizational ladder" for the development engineering role, including chal new talent. Further, the existing workload gap would continue to be filled with contract staff, creating risks and inefficiencies. There is ongoing uncertainty that contract staff will remain for the duration of the contract. This risk is greater than with a full-time position. Hiring and training staff creates administrative demands on a busy staff complement. It reduces the efficiency of those staff that need to undertake the training.

Alternatives:

Alternatives would be to continue with the current approach of using Interns, Students and Contract positions to fill workload gaps and support the DPMs.

Reference:

N/A

Strategic Investment

Senior Project Manager (Aggregate)

Funding Source	Tax
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Program Details	
Department	Legislative & Planning Services
Division	Planning Services
Program	Community Planning
Cost Centre	210201

Complement Details	
Position Title	Senior Project Manager (Aggregate)
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 145,420	\$ 145,420
Materials & Supplies	2,975	780
Purchased Services	875	875
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	149,270	147,075
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	149,270	147,075
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 149,270	\$ 147,075

Business Case

Recommendation:

Approve 1.0 FTE Senior Project Manager (Aggregate) who will be dedicated to the long-term monitoring of aggregate-related agreements where Halton Region is a party to, and to provide quick launches of technical reviews of mineral aggregate extraction proposals.

Need:

Regional Council's Strategic Business Plan identifies a need to streamline the development review process. Since Council approved the Plan, many mineral aggregate extraction proposals have been consuming additional staff time and diverting resources away from core resource needs. A new Senior Project Manager will add a dedicated resource to support this anticipated long-term requirement to oversee Halton Region's aggregate monitoring work.

The additional capacity is needed to support the transition of hydrogeological work from the Region's Public Health Department to the Planning Services Division. Currently, this work is being completed by an Aggregate Monitor, a position intended to provide technical review support and one non-complement Manager and one non-complement Senior Planner. A permanent FTE will relieve the Aggregate Monitor position of the increased monitoring workload, freeing the existing resource to return to the intended hydrogeological technical review focus.

This aggregate-focused role will also establish a permanent base for the Region's institutional knowledge around aggregate production. The Senior Project Manager role will take ownership of refreshed policies and procedures guiding the technical review of mineral aggregate extraction proposals and, allowing for quicker project launches and organization of Joint Agency Review Teams.

Implications:

Without the additional Senior Project Manager, the long-term monitoring role that may grow based upon other approvals will continue to draw current resources away from different areas of pressure, particularly the hydrogeological technical review. Also, the intake and launch of Joint Agency Review Teams will have to come from land-use planners or would require non-complement hires.

Alternatives:

The reassignment of existing staff will result in a staffing gap in supporting and implementing other major corporate projects, including hydrogeological technical review for general development applications and planner and management time coordinating these reviews. Current staff can continue in these roles or be contracted out.

Reference:

Report No. **LPS06-17** (re: "Development Planning and Engineering Service Review"); Report No. **LPS11-20** (re: "Halton Consolidated Streamlined Mineral Aggregate Review Protocol 2020 Update"); Report No. **LPS67-21** (re: 2021 State of Aggregate Report").

Solid Waste Management Strategy and Master Plan

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Solid Waste Management Strategy and Master Plan										
PW	Waste Management	Scalehouse Operator	1.0	-	\$ 97,420	\$ 97,420	\$ -	\$ -	\$ -	\$ 97,420
PW	Waste Management	Waste Management Operator I	1.8	-	143,820	143,820	-	-	-	143,820
Total Solid Waste Management Strategy and Master Plan			2.8	-	\$ 241,240	\$ 241,240	\$ -	\$ -	\$ -	\$ 241,240

Strategic Investment Scalehouse Operator

Funding Source	Tax
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Program Details	
Department	Public Works
Division	Waste Management
Program	Waste Processing
Cost Centre	257500

Complement Details	
Position Title	Scalehouse Operator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 97,420	\$ 97,420
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	97,420	97,420
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	97,420	97,420
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 97,420	\$ 97,420

Business Case

Recommendation:

Approve 1.0 FTE Scalehouse Operator to provide additional assistance operating the scalehouse at the Halton Waste Management Site. The Scalehouse Operator is required to process financial transactions, maintain customer accounts and provide customer service to over 160,000 customers annually.

Need:

As identified in Report No. **PW-22-21** Halton Waste Management Site Customer Experience Optimization Update, additional staffing resources are required to support the increase in the number of customers utilizing the Halton Waste Management Site.

The Scalehouse Operator position will provide additional processing services at the scalehouse and help manage the increased customer volumes. This includes peak volume days with between 1,300 and 1,500 customers. The Scalehouse Operator position will assist with providing a consistent, reliable and customer service focused approach to the delivery of scalehouse services and associated programs at the Halton Waste Management Site, while ensuring customer service standards are maintained.

Implications:

A new FTE Scalehouse Operator will result in reduced overtime, increased efficiency in operations, reduced wait times and improved customer service.

Alternatives:

Continue to operator with existing staff and accept the risk of inadequate service delivery and increased wait times for customers visiting the Halton Waste Management Site

Reference:

PW-22-21 Halton Waste Management Site Customer Experience Optimization Update.

Strategic Investment

Waste Management Operator I

Funding Source	Tax
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Program Details	
Department	Public Works
Division	Waste Management
Program	Waste Processing
Cost Centre	257500

Complement Details	
Position Title	Waste Management Operator I
FTE Impact	1.8
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 143,820	\$ 143,820
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	143,820	143,820
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	143,820	143,820
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 143,820	\$ 143,820

Business Case

Recommendation:

Approve 1.8 FTE consisting of three part-time/casual staff to perform Waste Management Operator duties at the Halton Waste Management Site.

Need:

As identified in Report No. **PW-22-21** – Halton Waste Management Site Customer Experience Optimization Update, additional staffing resources are required to support the increase in the number of customers utilizing the Halton Waste Management Site and its Sunday spring hours.

The part-time/casual Waste Management Operator positions will provide reliable, competent and consistent staffing to assist with managing increased customer volumes. Currently, required additional hours and positions are covered through overtime and/or with temporary agency employees.

Implications:

These part-time/casual positions will lead to a reduction in overtime, reduction in temporary employee operating budget and efficiencies in operations. It will also lead to a more sustainable work force that is trained, competent and able to meet customer service expectations.

Alternatives:

A continued reliance on external temporary staffing with reduced control on quality of work outputs and retention durations. High staffing turnover leads to gaps in service delivery and an inconsistent approach to customer service. This is not a sustainable long-term solution.

Reference:

Report No. **PW-22-21** – Halton Waste Management Site Customer Experience Optimization Update

Corporate Governance

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Corporate Governance										
CAO	Business Planning & Corporate Initiatives	Enterprise Performance and Risk Management Advisor	1.0	-	\$ 150,650	\$ 209,900	\$ -	\$ -	\$ -	\$ 209,900
CAO	Strategic Policy & Government Relations	Policy Specialist	2.0	-	212,000	212,000	-	-	-	212,000
CAO	Strategic Policy & Government Relations	Executive Lead, Indigenous Relations	1.0	-	217,000	217,000	(217,000)	-	-	-
Total Corporate Governance			4.0	-	\$ 579,650	\$ 638,900	\$ (217,000)	\$ -	\$ -	\$ 421,900

Recovery Details:

Executive Lead, Indigenous Relations – transferred from Purchased Services to Personnel Costs

Strategic Investment

Enterprise Performance and Risk Management Advisor

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Business Planning & Corporate Initiatives
Program	Enterprise Performance and Risk
Cost Centre	601101

Complement Details	
Position Title	Enterprise Performance and Risk Management Advisor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 150,650	\$ 150,650
Materials & Supplies	6,500	360
Purchased Services	52,750	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	209,900	151,010
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	209,900	151,010
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 209,900	\$ 151,010

Business Case

Recommendation:

Approve 1.0 FTE Enterprise Performance and Risk Management Advisor to implement and support an enterprise performance and risk management program.

Need:

Implementing an Enterprise Performance and Risk Management Program will ensure Halton Region's risks are consistently managed and mitigated. Strong governance, supported by effective enterprise risk management, is foundational to a municipal organization's ability to anticipate and effectively respond to complex challenges. In 2017 the Enterprise Risk Management Project was created to provide a systemic approach to identifying risk exposures while analyzing identified risks in terms of impact and ensuring appropriate mitigation. These response strategies are in place for each risk exposure. Through ongoing monitoring will ensure that identified risk mitigation measures remain current and relevant.

As the Enterprise Risk Management Project is operationalized into a program, start-up costs of \$50,000 and an FTE are required to implement and maintain the program. Halton Region has had a program of Enterprise Performance Measurement since 2006, reporting results to Regional Council annually. Combining positions will allow the integration of existing operational data into the new Enterprise Performance and Risk Management Program.

The Enterprise Performance and Risk Management Program, will inform strategic planning, budget, general insurance and bond rating, emergency management, and business continuity programs. This role will:

- Develop and manage the enterprise risk framework and tie to the Strategic Plan.
- Maintain an organizational repository of draft and approved risk assessments, mitigation strategies, corrective actions and related documentation.
- Enhance the Region's Corporate performance measurement program
- Coordinate and support client business unit meetings and communication;
- Support the analysis, development and maintenance of risk identification and assessment;
- Monitor and report on enterprise risk and corporate performance metrics.

The Enterprise Performance and Risk Management Advisor position will also maintain the Performance Management Program of 170 program measures through Halton's continued participation in the Municipal Benchmarking Network Canada partnership.

Implications:

Without this position, the Region's risks may not be consistently managed and mitigated, and identified risk mitigation measures may not remain current and appropriate.

Alternatives:

If this position is not approved, Halton Region will need to hire annually, consulting or contracting services at approximately two times the estimated internal costs.

Reference:

CA-10-19 - Halton Region 2019-2022 Strategic Business Plan

LPS47-18 – General Insurance and Risk Program and Annual Claims Activity – January 1, 2017 to December 31, 2017

Strategic Investment Policy Specialist

Funding Source	Tax
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Program Details

Department	Office of the CAO
Division	Strategic Policy & Government Relations
Program	Strategic Policy & Government Relations
Cost Centre	120005

Complement Details

Position Title	Policy Specialist
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 212,000	\$ 212,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	212,000	212,000
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	212,000	212,000
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 212,000	\$ 212,000

Business Case

Recommendation:

Approve 2.0 FTEs to support the Region's work for Climate Change Response and Sustainability and Equity, Diversity and Inclusion (EDI). These positions will undertake research and analysis of best practices, long-term planning and project implementation, a The work of these Policy Specialists will support the organization in meeting its Climate Change Response and Sustainability and Equity Diversity and Inclusion objectives.

Need:

Halton Region has had a long standing commitment to address climate change and sustainability, and a strong commitment to support Equity Diversity and Inclusion in our organization and programs. As work has progressed in these areas there is a need to have dedicated staff whose focus is directly related to achieving the Region's objectives. These positions will support the Executive Leads and the Strategic Policy and Government Relations Division to conduct research, review literature and best practices, collect data, and support program and training initiatives.

A Policy Specialist role is required to support the Executive Lead's work for Climate Change Response and Sustainability, and is critical to the success of the organization's establishment of a climate change resilience plan and implementation of strategic initia as well as the 2019-2022 Strategic Business Plan. This role will support the Executive Lead to conduct research, review practices, and collect data.

A Policy Specialist role is required to support the work of the Executive Lead of Equity Diversity and Inclusion. Halton Region is working towards creating a workforce and service delivery model that is free of bias and offers a safe space for all. To achieve this goal, a long-term, sustained Equity Diversity and Inclusion Strategy is required. Halton Region is an employer of choice, and it is well-known that a safe and equitable workplace supports the well-being and functioning of all staff. With increasing awareness and understanding of the need to evolve the culture of the organization to support, to its fullest extent, the diversity and inclusion of staff, work is required to create, plan and implement a framework, build trust among the organization, confirm and implement best practices, create safe spaces for staff, and implement programs to support the organization. This work will influence the service delivery models for the organization.

Implications:

Without these positions there would be a delay in Halton Region achieving its objectives toward Climate Change and Sustainability and Equity Diversity and Inclusion.

Alternatives:

Without these positions, Halton Region will need to rely on contract positions.

Reference:

N/A

Strategic Investment

Executive Lead, Indigenous Relations

Funding Source	Tax
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Program Details	
Department	Office of the CAO
Division	Strategic Policy & Government Relations
Program	Indigenous Relationship Initiative
Cost Centre	655000

Complement Details	
Position Title	Executive Lead, Indigenous Relations
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 217,000	\$ 217,000
Materials & Supplies	-	-
Purchased Services	(217,000)	(217,000)
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 Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Executive Lead for Indigenous Relations at Halton Region. The Executive Lead for Indigenous Relations will lead the ongoing development of the Indigenous Relationship Initiative. This position will be responsible for coordinating the relationship with Indigenous peoples, building understanding with in the organization, and leading Halton's response to the Truth and Reconciliation Commission's Calls to Action. This work is currently being undertaken through contracted resources. The addition of an FTE would ensure consistent progress as we move forward.

Need:

Halton Region has made a commitment to support the Truth and Reconciliation Commission report's Calls to Action and the United Nations Declaration of the Rights of Indigenous People. As part of that commitment, Halton Region has set out to develop reciprocal relationship with Indigenous peoples.

To date, the work has resulted in permanent flying of the Mississauga of the Credit First Nations flag and a land acknowledgement for Halton. These have been foundation pieces in the ongoing development of Halton's meaningful response to Truth and Reconciliation. Critical next steps include capacity building with staff, Council and the Community, the mutual building of capacity with Indigenous peoples, and supports to our operational departments as they strive to meet the service needs of, and consultation with, Indigenous peoples. Currently this work is being done through contracted resources.

This position would be permanently in place to foster relationships and build capacity in a long term, sustainable and meaningful way. The cost of this position is fully offset by a reduction in the contracting costs.

Implications:

If this position is not in place, funding will be used to provide contract supports. That approach puts the long term commitment to Indigenous relationships in a tenuous position, and subject to inconsistent support for this important work.

Alternatives:

Halton Region would need to hire a contract position for this work.

Reference:

N/A

Health

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Health										
Health	Health Protection	Public Health Inspector	1.0	-	\$ 118,580	\$ 122,335	\$ -	\$ -	\$ (70,954)	\$ 51,381
Total Health			1.0	-	\$ 118,580	\$ 122,335	\$ -	\$ -	\$ (70,954)	\$ 51,381

Recovery Details:

Public Health Inspector – 58% funded from Ministry of Health

Strategic Investment

Public Health Inspector

Funding Source	Tax
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Program Details	
Department	Health
Division	Health Protection
Program	Environmental Health
Cost Centre	420651

Complement Details	
Position Title	Public Health Inspector
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	3,755	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	122,335	119,300
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	122,335	119,300
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(70,954)	(69,194)
Non-Subsidy Revenue	-	-
Total Revenue	(70,954)	(69,194)
	-	-
Net Program Expenditures	\$ 51,381	\$ 50,106

Business Case

Recommendation:

Approve 1.0 FTE Public Health Inspector position for the Environmental Health team in Health Protection.

Need:

The Public Health Inspector will provide support to ensure the Health Department's performance measures and targets set out by the Ministry of Health are achieved. This includes inspecting migrant farm housing, small drinking water systems and recreational water facilities and camps as well as responding to health hazard complaints and potential rabies exposures. Over the last five years, with the exception of 2020, there has been a 22% increase in the number of potential rabies exposures received and investigated including an average of 140 individuals each year that were required to receive rabies post-exposure prophylaxis. In addition, this team is also responsible for enforcing the Smoke Free Ontario Act (SFOA), Halton Region's Smoking and Vaping in Public Places By-law and potentially a by-law to address waterpipe use which is being proposed to Council in the fall of 2021.

Implications:

If the 1.0 FTE is not approved the Environmental Health Team will need to re-evaluate and reduce the level of service for program areas that are not demand driven such as routine inspections. It could also lead to an increase in time required to respond to health hazard complaints.

Alternatives:

Hire temporary staffing, although this is not a long-term solution. Hiring qualified staff with the necessary skills and experience is very challenging when only temporary contracts are offered versus permanent positions.

Reference:

N/A

Paramedics

Dept.	Division	Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Savings	Recoveries	Subsidy	Tax Impact
Paramedics										
Health	Paramedic Services	Paramedic Services Logistics Officer	2.0	-	\$ 204,400	\$ 214,760	\$ -	\$ -	\$ (103,085)	\$ 111,675
Health	Paramedic Services	Paramedic	4.0	3,945.6	690,850	748,678	-	-	(359,365)	389,313
Total Paramedics			6.0	3,945.6	\$ 895,250	\$ 963,438	\$ -	\$ -	\$ (462,450)	\$ 500,988

Recovery Details:

Paramedic Services Logistics Officer – 48% funded from Ministry of Health
 Paramedic – 48% funded from Ministry of Health

Strategic Investment

Paramedic Services Logistics Officer

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

Program Details	
Department	Health
Division	Paramedic Services
Program	Logistics
Cost Centre	440050

Complement Details	
Position Title	Paramedic Services Logistics Officer
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 204,400	\$ 204,400
Materials & Supplies	10,360	2,120
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	214,760	206,520
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	214,760	206,520
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(103,085)	(99,130)
Non-Subsidy Revenue	-	-
Total Revenue	(103,085)	(99,130)
	-	-
Net Program Expenditures	\$ 111,675	\$ 107,390

Business Case

Recommendation:

Approve 2.0 FTE Paramedic Services Logistics Officer positions to provide increased capacity associated with pressures within the Paramedic Services Logistics program that are related to growth and changes to practices resulting from COVID-19.

Need:

The logistics program is responsible for the procurement, warehousing, tracking and distribution of over 4,500 items required to support operations at Halton's 15 paramedic response stations. This includes medications, medical supplies, personal protective equipment, medical equipment, oxygen, linen, disinfection supplies, uniforms and vehicles. The program is also responsible for minor station and vehicle related repairs, as well as regular and preventative maintenance of patient and medical equipment.

A fourth logistics officer position was approved in 2018. Since that time the workload in the logistics program has continued to increase due to increased utilization of medication, supplies, equipment etc. Since 2018, three new paramedic stations have also opened. The COVID-19 pandemic has also resulted in substantial pressures on the logistics program, particularly associated with frequently replenishing personal protective equipment and disinfection supplies at stations and hospitals in order to support operations.

The program is currently staffed with four Logistics Officers, working Monday to Friday during regular core hours and one part-time Logistics Officer providing coverage during peak demand periods. This additional FTE will ensure the logistics program can better support paramedic operations. Pressures in the logistics program were highlighted in the Paramedic Services' 10-Year Master Plan (Report No. **MO-14-15**).

Implications:

Additional resources are required to address pressures related to growth and COVID-19 to ensure the continuity of operations. Without this additional position, there is an increased risk in providing timely delivery and restocking of station supplies and equipment, as well as meeting legislated deadlines for regular equipment maintenance and repairs.

Alternatives:

There is the potential to utilize a contract employee for this position, however this is not ideal or sustainable due to the amount of training required and risk of turnover. The high volume of work in the logistics program has resulted in the program relying on support from summer students, high school co-op students and paramedics on modified duties due to injuries to complete core functions. These temporary alternatives are not always available and have regular turnover.

Reference:

Paramedic Services 10-Year Master Plan (Report No. **MO-14-15**)

Strategic Investment Paramedic

Funding Source	Tax
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Program Details	
Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440300

Complement Details	
Position Title	Paramedic
FTE Impact	4.0
Relief Hours Impact	3945.6
Personnel Group	OPSEU_EMS

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 690,850	\$ 690,850
Materials & Supplies	1,188	888
Purchased Services	56,640	9,300
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	748,678	701,038
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	748,678	701,038
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	(359,365)	(336,498)
Non-Subsidy Revenue	-	-
Total Revenue	(359,365)	(336,498)
	-	-
Net Program Expenditures	\$ 389,313	\$ 364,540

Business Case

Recommendation:

Approve 4.0 FTE Paramedics consisting of 2.0 FTE Advanced Care Paramedics and 2.0 FTE Primary Care intravenous (IV) Paramedics. These staff will provide 3,945.6 relief hours, staff one ambulance, and possess the required equipment to provide an additional 12-hours per day, 7-days per week staffing to address pressures related to increasing volume and to maintain response times.

Need:

This additional staffing is intended to provide an additional 12-hours per day, 7-days per week staffing to address pressures related to increasing volume (growth), 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. While Paramedic Services' call volumes decreased due to the COVID-19 pandemic, call volume in 2021 is now back to pre-pandemic levels and is anticipated to continue to increase by 4% to 6% annually, as noted in the Paramedic Services' 10-Year Master Plan (Report No. **MO-14-15**). The call volume in 2022 is forecasted to increase by another 4% to 6%. A Paramedic FTE was last added in 2019.

These new resources will be deployed by the provincial communications centre to all areas of the Region as required as a component of Paramedic Services' comprehensive deployment strategy.

Implications:

As call volumes increase and return to pre-pandemic levels, this growth impacts Paramedic Services' ability to maintain service levels and meet response time targets. In 2020, response time targets to life-threatening calls were not met. 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:

None

Reference:

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

Halton Region Budget and Business Plan

BUDGET REPORT 2022

RATE-SUPPORTED STRATEGIC INVESTMENTS

Rate-Supported Strategic Investments

State-of-Good Repair and Growth Projects

Dept.	Division	Position Title	FTE	Personnel Services	Gross Impact	Savings	Recoveries	Rate Impact
State-of-Good Repair and Growth Projects								
PW	Engineering & Construction	Project Manager III	1.0	\$ 145,420	\$ 156,100	\$ -	\$ (156,100)	\$ -
PW	Engineering & Construction	Project Coordinator	1.0	106,000	109,184	-	(109,184)	-
PW	Engineering & Construction	Data Analyst - Capital Project and Processes	1.0	118,580	121,764	-	(121,764)	-
PW	Infrastructure Planning & Policy	Senior Construction Inspector	1.0	123,600	130,460	-	(6,526)	123,934
PW	Infrastructure Planning & Policy	Asset Analyst	1.0	118,580	118,580	-	(59,290)	59,290
PW	Infrastructure Planning & Policy	Data Management Clerk	1.0	85,990	90,460	-	-	90,460
PW	Water & Wastewater Treatment	Manager SCADA Program	1.0	162,410	162,644	-	-	162,644
PW	W&WW System Services	Engineer, Water & Wastewater	1.0	145,420	151,115	-	-	151,115
PW	W&WW System Services	Project Manager II	1.0	130,330	136,575	-	-	136,575
Total State-of-Good Repair and Growth Projects			9.0	\$ 1,136,330	\$ 1,176,882	\$ -	\$ (452,864)	\$ 724,018

Recovery Details:

Project Manager III – 100% recovery from the Capital program
Project Coordinator – 100% recovery from the Capital program
Data Analyst, Capital Project and Processes – 100% recovery from the Capital program
Senior Construction Inspector – 5% recovery from the Roads Operations budget
Asset Analyst – 50% recovery from the Capital Program

Strategic Investment Project Manager III

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Engineering & Construction
Program	Capital Engineering and Construction
Cost Centre	280002

Complement Details	
Position Title	Project Manager III
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 145,420	\$ 145,420
Materials & Supplies	7,580	360
Purchased Services	3,100	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	156,100	145,780
Allocated Charges/Recoveries	(156,100)	(145,780)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Project Manager III position to complement the current staff and management within the Capital Engineering and Construction program to help stabilize workloads and to ensure the continued delivery of effective short- and long-term project commitment.

Need:

Project managers within the Capital Engineering and Construction program deliver an annual state-of-good-repair program that has been increasing in size over the last five years by an average of 15% per year, with the increase from 2020 to 2021 alone being 27% or \$20 million. In addition, an approved \$1.5 billion growth-related program including large, complex, long-term projects (three to five years per project). To deliver large and complex multi-year projects requires staff to have strong experience. This experience is found within the Senior Project Advisors and Project Manager III levels.

To continue being effective and sustainable in delivering capital programs, the Engineering & Construction division has set a target of four active projects for each Project Manager and two large, long-term three to five years and complex active projects per Senior Project Advisor. At times within this target, recent capital project demands combined with an expected level of staff turnover and this has yielded highly variable workload levels that doubled these targets.

Additional project management support is needed to meet the demands of the expanding capital programs (i.e., state-of-good-repair and development related) and to strengthen internal expertise and resources (especially for senior Project Managers) to increase the effectiveness of delivering complex capital programs. Support is also required to stabilize capital workloads with an increased focus on quality of capital delivery while maintaining a high level of service to internal and external stakeholders, and to ensure the group can continue being effective in delivering on its short- and long-term project commitments.

Implications:

In the absence of balanced workloads, accentuated by poorly resourced Project Manager staff, effective delivery of capital programs may be at an increased risk. Compromised effective capital delivery will create adverse impacts to the cost of operating existing infrastructure and the ability to service new growth. It will also undermine the high level of customer service currently sustained within the Public Works department.

Alternatives:

Continue to increase project workloads for Project Managers and Senior Project Advisors. Defer state-of-good-repair related capital delivery and continue to increase maintenance related budgets for existing assets, and potentially delay the delivery of some allocation projects.

Reference:

N/A

Strategic Investment Project Coordinator

Funding Source	Rate
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Program Details	
Department	Public Works
Division	Engineering & Construction
Program	Engineering Management Office
Cost Centre	282500

Complement Details	
Position Title	Project Coordinator
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 106,000	\$ 106,000
Materials & Supplies	3,184	234
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	109,184	106,234
Allocated Charges/Recoveries	(109,184)	(106,234)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Project Coordinator (PC) position to support the increased workload arising from the aggressive capital programs that the Region has planned to deliver that aim to both support growth and maintain existing infrastructure in a state-of-good-repair.

Need:

Halton Region has been experiencing tremendous population growth over the last decade and is expected to grow to over one million people by 2041. To sustain this population growth, Halton Region plans to deliver aggressive capital programs that aim to both support growth and maintain existing infrastructure in a state-of-good-repair. To effectively and efficiently deliver the capital program, the Region plans to transition away from a "pool - transactional" type support to proactive, responsibility-based dedicated support of Project Coordinators for each project. In this model, responsibility for routine project related tasks currently handled by Project Managers will be moved to Project Coordinators.

Transition to this model supports one of the key objectives of the Engineering Management Office (enhancing program delivery by ensuring processes are optimized and best practices are recognized and incorporated). Our current Project Coordinators do not have capacity to transition to this model. Also, this model will help create a structured formal pipeline for developing future Project Managers capable of leading Regional capital projects.

Implications:

There are several benefits associated with the proposed change in the project delivery model. This change will lead to increased effectiveness of Project Managers. More of the Project Managers' time and effort will go towards design reviews, stakeholder management, vendor management, quality control etc. Appropriate allocation of work based on role and qualification will be made possible. Currently, a lot of project related administrative tasks are performed by Project Managers and Senior Project Advisors. This change should reduce overtime for Managers, Senior Project Advisors and Project Managers.

Leveraging full potential of the Project Coordinator role will enable increased efficiencies in internal capital project delivery processes and practices including planned and proactive execution of project related tasks.

Alternatives:

There are no other positions in Engineering & Construction – Public Works that are suited to support these needs. Without an increase in FTE, changes in the approach to utilizing the PC role more effectively will not materialize and changing the approach with the current number of PC's is not sustainable.

Reference:

N/A

Strategic Investment

Data Analyst - Capital Project and Processes

Funding Source	Rate
----------------	------

Program Details

Department	Public Works
Division	Engineering & Construction
Program	Engineering Management Office
Cost Centre	282500

Complement Details

Position Title	Data Analyst - Capital Project and Processes
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	3,184	234
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	121,764	118,814
Allocated Charges/Recoveries	(121,764)	(118,814)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Data Analyst - Capital Project and Processes position to manage all Engineering & Construction capital project delivery data.

Need:

The Data Analyst - Capital Project and Processes position will assist in providing capital project data for all stakeholders and will be responsible for capital project data consolidation and management. The position will transition the Engineering & Construction (E&C) division from isolated disconnected data repositories to a centralized data repository or an integrated connected system of data repositories. Performing diagnostic and predictive analytics on E&C data for reporting and decision-making purposes, and ongoing operational management and maintenance of proposed systems and processes will be the key responsibility.

In addition to the above, the Analyst will be responsible for supporting and training staff (E&C and external) on Public Works data, systems and processes. Currently this is being performed by the Data Management Clerk and Project Coordinators. The position will also support the evolution of digital access for residents which will result in more timely access to information on construction activities posted on halton.ca. This, in turn, will reduce the number of project inquiries received through councillors and individual staff.

The Analyst will also provide strategic, ad-hoc and transactional support to the E&C management team. The position will also coordinate data and analytics initiatives within and across divisions and departments. Currently, there is no resource to participate in initiatives of this nature and Project Managers or Senior Project Advisors are assigned these initiatives.

Implications:

Hiring a Data Analyst will help improve access to consistent, quality, reliable capital project delivery data for all E&C staff. It will improve the quality and timeliness of decision-making resulting from a reduction in effort and time wasted in accessing a project delivery data. It will enable appropriate allocation of work based on role and qualification. Currently, a lot of diagnostic and predictive analytics are performed by E&C managers with limited support available from other resources with data analytics qualification and experience.

Alternatives:

There are no other positions in E&C – Public Works that are suited to support these needs. With the Region's capital program continuing to grow in size and complexity, easy access to consistent, quality, reliable capital project delivery data is of critical importance to all. Operating, AS-IS will further add to the existing inefficiencies in processes and systems negatively impacting E&C employees and stakeholders. The implementation of transformational strategies and its continued operation will be negatively impacted due to a lack of resources available.

Reference:

N/A

Strategic Investment

Senior Construction Inspector

Funding Source	Tax / Rate
----------------	------------

Program Details	
Department	Public Works
Division	Infrastructure Planning & Policy
Program	Permits and Development Inspection
Cost Centre	266700

Complement Details	
Position Title	Senior Construction Inspector
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 123,600	\$ 123,600
Materials & Supplies	6,860	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	130,460	124,320
Allocated Charges/Recoveries	(6,526)	(6,216)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	123,934	118,104
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 123,934	\$ 118,104

Business Case

Recommendation:

Approve 1.0 FTE Senior Construction Inspector within the Permits and Development Inspection program of Public Works. This role is currently being filled on a contract basis. A permanent position will promote adequate coverage of inspection services, increase productivity, reduce travel required to cover all areas and therefore result in less cost and mileage (i.e. less wear and tear on vehicles).

Need:

Maintaining the current compliment of four inspectors allows for timely response and the ability to process an increasing number of permit inspections. Responsibilities can be split geographically, minimizing additional travel time and controlling overtime hours.

Workload is anticipated to increase with the implementation of the Allocation Program, which will result in more infill permits and an increased workload for permit staff. With new Ministry of Environment, Conservation and Parks' regulations, licensed inspectors will be on site longer to witness required tie-ins.

Implications:

Inspections are currently balanced between four inspectors. The loss of a non-compliment contract role would either result in increased OT for existing staff, or delayed response times for permit inspection requests.

Alternatives:

Without a dedicated FTE Senior Construction Inspector, the Region will have to revert to three inspectors with increased overtime or continue to fund a contract position.

Reference:

N/A

Strategic Investment

Asset Analyst

Funding Source	Rate
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Program Details

Department	Public Works
Division	Infrastructure Planning & Policy
Program	Asset Management
Cost Centre	268000

Complement Details

Position Title	Asset Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact

Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	118,580	118,580
Allocated Charges/Recoveries	(59,290)	(59,290)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	59,290	59,290
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 59,290	\$ 59,290

Business Case

Recommendation:

Approve 1.0 FTE Asset Analyst to replace the FTE transferred to Finance in June 2021.

Need:

The role of Asset Analyst was transferred to the Finance department for better alignment of financial reporting tasks; however the Public Works department retains responsibility for new compliance obligations for PS3280 Asset Retirement Obligations, which includes water/wastewater assets. This role will also support efforts to increase coordination with local municipal partners for proper capital program alignment.

Implications:

With an Asset Analyst, the Region can offer timely response to compliance obligations and improved coordination of construction in the right-of-way to reduce customer complaints.

Alternatives:

This work is currently being done with contracted services, which could continue. However, this creates the risk of loss of staff knowledge due to lack of security in contract position.

Reference:

N/A

Strategic Investment Data Management Clerk

Funding Source	Rate
----------------	------

Program Details	
Department	Public Works
Division	Infrastructure Planning & Policy
Program	Water and Wastewater
Cost Centre	208000

Complement Details	
Position Title	Data Management Clerk
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 85,990	\$ 85,990
Materials & Supplies	4,470	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	90,460	85,990
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	90,460	85,990
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 90,460	\$ 85,990

Business Case

Recommendation:

Approve 1.0 FTE Data Management Clerk to meet the increase in program demands for laboratory services and customer service in the Public Works department.

Need:

This position is needed to support compliance-driven program activities, including drinking water and wastewater regulatory testing and the cross connection control program under By-law 71-19. Program demands have increased, including more than 50% increase in laboratory tests since 2015. This has resulted in associated staff resourcing pressures. The number of I/C/I properties has grown by over 35% since the program's inception and continues to require increased customer data management. Many duties are currently dispersed between technical staff and administrative positions outside of the team. This has contributed to overtime and overall program inefficiencies. This FTE ensures ready access to quality supplies and service through the management of contracts and evaluation of data for effective procurement strategies for laboratory operations. This position helps to manage customer data to ensure accurate information for the administration, invoicing and enforcement of by-law compliance. The consolidation of data and information tasks will improve the overall effectiveness of compliance-related activities and administration of program revenues.

Implications:

If the request for one FTE is not approved, the increased demand on the time of the existing FTEs will erode the effectiveness of program delivery and customer service.

Alternatives:

Utilize staff overtime and temporary contract staff.

Reference:

N/A

Strategic Investment Manager SCADA Program

Funding Source	Rate
----------------	------

Program Details	
Department	Public Works
Division	Water & Wastewater Treatment
Program	SCADA
Cost Centre	236100

Complement Details	
Position Title	Manager, SCADA Program
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 162,410	\$ 162,410
Materials & Supplies	234	84
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	162,644	162,494
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	162,644	162,494
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 162,644	\$ 162,494

Business Case

Recommendation:

Approve 1.0 FTE Manager for the Water and Wastewater Supervisory Control and Data Acquisition (SCADA) Program.

Need:

SCADA integrates Operations and Asset Management to enable reliability and resiliency in the overall water and wastewater systems. The current implementation of the SCADA Master Plan (Council update in Fall 2021) aligns with the Environmental Sustainability & Climate Change objectives in the Regional Strategic Plan.

To facilitate the evolving complexity of the overall program, the current governance structure requires enhancements through the addition of a Manager to provide strategic oversight. This will improve SCADA governance in the following areas:

- 1) Enhancements to address resiliency to cybersecurity threats to water and wastewater systems
- 2) Improvements to data management to complement "Business Intelligence" improvements within the Region
- 3) Optimization of operations for cost efficiencies
- 4) Enabling Regional strategic climate change-driven reduction of greenhouse gases
- 5) Improving master planning of new infrastructure to accommodate growth
- 6) Enabling digital evolution in the regulatory compliance area to promote efficiencies and effectiveness of the overall program

Implications:

The current gross cost impact to the operating budget is \$162,644 per year.

Alternatives:

Outsource the strategic management function through continued reliance on external consultants. This includes future strategic initiatives such as the data management, digital transformation and water distribution artificial intelligence-SCADA tie-ins.

Reference:

N/A

Strategic Investment Engineer, Water & Wastewater

Funding Source	Rate
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Program Details	
Department	Public Works
Division	W&WW System Services
Program	Infrastructure & Systems Improvement
Cost Centre	226800

Complement Details	
Position Title	Engineer, Water & Wastewater
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 145,420	\$ 145,420
Materials & Supplies	5,695	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	151,115	145,780
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	151,115	145,780
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 151,115	\$ 145,780

Business Case

Recommendation:

Approve 1.0 FTE Water & Wastewater Engineer to build and maintain internal system performance expertise to support climate change initiatives and provide operational engineering support for Master Planning, Capital Project Delivery and Operations.

Need:

Currently, both water and wastewater systems are supported by one engineer. With increasing system complexity and s both systems over the past several years an additional engineer is required to allow for a dedicated water system engineering position and a dedicated wastewater system engineering position.

An engineer is required for necessary oversight of the performance of both systems to ensure issues are identified, regulatory compliance is met and service excellence is maintained.

The dedicated engineer will analyse data, identify issues and develop engineering solutions to address known problems and proactively address developing issues, and design and implement new projects and programs.

An additional 1,400 hours per year are required to identify appropriate remediation options for system performance issues (such as basement flooding mitigation) and support master planning and capital projects to ensure infrastructure complies to Regional and MOECC requirements, functions as intended and properly integrates with the existing system.

Implications:

If this position is not approved, there will be a loss of internal expertise and a greater reliance on external resources for studies and investigations. Additionally, this could result in a lack of resources to participate on capital projects leading to project scope change, delays and cost overruns, and will potentially increase maintenance work and the associated costs.

Alternatives:

It will cost the Region \$300,000 to \$400,000 for external consultants, plus an additional 400 to 500 hours of internal staff time to procure and oversee external consultants.

Reference:

N/A

Strategic Investment Project Manager II

Funding Source	Rate
----------------	------

Program Details	
Department	Public Works
Division	W&WW System Services
Program	Infrastructure Management
Cost Centre	226100

Complement Details	
Position Title	Project Manager II
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 130,330	\$ 130,330
Materials & Supplies	6,245	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	136,575	130,690
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	136,575	130,690
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 136,575	\$ 130,690

Business Case

Recommendation:

Approve 1.0 FTE Project Manager II to assess asset conditions and prepare capital project business cases for the linear of-good-repair capital program.

Need:

Halton Region's Asset Management Program ensures the significant existing asset base of \$7.1 billion for 2020, which is also increasing each year and managed to ensure that asset life and performance is maximized. Regular capital needs assessments are undertaken on these assets to ensure that needs are identified, planned for and addressed to mitigate service disruption risks and to maximize asset value. Through the development of the Region's Corporate Asset Management Program, 1,500 hours of additional annual effort was identified related to new asset management requirements (such as asset risk assessment and capital project business case), new asset inspections (valve, manholes, overflows, leak detection) and an increase in the number, frequency and complexity of station condition needs assessments.

The number of station capital needs assessments that must completed has increased 38% since 2015. Furthermore, to ensure the reliability of the Region's assets, assessments are completed more frequently, moving from once every 10 years to once every five years. As well, assessments have become more complex since they now include electrical system reviews, pump testing and health and safety.

The additional capital needs assessments require projects to be properly scoped and identified to reduce the risk of cost overruns, operational disruptions and regulatory violations. Dedicated internal project management is needed to provide critical oversight during implementation and commissioning.

Implications:

Inability to properly identify, scope and estimate projects will lead to cost overruns and project delays. In some cases it may cause projects not to proceed at all. This could eventually lead to additional O&M costs or emergency repairs.

Alternatives:

The Region could contract engineering consultants for additional fees of up to \$200,000 to \$250,000.

Reference:

N/A

Planning and Growth Management

Dept.	Division	Position Title	FTE	Personnel Services	Gross Impact	Savings	Recoveries	Rate Impact
Planning and Growth Management								
PW	Infrastructure Planning & Policy	Project Manager I -Transportation	1.0	\$ 118,580	\$ 125,440	\$ -	\$ (125,440)	\$ -
PW	Infrastructure Planning & Policy	Project Manager I -W & WW	1.0	118,580	125,440	-	(62,720)	62,720
Total Planning and Growth Management			2.0	\$ 237,160	\$ 250,880	\$ -	\$ (188,160)	\$ 62,720

Recovery Details:

Project Manager I, Transportation – Recovers 50% from the Capital program and 50% from the Roads Operations budget
Project Manager I, W&WW – 50% recovery from the Capital Program

Strategic Investment

Project Manager I -Transportation

Funding Source	Tax / Rate
----------------	------------

Program Details	
Department	Public Works
Division	Infrastructure Planning & Policy
Program	Transportation Development Review
Cost Centre	269300

Complement Details	
Position Title	Project Manager I -Transportation
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	6,860	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	125,440	119,300
Allocated Charges/Recoveries	(125,440)	(119,300)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ -	\$ -

Business Case

Recommendation:

Approve 1.0 FTE Project Manager I - Transportation to provide dedicated resources for review of development applications.

Need:

The Project Manager is required to respond to the increasing demand and complexity of secondary plans and development applications, to maintain targeted service standards and timelines on reviews, and to support complex OLT (Ontario Land Tribunal) hearings.

Current staff roles are split between development reviews and long-range infrastructure planning initiatives, such as the Master Plan and Municipal Class Environmental Assessments, etc. Without an added position, applications would be delayed further.

Implications:

A Project Manager will support timely and comprehensive review of development applications and enable infrastructure required to meet customer service needs and fulfil Region growth commitments.

Alternatives:

Consultant resources may address short-term needs, however, this is not a preferred approach long-term because it will knowledge base.

Reference:

N/A

Strategic Investment

Project Manager I -W & WW

Funding Source	Rate
----------------	------

Program Details	
Department	Public Works
Division	Infrastructure Planning & Policy
Program	Water Wastewater Planning
Cost Centre	269200

Complement Details	
Position Title	Project Manager I -W & WW
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

Funding Impact		
Operating	2022 Impact	2023 Impact
Personnel Services	\$ 118,580	\$ 118,580
Materials & Supplies	6,860	720
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
Total Direct Costs	125,440	119,300
Allocated Charges/Recoveries	(62,720)	(59,650)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
Gross Operating Expenditures	62,720	59,650
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
Capital Financing & Other Costs	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
Total Revenue	-	-
	-	-
Net Program Expenditures	\$ 62,720	\$ 59,650

Business Case

Recommendation:

Approve 1.0 FTE Project Manager I - Water & Wastewater to provide dedicated resources for reviewing development applications.

Need:

The new FTE Project Manager is required to respond to the increasing demand and complexity of secondary plans and development applications, to maintain targeted service standards and timelines on reviews, and to support complex Ontario Land Tribunal (OLT) hearings.

Current staff roles are split between development reviews and long-range infrastructure planning initiatives, such as the Master Plan and Municipal Class Environmental Assessments, etc. Without an added position, applications would be delayed further.

Implications:

A Project Manager will support timely and comprehensive review of development applications and enable infrastructure required to meet customer service needs and fulfil Region growth commitments.

Alternatives:

Consultant resources may address short-term needs, however, this is not a preferred approach long-term because it will knowledge base.

Reference:

N/A

Halton Region Budget and Business Plan

BUDGET REPORT 2022

OPERATING BUDGET



Tax-Supported Budget Summary

Tax-Supported Budget Summary									
	2021	2022			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved		
Regional Services	\$ 284,585,940	\$ 290,097,082	\$ 5,022,852	\$ 295,119,934	\$ 5,511,142	1.9%	\$ 10,533,994	3.7%	
Police Services	168,832,213	173,958,717	1,987,822	175,946,539	5,126,504	3.0%	7,114,326	4.2%	
Total	\$ 453,418,153	\$ 464,055,799	\$ 7,010,674	\$ 471,066,473	\$ 10,637,646	2.3%	\$ 17,648,319	3.9%	

Schedule may not add due to rounding

Summary of Tax Changes (With 1.7% Weighted Assessment Growth)			
	2022		
	Base Budget	Strategic Investments	Requested Budget
Regional Services	0.2%	1.7%	2.0%
Police Services	1.3%	1.2%	2.5%
Total	0.6%	1.5%	2.2%

Net Program Expenditures - Tax

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

Net Dollars	2019	2020	2021		2022			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual ^{1,2}	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Health											
Healthy Families	\$ 4,429,958	\$ 5,251,939	\$ 4,649,916	\$ 3,429,740	\$ 4,894,658	\$ -	\$ 4,894,658	\$ 244,742	5.3%	\$ 244,742	5.3%
Health Protection	4,540,172	4,153,310	3,479,133	2,798,299	3,645,985	51,381	3,697,366	166,852	4.8%	218,233	6.3%
Healthy Schools & Communities ¹	3,612,382	3,514,479	3,959,251	15,637,307	3,936,217	333,224	4,269,441	(23,034)	-0.6%	310,190	7.8%
Infectious Disease Control	836,261	1,174,477	3,157,442	4,376,442	3,301,942	102,761	3,404,703	144,500	4.6%	247,261	7.8%
Public Health Resources	1,937,202	2,229,280	2,206,400	1,539,354	2,310,389	-	2,310,389	103,989	4.7%	103,989	4.7%
Total Public Health	15,355,975	16,323,484	17,452,142	27,781,142	18,089,190	487,366	18,576,556	637,049	3.7%	1,124,415	6.4%
Paramedic Services	20,856,814	21,462,472	22,482,230	19,682,230	22,630,207	500,988	23,131,195	147,977	0.7%	648,965	2.9%
Total Health	36,212,790	37,785,957	39,934,372	47,463,372	40,719,398	988,354	41,707,752	785,025	2.0%	1,773,379	4.4%
Social & Community Services											
Children's Services	10,258,587	11,071,105	11,879,639	11,049,763	12,725,151	-	12,725,151	845,512	7.1%	845,512	7.1%
Employment & Social Services	6,162,020	6,132,547	6,967,610	6,941,810	7,177,158	300,000	7,477,158	209,548	3.0%	509,548	7.3%
Housing Services	36,404,131	36,526,757	36,358,604	36,835,604	36,380,131	573,000	36,953,131	21,527	0.1%	594,527	1.6%
Human Services Planning & Program Support	6,750,444	7,598,110	8,380,591	8,167,591	8,490,751	250,000	8,740,751	110,160	1.3%	360,160	4.3%
Services for Seniors	18,957,780	19,401,526	19,598,004	18,603,004	21,058,039	264,028	21,322,067	1,460,035	7.4%	1,724,063	8.8%
Total Social & Community Services	78,532,962	80,730,045	83,184,448	81,597,772	85,831,231	1,387,028	87,218,259	2,646,782	3.2%	4,033,810	4.8%
Legislative & Planning Services											
Planning Services	11,842,602	11,235,910	12,150,787	11,950,787	12,444,780	422,130	12,866,910	293,993	2.4%	716,123	5.9%
Economic Development	3,434,796	2,914,140	3,845,490	3,055,490	3,901,858	-	3,901,858	56,368	1.5%	56,368	1.5%
Total Legislative & Planning Services	15,277,398	14,150,050	15,996,277	15,006,277	16,346,638	422,130	16,768,768	350,361	2.2%	772,491	4.8%
Public Works - Tax											
Waste Management	43,003,468	46,276,935	44,273,912	46,498,912	45,383,220	241,240	45,624,460	1,109,308	2.5%	1,350,548	3.1%
Road Operations	55,172,274	56,262,922	58,003,954	57,603,954	58,501,485	69,246	58,570,731	497,531	0.9%	566,776	1.0%
Total Public Works - Tax	98,175,742	102,539,857	102,277,866	104,102,866	103,884,705	310,486	104,195,191	1,606,839	1.6%	1,917,324	1.9%
Corporate Administration											
Corporate Administration	(849,556)	(2,336,740)	-	1,564,700	-	-	-	-	0.0%	-	0.0%
Total Corporate Administration	\$ (849,556)	\$ (2,336,740)	\$ -	\$ 1,564,700	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%

Schedule may not add due to rounding

¹Includes COVID-19 Vaccination Program

Net Dollars	2019	2020	2021		2022			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual ^{1,2}	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Non-Program Items & Fiscal Transactions											
Supplementary Tax Revenue	\$ (7,876,455)	\$ (6,781,823)	\$ (6,500,000)	\$ (6,500,000)	\$ (7,300,000)	-	\$ (7,300,000)	\$ (800,000)	12.3%	\$ (800,000)	12.3%
Other Tax Revenue	(4,627,509)	(4,897,457)	(4,400,000)	(4,400,000)	(4,400,000)	-	(4,400,000)	-	0.0%	-	0.0%
Tax Write-Off Provision	2,829,244	5,926,777	4,700,000	4,700,000	4,700,000	-	4,700,000	-	0.0%	-	0.0%
Tax Policy Expenditures	852,651	367,967	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%
Assessment Services	9,572,275	9,830,722	9,913,700	9,845,600	9,930,500	-	9,930,500	16,800	0.2%	16,800	0.2%
<i>Provincial Offences Act</i>	(2,334,342)	(2,330,555)	(2,327,852)	(27,852)	(2,327,852)	-	(2,327,852)	-	0.0%	-	0.0%
Net Interest Earnings	(7,750,801)	(7,750,800)	(7,750,800)	(7,750,799)	(7,750,800)	-	(7,750,800)	(0)	0.0%	(0)	0.0%
General Expenditures ²	38,330,362	38,187,140	31,531,676	25,413,772	32,167,393	1,492,954	33,660,347	635,717	2.0%	2,128,671	6.8%
Governance Chargeback	-	-	5,348,938	5,348,938	5,231,748	421,900	5,653,648	(117,190)	-2.2%	304,710	5.7%
Total Non-Prog Items & Fiscal Transactions	28,995,425	32,551,971	31,063,662	27,177,659	30,798,989	1,914,854	32,713,843	(264,673)	-0.9%	1,650,181	5.3%
Boards & Agencies											
Conservation Authorities	9,593,615	9,772,316	10,086,073	10,086,073	10,452,410	-	10,452,410	366,337	3.6%	366,337	3.6%
Royal Botanical Gardens	786,756	802,491	818,541	818,541	834,912	-	834,912	16,371	2.0%	16,371	2.0%
North Halton Mental Health Clinic	978,757	1,018,949	1,224,700	1,224,700	1,228,800	-	1,228,800	4,100	0.3%	4,100	0.3%
Total Boards and Agencies	11,359,128	11,593,756	12,129,314	12,129,314	12,516,122	-	12,516,122	386,808	3.2%	386,808	3.2%
Net Regional Impact Expenditure	267,703,889	277,014,896	284,585,940	289,041,960	290,097,082	5,022,852	295,119,934	5,511,142	1.9%	10,533,994	3.7%
Halton Regional Police Service											
Police Services	147,088,907	152,717,652	161,395,590	159,795,590	166,222,094	1,987,822	168,209,916	4,826,504	3.0%	6,814,326	4.2%
Police Services - Debt Charges	4,158,006	4,153,761	3,431,847	3,431,847	3,230,107	-	3,230,107	(201,740)	-5.9%	(201,740)	-5.9%
Police Services - Reserves/Capital Transfers	4,136,374	5,103,210	4,004,776	4,004,776	4,506,516	-	4,506,516	501,740	12.5%	501,740	12.5%
Total Halton Regional Police Service	155,383,287	161,974,623	168,832,213	167,232,213	173,958,717	1,987,822	175,946,539	5,126,504	3.0%	7,114,326	4.2%
Net Regional Levy Requirement	\$ 423,087,176	\$ 438,989,519	\$ 453,418,153	\$ 456,274,174	\$ 464,055,799	\$ 7,010,674	\$ 471,066,473	\$ 10,637,646	2.3%	\$ 17,648,319	3.9%

Schedule may not add due to rounding

² Includes projected Utilization of SRA and CRFM funding for COVID-19

Net Dollars	2019	2020	2021		2022			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Corporate Administration :											
Finance											
Budgets & Tax Policy	\$ 2,505,772	\$ 2,497,046	\$ 2,763,554	\$ 2,474,051	\$ 2,820,869	\$ -	\$ 2,820,869	\$ 57,315	2.1%	\$ 57,315	2.1%
Capital & Development Financing	2,070,478	2,100,417	2,280,424	2,110,857	2,266,429	-	2,266,429	(13,995)	-0.6%	(13,995)	-0.6%
Financial Services & Payroll	4,092,026	4,426,931	4,610,205	4,763,975	4,785,068	120,680	4,905,748	174,863	3.8%	295,543	6.4%
Supply Chain Management	2,438,860	2,472,477	3,118,064	2,829,363	3,149,550	98,489	3,248,039	31,486	1.0%	129,975	4.2%
Total Finance	11,107,136	11,496,870	12,772,246	12,178,246	13,021,916	219,169	13,241,085	249,670	2.0%	468,839	3.7%
Strategic Transformation Group											
Business Transformation	2,475,293	3,016,670	3,596,802	3,626,891	3,685,465	926,310	4,611,775	88,663	2.5%	1,014,973	28.2%
Communications and Customer Service	5,759,466	5,599,243	6,347,926	6,081,945	6,423,349	-	6,423,349	75,422	1.2%	75,422	1.2%
Energy, Fleet and Facilities	19,841,861	20,636,924	22,174,078	22,510,935	22,400,454	-	22,400,454	226,376	1.0%	226,376	1.0%
Information Technology	15,104,258	16,008,466	16,978,984	17,121,020	18,029,276	-	18,029,276	1,050,292	6.2%	1,050,292	6.2%
Total Strategic Transformation Group	43,180,879	45,261,303	49,097,791	49,340,791	50,538,544	926,310	51,464,854	1,440,753	2.9%	2,367,063	4.8%
Legislative & Planning Services											
Legal Services	7,929,265	8,322,865	8,337,272	8,639,279	9,032,453	347,475	9,387,013	695,182	8.3%	1,049,741	12.6%
Human Resources	4,791,264	4,260,964	5,738,846	5,127,839	5,769,648	-	5,762,563	30,802	0.5%	23,717	0.4%
Total Legislative & Planning Services	12,720,529	12,583,828	14,076,118	13,767,118	14,802,102	347,475	15,149,577	725,984	5.2%	1,073,459	7.6%
Office of the CAO											
Business Planning & Corporate Initiatives	1,374,671	1,438,118	1,848,203	1,848,203	1,853,826	209,900	2,063,726	5,623	0.3%	215,523	11.7%
Internal Audit	713,447	656,652	759,054	759,054	805,564	-	805,564	46,510	6.1%	46,510	6.1%
Strategic Policy & Government Relations	1,157,054	1,554,608	2,486,615	2,486,615	2,725,919	212,000	2,937,919	239,304	9.6%	451,304	18.1%
Total Office of the CAO	3,245,173	3,649,378	5,093,872	5,093,872	5,385,309	421,900	5,807,209	291,437	5.7%	713,337	14.0%
Office of the Chair & Regional Council											
Office of the Chair	261,678	252,250	291,051	291,051	293,109	-	293,109	2,058	0.7%	2,058	0.7%
Regional Council	1,610,075	1,559,364	1,629,510	1,631,810	1,655,330	-	1,655,330	25,820	1.6%	25,820	1.6%
Total Office of the Chair & Regional Council	1,871,753	1,811,615	1,920,561	1,922,861	1,948,439	-	1,948,439	27,878	1.5%	27,878	1.5%
Total Corporate Administration Costs	\$ 72,125,470	\$ 74,802,994	\$ 82,960,588	\$ 82,302,888	\$ 85,696,310	\$ 1,914,854	\$ 87,611,164	\$ 2,735,722	3.3%	\$ 4,650,576	5.6%

Schedule may not add due to rounding

Net Program Expenditures – by Committee

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

Net Dollars	2019	2020	2021		2022			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual ^{1,2}	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Health & Social Services											
Health:											
Healthy Families	\$ 4,429,958	\$ 5,251,939	\$ 4,649,916	\$ 3,429,740	\$ 4,894,658	\$ -	\$ 4,894,658	\$ 244,742	5.3%	\$ 244,742	5.3%
Health Protection	4,540,172	4,153,310	3,479,133	2,798,299	3,645,985	51,381	3,697,366	166,852	4.8%	218,233	6.3%
Healthy Schools & Communities ¹	3,612,382	3,514,479	3,959,251	15,637,307	3,936,217	333,224	4,269,441	(23,034)	-0.6%	310,190	7.8%
Infectious Disease Control	836,261	1,174,477	3,157,442	4,376,442	3,301,942	102,761	3,404,703	144,500	4.6%	247,261	7.8%
Public Health Resources	1,937,202	2,229,280	2,206,400	1,539,354	2,310,389	-	2,310,389	103,989	4.7%	103,989	4.7%
Total Public Health	15,355,975	16,323,484	17,452,142	27,781,142	18,089,190	487,366	18,576,556	637,049	3.7%	1,124,415	6.4%
Paramedic Services	20,856,814	21,462,472	22,482,230	19,682,230	22,630,207	500,988	23,131,195	147,977	0.7%	648,965	2.9%
Total Health	36,212,790	37,785,957	39,934,372	47,463,372	40,719,398	988,354	41,707,752	785,025	2.0%	1,773,379	4.4%
Social & Community Services:											
Children's Services	10,258,587	11,071,105	11,879,639	11,049,763	12,725,151	-	12,725,151	845,512	7.1%	845,512	7.1%
Employment & Social Services	6,162,020	6,132,547	6,967,610	6,941,810	7,177,158	300,000	7,477,158	209,548	3.0%	509,548	7.3%
Housing Services	36,404,131	36,526,757	36,358,604	36,835,604	36,380,131	573,000	36,953,131	21,527	0.1%	594,527	1.6%
Human Services Planning & Program Support	6,750,444	7,598,110	8,380,591	8,167,591	8,490,751	250,000	8,740,751	110,160	1.3%	360,160	4.3%
Services for Seniors	18,957,780	19,401,526	19,598,004	18,603,004	21,058,039	264,028	21,322,067	1,460,035	7.4%	1,724,063	8.8%
Total Social & Community Services	78,532,962	80,730,045	83,184,448	81,597,772	85,831,231	1,387,028	87,218,259	2,646,782	3.2%	4,033,810	4.8%
Total Health & Social Services	\$ 114,745,752	\$ 118,516,002	\$ 123,118,820	\$ 129,061,144	\$ 126,550,628	\$ 2,375,382	\$ 128,926,010	\$ 3,431,808	2.8%	\$ 5,807,190	4.7%

Schedule may not add due to rounding

¹Includes COVID-19 Vaccination Program

Net Dollars	2019	2020	2021		2022			Change in Budget			
			Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
	Actuals	Actuals									
Planning & Public Works - Tax											
Legislative & Planning Services:											
Planning Services	\$ 11,842,602	\$ 11,235,910	\$ 12,150,787	\$ 11,950,787	\$ 12,444,780	\$ 422,130	\$ 12,866,910	\$ 293,993	2.4%	\$ 716,123	5.9%
Total Legislative & Planning Services	11,842,602	11,235,910	12,150,787	11,950,787	12,444,780	422,130	12,866,910	293,993	2.4%	716,123	5.9%
Public Works - Tax:											
Waste Management	43,003,468	46,276,935	44,273,912	46,498,912	45,383,220	241,240	45,624,460	1,109,308	2.5%	1,350,548	3.1%
Road Operations	55,172,274	56,262,922	58,003,954	57,603,954	58,501,485	69,246	58,570,731	497,531	0.9%	566,776	1.0%
Total Public Works - Tax	98,175,742	102,539,857	102,277,866	104,102,866	103,884,705	310,486	104,195,191	1,606,839	1.6%	1,917,324	1.9%
Total Planning & Public Works - Tax	110,018,343	113,775,767	114,428,653	116,053,653	116,329,486	732,616	117,062,101	1,900,832	1.7%	2,633,448	2.3%
Planning & Public Works - Rate											
Public Works - Rate:											
Water and Wastewater	201,119,235	220,765,591	220,740,442	214,955,442	227,716,436	786,738	228,503,174	6,975,994	3.2%	7,762,732	3.5%
Total Public Works - Rate	201,119,235	220,765,591	220,740,442	214,955,442	227,716,436	786,738	228,503,174	6,975,994	3.2%	7,762,732	3.5%
Total Planning & Public Works - Rate	201,119,235	220,765,591	220,740,442	214,955,442	227,716,436	786,738	228,503,174	6,975,994	3.2%	7,762,732	3.5%
Total Planning & Public Works - Tax & Rate	\$ 311,137,578	\$ 334,541,358	\$ 335,169,096	\$ 331,009,095	\$ 344,045,921	\$ 1,519,354	\$ 345,565,275	\$ 8,876,826	2.6%	\$ 10,396,179	3.1%

Schedule may not add due to rounding

Net Dollars	2019	2020	2021		2022			Change in Budget		
	Actuals	Actuals	Approved Budget	Projected Actual ^{1,2}	Base Budget	Strategic Investments	Requested Budget	2022 Base to 2021 Approved	2022 Requested to 2021 Approved	
Administration & Finance										
Corporate Administration:										
Corporate Administration	\$ (849,556)	\$ (2,336,740)	\$ -	\$ 1,564,700	\$ -	\$ -	\$ -	\$ -	0.0%	\$ - 0.0%
Total Corporate Administration	(849,556)	(2,336,740)	-	1,564,700	-	-	-	-	0.0%	- 0.0%
Legislative & Planning Services:										
Economic Development	3,434,796	2,914,140	3,845,490	3,055,490	3,901,858	-	3,901,858	56,368	1.5%	56,368 1.5%
Total Legislative & Planning Services	3,434,796	2,914,140	3,845,490	3,055,490	3,901,858	-	3,901,858	56,368	1.5%	56,368 1.5%
Non-Program Items & Fiscal Transactions:										
Supplementary Tax Revenue	(7,876,455)	(6,781,823)	(6,500,000)	(6,500,000)	(7,300,000)	-	(7,300,000)	(800,000)	12.3%	(800,000) 12.3%
Other Tax Revenue	(4,627,509)	(4,897,457)	(4,400,000)	(4,400,000)	(4,400,000)	-	(4,400,000)	-	0.0%	- 0.0%
Tax Write-Off Provision	2,829,244	5,926,777	4,700,000	4,700,000	4,700,000	-	4,700,000	-	0.0%	- 0.0%
Tax Policy Expenditures	852,651	367,967	548,000	548,000	548,000	-	548,000	-	0.0%	- 0.0%
Assessment Services	9,572,275	9,830,722	9,913,700	9,845,600	9,930,500	-	9,930,500	16,800	0.2%	16,800 0.2%
<i>Provincial Offences Act</i>	(2,334,342)	(2,330,555)	(2,327,852)	(27,852)	(2,327,852)	-	(2,327,852)	-	0.0%	- 0.0%
Net Interest Earnings	(7,750,801)	(7,750,800)	(7,750,799)	(7,750,799)	(7,750,800)	-	(7,750,800)	(1)	0.0%	(1) 0.0%
General Expenditures ²	38,330,362	38,187,140	31,531,676	25,413,772	32,167,393	1,492,954	33,660,347	635,717	2.0%	2,128,671 6.8%
Governance Chargeback	-	-	5,348,938	5,348,938	5,231,748	421,900	5,653,648	(117,190)		304,710
Total Non-Prog Items & Fiscal Transactions	28,995,425	32,551,971	31,063,663	27,177,659	30,798,989	1,914,854	32,713,843	(264,674)	-0.9%	1,650,180 5.3%
Boards & Agencies:										
Conservation Authorities	9,593,615	9,772,316	10,086,073	10,086,073	10,452,410	-	10,452,410	366,337	3.6%	366,337 3.6%
Royal Botanical Gardens	786,756	802,491	818,541	818,541	834,912	-	834,912	16,371	2.0%	16,371 2.0%
North Halton Mental Health Clinic	978,757	1,018,949	1,224,700	1,224,700	1,228,800	-	1,228,800	4,100	0.3%	4,100 0.3%
Total Boards and Agencies	11,359,128	11,593,756	12,129,314	12,129,314	12,516,122	-	12,516,122	386,808	3.2%	386,808 3.2%
Total Administration & Finance	42,939,794	44,723,127	47,038,467	43,927,163	47,216,969	1,914,854	49,131,823	178,502	0.4%	2,093,356 4.5%
Net Regional Impact Expenditure	\$ 468,823,123	\$ 497,780,487	\$ 505,326,383	\$ 503,997,402	\$ 517,813,518	\$ 5,809,590	\$ 523,623,108	\$ 12,487,135	2.5%	\$ 18,296,725 3.6%
Halton Regional Police Service:										
Halton Regional Police Service	155,383,287	161,974,623	168,832,213	167,232,213	173,958,717	1,987,822	175,946,539	5,126,504	3.0%	7,114,326 4.2%
Total Halton Regional Police Service	155,383,287	161,974,623	168,832,213	167,232,213	173,958,717	1,987,822	175,946,539	5,126,504	3.0%	7,114,326 4.2%
Net Regional Levy & Rate Requirement	\$ 624,206,410	\$ 659,755,110	\$ 674,158,596	\$ 671,229,616	\$ 691,772,235	\$ 7,797,412	\$ 699,569,647	\$ 17,613,639	2.6%	\$ 25,411,051 3.8%

Schedule may not add due to rounding

² Includes projected Utilization of SRA and CRFM funding for COVID-19

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				
	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change 2022 Requested / 2021 Approved		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change 2022 Requested / 2021 Approved		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change 2022 Requested / 2021 Approved	
Finance															
Budgets & Tax Policy	\$ 2,490,910	\$ 2,757,762	\$ 2,814,318	\$ 56,556 2.1%	\$ (1,682,297)	\$ (1,694,885)	\$ (1,706,398)	\$ (11,513) 0.7%	\$ 808,613	\$ 1,062,876	\$ 1,107,919	\$ 45,043 4.2%			
Capital & Development Financing	2,640,777	2,885,255	2,870,139	(15,116) -0.5%	(2,431,459)	(2,456,462)	(2,616,997)	(160,535) 6.5%	209,318	428,793	253,142	(175,651) -41.0%			
Financial Services & Payroll	4,548,726	4,727,459	5,098,289	370,830 7.8%	(729,135)	(884,198)	(980,092)	(95,894) 10.8%	3,819,591	3,843,261	4,118,197	274,936 7.2%			
Supply Chain Management	2,660,997	3,301,621	3,530,910	229,289 6.9%	(1,086,521)	(1,261,240)	(1,344,588)	(83,348) 6.6%	1,574,476	2,040,381	2,186,322	145,941 7.2%			
Total Finance	12,341,410	13,672,096	14,313,655	641,559 4.7%	(5,929,413)	(6,296,786)	(6,648,075)	(351,289) 5.6%	6,411,997	7,375,311	7,665,580	290,269 3.9%			
Strategic Transformation Group															
Business Transformation	3,014,856	3,593,369	4,274,137	680,768 18.9%	-	-	-	- 0.0%	3,014,856	3,593,369	4,274,137	680,768 18.9%			
Communications & Customer Service	5,588,771	6,361,811	6,479,737	117,926 1.9%	(3,671)	(19,846)	(20,076)	(230) 1.2%	5,585,100	6,341,965	6,459,661	117,696 1.9%			
Energy, Fleet and Facilities	23,462,379	25,189,174	25,628,007	438,833 1.7%	(12,371,915)	(13,876,861)	(13,848,608)	28,253 -0.2%	11,090,464	11,312,313	11,779,398	467,085 4.1%			
Information Technology	16,424,218	17,488,491	18,699,383	1,210,892 6.9%	(3,092,893)	(3,471,383)	(3,544,783)	(73,400) 2.1%	13,331,326	14,017,107	15,154,599	1,137,492 8.1%			
Total Strategic Transformation Group	48,490,224	52,632,845	55,081,263	2,448,419 4.7%	(15,468,478)	(17,368,090)	(17,413,467)	(45,378) 0.3%	33,021,745	35,264,755	37,667,796	2,403,041 6.8%			
Legislative & Planning Services															
Legal Services	8,766,363	7,962,502	8,782,827	820,326 10.3%	(4,664,465)	(4,278,706)	(4,670,043)	(391,337) 9.1%	4,101,898	3,683,796	4,112,784	428,988 11.6%			
Human Resources	5,218,751	6,734,707	6,702,316	(32,391) -0.5%	(1,789,193)	(1,985,608)	(1,963,249)	22,359 -1.1%	3,429,558	4,749,099	4,739,067	(10,032) -0.2%			
Total Legislative & Planning Services	13,985,114	14,697,209	15,485,144	787,935 5.4%	(6,453,658)	(6,264,313)	(6,633,292)	(368,979) 5.9%	7,531,456	8,432,896	8,851,852	418,956 5.0%			
Office of the CAO															
Business Planning & Corporate Initiatives	1,437,102	1,840,423	2,058,064	217,641 11.8%	(305)	-	-	- 0.0%	1,436,797	1,840,423	2,058,064	217,641 11.8%			
Internal Audit	670,768	755,859	797,932	42,073 5.6%	(12,000)	-	-	- 0.0%	658,768	755,859	797,932	42,073 5.6%			
Strategic Policy & Government Relations	1,553,509	2,647,590	2,951,090	303,500 11.5%	-	(150,000)	-	150,000 0.0%	1,553,509	2,497,590	2,951,090	453,500 18.2%			
Total Office of the CAO	3,661,378	5,243,872	5,807,086	563,214 10.7%	(12,305)	(150,000)	-	150,000 -100.0%	3,649,073	5,093,872	5,807,086	713,214 14.0%			
Office of the Chair & Regional Council															
Office of the Chair	252,250	291,051	293,109	2,058 0.7%	-	-	-	- 0.0%	252,250	291,051	293,109	2,058 0.7%			
Regional Council	1,565,312	1,634,510	1,660,330	25,820 1.6%	(10,000)	(5,000)	(5,000)	- 0.0%	1,555,312	1,629,510	1,655,330	25,820 1.6%			
Total Office of the Chair & Reg. Council	1,817,562	1,925,561	1,953,439	27,878 1.4%	(10,000)	(5,000)	(5,000)	- 0.0%	1,807,562	1,920,561	1,948,439	27,878 1.5%			
Total Corporate Administration	\$ 80,295,688	\$ 88,171,583	\$ 92,640,587	\$ 4,469,004 5.1%	\$ (27,873,854)	\$ (30,084,189)	\$ (30,699,834)	\$ (615,645) 2.0%	\$ 52,421,834	\$ 58,087,394	\$ 61,940,753	\$ 3,853,359 6.6%			

Schedule may not add due to rounding

Gross Expenditures & Revenues by Program (Tax)

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

	Total Direct Costs					Other Expenditures					Capital Financing & Other Costs				
	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change			
				2022 Requested / 2021 Approved				2022 Requested / 2021 Approved				2022 Requested / 2021 Approved			
Health															
Healthy Families	\$ 7,500,325	\$ 8,482,604	\$ 8,736,282	\$ 253,678	3.0%	\$ 2,723,768	\$ 2,398,487	\$ 2,502,003	\$ 103,516	4.3%	\$ -	\$ -	\$ -	\$ -	0.0%
Health Protection	5,848,582	6,443,170	6,895,488	452,318	7.0%	3,055,203	1,868,511	1,907,017	38,506	2.1%	-	-	-	-	0.0%
Healthy Schools & Communities	6,368,772	8,983,159	12,234,205	3,251,046	36.2%	2,049,068	2,011,474	2,080,847	69,373	3.4%	18,500	18,500	18,500	-	0.0%
Public Health Resources	4,135,197	4,345,111	4,562,192	217,081	5.0%	825,354	814,044	826,411	12,367	1.5%	-	-	-	-	0.0%
Infectious Disease Control	11,288,887	9,293,505	9,221,237	(72,268)	-0.8%	83,142	1,755,635	1,848,800	93,165	5.3%	11,166	11,166	11,166	-	0.0%
Total Public Health	35,141,763	37,547,549	41,649,404	4,101,855	50.4%	8,736,534	8,848,151	9,165,077	316,926	16.7%	29,666	29,666	29,666	-	0.0%
Paramedic Services	34,739,105	36,007,821	37,682,992	1,675,171	4.7%	5,758,833	5,279,368	6,106,498	827,130	15.7%	3,424,146	3,415,568	3,086,446	(329,122)	-9.6%
Total Health	69,880,868	73,555,370	79,332,396	5,777,026	7.9%	14,495,368	14,127,519	15,271,575	1,144,056	8.1%	3,453,812	3,445,234	3,116,112	(329,122)	-9.6%
Social & Community Services															
Children's Services	61,250,069	68,919,143	69,065,702	146,559	0.2%	5,987,153	3,252,786	1,932,706	(1,320,080)	-40.6%	50,000	50,000	50,000	-	0.0%
Employment & Social Services	29,963,914	31,177,652	32,687,308	1,509,656	4.8%	2,820,139	2,831,743	2,941,385	109,642	3.9%	-	-	-	-	0.0%
Housing Services	45,613,125	44,889,563	50,871,972	5,982,409	13.3%	6,671,867	1,752,955	2,080,620	327,665	18.7%	6,900,000	6,500,000	6,500,000	-	0.0%
Human Services Planning & Program Support	6,720,679	7,528,252	7,834,690	306,438	4.1%	931,473	852,339	906,061	53,722	6.3%	-	-	-	-	0.0%
Services for Seniors	65,540,633	62,589,456	63,358,995	769,538	1.2%	11,629,826	8,557,357	11,297,627	2,740,270	32.0%	2,234,323	2,234,323	2,265,223	30,900	1.4%
Total Social & Community Services	209,088,421	215,104,067	223,818,667	8,714,600	4.1%	28,040,457	17,247,180	19,158,399	1,911,220	11.1%	9,184,323	8,784,323	8,815,223	30,900	0.4%
Legislative & Planning Services															
Planning Services	6,746,600	7,297,726	8,091,748	794,022	10.9%	3,608,995	3,704,408	3,795,805	91,397	2.5%	2,165,250	2,307,250	2,330,250	23,000	1.0%
Economic Development	1,949,481	2,931,569	2,954,580	23,011	0.8%	1,205,542	1,133,443	1,144,467	11,024	1.0%	-	18,500	18,500	-	0.0%
Human Resources	5,083,784	6,719,100	6,756,175	37,075	0.6%	(2,613,103)	(6,719,100)	(6,756,175)	(37,074)	0.6%	-	-	-	-	0.0%
Legal Services	8,608,094	8,485,736	9,582,934	1,097,198	12.9%	(11,136,532)	(8,257,866)	(9,351,061)	(1,093,196)	13.2%	-	-	-	-	0.0%
Total Legislative & Planning Services	22,387,958	25,434,131	27,385,437	1,951,306	7.7%	(8,935,098)	(10,139,115)	(11,166,964)	(1,027,849)	10.1%	2,165,250	2,325,750	2,348,750	23,000	1.0%
Public Works - Tax															
Waste Management	42,412,210	40,739,863	41,903,987	1,164,124	2.9%	5,388,483	4,421,624	4,603,133	181,509	4.1%	7,024,486	7,208,525	7,223,240	14,715	0.2%
Road Operations	16,574,702	17,664,994	18,115,370	450,376	2.5%	3,427,876	3,678,872	3,916,687	237,815	6.5%	36,893,916	37,144,659	37,145,421	762	0.0%
Total Public Works - Tax	58,986,912	58,404,857	60,019,357	1,614,500	2.8%	8,816,358	8,100,495	8,519,820	419,324	5.2%	43,918,402	44,353,184	44,368,661	15,477	0.0%
Finance															
Budgets & Tax Policy	2,498,819	2,762,917	2,820,476	57,560	2.1%	(2,752,099)	(2,762,917)	(2,820,476)	(57,560)	2.1%	-	-	-	-	0.0%
Capital & Development Financing	2,578,485	2,833,161	2,830,641	(2,520)	-0.1%	(2,308,991)	(2,241,161)	(2,238,641)	2,520	-0.1%	-	-	-	-	0.0%
Financial Services & Payroll	4,544,176	4,733,167	5,103,708	370,541	7.8%	(4,420,664)	(4,609,917)	(4,980,458)	(370,541)	8.0%	-	-	-	-	0.0%
Supply Chain Management	2,428,172	3,035,592	3,270,407	234,815	7.7%	(2,721,215)	(3,000,992)	(3,241,807)	(240,815)	8.0%	-	-	6,000	6,000	0.0%
Total Finance	\$ 12,049,651	\$ 13,364,837	\$ 14,025,233	\$ 660,396	4.9%	\$ (12,202,969)	\$ (12,614,987)	\$ (13,281,383)	\$ (666,396)	5.3%	\$ -	\$ -	\$ 6,000	\$ 6,000	0.0%

Schedule may not add due to rounding

	Total Direct Costs					Other Expenditures					Capital Financing & Other Costs				
	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change	
				2022 Requested / 2021 Approved					2022 Requested / 2021 Approved					2022 Requested / 2021 Approved	
Office of the CAO															
Business Planning & Corporate Initiatives	1,456,389	1,843,809	2,053,783	209,975	11.4%	(1,873,993)	(1,843,809)	(2,053,783)	(209,974)	11.4%	-	-	-	-	0.0%
Internal Audit	666,720	758,757	797,671	38,914	5.1%	(788,511)	(758,757)	(797,671)	(38,914)	5.1%	-	-	-	-	0.0%
Strategic Policy & Government Relations	1,532,247	2,634,525	2,948,693	314,168	11.9%	(1,723,342)	(2,634,525)	(2,948,694)	(314,169)	11.9%	-	-	-	-	0.0%
Total Office of the CAO	3,655,356	5,237,091	5,800,148	563,057	10.8%	(4,385,847)	(5,237,091)	(5,800,147)	(563,056)	10.8%	-	-	-	-	0.0%
Strategic Transformation Group															
Business Transformation	2,438,950	3,594,801	4,278,395	683,594	19.0%	(2,385,771)	(3,594,801)	(4,278,395)	(683,594)	19.0%	-	-	-	-	0.0%
Communications & Customer Service	5,602,739	6,364,164	6,484,900	120,735	1.9%	(6,203,222)	(6,344,482)	(6,464,824)	(120,341)	1.9%	-	-	-	-	0.0%
Energy, Fleet & Facilities	17,825,369	18,912,843	19,074,375	161,532	0.9%	(18,958,453)	(20,799,352)	(21,122,359)	(323,007)	1.6%	4,262,063	4,452,063	4,655,663	203,600	4.6%
Information Technology	11,636,828	13,330,339	14,324,289	993,950	7.5%	(14,855,426)	(16,903,244)	(18,091,279)	(1,188,035)	7.0%	3,608,562	3,838,791	4,032,876	194,085	5.1%
Total Strategic Transformation Group	37,503,885	42,202,148	44,161,959	1,959,812	4.6%	(42,402,873)	(47,641,879)	(49,956,857)	(2,314,978)	4.9%	7,870,625	8,290,854	8,688,539	397,685	4.8%
Office of the Chair & Regional Council															
Office of the Chair	243,020	281,770	284,300	2,530	0.9%	(276,690)	(281,770)	(284,300)	(2,530)	0.9%	-	-	-	-	0.0%
Regional Council	1,569,198	1,634,510	1,660,330	25,820	1.6%	(1,614,374)	(1,634,510)	(1,660,330)	(25,820)	1.6%	-	-	-	-	0.0%
Total Office of the Chair & Reg. Council	1,812,219	1,916,280	1,944,630	28,350	1.5%	(1,891,065)	(1,916,280)	(1,944,630)	(28,350)	1.5%	-	-	-	-	0.0%
Boards & Agencies															
Conservation Authorities	9,772,316	10,086,073	10,452,410	366,337	3.6%	-	-	-	-	0.0%	-	-	-	-	0.0%
Royal Botanical Gardens	802,491	818,541	834,912	16,371	2.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
North Halton Mental Health Clinic	845,649	1,040,000	1,040,000	-	0.0%	173,300	184,700	188,800	4,100	2.2%	-	-	-	-	0.0%
Total Boards & Agencies	11,420,456	11,944,614	12,327,322	382,708	3.2%	173,300	184,700	188,800	4,100	2.2%	-	-	-	-	0.0%
Halton Regional Police Service															
Halton Regional Police Service	161,783,405	170,163,491	176,695,017	6,531,526	3.8%	3,429,274	1,970,832	2,090,071	119,239	6.1%	7,374,156	7,436,623	7,736,623	300,000	4.0%
Halton Regional Police Service	161,783,405	170,163,491	176,695,017	6,531,526	3.8%	3,429,274	1,970,832	2,090,071	119,239	6.1%	7,374,156	7,436,623	7,736,623	300,000	4.0%
Non-Program Items & Fiscal Transactions															
Supplementary Tax Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Other Tax Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Tax Write-Off Provision	5,926,777	4,700,000	4,700,000	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Tax Policy Expenditures	367,967	548,000	548,000	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Assessment Services	9,830,722	9,913,700	9,930,500	16,800	0.2%	-	-	-	-	0.0%	-	-	-	-	0.0%
Provincial Offences Act Revenue	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Net Interest Earnings	12,053	-	-	-	0.0%	60,985,849	43,632,200	43,632,200	(0)	0.0%	-	-	-	-	0.0%
General Expenditures	(522,855)	4,903,627	3,657,466	(1,246,161)	-25.4%	28,036,974	5,208,824	8,332,749	3,123,925	60.0%	20,128,551	29,398,848	29,644,994	246,146	0.8%
Governance Chargeback	-	-	-	-	0.0%	-	5,348,938	5,653,648	304,710		-	-	-	-	0.0%
Total Non-Prog Items & Fiscal Transactions	15,614,664	20,065,327	18,835,966	(1,229,361)	-6.1%	89,022,823	54,189,962	57,618,597	3,428,635	6.3%	20,128,551	29,398,848	29,644,994	246,146	0.8%
Net Regional Tax Levy	\$ 604,183,795	\$ 637,392,213	\$ 664,346,133	\$ 26,953,919	4.2%	\$ 74,159,728	\$ 18,271,336	\$ 20,697,281	\$ 2,425,945	13.3%	\$ 94,095,120	\$ 104,034,816	\$ 104,724,902	\$ 690,086	0.7%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change	
				2022 Requested / 2021 Approved					2022 Requested / 2021 Approved					2022 Requested / 2021 Approved	
Health															
Healthy Families	\$ 10,224,093	\$ 10,881,091	\$ 11,238,285	\$ 357,194	3.3%	\$ (4,972,154)	\$ (6,231,175)	\$ (6,343,627)	\$ (112,452)	1.8%	\$ 5,251,939	\$ 4,649,916	\$ 4,894,658	\$ 244,742	5.3%
Health Protection	8,903,784	8,311,681	8,802,505	490,824	5.9%	(4,750,475)	(4,832,548)	(5,105,139)	(272,591)	5.6%	4,153,310	3,479,133	3,697,366	218,233	6.3%
Healthy Schools & Communities	8,436,340	11,013,133	14,333,552	3,320,419	30.1%	(4,921,861)	(7,053,882)	(10,064,111)	(3,010,229)	42.7%	3,514,479	3,959,251	4,269,441	310,190	7.8%
Public Health Resources	4,960,551	5,159,155	5,388,603	229,448	4.4%	(2,731,271)	(2,952,755)	(3,078,214)	(125,459)	4.2%	2,229,280	2,206,400	2,310,389	103,989	4.7%
Infectious Disease Control	11,383,195	11,060,306	11,081,203	20,897	0.2%	(10,208,719)	(7,902,864)	(7,676,500)	226,364	-2.9%	1,174,477	3,157,442	3,404,703	247,261	7.8%
Total Public Health	43,907,963	46,425,366	50,844,147	4,418,782	44.0%	(27,584,479)	(28,973,224)	(32,267,591)	(3,294,367)	51.5%	16,323,484	17,452,142	18,576,556	1,124,415	6.4%
Paramedic Services	43,922,084	44,702,757	46,875,936	2,173,179	4.9%	(22,459,612)	(22,220,527)	(23,744,741)	(1,524,214)	6.9%	21,462,472	22,482,230	23,131,195	648,965	2.9%
Total Health	87,830,047	91,128,123	97,720,084	6,591,960	7.2%	(50,044,091)	(51,193,751)	(56,012,332)	(4,818,581)	9.4%	37,785,957	39,934,372	41,707,752	1,773,379	4.4%
Social & Community Services															
Children's Services	67,287,221	72,221,929	71,048,408	(1,173,521)	-1.6%	(56,216,116)	(60,342,290)	(58,323,257)	2,019,033	-3.3%	11,071,105	11,879,639	12,725,151	845,512	7.1%
Employment & Social Services	32,784,053	34,009,395	35,628,693	1,619,298	4.8%	(26,651,506)	(27,041,785)	(28,151,535)	(1,109,750)	4.1%	6,132,547	6,967,610	7,477,158	509,548	7.3%
Housing Services	59,184,992	53,142,518	59,452,592	6,310,074	11.9%	(22,658,236)	(16,783,914)	(22,499,461)	(5,715,547)	34.1%	36,526,757	36,358,604	36,953,131	594,527	1.6%
Human Services Planning & Program Support	7,652,152	8,380,591	8,740,751	360,160	4.3%	(54,042)	-	-	-	0.0%	7,598,110	8,380,591	8,740,751	360,160	4.3%
Services for Seniors	79,404,782	73,381,136	76,921,845	3,540,709	4.8%	(60,003,256)	(53,783,132)	(55,599,778)	(1,816,646)	3.4%	19,401,526	19,598,004	21,322,067	1,724,063	8.8%
Total Social & Community Services	246,313,201	241,135,570	251,792,289	10,656,720	4.4%	(165,583,156)	(157,951,121)	(164,574,031)	(6,622,910)	4.2%	80,730,045	83,184,448	87,218,259	4,033,810	4.8%
Legislative & Planning Services															
Planning Services	12,520,844	13,309,384	14,217,803	908,419	6.8%	(1,284,934)	(1,158,597)	(1,350,893)	(192,296)	16.6%	11,235,910	12,150,787	12,866,910	716,123	5.9%
Economic Development	3,155,023	4,083,512	4,117,547	34,035	0.8%	(240,884)	(238,022)	(215,689)	22,333	-9.4%	2,914,140	3,845,490	3,901,858	56,368	1.5%
Human Resources	2,470,681	(0)	(0)	0	-50.0%	-	-	-	-	-	2,470,681	-	0	0	0.0%
Legal Services	(2,528,438)	227,870	231,873	4,003	1.8%	(465,998)	(227,870)	(231,872)	(4,002)	1.8%	(2,994,436)	-	(0)	(0)	0.0%
Total Legislative & Planning Services	15,618,110	17,620,766	18,567,223	946,457	5.4%	(1,991,816)	(1,624,489)	(1,798,454)	(173,965)	10.7%	13,626,294	15,996,277	16,768,768	772,491	4.8%
Public Works - Tax															
Waste Management	54,825,179	52,370,012	53,730,360	1,360,348	2.6%	(8,548,244)	(8,096,100)	(8,105,900)	(9,800)	0.1%	46,276,935	44,273,912	45,624,460	1,350,548	3.1%
Road Operations	56,896,493	58,488,525	59,177,478	688,953	1.2%	(633,571)	(484,570)	(606,747)	(122,177)	25.2%	56,262,922	58,003,954	58,570,731	566,776	1.0%
Total Public Works - Tax	111,721,673	110,858,537	112,907,838	2,049,301	1.8%	(9,181,816)	(8,580,670)	(8,712,647)	(131,977)	1.5%	102,539,857	102,277,866	104,195,191	1,917,324	1.9%
Finance															
Budgets & Tax Policy	(253,281)	-	-	-	-	-	-	-	-	0.0%	(253,281)	-	-	-	0.0%
Capital & Development Financing	269,494	592,000	592,000	-	0.0%	(527,864)	(592,000)	(592,000)	-	0.0%	(258,370)	-	-	-	0.0%
Financial Services & Payroll	123,512	123,250	123,250	-	0.0%	(128,379)	(123,250)	(123,250)	-	0.0%	(4,867)	-	-	-	0.0%
Supply Chain Management	(293,043)	34,600	34,600	-	0.0%	(38,656)	(34,600)	(34,600)	-	0.0%	(331,699)	-	-	-	0.0%
Total Finance	(153,318)	749,850	749,850	-	0.0%	(694,899)	(749,850)	(749,850)	-	0.0%	(848,217)	-	-	-	0.0%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change		2020 Actuals	2021 Approved Budget	2022 Requested Budget	Change	
				2022 Requested / 2021 Approved					2022 Requested / 2021 Approved						
Office of the CAO															
Business Planning & Corporate Initiatives	(417,604)	-	1	1	0.0%	-	-	-	-	0.0%	(417,604)	-	-	-	0.0%
Internal Audit	(121,791)	-	0	0	0.0%	-	-	-	-	0.0%	(121,791)	-	-	-	0.0%
Strategic Policy & Government Relations	(191,095)	-	(0)	(0)	0.0%	-	-	-	-	0.0%	(191,095)	-	-	-	0.0%
Total Office of the CAO	(730,491)	-	1	1	0.0%	-	-	-	-	0.0%	(730,491)	-	-	-	0.0%
Strategic Transformation Group															
Business Transformation	53,179	-	-	-	0.0%	-	-	-	-	0.0%	53,179	-	-	-	0.0%
Communications & Customer Service	(600,484)	19,682	20,076	394	2.0%	(677)	(19,682)	(20,076)	(394)	2.0%	(601,161)	-	-	-	0.0%
Energy, Fleet & Facilities	3,128,978	2,565,554	2,607,679	42,125	1.6%	(2,864,856)	(2,565,554)	(2,607,679)	(42,125)	1.6%	264,123	-	-	-	0.0%
Information Technology	389,963	265,887	265,886	-	0.0%	(261,535)	(265,886)	(265,886)	-	0.0%	128,429	-	-	-	0.0%
Total Strategic Transformation Group	2,971,637	2,851,123	2,893,642	42,519	1.5%	(3,127,067)	(2,851,122)	(2,893,641)	(42,519)	1.5%	(155,430)	-	-	-	0.0%
Office of the Chair & Regional Council															
Office of the Chair	(33,670)	-	0	0	0.0%	-	-	-	-	0.0%	(33,670)	-	-	-	0.0%
Regional Council	(45,176)	-	-	-	0.0%	-	-	-	-	0.0%	(45,176)	-	-	-	0.0%
Total Office of the Chair & Reg. Council	(78,846)	-	0	0	0.0%	-	-	-	-	0.0%	(78,846)	-	-	-	0.0%
Boards & Agencies															
Conservation Authorities	9,772,316	10,086,073	10,452,410	366,337	3.6%	-	-	-	-	0.0%	9,772,316	10,086,073	10,452,410	366,337	3.6%
Royal Botanical Gardens	802,491	818,541	834,912	16,371	2.0%	-	-	-	-	0.0%	802,491	818,541	834,912	16,371	2.0%
North Halton Mental Health Clinic	1,018,949	1,224,700	1,228,800	4,100	0.3%	-	-	-	-	0.0%	1,018,949	1,224,700	1,228,800	4,100	0.3%
Total Boards & Agencies	11,593,756	12,129,314	12,516,122	386,808	3.2%	-	-	-	-	0.0%	11,593,756	12,129,314	12,516,122	386,808	3.2%
Halton Regional Police Service															
Halton Regional Police Service	172,586,835	179,570,946	186,521,711	6,950,765	3.9%	(10,612,212)	(10,738,733)	(10,575,172)	163,561	-1.5%	161,974,623	168,832,213	175,946,539	7,114,326	4.2%
Halton Regional Police Service	172,586,835	179,570,946	186,521,711	6,950,765	3.9%	(10,612,212)	(10,738,733)	(10,575,172)	163,561	-1.5%	161,974,623	168,832,213	175,946,539	7,114,326	4.2%
Non-Program Items & Fiscal Transactions															
Supplementary Tax Revenue	-	-	-	-	0.0%	(6,781,823)	(6,500,000)	(7,300,000)	(800,000)	12.3%	(6,781,823)	(6,500,000)	(7,300,000)	(800,000)	12.3%
Other Tax Revenue	-	-	-	-	0.0%	(4,897,457)	(4,400,000)	(4,400,000)	-	0.0%	(4,897,457)	(4,400,000)	(4,400,000)	-	0.0%
Tax Write-Off Provision	5,926,777	4,700,000	4,700,000	-	0.0%	-	-	-	-	0.0%	5,926,777	4,700,000	4,700,000	-	0.0%
Tax Policy Expenditures	367,967	548,000	548,000	-	0.0%	-	-	-	-	0.0%	367,967	548,000	548,000	-	0.0%
Assessment Services	9,830,722	9,913,700	9,930,500	16,800	0.2%	-	-	-	-	0.0%	9,830,722	9,913,700	9,930,500	16,800	0.2%
Provincial Offences Act Revenue	-	-	-	-	0.0%	(2,330,555)	(2,327,852)	(2,327,852)	-	0.0%	(2,330,555)	(2,327,852)	(2,327,852)	-	0.0%
Net Interest Earnings	60,997,902	43,632,200	43,632,200	(0)	0.0%	(68,748,703)	(51,383,000)	(51,383,000)	-	0.0%	(7,750,801)	(7,750,800)	(7,750,800)	(0)	0.0%
General Expenditures	47,642,670	39,511,299	41,635,209	2,123,910	5.4%	(9,455,530)	(7,979,623)	(7,974,862)	4,761	-0.1%	38,187,140	31,531,676	33,660,347	2,128,671	6.8%
Governance Chargeback	-	5,348,938	5,653,648	304,710		-	-	-	-	0.0%	-	5,348,938	5,653,648	304,710	
Total Non-Prog Items & Fiscal Transactions	124,766,038	103,654,137	106,099,557	2,445,420	2.4%	(92,214,068)	(72,590,475)	(73,385,714)	(795,239)	1.1%	32,551,970	31,063,662	32,713,843	1,650,181	5.3%
Net Regional Tax Levy	\$ 772,438,643	\$ 759,698,365	\$ 789,768,316	\$ 30,069,951	4.0%	\$(333,449,124)	\$(306,280,212)	\$(318,701,842)	\$(12,421,630)	4.1%	\$ 438,989,519	\$ 453,418,153	\$ 471,066,473	\$ 17,648,319	3.9%

Schedule may not add due to rounding

Rate-Supported Budget Summary

Regional Water & Wastewater Services											
	2019	2020	2021		2022			Change in Budget			
Rate Supported Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2022 Base / 2021 Approved		2022 Requested / 2021 Approved	
Treatment	\$ 66,601,740	\$ 74,180,735	\$ 69,483,052	\$ 67,906,052	\$ 70,009,648	\$ 249,072	\$ 70,258,720	\$ 526,597	0.8%	\$ 775,669	1.1%
System Services	47,984,601	54,113,193	53,993,572	52,003,572	55,201,942	537,666	55,739,608	1,208,370	2.2%	1,746,036	3.2%
Infrastructure Planning & Policy	3,216,628	3,107,451	3,540,506	3,120,506	3,588,921	184,730	3,773,651	48,415	1.4%	233,145	6.6%
Engineering & Construction	11,486,745	12,030,567	14,747,781	13,177,781	14,885,794	387,048	15,272,842	138,014	0.9%	525,062	3.6%
Public Works Administration	514,494	546,661	478,700	528,700	478,800	-	478,800	100	0.0%	100	0.0%
Recoveries from Capital Projects	(17,932,942)	(18,489,439)	(22,032,474)	(20,462,474)	(22,414,721)	(571,778)	(22,986,499)	(382,247)	1.7%	(954,025)	4.3%
Gross Operating Expenditures	111,871,267	125,489,168	120,211,136	116,274,136	121,750,385	786,738	122,537,123	1,539,249	1.3%	2,325,987	1.9%
Capital Financing Expenses											
Debt Charges	25,701,327	24,504,020	21,888,783	21,888,783	20,902,600	-	20,902,600	(986,182)	-4.5%	(986,182)	-4.5%
Transfers to Reserve	79,900,980	87,168,772	95,208,062	95,208,062	101,593,136	-	101,593,136	6,385,075	6.7%	6,385,075	6.7%
Transfers to Vehicle Reserve	1,456,300	1,492,700	1,530,000	1,530,000	1,587,300	-	1,587,300	57,300	3.7%	57,300	3.7%
Transfers to Gas Tax Reserve	9,482,000	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%
Transfers from Reserve	(9,903,668)	(9,898,970)	(9,891,670)	(9,891,670)	(9,882,162)	-	(9,882,162)	9,508	-0.1%	9,508	-0.1%
Capital Financing Expenditures	106,636,939	112,748,522	118,217,174	118,217,174	123,682,875	-	123,682,875	5,465,701	4.6%	5,465,701	4.6%
Total Gross Expenditures	218,508,206	238,237,690	238,428,310	234,491,310	245,433,260	786,738	246,219,998	7,004,950	2.9%	7,791,688	3.3%
Subsidy Revenue	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%
Other Revenues											
Bulk Water Charges	(721,472)	(901,186)	(750,000)	(750,000)	(775,000)	-	(775,000)	(25,000)	3.3%	(25,000)	3.3%
Fees for Service	(2,605,084)	(2,763,384)	(2,703,996)	(2,703,996)	(2,707,952)	-	(2,707,952)	(3,956)	0.1%	(3,956)	0.1%
Sewer Discharge Agreements	(963,416)	(708,530)	(1,134,872)	(982,872)	(1,134,872)	-	(1,134,872)	-	0.0%	-	0.0%
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	(17,388,972)	(17,472,099)	(17,687,868)	(17,535,868)	(17,716,824)	-	(17,716,824)	(28,956)	0.2%	(28,956)	0.2%
Net Program Impact	\$ 201,119,235	\$ 220,765,591	\$ 220,740,442	\$ 214,955,442	\$ 227,716,436	\$ 786,738	\$ 228,503,174	\$ 6,975,994	3.2%	\$ 7,762,732	3.5%
Growth Impact:											
Customer Growth (1.5%)										(1,478,947)	-0.7%
Net Increase Requirement										\$ 6,283,785	2.8%

Schedule may not add due to rounding

Gross Expenditures & Revenues by Program (Rate)

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

	Total Direct Costs					Other Expenditures					Capital Financing Expenditures				
	2020 Actual	2021 Approved Budget	2022 Requested Budget	Change in Budget 2022 Requested / 2021 Approved		2020 Actual	2021 Approved Budget	2022 Requested Budget	Change in Budget 2022 Requested / 2021 Approved		2020 Actual	2021 Approved Budget	2022 Requested Budget	Change in Budget 2022 Requested / 2021 Approved	
Treatment	\$ 56,453,557	\$ 57,130,721	\$ 56,983,491	\$ (147,230)	-0.3%	\$ 14,952,825	\$ 8,792,857	\$ 9,519,938	\$ 727,081	8.3%	\$ -	\$ -	\$ -	\$ -	0.0%
System Services	32,975,241	40,053,199	40,850,169	796,970	2.0%	19,854,725	12,985,690	13,934,756	949,066	7.3%	-	-	-	-	0.0%
Infrastructure Planning & Policy	5,511,602	6,451,722	7,048,639	596,917	9.3%	(4,757,180)	(5,646,754)	(6,243,671)	(596,917)	10.6%	-	-	-	-	0.0%
Engineering & Construction	9,061,345	11,443,974	11,857,807	413,833	3.6%	(9,061,345)	(11,443,974)	(11,857,807)	(413,833)	3.6%	-	-	-	-	0.0%
Public Works Administration	5,495,134	5,538,742	5,704,330	165,588	3.0%	(4,996,735)	(5,095,042)	(5,260,530)	(165,488)	3.2%	-	-	-	-	0.0%
Capital Financing	-	-	-	-	0.0%	-	-	-	-	0.0%	112,748,522	118,217,174	123,682,875	5,465,701	4.6%
Total Water & Wastewater Systems	109,496,878	120,618,358	122,444,437	1,826,079	1.5%	15,992,290	(407,222)	92,686	499,908	-122.8%	112,748,522	118,217,174	123,682,875	5,465,701	4.6%
Water & Wastewater Rate Revenues															
Bulk Water Charges	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Gas Tax Revenues	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Fees for Service	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Sewer Discharge Agreements	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Interest Earnings	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Revenues	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Rate Impact	\$ 109,496,878	\$ 120,618,358	\$ 122,444,437	\$ 1,826,079	1.5%	\$ 15,992,290	\$ (407,222)	\$ 92,686	\$ 499,908	-122.8%	\$ 112,748,522	\$ 118,217,174	\$ 123,682,875	\$ 5,465,701	4.6%

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2020 Actual	2021 Approved Budget	2022 Requested Budget	Change in Budget 2022 Requested / 2021 Approved		2020 Actual	2021 Approved Budget	2022 Requested Budget	Change in Budget 2022 Requested / 2021 Approved		2020 Actual	2021 Approved Budget	2022 Requested Budget	Change in Budget 2022 Requested / 2021 Approved	
Treatment	\$ 71,406,381	\$ 65,923,579	\$ 66,503,429	\$ 579,851	0.9%	\$ -	\$ -	\$ -	\$ -	0.0%	\$ 71,406,381	\$ 65,923,579	\$ 66,503,429	\$ 579,851	0.9%
System Services	52,829,966	53,038,889	54,784,925	1,746,036	3.3%	-	-	-	-	0.0%	52,829,966	53,038,889	54,784,925	1,746,036	3.3%
Infrastructure Planning & Policy	754,421	804,968	804,968	-	0.0%	-	-	-	-	0.0%	754,421	804,968	804,968	-	0.0%
Engineering & Construction	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Public Works Administration	498,399	443,700	443,800	100	0.0%	-	-	-	-	0.0%	498,399	443,700	443,800	100	0.0%
Capital Financing	112,748,522	118,217,174	123,682,875	5,465,701	4.6%	-	-	-	-	0.0%	112,748,522	118,217,174	123,682,875	5,465,701	4.6%
Total Water & Wastewater Systems	238,237,690	238,428,310	246,219,998	7,791,688	3.3%	-	-	-	-	0.0%	238,237,690	238,428,310	246,219,998	7,791,688	3.3%
Water & Wastewater Rate Revenues															
Subsidy Revenue	-	-	-	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%
Bulk Water Charges	-	-	-	-	0.0%	(901,186)	(750,000)	(775,000)	(25,000)	3.3%	(901,186)	(750,000)	(775,000)	(25,000)	3.3%
Fees for Service	-	-	-	-	0.0%	(2,763,384)	(2,703,996)	(2,707,952)	(3,956)	0.1%	(2,763,384)	(2,703,996)	(2,707,952)	(3,956)	0.1%
Sewer Discharge Agreements	-	-	-	-	0.0%	(708,530)	(1,134,872)	(1,134,872)	-	0.0%	(708,530)	(1,134,872)	(1,134,872)	-	0.0%
Interest Earnings	-	-	-	-	0.0%	(3,617,000)	(3,617,000)	(3,617,000)	-	0.0%	(3,617,000)	(3,617,000)	(3,617,000)	-	0.0%
Total Rate Revenues	-	-	-	-	0.0%	(17,472,099)	(17,687,868)	(17,716,824)	(28,956)	0.2%	(17,472,099)	(17,687,868)	(17,716,824)	(28,956)	0.2%
Total Rate Impact	\$ 238,237,690	\$ 238,428,310	\$ 246,219,998	\$ 7,791,688	3.3%	\$ (17,472,099)	\$ (17,687,868)	\$ (17,716,824)	\$ (28,956)	0.2%	\$ 220,765,591	\$ 220,740,442	\$ 228,503,174	\$ 7,762,732	3.5%

Schedule may not add due to rounding

Halton Region Budget and Business Plan

BUDGET REPORT 2022

POLICIES & PROCEDURES



Presentation of Halton Region's Financial Information

General guidelines

Halton Region prepares and presents financial statements in accordance with Canadian Public Sector Accounting Standards (PSAS) 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 Public Sector Accounting Standard 3150, 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), 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, financial and rent expenses, debt charges, reserve transfers, as well as anticipated 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 requires municipalities to budget for all estimated expenses; however O. Reg. 284/09 provides an exclusion for amortization expenses, postemployment benefits expenses, and solid waste landfill closure and post-closure expenses provided the municipality prepares a report about the excluded expenses that is adopted by Council resolution. Halton Region does not budget for these expenses and satisfies the legislated reporting requirement through Council's approval of the annual consolidated financial statements.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Municipal Benchmarking Network Canada (MBNCanada) best practices in budgeting by allocating corporate support costs to service delivery departments. The use of this chargeback allocation method results in the distribution of net corporate support costs to direct service delivery areas. Program support chargebacks (Demand Driven Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management costs (Corporate Sustaining chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' average of budgeted net controllable costs. Governance costs are allocated to the budgets



of both funding sources (tax and rate), and the presentation of these costs are shown separately within Non-Program.

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.

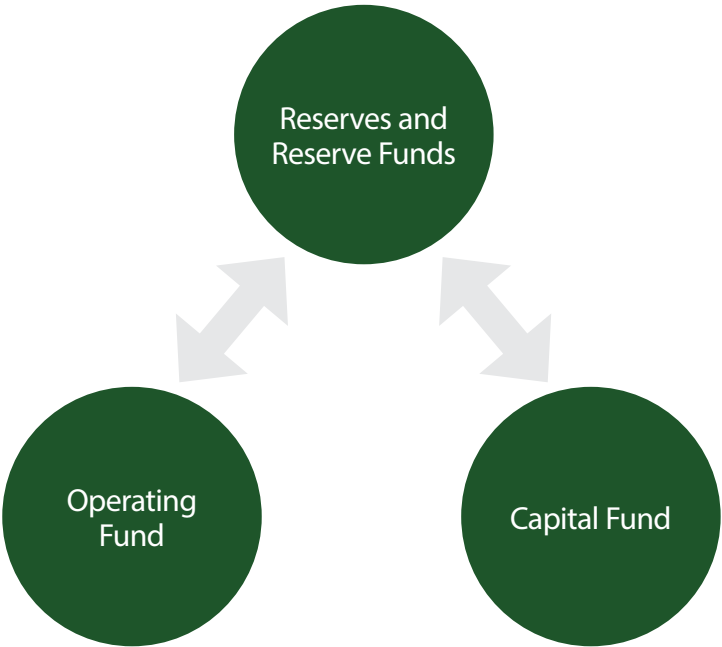
Reserves and Reserve Funds: The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short- and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact 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 (DCs) 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.

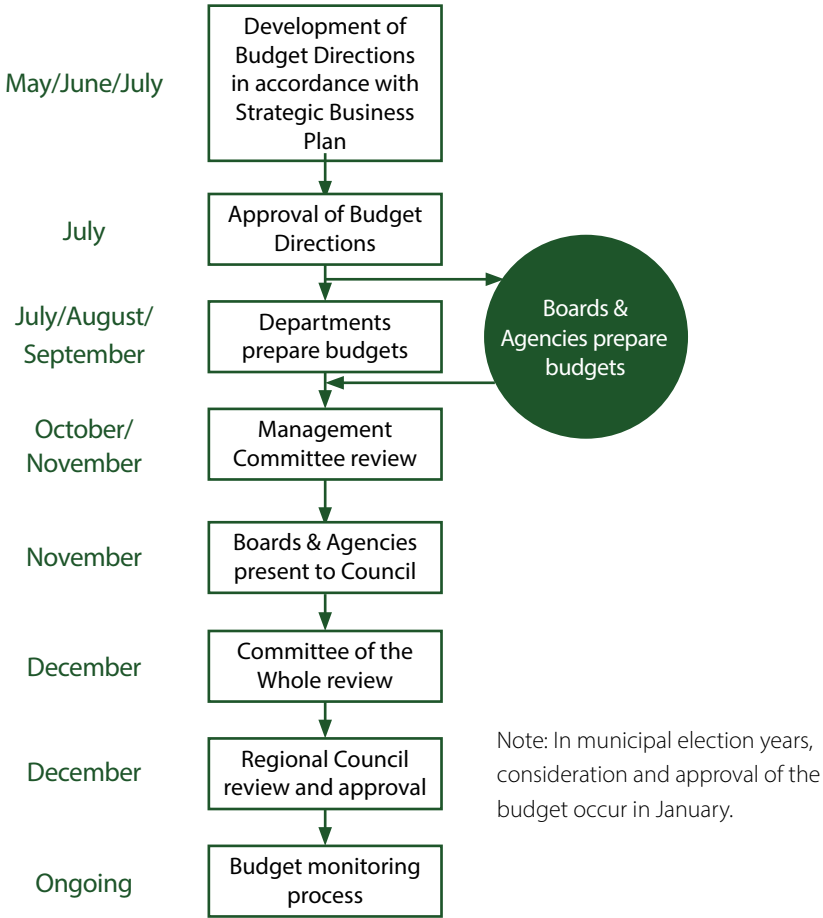
Fund relationships

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 Strategic Business Plan, the Region develops the Budget Directions Report. 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 Committee of the Whole 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 Business Plan. Preliminary budgets are prepared by all Regional departments with the help of the Budgets & Tax Policy 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 reviewed by Budgets & Tax Policy 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, Budgets & Tax Policy 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. The Committee of the Whole reviews the document prior to Council approval in December. In an election year, the committee begins reviewing the budget in January, with adoption targeted for late January. The Committee of the Whole review provides 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 Committee of the Whole.

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 dates are for the review and consideration of the 2022 Budget and Business Plan:

November 17, 2021

- 2022 Boards & Agencies Presentations

December 8, 2021

- 2022 Budget review at Regional Council Budget Workshop

December 15, 2021

- 2022 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

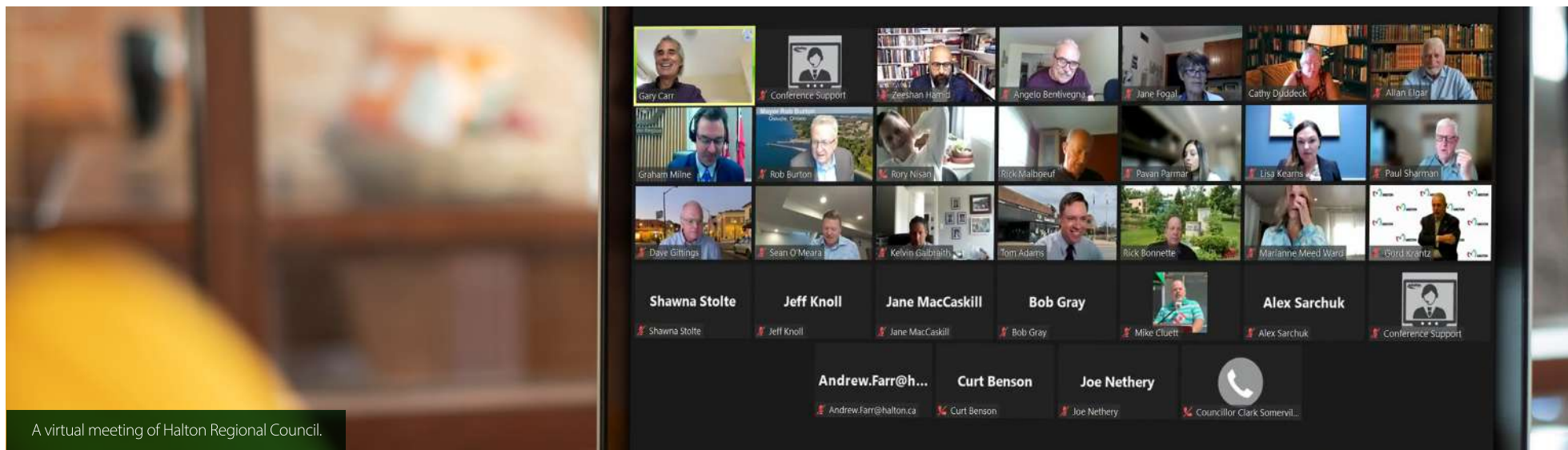
In accordance with the Municipal Act, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both 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 that 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 as at April 30, August 31 and December 31.



Capital budget (life-to-date) variance and project closure reports are presented twice annually as at June 30 and December 31.

Operating fund balance

Any actual surplus or deficit arising at year-end is transferred to or from a Tax or Rate Stabilization Reserve or other reserves as directed by Council. The targeted balances in the stabilization reserves are 10 per cent of total operating expenditures for tax-supported programs and 15 per cent for water and wastewater programs. These reserves are used to mitigate the effect of any large variations in major sources of revenue or expenditure. Given that personnel services account for approximately 32 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 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 alternative 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, favorable 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 ceased distribution of pennies on February 4, 2013, and pennies have been withdrawn from circulation, Halton Region has 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

Halton Reserve Policy Summary (CS-83-02)

Vehicle/Building and Equipment Reserves:

Purpose	To fund the maintenance and replacement of Regional assets
Target	Based on lifecycle costs of assets
Funding	Based on lifecycle costs of assets 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:

- For natural gas, Halton Region manages risk by locking into fixed price contracts. In 2021, approximately 35 per cent of the annual volume was purchased on contract with the remaining 65% per cent purchased at the spot market price. Halton Region has also locked into a fixed price contracts for 35% of the annual volume for the period November 1 2021 to October 31 2022.

- Halton Region did not enter into a fixed price agreement for electricity in 2021 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.
- 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 entered into a four-year contract term with Canada Clean Fuels in 2020, following an open competitive sourcing process, to enable the bulk purchase of gasoline, diesel, and biodiesel fuels. The initial agreement term extends until December 31, 2024, with an option to renew for two years at the Region's discretion.

Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have decreased for electricity mainly due to savings relating to the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods.

Commodity (\$000s)	2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected Actual	2022 Requested Budget	Changes in Budget (2022-2021)
Electricity	18,540	17,771	17,599	19,078	18,016	18,125	(953)
Natural Gas	761	728	886	869	873	882	13
Gasoline and Diesel	3,066	2,761	2,467	2,868	2,866	2,952	83

Halton Region Budget and Business Plan

BUDGET REPORT 2022

| GLOSSARY



Glossary of Terms

Term	Definition
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.
Active Transportation	The act of travelling by means of human-powered physical exercise, such as walking or cycling.
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 direct 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 expense 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, Credit Valley Conservation, Grand River Conservation Authority and North Halton Mental Health Clinic.
Budget	A financial plan for a specified period of time (fiscal year) that estimates all planned revenues and expenditures for various municipal services.
Budget Book	The official written statement prepared by staff, which presents the proposed budget to Regional Council.
Budget Directions	A policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered by the Committee of the Whole and Regional Council. Regional staff also use this as a guide in developing the following year's budget process.

Term	Definition
Canadian Public Sector Accounting Standards	Authoritative standards for financial accounting and reporting developed through an organized standard-setting process and issued by the Public Sector Accounting Board (PSAB)
Canadian Union of Public Employees (CUPE)	Canada's largest union, with 700,000 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.
Capital Expenditure	An expense for the acquisition, renovation, maintenance or replacement of fixed assets resulting in an extension of the asset's 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 (FTE) 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	The payment of interest and repayment of principal to holders of the Region's debt instruments.
Deficit	The excess of expenditures over revenues in a fund over an accounting period.
Demand Driven Chargeback	A method that is used to allocate costs that are required for program support purposes. An allocation driver is specified for each area of program support, with the allocation of costs based on the percentage of driver units for a program area as compared to the total driver units.
Development Charges (DCs)	Charges collected from developers that are imposed under the <i>Development Charges Act</i> when land is developed.
Development Charges By-law	By-law approved by Regional Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i> .

Term	Definition
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.
Fleet	The vehicles owned and operated by the Region, including Police
Fringe Benefits	Payment to which participants may be entitled under a plan, including pension benefits.
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.
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.
Gross Expenditures	For Regional Services, the total amount of spending required in order to continue operations and deliver services, net of any recoveries from external sources (e.g. capital, Police) and transfers from reserves. Conversely, after considering subsidies and other revenues, this amount would then be known as "Net Expenditures".
Halton Community Housing Corporation (HCHC)	A separate Regionally owned corporation that owns and manages social housing units in Halton Region. HCHC has no staff. The Region provides staff support to HCHC.
Halton Police Board	The governing body for the Halton Regional Police Service (HRPS).
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)	A police agency that contributes to the safety and well-being of the Region's more than 595,000 residents through the provision of police services.
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.
Land Use Planning	The term given to policy that directs how the land in a community is used. The goal is to balance the needs of the people who live in the area with the needs of the environment.
Levy	Property taxation funding which is raised through taxes.
Local Municipalities	Municipalities 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).
Management Committee	The Region's senior management team comprised of the Chief Administrative Officer (CAO) and six Commissioners.
Municipal Benchmarking Network Canada (MBNCanada)	A partnership project to encourage service excellence in municipal government. Participating municipalities work together to identify and share performance statistics and operational best practices. (Formerly Ontario Municipal CAO's Benchmarking Initiative (OMBI))
Municipal Property Assessment Corporation (MPAC)	Established by the <i>Municipal Property Assessment Corporation Act</i> , MPAC administers and determines a uniform, province-wide system of current value assessment (CVA) for all properties.
Net Expenditures	For Regional Services, the amount of spending required in order to continue operations and deliver services, net of any recoveries from external sources (e.g. capital, Police), transfers from reserves, subsidies and other revenues. In other words, the amount to be either levied from property taxes or recovered through water and wastewater rates.
Ontario Disability Support Program (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 Land Tribunal (OLT)	The Ontario Land Tribunal (OLT) hears and decides appeals and matters related to land use planning, environmental and natural features and heritage protection, land valuation, land compensation, municipal finance, and related matters.
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 68,000 registered nurses and health-care professionals and 18,000 nursing students providing care in hospitals, public health, community health centres, home care, family health teams, long-term care and private clinics.
Ontario Public Service Employees Union (OPSEU)	A union in Ontario for public sector workers. OPSEU has about 170,000 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, and administered by, the Region to provide social assistance to residents. The Province of Ontario fully funds the social assistance benefits.

Term	Definition
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.
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”)	The Province of Ontario (the provincial government).
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.
Rate-Supported Budget	Referring to the budget containing expenditures relating to the Water and Wastewater Programs that are funded through water and wastewater rates.
Regional Official Plan (ROP)	Outlines the long-term vision for Halton’s physical form and community character in accordance with the <i>Planning Act</i> .
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 one of the Region’s reserves 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).
Revenue	Funds that a government receives as income, including property tax payments, fines, subsidies and interest income.
Strategic Business 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 Council. The current plan covers the 2019 to 2022 Council term.

Term	Definition
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.
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.
Systems Application Process (SAP)	Software used for the Region's financial and human resource information systems.
Tangible Capital Assets (TCA)	Non-financial assets with physical substance that: are held for use in the production or supply of goods and services, rental to others, administrative purposes or the development, construction, maintenance or repair of other TCA; 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.
Tax-Supported Budget	Referring to the collective budget of the Health, Social and Community Services, Planning Services, Economic Development, Waste Management, Roads Operations, Corporate Administration, Boards and Agencies and other non-program and fiscal transactions. The net expenditures of these programs are funded by property taxes.
Wastewater Treatment Plant (WWTP)	Halton Region owns and operates six Wastewater Treatment Plants that treat approximately 247,000 cubic metres of wastewater every day.
Water Treatment Plant (WTP)	Halton-owned and operated state-of-the-art Water Treatment Plants that deliver safe, high-quality and cost-effective drinking water.

Acronyms

Acronym	Term
AHT	Anti-Human Trafficking
ADP	Adult Day Programs
AMI	Advanced Meter Infrastructure System
ARB	Assessment Review Board
ATMP	Active Transportation Master Plan
ATMS	Advanced Traffic Management System
AWWA	American Water Works Association
BCA	Business Condition Assessment
BIA	Business Improvement Area
BILD	Building Industry and Land Development Association
BPE	Best Planning Estimates
BSO	Behavioural Supports Ontario
BUR	Burlington
CAO	Chief Administrative Officer
CBCP	Community-Based Early Years and Child Care Capital Project
CCEYA	<i>Child Care Early Years Act</i>
CH	Conservation Halton

Acronym	Term
CHAP	Community Health Assessment Program
CHPI	Community Homelessness Prevention Initiative
CHS	Comprehensive Housing Strategy
COCHI	Canada-Ontario Community Housing Initiative
COHB	Canada-Ontario Housing Benefit
CPI	Consumer Price Index
CPNP	Canada Prenatal Nutrition Program
CSWB Plan	Community Safety and Well-Being Plan
CVA	Current Value Assessment
CVC	Credit Valley Conservation
DC	Development Charge
DCA	<i>Development Charges Act</i>
DCC	Dental Care Counts
EA	Environmental Assessment
EAB	Emerald Ash Borer
EDU	Ministry of Education
GOG	General Operating Grants

Acronym	Term
GRCA	Grand River Conservation Authority
HATCH	Halton Access to Community Housing
HBHC	Healthy Babies Healthy Children
HCHC	Halton Community Housing Corporation
HFG	Home for Good
HBGC	Halton Global Business Centre
HHACT	Halton Hills - Action
HHGEO	Halton Hills - Georgetown
HHS	Halton Healthcare Services
HIP	Halton In-Situ Program
HOEP	Hourly Ontario Energy Price
HRAP	Halton Rental Assistance Program
HRC	Halton Regional Centre
HRCIF	Halton Region Community Investment Fund
HRPS	Halton Regional Police Service
HSO	Healthy Smiles Ontario
HSPPS	Human Services Planning & Program Support
HWMS	Halton Waste Management Site

Acronym	Term
IAH-E	Investment in Affordable Housing-Extension
IAH-SIF	Investment in Affordable Housing - Social Infrastructure Fund
IGMS	Integrated Growth Management Strategy
IPAC	Infection Prevention and Control
ISPA	<i>Immunization of School Pupils Act</i>
kWh	kilowatt-hour
LCC	Licensed Child Care
LDC	Local Distribution Companies
LED	Light Emitting Diode
LHCC	Licensed Home Child Care
LHIN	Local Health Integration Network
LTC	Long-Term Care
MCCSS	Ministry of Children, Community and Social Services
MFIPPA	<i>Municipal Freedom of Information and Protection of Privacy Act</i>
MIL	Milton
ML/d	Megalitres per day (one Megalitre is equivalent to one million litres)

Acronym	Term
MLTC	Ministry of Long-Term Care
MNRF	Ministry of Natural Resources and Forestry
MOE	Ministry of the Environment
MOL	Ministry of Labour
MTCU	Ministry of Training, Colleges and Universities
NDMP	National Disaster Mitigation Program
NHMHCC	North Halton Mental Health Clinic
OAK	Oakville
OKN	Our Kids Network
OLT	Ontario Land Tribunal
OPHI	Ontario Priorities Housing Initiative
OPHS	Ontario Public Health Standards
OSDCP	Ontario Seniors Dental Care Program
OW	Ontario Works
PHFAA	Public Health Funding and Accountability Agreement
PIL	Payments-In-Lieu (of taxes)
POA	<i>Provincial Offences Act</i>
PPE	Personal Protective Equipment
PRV	Pressure Reduction Valve
PQI	Pavement Quality Index

Acronym	Term
RBG	Royal Botanical Gardens
RCCC	Regional Child Care Centre
RCM	Reliability Centred Maintenance
RGI	Rent-Geared-To-Income
ROP	Regional Official Plan
ROW	Rights Of Way (taxes)
SCADA	Supervisory Control and Data Acquisition
SCRS	Strong Communities Rent Supplement
SDE	Single Detached Equivalents
SFOA	<i>Smoke Free Ontario Act</i>
SPLIT	Subsidized Passes for Low Income Transit
STI	Sexually Transmitted Infection
TB	Tuberculosis
THRC	The Halton Resource Connection
TODS	Tourism-Oriented Destination Signage
WEG	Wage Enhancement Grant
WTP	Water Treatment Plant
WWM	Wastewater Main
WWPS	Wastewater Pumping Station
WWTP	Wastewater Treatment Plant