

Halton Region

# Budget and Business Plan 2016





J. E. MacCaskill  
Chief Administrative Officer  
Tel: 905-825-6000 Fax: 905-825-8273  
Toll Free: 1-866-4Halton (1-866-442-5866)

Dear Chair and Members of Regional Council,

November 19, 2015

Re: Halton Region 2016 Budget & Business Plan

We are pleased to present the Halton Region 2016 Budget & Business Plan for Council's consideration. The 2016 budget is based on the solid financial planning principles that continue to preserve Halton's AAA credit rating and strong long-term financial position.

This document includes both the Tax-Supported Budget and Rate-Supported Budget, allowing Council to consider the combined impacts of both. The Executive Summary provides an overview of the combined budgets. Altogether, the 2016 Budget and Business Plan provides a multi-year financial plan that addresses key service priorities.

Preparation of the 2016 budget has involved considerable effort from Halton Region staff from all divisions of the organization. We would like to express our appreciation to staff for their efforts in preparing this budget.

Council consideration of the budget is scheduled for December 16, 2015. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill  
Chief Administrative Officer



M. Scinocca  
Commissioner of Finance  
and Regional Treasurer

# GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Regional Municipality of Halton, Ontario for the annual budget beginning January 1, 2015. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

This award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we will be submitting the 2016 Budget & Business Plan to GFOA for this award.



# Table Of Contents

## Introduction

- Halton Region at a Glance ..... 1
- Halton Regional Council 2014-2018 ..... 3
- The Halton Region Strategic Action Plan  
2015-2018: Shaping Halton's Future ..... 4
- Halton Region's Corporate Organization ..... 5
- Departments and Services ..... 6
- Recent Awards ..... 9
- Connecting with the Region ..... 10

## Executive Summary

- 2016 Property Tax Impact ..... 11
- 2016 Water and Wastewater Rate Impact ..... 15
- 2016 Budget Summary ..... 16
- 2016 Budget Overview ..... 21
- 2016 Budget Development ..... 23
- 2016 Budget Key Drivers ..... 24
- 2016 Budget By Cost Category ..... 44
- 2016 Budget Risks ..... 45
- 2016 Budget & Forecast ..... 47
- 2016 Capital Budget & Forecast Overview ..... 51
- Strategic Action Plan 2015-2018: Measures and  
Outcomes ..... 69

## Tax Budget Overview

- 2016 Regional Property Tax Impact ..... 73
- 2016 Budget Overview ..... 75
- 2016 Tax Operating Budget By  
Major Program ..... 79
- 2016 Tax Operating Budget By  
Cost Category ..... 80
- 2016 Strategic Investments ..... 90

- 10-Year Tax Operating Budget Forecast ..... 94
- Tax Capital Budget & Forecast Overview ..... 96
- Health Department ..... 103
- Social & Community Services Department ..... 118
- Legislative & Planning Services Department ..... 131
- Public Works Department – Tax ..... 141
- Finance Department ..... 151
- CAO's Office ..... 157
- Office of the Chair & Regional Council ..... 162
- Boards & Agencies ..... 163
- Non-Program Items and Fiscal Transactions ..... 166

## Water & Wastewater Budget Overview

- 2016 Operating Budget Summary ..... 170
- 2016 Water & Wastewater Operating Budget  
By Major Program ..... 173
- 2016 Water & Wastewater Operating Budget By  
Cost Category ..... 178
- 2016 Rate Strategic Investments ..... 182
- 10-Year Water & Wastewater Operating Budget  
Forecast ..... 183
- Public Works Department - Rate ..... 185
- Water & Wastewater Capital Budget & Forecast  
Overview ..... 187

## Community Profile

- Halton's Communities ..... 197
- Halton's Cultural Heritage ..... 199
- Tourism ..... 200
- Education ..... 201
- Hospitals ..... 202
- Regional Economy ..... 203

## Policies And Procedures

- Presentation of Financial Information ..... 205
- Budget Process ..... 207
- Financial Policies ..... 209

## Glossary

- Glossary Of Terms ..... 214

## Operating Budget

- Tax Details** ..... D1
- Health Department ..... D13
- Social & Community Services Department ..... D32
- Legislative & Planning Services Department ..... D48
- Public Works Department ..... D70
- Finance Department ..... D82
- CAO's Office ..... D93
- Office of the Chair & Regional Council ..... D107
- Halton Regional Police Service ..... D112
- Other Boards & Agencies ..... D113
- Non-Program (Fiscal) ..... D115
- Fees & Charges - Tax ..... D119

## Water & Wastewater Details

- Public Works Department - Rate ..... D144
- Water & Wastewater Treatment ..... D153
- Water & Wastewater System Services ..... D156
- Engineering & Construction ..... D161
- Infrastructure Planning & Policy ..... D163
- Fees & charges - Water & Wastewater ..... D165

## Capital Budget

- Tax - Capital** ..... D178
- Transportation ..... D184
- Waste Management ..... D218
- Other Regional Programs ..... D224
- Halton Regional Police Service ..... D235
- Water & Wastewater - Capital** ..... D238
- Water Non-Development ..... D241
- Water Development ..... D274
- Wastewater Non-Development ..... D287
- Wastewater Development ..... D306





# Budget and Business Plan 2016

## Introduction





# Halton Region at a Glance

Halton Region is an upper tier government providing services to residents in the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville. Covering over 232,000 acres of land (969 km<sup>2</sup>), Halton features 25 km of frontage along Lake Ontario as well as the Niagara Escarpment, a UNESCO World Biosphere Reserve. Home to a population of approximately 530,924, Halton Region is mandated to grow to 780,000 residents by the year 2031.

Close to major markets in Canada and the U.S., Halton Region's central location translates to expanded business and professional employment opportunities for Halton residents. Just 30-minutes from Toronto and 45-minutes from Niagara, Halton is accessible via three airports, a well maintained road and highway system, public transit and GO service.

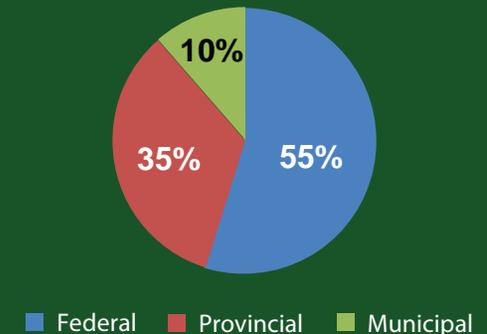
Halton combines vibrant agricultural communities and the charm of small town life with the amenities, shopping and culinary delights of major urban centres. It offers ample access to nature, arts, culture, heritage, leisure, sporting activities and more – all year round.

For more information, dial 311 or visit [halton.ca](http://halton.ca).



99%  
of residents rate quality  
of life in Halton as high

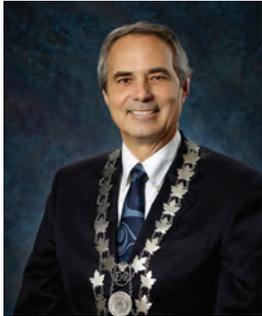
Average family tax bill  
breakdown



Source: The Fraser Institute's Canadian Tax Simulator, 2015

AAA  
Credit rating  
25 years in a row

# Halton is a Great Place to Live



Halton is a vibrant and growing community with more than 530,000 residents and four distinct communities – Burlington, Halton Hills, Milton and Oakville.

Halton Region is dedicated to enhancing the lives of all residents. Our innovative programs and services, distinct planning strategies and efforts to preserve our strong financial position support the high quality of life and strong economy that help make Halton a great place to live.

The 2016 Budget and Business Plan is our financial roadmap for the year ahead, reflecting the priorities and outcomes highlighted in our *Strategic Action Plan 2015-2018: Shaping Halton's Future*. I invite you to review the plan to learn how we will continue to enhance the quality of life for all people of Halton, today and into the future.

Regional Chair Gary Carr



## Vision

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

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

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

## Halton's Landscape



# Halton Regional Council 2014-2018



Halton Regional Council acts as the decision-making body for Halton Region. The Regional Chair is the head of Regional Council, which is currently made up of 21 elected representatives from Halton's Local Municipalities, including the Mayors of Burlington, Halton Hills, Milton and Oakville. Council agendas, meeting schedules and streaming video of council meetings are available online at [halton.ca/agendas](http://halton.ca/agendas).

Council meetings are also broadcast on TV Cogeco with closed captioning. Check your local listings for broadcast dates and times.

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

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

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

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

Halton Region is one of the fastest growing regions in the Province. Residents value the quality of life and services offered by the Region.

The Region's strategic planning framework recognizes the importance of long-term planning and priority-setting focused on achieving Halton's Vision. The *Strategic Action Plan 2015-2018* sets out the priorities for the four year term of Council. Supporting this plan are the strategies and service delivery plans for the Region's many program areas.

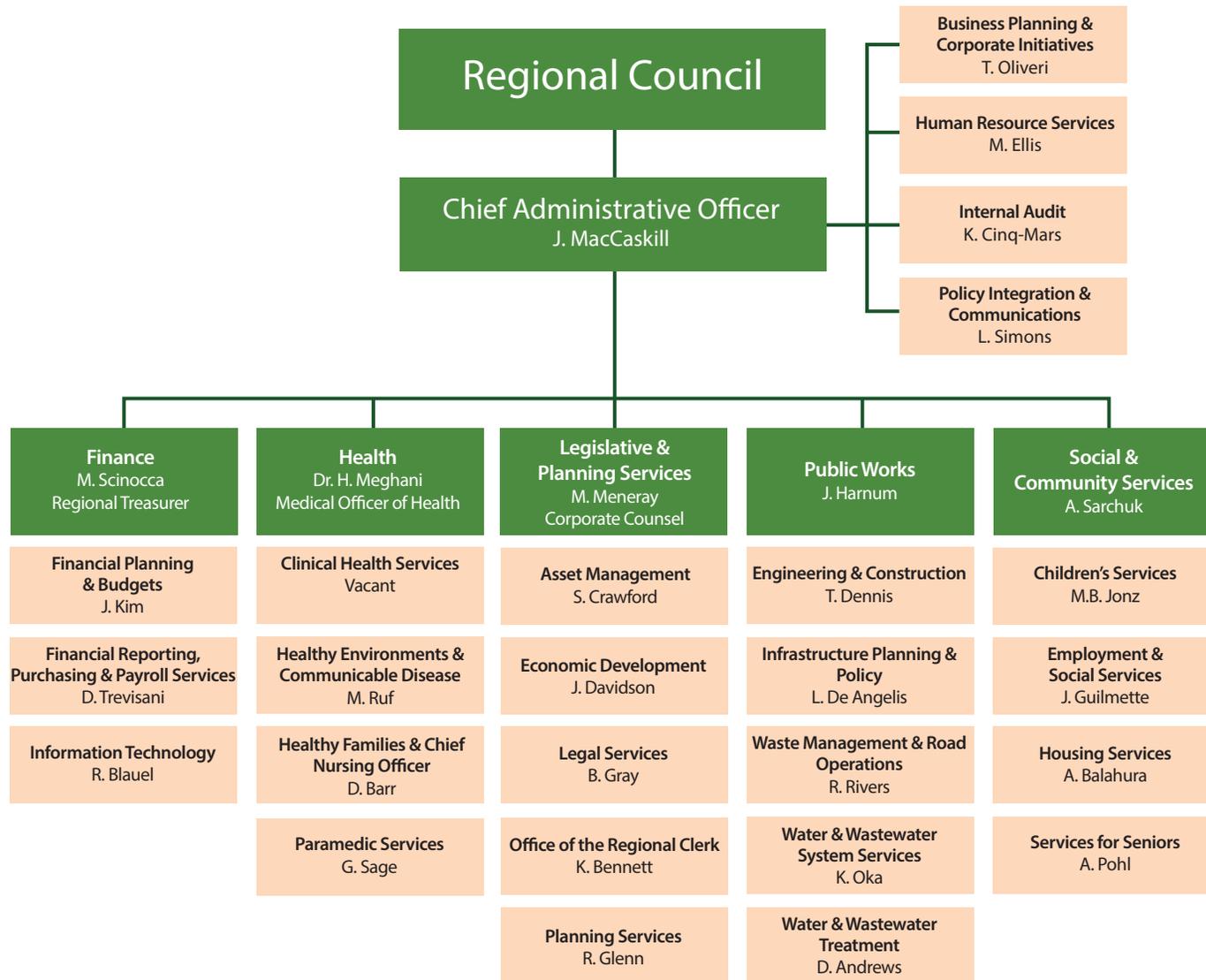


## The Halton Region Strategic Action Plan 2015-2018 identifies six strategic priority areas:



To learn more, visit [halton.ca/actionplan](http://halton.ca/actionplan).

# Halton Region's Corporate Organization



# Departments and Services

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

To support the development and maintenance of Halton Region's essential services, Halton Region relies on the following six departments to responsibly and effectively plan for the short and long-term needs of our region, our residents, community stakeholders and our future generations.

## The Chief Administrative Officer (CAO)

The CAO's Office provides corporate leadership and support to all Regional departments through the delivery of four divisions: Business Planning and Corporate Initiatives, Policy Integration and Communications, Human Resource Services and Internal Audit. The CAO's office supports the organization and the implementation of Regional Council's direction through strategic planning, emergency management, corporate initiatives, government relations, advocacy and policy development, strategic communications and social and digital media. Internal auditing, human resource services and the delivery of high-quality front-line customer service through the Region's call centre, Access Halton, are also provided by the CAO's office.



### 2014 Highlights:

- Development of the 2015-2018 Strategic Action Plan
- Continued advocacy to Provincial and Federal governments
- Greater Toronto's Top Employer Award
- 2,614,153 visits to Halton's website and operation of 4 Regional social media channels
- 314,400 calls received at Access Halton
- 6 emergency exercises completed

## Finance

The Finance Department provides support to all Regional departments through the delivery of three divisions: Financial Planning and Budgets, Financial Reporting, Purchasing and Payroll Services and Information Technology Services. The Department supports the organization by providing the internal support services of financial planning, budgeting, development financing, investment portfolio management, financial reporting, purchasing, accounting, payroll and information technology services to deliver on the Region's commitment to being an effective, fiscally-responsible and transparent organization.

### 2014 Highlights:

- Development of annual Budget & Business Plan
- Achieved AAA credit rating
- Achieved annual tax rate at or below inflation
- Government Finance Officers Association awards for financial planning and reporting
- 22 online services available to the community on **halton.ca**



# Departments and Services - continued

## Health

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

### 2014 Highlights:

- 164,000 influenza vaccines distributed through community partners
- 18,000 children screened for oral health in elementary schools
- 15,000 connections with parents of children and youth at groups, seminars and consultations
- 12,000 clients served at mental health, sexual health and tobacco cessation clinics
- 5,800 inspections of food premises completed
- 40,664 paramedic calls and 26,784 patients transported



## Legislative & Planning Services

The Legislative and Planning Services Department provides support to the organization and community stakeholders through the delivery of five divisions: Asset Management, Economic Development, Planning Services, Legal Services and the Office of the Regional Clerk. The Department provides legal support, leadership on land use planning and growth management, economic development, small business services, tourism promotion, heritage services, risk management and asset management planning. The Department also provides support services to Regional Council and its Committees.

### 2014 Highlights:

- 200 attendees at annual Real Estate Forum
- 77 small business seminars and workshops provided
- 2,600 residential building permits issued
- 50% of Region maintained in Natural Heritage System
- 86 Regional Council and committee meetings supported
- 5,300 day visits to Halton Region Museum and new Museum Master Plan approved



# 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 Waste Water 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.

### 2014 Highlights:

- 90,460 tonnes of residential garbage collected and disposed
- 137,671 tonnes of residential blue box and organic materials diverted from landfill
- 1,048 paved road kilometres maintained
- 250 signalized intersections in operation
- 248 bridges and major culverts maintained
- 6,550 streetlights maintained on Regional roads
- 61 million cubic metres of water treated at 12 water treatment plants
- 19 municipal wells, 7 bulk water stations and 22 water reservoirs and storage facilities
- 2,205 kilometres of water mains and 14 booster stations for the distribution of water



- 84 million cubic metres of wastewater treated at 7 wastewater treatment plants
- 1 biosolids management facility
- 1,861 kilometres of wastewater mains and 82 pumping stations to collect wastewater for treatment

## Social & Community Services

The Social & Community Services Department delivers programs and services that enhance the independence and quality of life of Halton Region residents through four divisions: Children's Services, Employment and Social Services, Housing Services and Services for Seniors. The Department provides child care fee assistance, financial assistance to low-income residents, employment and training services, direct care and service to seniors at Regionally operated long-term care homes and oversight of social housing units which are operated by the Halton Community Housing Corporation (HCHC) which is owned by the Region.

### 2014 Highlights:

- 28 community projects and programs funded through the Halton Region Community Investment Fund
- 4,834 social housing units of which 1,961 are directly operated by HCHC
- 3,997 rental assistance units through housing providers and 732 rental assistance units directly from Halton
- 4,794 children received child care fee assistance
- 1,900 Halton Ontario Works caseloads per month received financial assistance
- 572 seniors received direct care and service at 3 Regionally operated long-term care homes



# Recent Awards

## **Award of Environmental Excellence 2014**

Owls for Climate Change  
*Conservation Halton*

## **Canadian Award for Financial Reporting**

2013 Annual Financial Report  
*The Government Finance Officers Association*

## **Distinguished Budget Presentation Award**

2015 Budget and Business Plan  
*The Government Finance Officers Association*

## **Greater Toronto's Top Employers 2015**

Halton Region  
*Mediacorp Canada Inc.*

## **Innovation Award**

Employment Halton  
*2015 Employment Ontario Leadership Awards*

## **Local Municipal Champion Award 2015**

Housing Collaborative Initiative  
*Ontario Municipal Social Services Association*

## **Ontario BeSpatial Best Web GIS Challenge Award**

Halton Region's Allocation Map Viewer  
*Urban and Regional Information Systems Association*

## **Project of the Year Award (2014) (Civil Engineering Infrastructure)**

Halton Zone 3 Interconnecting Watermain  
*Ontario Society of Professional Engineers*

## **Project of the Year Award (2014) (Civil Large Project Category)**

North Oakville East Wastewater Pumping Station  
*Ontario Society of Professional Engineers*

## **2014 Apex Award - Publication Excellence**

Owls for Climate Change  
*Apex Awards for Publication Excellence*

## **2014 Gold Quill, Award of Excellence**

Owls for Climate Change  
*International Association of Business Communicators*

# Canadian Award for Financial Reporting

2013 Annual Financial Report

*The Government Finance Officers' Association of the United States and Canada (GOFA)*



# Connecting with the Region: One click. One call. One Halton.

Dial 311 for direct access to information on Halton's programs and services through a customer service representative at Access Halton.

Visit [halton.ca/311](http://halton.ca/311) for a variety of online tools you can use to book metal or appliance collection, report an uncollected Blue Box and sign up for heat or cold alerts. You may also submit your inquiry by emailing [accesshalton@halton.ca](mailto:accesshalton@halton.ca). Your email will be responded to by the end of the next business day.

To receive timely notifications on a variety of Regional topics, sign up for email updates at [halton.ca/update](http://halton.ca/update).

Keep up to date with  
the latest information:

[halton.ca](http://halton.ca)  311



# Budget and Business Plan 2016

## Executive Summary



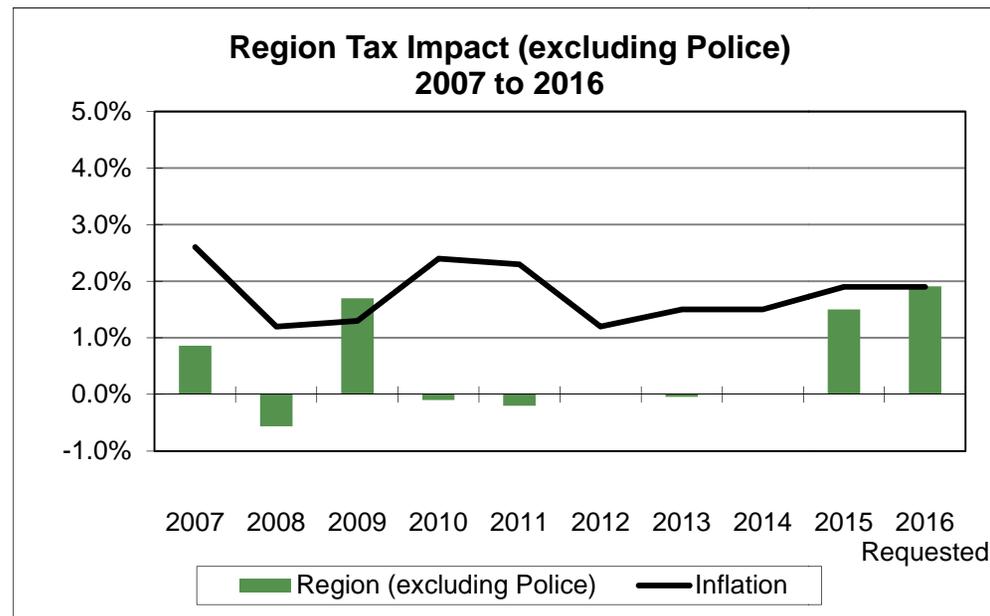


# Executive Summary

The 2016 Budget for Regional tax supported services results in a **1.9% increase** in property taxes. This is consistent with the Council priorities of maintaining tax rate increases at or below the rate of inflation while delivering the high quality services required by Halton residents.

## Property Tax Impact 2007 to 2016

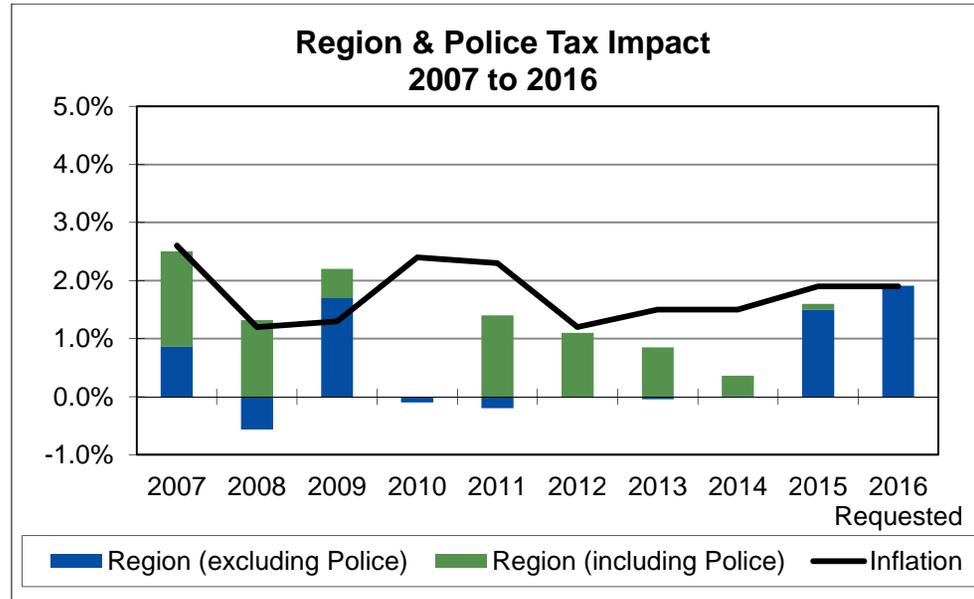
The chart below provides the history of property tax increases for Regional services in Halton for the last nine years. The average annual tax increase over this period has been 0%.



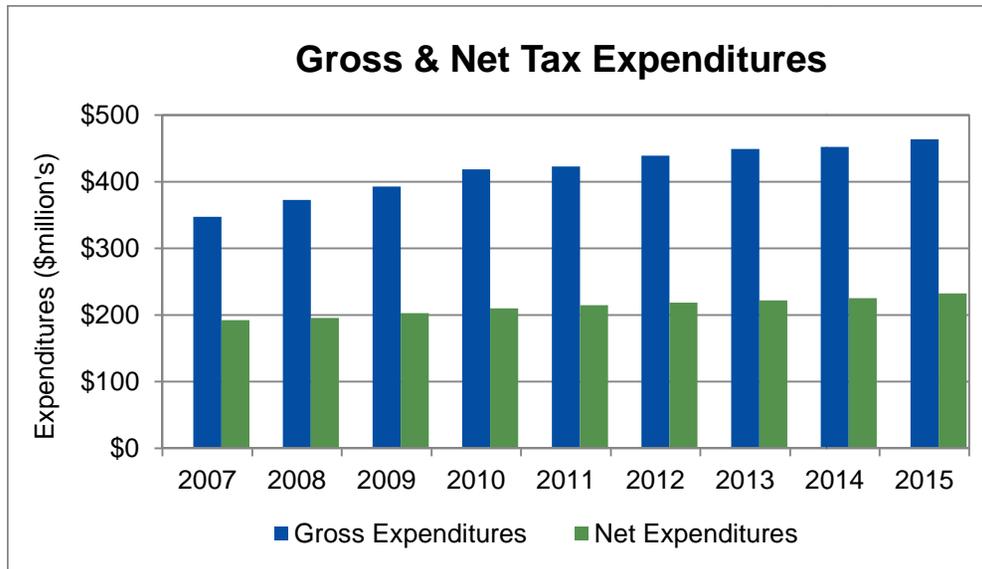
The 2016 Budget focuses on the Regional Services which Halton Regional Council manages. The Halton Regional Police Service (Police Services) Budget is included in some of the summary tables as the *Police Services Act* requires that Regional Council approve the total Regional Tax Supported Budget including Police Services. The detailed Police Services budget is approved by the Halton Regional Police Services Board.

The approved 2016 Budget increase for Police Services is 3.6%, which results in a net 1.9% increase after assessment growth. The combined impact of Regional Services and Police Services is a 1.9% increase in property taxes.

The chart below shows the combined increases for Regional services and Police services. The combined tax increase has been on average 1.3%, which is below the rate of inflation for the past nine years.



The Region has been successful in delivering an average property tax increase of 0% for Regional Services (excluding Police) from 2007 to 2015, while maintaining or enhancing core services. Gross expenditures increased from \$347.5 million in 2007 to \$463.7 million in 2015, an average annual increase of 3.7%, while net expenditures (after deducting for subsidies and other revenues and recoveries) increased at an average rate of 2.3%. These net expenditure increases were offset by the increase in the Region’s assessment base due to growth on average of 2.3% over the same period, resulting in an average tax increase of 0%.



While focusing on maintaining existing levels of service during this period (2007-2015), Council approved investments in high priority core service areas through the annual budget process, including:

- Paramedic Services increased by 43 staff and added 4 more paramedic service stations since 2007,
- An increase of 1,132 opportunities in the number of affordable/assisted housing since 2007 in partnership with the Federal and Provincial governments,
- Additional 994 subsidized child care spaces in Children’s Services to maintain levels of service,
- The number of road lane kilometres increased from 878 in 2007 to 1,073 in 2015,
- The Halton Region Community Investment Fund increased from \$700,000 in 2012 to \$828,000 in 2015 (18%), which resulted in total funding commitments of \$3.7 million, enabling 89 non-profit organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents,
- Support for community agencies such as Home Suite Hope, with funding of \$552,000 to provide transitional housing, rent supplement and homelessness supports,
- Community Mobilization and Engagement Strategy (COMMANDE) enhanced with \$200,000 funding in 2015 to strengthen a collaborative effort between Social & Community Services, Public Health and Halton Regional Police Services to improve the health and safety of Halton communities,
- Adult Day Programs expanded to three locations (operation in Halton Hills in addition to two locations in Milton), serving 116 seniors in the first half of 2015,
- Relocated and expanded 4 out of 6 Health clinics since 2009 to provide additional space and more suitable locations,
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with total Regional funding contribution of \$2.0 million since 2011, in order to provide affordable transit to Halton’s low income residents,

- Funding contribution totalling \$2.5 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,
- Provided \$2.0 million grant for the Randle Reef remediation project as part the Remedial Action Plan for Hamilton Harbour,
- Enhancements to Waste Management to implement Organics, enhanced multi-residential waste collection, garbage bag tag program, increased bulk waste collection, special waste days and additional types of acceptable recyclable materials, which increased waste diversion from 42% in 2007 to 60% in 2014,
- A financing plan implemented to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future development charges),
- Increased the Region's investment in water, wastewater and transportation state-of-good-repair capital programs from \$69 million in 2007 to \$116 million in 2015,
- Since 2008, the Development Financing Plans (CS-73-08/PWE31-08; CS-49-09/PW20-09/LPS80-09; and CS-20-12) and the Allocation Programs (2008/2009 and 2012) implemented and proceeded to accommodate residential growth of almost 23,000 units (single-detached family unit equivalent (SDE)), providing over \$2.0 billion Water, Wastewater and Transportation capital infrastructure programs without financial impact to existing tax payers, and
- Halton Regional Official Plan implemented to update urban boundaries to accommodate growth and to protect environmentally sensitive areas.

These cost increases were funded by:

- Provincial uploading of the Ontario Disability Support Program, the Ontario Works program and the elimination of GTA Pooling,
- Increased Provincial subsidy and other revenues,
- Halton Region's Assessment Growth averaging 2.3% per year,
- Cost savings and efficiencies in existing programs, and
- Redeployment of funding and staff resources to priority programs.

The 2016 Budget continues to focus on maintaining service levels for core services, making strategic investments to address community need and maintaining the tax rate increase for Regional Services within the rate of inflation. Strategic Investments in 2016 include:

- Strengthening Paramedic Services by improving the Dedicated Offload Nurse Program and providing additional paramedics and enhanced equipment,
- Additional resources in Children's Services to support growth in the number of families receiving services,
- Increased funding for the Halton Region Community Investment Fund,
- Additional staff to operate and maintain the growing Regional road network,
- Implementation of the Active Transportation Master Plan (PW-17-15),
- Pilot project to operate the Regional landfill on Sundays,
- Additional resources in Planning Services to support the implementation of the Regional Official Plan (ROPA 38) and to respond to the growing need for Strategic Transportation Planning and data analysis,
- Implementation of the Burlington Waterfront Master Plan (LPS-54-15 & LPS-59-15),
- Internship and Apprenticeship Program,
- Implementation of the Seniors Tax Deferral Policy (FN-20-15) and Heritage Tax Rebate Policy (FN-45-15), and
- Additional staff to operate and maintain water and wastewater systems and to implement the Region-Wide Basement Flooding Mitigation Strategy (PW-22-15).

## 2016 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 current value assessment (cva). The 2016 property tax impact for Regional services is an increase of \$4 and the impact for Police Services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 cva.

Property Tax Impact of Regional Government Services (Per \$100,000 cva)					
	2015		2016		Change
	Actual	Budget	\$	%	
Regional Services	\$ 201	\$ 205	\$ 4	1.9%	
Police Services *	117	119	2	1.9%	
<b>Total Regional Taxes **</b>	<b>\$ 318</b>	<b>\$ 324</b>	<b>\$ 6</b>	<b>1.9%</b>	

\* Approved by Police Services Board

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

For example, for a household with \$400,000 cva, the Regional tax increase would be \$24 including Police services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional tax increase per \$100,000 cva of \$6.

## 2016 Water and Wastewater Rate Impact

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

As shown below, the 2016 Water and Wastewater Rate Supported Budget has a 5.0% increase, consistent with Budget Directions. Of the 5.0% increase, 1.6% relates to operating costs of the water and wastewater system, 1.1% to the implementation of the Region-wide basement flooding mitigation strategy, and 2.3% to capital financing to support the state-of-good-repair program. For a typical residential home using 250 m<sup>3</sup> of water per year, this will result in an additional \$42 in 2016 for both water and wastewater charges.

Rate Impact On a Typical Household (250 m <sup>3</sup> / Year)						
	2015		2016		Change*	
	Budget		Budget		\$	%
Water	\$	388	\$	405	\$ 17	4.4%
Wastewater		453		478	25	5.5%
<b>Total</b>	<b>\$</b>	<b>841</b>	<b>\$</b>	<b>883</b>	<b>\$ 42</b>	<b>5.0%</b>

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

## 2016 Budget Summary

The 2016 gross operating budget is \$687.2 million for Regional services and \$149.8 million for Police services, resulting in \$837.0 million for combined services. The \$687.2 million gross operating budget for Regional services includes \$164.3 million of financing for the Region's capital program. The increase in the operating budget for Regional services is \$32.2 million comprised of \$22.2 million for tax supported services and \$10.0 million for rate supported services.

The 2016 capital budget is \$332.5 million consisting of \$327.4 million for Regional services and \$5.1 million for Police services. The capital program is discussed in detail under the Capital Budget & Forecast section.

2016 Gross Budget of Regional Government Services						
\$000s	2016			2015		
	Tax Budget	Rate Budget	Requested Budget	Approved Budget	Change	
<b>Operating Budget:</b>						
Regional Services	\$ 485,881	\$ 201,322	\$ 687,203	\$ 654,985	\$ 32,217	
Police Services	149,762	n/a	149,762	144,853	4,909	
<b>Total</b>	<b>\$ 635,643</b>	<b>\$ 201,322</b>	<b>\$ 836,965</b>	<b>\$ 799,839</b>	<b>\$ 37,126</b>	
<b>Capital Budget:</b>						
Regional Services	\$ 171,517	\$ 155,909	\$ 327,426	\$ 323,756	\$ 3,670	
Police Services	5,073	n/a	5,073	82,285	(77,212)	
<b>Total</b>	<b>\$ 176,591</b>	<b>\$ 155,909</b>	<b>\$ 332,500</b>	<b>\$ 406,041</b>	<b>\$ (73,541)</b>	

Includes financing costs, schedule may not add due to rounding

The \$687.2 million in gross operating budget for Regional services will be funded from a variety of sources as shown in the table below. This includes a 3.6% increase in property tax revenues that will be generated from a 1.9% tax rate increase and a 1.7% assessment growth (primarily new properties on the assessment roll). The 5.7% increase in water and wastewater revenues includes a 5.0% rate increase, a 1.6% increase in water and wastewater customers and a 0% consumption growth.

<b>Tax &amp; Rate Gross Operating Revenues by Funding Source</b>				
<b>\$000s</b>	<b>2015</b>	<b>2016</b>	<b>Change</b>	
Property Tax Revenue	\$ 232,347	\$ 240,814	\$ 8,466	3.6%
Water and Wastewater Rate Revenue	173,374	183,224	9,850	5.7%
Provincial Subsidies	132,097	144,677	12,579	9.5%
Federal Subsidies	15,200	15,804	603	4.0%
Program Revenues	34,160	34,372	211	0.6%
Other	5,207	5,714	507	9.7%
Investment Income	55,000	55,000	-	0.0%
Supplementary Taxes	7,600	7,600	-	0.0%
<b>Total Revenue*</b>	<b>\$ 654,985</b>	<b>\$ 687,203</b>	<b>\$ 32,217</b>	<b>4.9%</b>

\* Table may not add due to rounding

Property taxes fund approximately 35% of gross expenditures for Regional services while water and wastewater rate revenues fund 27% of the expenditures. Approximately 21% of total revenues are subsidies from the Provincial Government primarily to fund cost shared Health and Social Services programs. The proportion of funding from the various revenue sources has not changed significantly from 2015.

<b>Tax &amp; Rate Gross Operating Revenues by Funding Source</b>				
<b>\$000's</b>	<b>2015</b>		<b>2016</b>	
	<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>
Provincial Subsidies	\$ 132,097	20.2%	\$ 144,677	21.1%
Federal Subsidies	15,200	2.3%	15,804	2.3%
Program Revenues	34,160	5.2%	34,372	5.0%
Other	5,207	0.8%	5,714	0.8%
Investment Income	55,000	8.4%	55,000	8.0%
Supplementary Taxes	7,600	1.2%	7,600	1.1%
Subtotal	249,264	38.1%	263,166	38.3%
Property Tax Revenue	232,347	35.5%	240,814	35.0%
Water and Wastewater Rate Revenue	173,374	26.5%	183,224	26.7%
<b>Total Revenue*</b>	<b>\$ 654,985</b>	<b>100.0%</b>	<b>\$ 687,203</b>	<b>100.0%</b>

\* Table may not add due to rounding

As noted above, the capital budget for 2016 is \$332.5 million, which includes \$153.2 million of the state-of-good-repair and \$179.3 million for the growth related infrastructure. The sources of funding for the capital program are shown in the table below. The financing for the capital budget varies significantly each year depending on the nature of the Capital Projects planned and is based on a 10-year financing plan.

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 Development Charges legislation. Regional Council approved the 2012 Development Financing Plan (CS-20-12) in April 2012. The financing of the 2016 capital program reflects the approved Financing Plan. Under the Financing Plan, all capital costs related to serving residential development are funded from Development Charges (DCs). The Region provides interim financing for capital costs related to non-residential development through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt. This interim financing is a strategic investment in economic development in the Region and is ultimately recovered through the collection of non-residential DCs, including carrying costs.

The state-of-good-repair capital program is funded through the Capital Reserves and External Recoveries. The capital reserves are funded by operating contributions and interest earnings from the respective tax and rate supported operating budgets. An important source of funding included in the Tax and Rate Capital reserve financing is Gas Tax revenue of \$14.2 million.

<b>2016 Capital Financing (\$000s)</b>		
<b>Financing Sources</b>	<b>\$</b>	<b>%</b>
Development Charges - Residential	\$ 117,621	35.4%
Development Charges - Non-Residential	755	0.2%
Infrastructure Investment Revolving Fund	16,423	4.9%
Tax Capital Reserves (Operating Contributions)	94,019	28.3%
Rate Capital Reserves (Operating Contributions)	97,712	29.4%
External Recoveries	5,969	1.8%
<b>Total</b>	<b>\$ 332,500</b>	<b>100.0%</b>

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

The gross operating expenditures less revenues (other than property taxes and water and wastewater revenues) are the net expenditures. The net expenditures are the amounts that must be collected from property taxes or water and wastewater rates. The following tables indicate the net expenditures by program for the 2016 tax supported budget (excluding police) and rate supported budget.

As shown below, the 2016 requested budget for tax supported services is increasing from \$232.3 million to \$240.8 million, an increase of \$8.5 million or 3.6% before the assessment growth. Of this increase, the base budget is increasing by \$4.3 million or 1.8%. This increase in net expenditure is below the rate of inflation and is achieved through cost saving measures and redeployment of staff resources in each of the Departments to priority areas in 2015. In addition to the base budget increase, the 2016 Budget proposes a number of strategic investments of \$4.2 million that align with the Council approved Strategic Action Plan (2015-2018). The combined base budget (\$4.3 million) and strategic investments (\$4.2 million) results in an \$8.5 million increase in net expenditures for 2016. The assessment growth (primarily new properties) in 2015 is estimated to be 1.7% or \$3.95 million. This results in a net tax increase for the 2016 Budget of 1.9%.

<b>Net Operating Budget for Tax Supported Services</b>								
<b>Levy Requirement by Program</b>								
<b>\$000s</b>	<b>2015</b>	<b>2016</b>			<b>Change in Budget</b>			
	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Strategic Investments</b>	<b>Requested Budget</b>	<b>2016 Base to 2015 Budget</b>		<b>2016 Requested to 2015 Budget</b>	
Public Health	\$ 15,136	\$ 16,447	\$ -	\$ 16,447	\$ 1,311	8.7%	\$ 1,311	8.7%
Paramedic Services	16,219	16,398	518	16,917	179	1.1%	697	4.3%
Children's Services	12,862	11,353	150	11,503	(1,509)	-11.7%	(1,360)	-10.6%
Employment & Social Services	7,076	7,021	-	7,021	(54)	-0.8%	(54)	-0.8%
Housing	35,082	35,845	-	35,845	764	2.2%	764	2.2%
Quality & Service Integration	5,105	5,155	600	5,755	50	1.0%	650	12.7%
Services for Seniors	17,663	17,583	-	17,583	(81)	-0.5%	(81)	-0.5%
Planning	9,325	9,642	1,046	10,688	318	3.4%	1,364	14.6%
Economic Development	2,191	2,312	-	2,312	121	5.5%	121	5.5%
Waste Management	39,536	41,341	-	41,341	1,805	4.6%	1,805	4.6%
Road Operations	46,093	48,511	1,097	49,608	2,418	5.2%	3,515	7.6%
Non-Program	16,940	15,445	800	16,245	(1,495)	-8.8%	(695)	-4.1%
Boards & Agencies	9,119	9,548	-	9,548	429	4.7%	429	4.7%
<b>Net Regional Impact</b>	<b>232,347</b>	<b>236,602</b>	<b>4,211</b>	<b>240,814</b>	<b>4,255</b>	<b>1.8%</b>	<b>8,466</b>	<b>3.6%</b>
Assessment Growth							(3,950)	1.7%
<b>Regional Levy Requirement</b>	<b>\$ 232,347</b>	<b>\$ 236,602</b>	<b>\$ 4,211</b>	<b>\$ 240,814</b>	<b>\$ 4,255</b>	<b>1.8%</b>	<b>\$ 4,516</b>	<b>1.9%</b>

As shown in the following table, the 2016 requested budget for water and wastewater services is increasing from \$173.4 million to \$183.2 million, an increase of \$9.9 million or 5.7%. This includes the base budget increase of \$9.2 million or 5.3% and a number of strategic investments of \$0.6 million that align with the Council approved Strategic Action Plan (2015-2018). The customer growth in 2016 is estimated to be 1.6% or \$1.2 million. This results in a net water and wastewater rate increase for the 2016 Budget of \$8.7 million or 5.0%.

Of the 5.0% increase, 1.6% relates to operating costs of the water and wastewater system, 1.1% to the implementation of the Region-wide basement flooding mitigation strategy, and 2.3% to capital financing to support the state-of-good-repair program.

Net Operating Budget for Water & Wastewater Services								
\$000s	2015		2016			Change in Budget		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Budget	2016 Requested to 2015 Budget		
Plant Operations	\$ 41,716	\$ 42,352	\$ -	\$ 42,352	\$ 636	1.5%	\$ 636	1.5%
Plant Maintenance	17,409	18,099	117	18,216	690	4.0%	807	4.6%
Solids Management	3,964	3,725	-	3,725	(238)	-6.0%	(238)	-6.0%
Distribution & Collection Operations & Maintenance	24,651	25,379	414	25,792	728	3.0%	1,141	4.6%
Service Connections	1,999	1,950	-	1,950	(49)	-2.4%	(49)	-2.4%
Fire Suppression	512	768	-	768	256	50.0%	256	50.0%
Water & Wastewater Pumping Stations	16,164	16,679	71	16,749	515	3.2%	585	3.6%
Lateral Connections	736	763	-	763	28	3.8%	28	3.8%
Flood Mitigation Program	160	2,410	-	2,410	2,250	1406.3%	2,250	1406.3%
System Growth Planning	1,672	1,597	-	1,597	(74)	-4.5%	(74)	-4.5%
Development Review	595	626	-	626	31	5.2%	31	5.2%
Engineering & Construction	9,434	9,750	-	9,750	315	3.3%	315	3.3%
Information Management	228	153	-	153	(75)	-32.9%	(75)	-32.9%
Recoveries from Capital Projects	(11,363)	(11,530)	-	(11,530)	(167)	1.5%	(167)	1.5%
State of Good Repair	83,448	87,993	-	87,993	4,545	5.4%	4,545	5.4%
<b>Total Gross Expenditures</b>	<b>\$ 191,326</b>	<b>\$ 200,714</b>	<b>\$ 601</b>	<b>\$ 201,316</b>	<b>\$ 9,389</b>	<b>4.9%</b>	<b>\$ 9,990</b>	<b>5.2%</b>
Total Other Revenue	(17,952)	(18,092)	-	(18,092)	(140)	0.8%	(140)	0.8%
<b>Net Program Impact</b>	<b>\$ 173,374</b>	<b>\$ 182,622</b>	<b>\$ 601</b>	<b>\$ 183,224</b>	<b>\$ 9,249</b>	<b>5.3%</b>	<b>\$ 9,850</b>	<b>5.7%</b>
Consumption Growth (0%)							-	0.0%
Customer Growth (1.6%)							(1,181)	0.7%
<b>Net Increase Requirement</b>							<b>\$ 8,669</b>	<b>5.0%</b>

## 2016 Budget Overview

The 2016 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council through the Strategic Action Plan. In April 2015, Council approved Halton's Strategic Action Plan (2015-2018), which focuses on achieving Halton's vision to continue to be a great place to live.

The Budget has been prepared in support of the Halton Region Strategic Action Plan, in order to maintain the Region's long-term financial position, to maintain Regional assets and infrastructure in a state-of-good-repair, and to maintain core service delivery. Under this Plan, governing for the future is one of Halton's strategic priorities to ensure the Region continues to maintain a strong financial position as reflected in the following actions.

### AAA Credit Rating

Maintaining a 'AAA' credit rating over the past 25 years is a testament to the financial position, policies and practices of the Region and Local Municipalities. A 'AAA' credit rating reflects Halton's high levels of liquidity, a moderate debt burden, a relatively affluent economic base, stable revenue flows and prudent fiscal management practices and commitment to long-term planning. Maintaining a 'AAA' credit rating provides the best possible capital financing rates and minimizes long term infrastructure capital financing costs. The 2016 Budget and Business Plan has been prepared in accordance with the financial plans and policies approved by Regional Council to ensure the AAA credit rating is maintained.

### Tax Increases at or Below the Rate of Inflation

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

To achieve this objective, the Budget has been prepared based on the following budget principles:

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

## **Financing Growth**

The Provincial Growth Plan has imposed financial challenges on Halton. Regional Council has committed to support the planned growth while maintaining the objective to protect Halton Region's tax and rate payers from impacts related to financing growth and infrastructure and to maintain Halton's strong financial position.

Halton Region's long standing practice that an acceptable development financing plan must be approved by Council prior to growth proceeding is rooted in the Region's history. For more than 20 years, the Region has worked in partnership with the development community to enable development to proceed while ensuring Halton Region's tax and rate payers are protected from the impacts related to financing growth. This principle is upheld through the Region's Development Financing Plan which states that all growth related costs that can be recovered in accordance with the Development Charges Act (DCA) will be recovered from development charges. Currently, the Region is implementing the 2012 Allocation Program and financing plan approved by Council, which includes water, wastewater and transportation infrastructure at an estimated cost of \$1.4 billion, to be funded primarily from the development community through the development of 14,000 single detached equivalent dwelling units in Milton and Oakville.

Despite Halton's rigorous process to develop its DC 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 Provincial Development Charges Act, 1997. Halton Region's DC revenues are estimated to be, at a minimum, \$10.6 million per year lower than they would have been under the previous DCA introduced in 1989 (DCA, 1989). This is equivalent to a 4.6% tax increase and also means there has been \$148.4 million of growth-related infrastructure in Halton that has not been funded by DCs since 2000. By 2031, without changes to the DCA, that number will grow to \$339.2 million. The costs of servicing growth that cannot be recovered through DCs will need to be funded by Halton taxpayers. The Region continues to advocate to the Province for Development Charge legislation where growth pays for growth.

## **Asset Management Planning**

Maintaining Regional assets and infrastructure in a state of good repair is a key priority. As noted in more detail below, the Region updates the Corporate Asset Management Plan on a bi-annual basis which guides investment decisions in the Budget to ensure assets continue to be in good condition and meeting desired levels of service.

## **Public Accountability, Transparency and Engagement**

As a key priority, the Region continues to advocate to the Province on issues affecting Halton and leverage the Federation of Canadian Municipalities and the Association of Municipalities of Ontario to develop an advocacy strategy to support future requirements of Halton. Opportunities for residents to provide feedback on Regional services and customer service experience are also a key priority.

The public continues to be engaged through resident satisfaction surveys, which show an average 98% public satisfaction with Regional services over the past few years. Residents of Halton continue to be very satisfied with Regional delivery of services and continue to place the highest importance on planning for future infrastructure needs and maintenance of current infrastructure. Taxpayer satisfaction comes as a result of maintaining service levels in the Region's core service delivery areas while minimizing the impact on the taxpayer. Residents also rate the overall quality of life in Halton very high at 99%. The 2016 Budget will continue to ensure Halton maintains the high quality of life and services which residents expect.

## 2016 Budget Development

The following chart highlights the process undertaken to prepare the 2016 tax and rate budgets.

2016 Budget Process				
	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2016 Forecast	1.9%	1.5%	5.0%	0.3% / 1.6%
2016 Budget Direction	1.9%	1.7%	5.0%	0.0% / 1.6%
2016 Budget	1.9%	1.7%	5.0%	0.0% / 1.6%

The 10-year operating budget forecast in the 2015 Budget and Business Plan projected the tax increase for Regional programs in 2016 of 1.9% while a 5.0% increase was anticipated for the rate-supported program. The 10-year operating forecast was developed, based on existing program financing plans, program-specific assumptions with respect to provincial funding and expected inflationary and growth factors. For the 2016 Budget Directions (FN-38-15), the forecast budget model assumptions were updated to reflect inflation, higher assessment growth from 1.5% to 1.7% and lower water consumption growth from 0.3% to 0% (customer growth of 1.6% remained the same). Further, the 2016 Budget Directions recognized that some program enhancements would be needed to address growth and other program pressures in order to maintain service levels. It also identified Council priorities that were approved in 2015 such as Burlington Waterfront Master Plan and Paramedic Services Master Plan. Based on these factors Council approved 2016 Budget Directions with a tax increase at or below 1.9% for Regional services (excluding Police) and a rate increase not to exceed 5.0%.

Several times during the budget process Management Committee reviewed the base budget and proposed strategic investments to ensure levels of services are maintained and to achieve Council priorities, which resulted in the 2016 Budget of a 1.9% tax increase and a 5.0% rate increase.

To achieve the 2016 Budget Direction recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2016 Budget incorporates additional revenues, savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The **2016 Tax-Supported Budget** includes the following savings and subsidies/revenues:

- Increased subsidy of \$7.2 million in Children's Services received in 2015 (SS-07-15)
- Additional subsidy of \$3.0 million in Housing from Investment in Affordable Housing program
- Increased subsidies of \$1.3 million in Services for Seniors mainly for per diem funding inflationary increases and Case Mix Index
- Additional subsidies of \$818,000 for Paramedic Services to match the 2015 approved funding and a provision for 2016 strategic investments
- Increased Federal Gas Tax of \$726,000 used to fund the capital component of the Active Transportation Master Plan
- Increased revenue of \$500,000 from Provincial Offences Act based on additional revenues resulting from growth in Halton and higher rates of fines

- Additional \$498,000 for Ontario Works upload savings
- Decrease of \$50,000 in Natural Gas based on lower pricing
- Decreased fuels (gasoline and diesel) of \$85,000 based on lower pricing
- Reorganizations and redeployments of resources in most departments to position for the future and align with Council priorities

In addition, the following savings were identified in the **2016 Rate-Supported Budget**, which were used to fund priority areas in the water and wastewater program:

- \$1.5 million decrease in debt charges in the water and wastewater capital program based on pay-as-you-go financing from the rate capital reserve
- \$427,000 savings in biosolids haulage based upon recent contract renewal
- Decrease of \$238,000 in purchased services due to the elimination of special one-time projects and professional consulting in 2015
- Additional revenue of \$140,000 to reflect increased demand for services such as sewer discharge agreement fees, bulk water charges and permit revenues
- Decrease of \$80,000 in fuel based on lower gas prices
- Decrease of \$74,000 in operating expenses to reflect recent spending

## 2016 Budget Key Drivers

The savings discussed above together with assessment growth of 1.7% and water and wastewater customer growth of 1.6% are used to partially fund the key drivers in the 2016 Budget as discussed below. The investments required to address these key drivers have been included in the 2016 Budget within the 1.9% tax increase for Regional services and 5% water/wastewater rate increase. The following key drivers of the 2016 Budget reflect Council's strategic priorities as set out in the Region's Strategic Action Plan 2015-2018:

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

## Planning Healthy, Complete Communities

The Province has mandated that Halton Region plan to grow to 780,000 people by 2031. Planning for this growth to create complete, active, healthy communities served by high-quality infrastructure, including a comprehensive transportation system, is a high priority for Halton 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 2016 Budget provides an increase of \$974,000 for initiatives related to Planning Healthy, Complete Communities through the following strategic investments:

- **Active Transportation Master Plan - \$773,000** The Region's Transportation Master Plan (TMP) recommended that a detailed Region-wide Active Transportation Master Plan (ATMP) be developed to establish a strategy and infrastructure improvements (e.g. exclusive bicycle lanes) to promote increased non-motorized travel throughout the Region. Active transportation has several environmental, health, and economical benefits including increased levels of physical activity, lower levels of obesity and other chronic diseases, and improved air quality. The implementation of the ATMP requires a total of \$108 million over the next 16 years (2016-2031), consisting of \$75 million of Regional new on-road and replacement infrastructure and \$33 million of new off-road infrastructure that will ultimately be owned and operated by the local municipalities once constructed by the Region as set out in Report No. PW-17-15 (re: Active Transportation Master Plan). Of the total \$108 million, \$96 million relates to the road capital program and \$12 million relates to the road resurfacing operating program. Of the \$96 million (road capital), \$50 million will be funded from residential DCs, \$30 million will be interim funded by the Regional reserve for non-residential development that will be recovered from future DCs, and \$16 million will be funded from Gas Tax revenue for the portion that benefits the existing community. This represents an 83% growth and a 17% non-growth funding split for the capital program. The road resurfacing cost of \$12 million will be financed from an additional contribution from operating to the Road Resurfacing Reserve of \$773,000 per year. The ATMP capital costs will be included in the Region's next DC by-law update scheduled in the spring of 2017.
- **Senior Project Manager Transportation - \$126,000** A Senior Project Manager Transportation would enable the Region to meet its obligations with respect to inter-Regional, GTA and Provincial transportation / high order transit initiatives. Examples include GTA West, Western Golden Horseshoe Municipal Network, Niagara to GTA, Metrolinx Regional Transportation/Transit Plan, and Ministry of Transportation GTAH Transportation Strategy. This position will provide support in the area of transportation planning, providing oversight, policy advice and technical expertise on the successful implementation of transit and transportation infrastructure in accommodating growth in the Region.
- **GIS Technician - \$75,000** A GIS Technician is needed to support current GIS staff in maintaining corporate and departmental GIS databases and mapping products to support complex analysis of planning and other data in spatial / geographic formats. This position will procure and augment data, establish and constantly maintain databases to enable much-needed spatial analysis. This work will enable staff to advance web mapping currently provided by Planning Services and readily deliver user-friendly, smart and interactive web maps and ensure that planning business data and corporate spatial data are accessible through a one-window service while building in-house expertise at the least cost.

## Growing the Regional Economy

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

The 2016 Budget includes the following provisions to ensure continued economic growth in Halton.

### Regional Investments in Economic Development

The 2016 Budget includes the Region's continued investment in economic development through its interim financing for non-residential growth. The Region has historically provided interim funding in recognition of the fact that the timing of the infrastructure is being driven by the residential developers and is delivered well in advance of non-residential requirements. To ensure that this interim financing does not impact tax or water and wastewater rates, the Region uses internal borrowing for these requirements. The Revolving Fund Reserve is used for the growth water and wastewater program and the Tax Capital Reserve for the

transportation program. Currently, the Region's investment from the revolving fund is projected to be approximately \$220 million, while the investment from the Tax Capital Reserve is \$130 million as reported in Report No. LPS-117-15 (re: Investment in Employment Areas). Ultimately, these Regional reserves will be fully reimbursed including interest from the collection of DCs as non-residential development proceeds in the future. In addition, the Region has invested \$106 million in water and wastewater infrastructure for the key employment areas (Milton Business Park II, Oakville Winston Park West, and Halton Hills 401 Corridor).

#### **GTA Investment Attraction Agency- \$68,000**

Further to Report No. LPS118-15 (re: Economic Development - 2016 Funding for a New Foreign Direct Investment Attraction Agency ("Newco") for the Greater Toronto Area), the additional \$68,000 is provided in the 2016 Budget to allow the Region to move forward with the funding of the new foreign direct investment agency replacing the GTMA which is to launch in early 2016. With this increase, the Region's funding of the new agency will grow from \$100,000 to total \$168,000 per annum starting in 2016, based on a GTA-wide per capita funding formula.

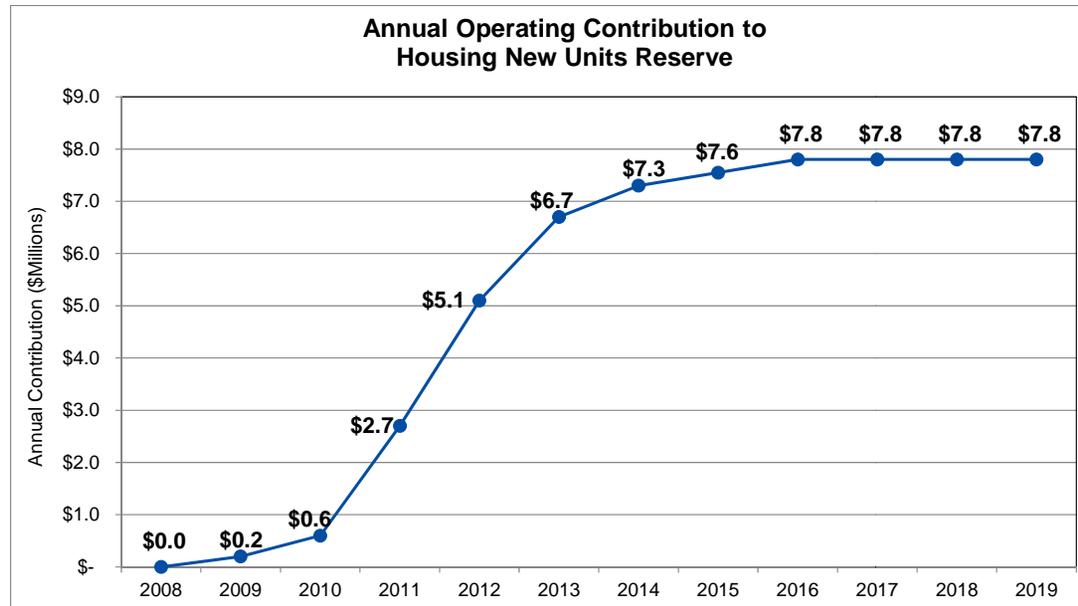
## **Connecting People with Services**

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

The 2016 Budget includes \$2.8 million of investments to maintain existing service levels as the Region continues to grow and enhance customer service through strategic investments.

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

The funding for new assisted housing opportunities will increase from \$7.55 million to \$7.8 million in 2016, an increase of \$250,000 as set out in the Comprehensive Housing Strategy (CHS). The Region has updated its CHS (2014-2024) as approved by Council in Report SS-21-13 to reflect current housing priorities. The following graph shows Halton's annual operating budget funding contribution to the Housing New Units Reserve from \$0 in 2008 to the projected level of \$7.8 million in 2016. This additional funding will be required to deliver the 550-900 units target for new assisted housing opportunities over the next ten years as set out in the CHS. The CHS highlights that housing is a shared responsibility with the Federal and Provincial governments, and a funding commitment from senior levels of government will be required in order to achieve the upper limit of the 550-900 units target and meet community needs.



The annual operating contribution (\$7.8 million in 2016) provided to the Regional Housing-New Units reserve accommodates a number of initiatives to increase the assisted housing stock in Halton Region, including purchasing or developing rental units, providing rental assistance in new or existing buildings and creating specialized housing for specific target groups. Assisted housing plays an important role in helping Halton's low and moderate income individuals and families obtain housing that is stable and secure. Through this annual contribution to the reserve, the 2016 Budget will fund the following:

- \$8.0 million in the 2016 capital program (\$93 million over 10 years) to create additional government assisted housing units for Halton residents
- \$585,000 in the 2016 operating budget (\$14.9 million over 10 years) to create an enhancement to the Halton Rental Assistance Program (HRAP) that will provide rental assistance and rent supplement in new assisted housing units
- \$400,000 (\$4.0 million over 10 years) to continue the Halton In-Situ program which provides financial assistance directly to clients where they currently reside, as approved by Council through the 2015 Budget

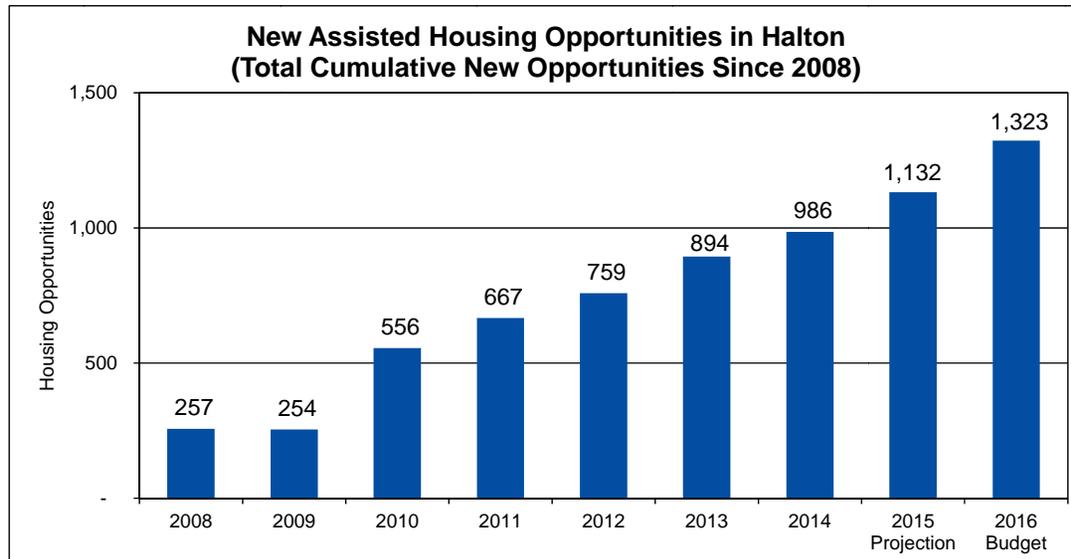
In addition, the 2016 operating budget continues to provide \$1.6 million for the HRAP which provides deeper affordability through rent supplements for existing units, as approved by Council through the 2012 Budget.

As indicated in the CHS, in order to achieve the 900 unit target without a significant impact on the operating budget, Halton will require additional subsidy from the Federal and Provincial governments. In August 2014, the Province announced the extension of the Investment in Affordable Housing for Ontario (IAH) program. The IAH extension is a joint initiative between the Province and the Federal government that will provide \$800 million for more affordable housing in Ontario over 2014 – 2020. As outlined in the table below, Halton has been allotted with a total of \$20.9 million of IAH funding as outlined in Report No. SS-13-15/LPS23-15 (re:

Year 2-6 Funding Allocations under Investment in Affordable Housing for Ontario – 2014 Extension (IAH-E)). The 2016 Operating Budget includes \$3.1 million of this IAH funding to acquire new units and to provide renovations and home ownership assistance. In addition, \$1.1 million will be held and administered by the Ministry of Municipal Affairs and Housing (MMAH) and the Ministry of Finance to deliver a housing allowance program on Halton’s behalf.

Investment in Affordable Housing (IAH) Budget - Annualized (\$000's)							
Program	2015	2016	2017	2018	2019	2020	Total
<b>Delivered by Halton:</b>							
Rental Component	\$ 1,125	\$ 2,063	\$ 2,363	\$ 2,963	\$ 1,350	\$ 188	\$ 10,050
Homeownership	-	188	363	325	488	138	1,500
Ontario Renovates	375	650	644	269	483	149	2,569
Admin fees	256	217	210	210	127	25	1,045
Sub Total	\$ 1,756	\$ 3,117	\$ 3,579	\$ 3,766	\$ 2,448	\$ 499	\$ 15,165
<b>Delivered by the Province:</b>							
Housing Allowance	\$ 3,530	\$ 1,059	\$ 626	\$ 433	\$ 96	\$ -	\$ 5,743
<b>Total Allocation</b>	<b>\$ 5,285</b>	<b>\$ 4,176</b>	<b>\$ 4,205</b>	<b>\$ 4,199</b>	<b>\$ 2,544</b>	<b>\$ 499</b>	<b>\$ 20,908</b>

Based on the Region’s significant investment as discussed above and the provincial IAH program, Halton has been very successful in the delivery of additional new housing opportunities through the Regional CHS since 2008 as shown in the following graph.



Between 2008 and 2015, Halton has created the additional 1,132 assisted housing opportunities and provided sustainable rental assistance. The majority (92%) of the 1,132 opportunities are supported through the Region's rental assistance program, with the remaining opportunities (8%) supported through the provincial IAH Housing Allowance program. It is expected that an additional 191 housing opportunities will be created in Halton in 2016, resulting in a total of 1,323 opportunities added since 2008. The 2016 Business Plan assumes that the opportunities currently being supported by the provincial program (e.g. IAH Housing Allowance) will continued to be funded by the provincial subsidies over the forecast period.

#### **Housing Providers - \$176,000**

As of 2015, the Region also supports 3,997 social housing units by providing \$21.0 million in grants to 26 housing providers, including Halton Community Housing Corporation (HCHC), as required under the Housing Services Act (HSA). The amount of the grant is adjusted each year by cost factors mandated by MMAH and Market Rent Index (MRI) factors. Based on these cost factors, an additional \$176,000 grant is required in 2016 mainly to reflect higher property taxes and Rent Geared to Income (RGI) subsidy needs. With the increase, the grant will total \$21.2 million in 2016.

In addition, the following strategic investments are proposed in the 2016 Budget.

- **Children's Services - \$150,000** The implementation of Full Day Kindergarten, the links within our school community and growth in Halton have created a huge growth in the demand for before and after school child care spaces. Over 50% of the licenced child care sector in Halton is before and after school child care for school aged children and demand has increased by 32% over the last 3 years. In addition, the number of cases waiting for placements has been increasing due to insufficient administrative resources to process the applications. An additional 1.6 permanent FTEs, including a 0.6 Program Support Consultant, a 0.5 Child Care Representative, and a 0.5 Child Care Coordinator, are required to provide child care services support and coordinated response to significant growth in the before and after school programs and additional reporting required for the new Provincial Wage Enhancement Grant (WEG).
- **Halton Region Community Investment Fund (HRCIF) - \$600,000** The HRCIF supports non-profit community health and social service programs through one-year and multi-year grants. In 2015, this included funding to programs that increased access to food for families; assistance to programs that support single parent families and young pregnant women; support for older adults through initiatives that address dementia, self-neglect and speech loss and assistance to organizations that provide services to children and adults with a developmental disability. Between 2012-2015, the HRCIF received 305 applications requesting \$16.3 million that were eligible to be considered for funding. During this timeframe, the HRCIF funded a total of 89 projects/programs with approved funding/commitments totaling \$3.7 million. This is a ratio of approximately \$1 provided for every \$4 requested. As identified in report SS-11-14, the multi-year grant stream of HRCIF transitioned to an annual proposal call to create more opportunities to apply for funding. An increase is needed to respond to the growth in applications that is expected to result from this change. Council has also identified the need to create greater access to safe, nutritious food in partnership with Halton's non-profit and community organizations through the 2015-2018 Strategic Action Plan. In 2015, approximately 20% of HRCIF funding was allocated to food security programs. One of the recommended focuses of the \$600,000 increase will be to establish a stream of funding specific to food security programs. The remainder of the additional funding will be targeted to addressing key priorities in the community.

#### **Paramedic Services - \$1.4 million**

The Paramedic Services Master Plan was approved by Council through Report No. MO-14-15 (re: Paramedics Services Master Plan), which identified the needs over the next ten years to support growth and an increasing demand for services resulting from an aging population. Accordingly, for 2016 the following strategic

investments of \$1.4 million are required in support of the Master Plan to maintain existing service levels. Of the total investment cost of \$1.4 million, \$316,000 related to 5.8 paramedics is expected to be funded by the Province based on a 48% subsidy received in 2015, resulting in a net tax impact of \$1.1 million.

- **Paramedics - \$656,000** Enhanced staffing of 5.8 permanent FTE Paramedics will be used to convert the 12-hour peak ambulance approved in the 2015 budget to 24/7. This 24/7 ambulance is required for the new Southwest Oakville station planned for construction in 2016. In the interim, the vehicles will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy. This additional staffing is intended to address system pressures related to increasing call volume, maintenance of response times to life threatening emergency calls, population and employment growth, an aging population, hospital off load delays, paramedic workload (including missed meal breaks); and is based on recommendations contained in the approved Paramedic Services Master Plan (Report No. MO-14-15). These costs are anticipated to be offset by \$316,000 in additional subsidy for a net tax impact of \$340,000.
- **Paramedic Services Power Stretchers - \$179,000** As set out in Report No. MO-37-15 (re: Paramedic Services Conveyance Equipment), Paramedics repeatedly lift and move heavy weight throughout their shifts and this is contributing to injuries, worker's compensation and accommodated work costs. Musculoskeletal (MSK) injuries are the leading cause of injuries amongst paramedics, primarily due to strain associated with repetitive lifting. The ambulance fleet will be equipped with power stretchers and power loading devices will help decrease the rates of work-related MSK injuries in paramedics. Many areas of healthcare, primarily nursing, have successfully reduced workplace MSK injuries through the implementation of ergonomic interventions such as lift assist equipment. Similar equipment has become industry standard and successfully introduced into other Ontario paramedic services including the City of Hamilton, Niagara Region, Windsor-Essex, London-Middlesex, Thunder Bay, and York Region. The 2016 capital budget and forecast will include funding required to purchase the power stretchers and lift systems over the next two years, at a cost of \$715,000 in 2016 and \$754,000 in 2017. The purchase will be initially financed from the Regional Tax Capital reserve, which will be replenished by increased contributions from the Operating Budget over time. The additional Operating Contributions required are \$179,000 in 2016 and \$367,000 in 2017.
- **Dedicated Offload Nurse Program - \$595,000** Staff have identified a requirement for 21,900 hours of dedicated offload nurse staffing (24/7 at Joseph Brant and Oakville Trafalgar and 12/7 at Milton District) at an estimated cost of \$1.1 million (Report No. MO-23-15). The Region is currently receiving \$500,000 from the Province for 24/7 at Joseph Brant and 3/7 at Oakville Trafalgar. However, an additional \$595,000 in funding is required to increase to 24/7 at Oakville Trafalgar and introduce 12/7 at Milton District. Joseph Brant will remain the same at 24/7 service. Accordingly, one-time Regional funding of \$595,000 in 2016 is proposed to address the shortfall in provincial funding of dedicated offload nurse staffing on an interim basis to alleviate hospital offload delay pressures. The one-time investment will be funded from the Tax Stabilization reserve. This service enhancement assumes that the Ministry of Health and Long-Term Care (MOHLTC) will continue to provide the same level of grant funding in 2016 as was approved for 2015. If more appropriate funding is provided, the transfer would not be required. The dedicated offload nurse initiative has had a positive impact on ambulance offload delay. It is recommended that Halton continue to advocate for appropriate funding for offload nursing and continue to monitor performance in the emergency departments. The cost for the dedicated offload nurse position is \$50 per hour compared to \$200 per hour for an ambulance and paramedics. It is anticipated that there will be an additional 1,500 patients accommodated in 2016 with the one-time Regional funding of \$595,000.

In addition, the following strategic investments are proposed in the 2016 Budget.

- **Seniors Tax Deferral - \$200,000** Further to the 2014 Tax Policy report, Regional staff have undertaken a review of tax relief options for low income seniors with a main focus on helping seniors remain in their homes. As a result, the Region is developing a full tax deferral program for low income seniors (65 years of age and older) for implementation in 2016 as set out in Report No. FN-20-15 (re: Tax Relief for Low Income Seniors). The seniors tax deferral

program will provide financial support to low income seniors by enabling them to remain in their homes and complements the Halton Region Older Adult Plan (approved in Report No. SS-23-15/MO-12-15) that highlights the Region's commitment to Regional policies, programs, services and environments that support older adults. Once implemented, the benefiting seniors will have their property tax fully deferred and the interest cost would be supported by the Region during the deferral period by way of grants to the local municipalities. The cost to the Region to implement the senior tax deferral program, which includes funding to maintain the interest cost to the seniors under the program at zero percent, is estimated at \$200,000 per year.

- **Heritage Tax Rebate - \$50,000** As set out in Report No. FN-45-15 (re: Heritage Properties Tax Rebate Program), the Region will participate in the local Heritage Tax Rebate programs currently offered by The City of Burlington and the Town of Halton Hills and the other municipalities should they initiate similar programs under Section 365.2 of the Municipal Act, 2001. The Region will participate in local Heritage Tax Rebate programs by passing a by-law to agree to cost share in the program at the percentage of rebate offered by the local to a maximum of 40%. This program is consistent with the Provincial Policy Statement and the Regional Official Plan (2009) that promotes conserving cultural heritage resources. \$50,000 is required in 2016 to cost share with the City of Burlington and the Town of Halton Hills who currently offer the rebate programs.

## Governing for the Future

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

### Asset Management Plan

The Region updated the Corporate Asset Management Plan as set out in Report No. PW-24-15/FN-39-15/LPS109-15 (re: Halton Region's Corporate Asset Management Plan). The plan demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure financial sustainability. It also supports decision-making for future investments regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets while minimizing risk and cost to the Region and residents. Halton's asset management program has resulted in most infrastructure assets rated to be in good condition and meeting desired service levels. Infrastructure assets have significant value and are the key resources used to provide services to the public and improve the quality of life for residents. Infrastructure assets contained within the Corporate Asset Management Plan include Public Works assets, Corporate Facilities and Social Housing. The Region has significant infrastructure assets particularly in transportation, water, wastewater, and waste management that are highlighted below. As of December 31, 2014 the total book value of these assets was \$4.8 billion which includes:

- Water and Wastewater \$3.3 billion
- Transportation \$849.2 million
- Other (i.e. Waste Management, Long-term Care, Paramedic Services, HCHC, etc.) \$658.1 million

### Public Works Infrastructure

The 2013 Infrastructure Condition Report Card, as set out in the 2014 Asset Management Plan, indicates that the overall condition of the Public Works assets has not changed from 2010, ranging from Good (for water, wastewater and transportation) to Very Good (waste management). The asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed. Enhancements to the long-term sustainable Asset Management and Financing Plan will be prepared as part of the Halton Region Asset Management Roadmap Implementation Plan which is currently being undertaken by the Region over the next three years (2016-2018).

### **Corporate Facilities & Social Housing**

As part of the Region's asset management process, building condition assessment (BCA) studies are performed on a 5 year rotating cycle for Corporate Facilities and Social Housing assets. The next BCAs are scheduled for 2016. Based on the BCAs, a capital financial plan is prepared. By tying in levels of service to asset management strategies such as asset risk assessments, maintenance, rehabilitation and expansion activities, the Region continuously looks to minimize lifecycle costs and to meet the goal to integrate asset management with asset financial management and support the CHS (2014-2024).

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

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

The Region will continue to closely monitor the annual capital funding requirements of the social housing providers to ensure the housing stock is maintained in a state-of-good-repair. Staff will provide an update to Council after the next BCA is completed in 2016.

In addition, as set out in Report No. SS-31-15 (re: Oakville Seniors Citizens Residence Update), staff continue discussions and negotiations with Oakville Seniors Citizens Residence (OSCR) to develop a new service delivery model among OSCR, the HCHC and the Region. As part of this discussion, it has been identified that some critical capital works (including sprinkler systems to meet provincial legislative requirements) need to be undertaken at an estimated cost of \$2.4 million prior to finalizing the new service delivery model. The 2016 Budget therefore provides one-time funding of \$2.4 million from the Housing – Capital Needs reserve to accommodate OSCR's capital needs. It is expected that the service delivery model will be finalized in mid-2016, with the new model fully implemented commencing in early 2017.

### **Investment in State-Of-Good-Repair**

A key objective of the 2016 Budget is to continue to invest appropriately in the state-of-good-repair of the Region's assets and to maintain the overall condition of the assets as the Region's infrastructure continues to age and expand. The Region's 10-year state-of-good-repair capital budget is \$1.7 billion. The state-of-good-repair capital budget primarily finances major repair and replacement of the Region's capital assets. This includes the following:

- Water and Wastewater \$1.1 billion
- Transportation \$251.6 million
- Other (i.e. Waste Management, Long-term Care, Paramedic Services etc.) \$378.5 million

In addition to the Corporate Asset Management Plan, one other indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the Financial Statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the Financial Statements. The target for this ratio should

generally be greater than 1 as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2016, this ratio for Water, Wastewater and Transportation is projected as follows:

2016 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)				
	Operating Transfers * (A)	Annual Amortization (B)	2016 Ratio (A)/(B)	2015 Ratio
Water & Wastewater	\$ 69,799	\$ 57,345	1.2	1.2
Transportation	\$ 52,097	\$ 18,658	2.8	2.9

\* Includes transfers relating to Gas Tax.

The 2016 operating contributions of \$69.8 million for the water and wastewater state-of-good-repair program result in a ratio of 1.2, which is comparable to the 2015 ratio. This ratio is just over 1 based on the significant growth in assets that Halton has been experiencing as a growing community and additional operating contribution provided as noted below. It should be noted, however, that operating contributions are not the only part of the financing in the operating budget for the water and wastewater state-of-good-repair capital program. In addition to the \$69.8 million in operating transfers, the 2016 Budget includes \$28.7 million in debt charges, for previously approved debt, to support the state-of-good-repair capital program. While the goal is to fund the state-of-good-repair capital program from operating contributions on a pay-as-you-go basis, debt financing was utilized for significant upgrade and rehabilitation initiatives where appropriate, in order to smooth the impact of significant capital financing and better match the timing of revenue recoveries from rate/tax payers with the benefit of infrastructure.

The Transportation ratio is projected to be 2.8 in 2016 and is slightly lower than the 2015 ratio. Regional Council has approved significant financing over the last 10-years to support the Transportation program's significant growth.

As discussed in the Asset Management Plan (PW-24-15/FN-39-15/LPS109-15), the asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process. The long-term sustainable asset management and financing plan will be prepared as part of the Asset Management Roadmap Implementation Plan work currently being undertaken over the next three years (2016-2018).

The following highlights the investment made for the state-of-good-repair capital programs in the 2016 Capital and Operating Budgets.

**Water and Wastewater State-of-Good-Repair Capital - \$5.2 million**

The \$69.8 million operating contributions in the 2016 Budget includes a \$5.2 million increase in the base budget transfers to support the water and wastewater state-of-good-repair capital program compared to the 2015 transfers. The operating contributions are projected to continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its state-of-good-repair capital program. The

state-of-good-repair capital program is a significant driver of the rate supported program throughout the 10-year forecast requiring a 2.3% to 3.9% rate increase each year.

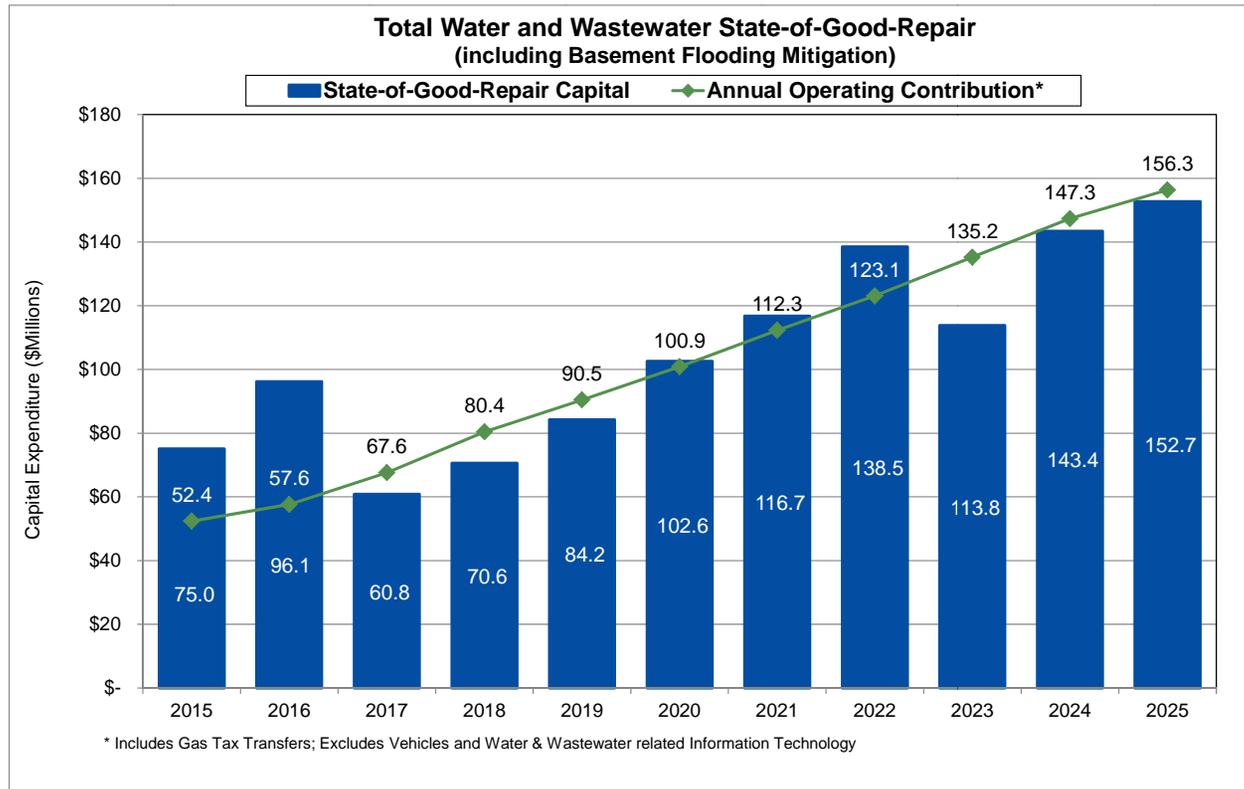
Included in the 2016 water and wastewater state-of-good-repair capital program is the implementation of Phase 2 of the Region-wide Basement Flooding Mitigation program (Report No. PW-22-15 re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations), which will require a total of \$60.4 million in capital funding over the next ten years as shown below. This phase 2 program includes projects that provide opportunities to address conveyance or infiltration through system optimization and capital improvements to mitigate future basement flooding. The remaining components of the Basement Flooding Mitigation program, relating to downspout and weeping tile disconnections of \$23.0 million, will be implemented through the operating budget as a grant program to residents wanting to proceed with downspout and weeping tile disconnection as discussed below.

<b>Basement Flooding Mitigation (\$000s)</b>			
	2016	2017-2025	Total
<b>Capital Budget:</b>			
System improvement	\$ 6,126	\$ 53,877	\$ 60,003
Flow monitoring/metering	400	-	400
Sub-total	\$ 6,526	\$ 53,877	\$ 60,403
<b>Operating Cost:</b>			
Downspout disconnect	\$ 750	\$ 7,290	\$ 8,040
Weeping tile disconnect	1,500	13,500	15,000
Add'l staff resources	188	1,694	1,882
Sub-total	\$ 2,438	\$ 22,484	\$ 24,922
<b>Total</b>	<b>\$ 8,964</b>	<b>\$ 76,361</b>	<b>\$ 85,325</b>

The budget direction (FN-38-15) indicated that the implementation of the Phase 2 Region-wide Basement Flooding Mitigation program would require a special surcharge over the next 10 years due to its significant investment needs. Subsequently, staff further reviewed the program implementation and financing strategy as part of the budget process. Based on this review, it has been determined that the program delivery would be optimized when the program is integrated with the existing 10-year water and wastewater state-of-good-repair capital plan. Furthermore, the required funding can be accommodated through the debt charge savings generated from the Region's continued implementation of the pay-as-you-go financing strategy on its state-of-good-repair capital program.

In the 2015 Budget, the forecast between 2016 and 2025 identified Regional net debt charges of \$221.6 million. Based on the Region's continued pay-as-you-go strategy, the 2016 Budget no longer requires debenture financing for newly identified capital in the water and wastewater state-of-good-repair capital program. As a result, the debt charges in the 2016 forecast have been reduced by \$47.2 million over the next 10 years (2016-2025) and by \$70.0 million over the next 17 years (2016-2032) to fund the Basement Flooding Mitigation program.

The following chart shows the forecasted Rate operating contributions (including Gas Tax funding) to the capital budget, compared to the capital expenditures required for state-of-good-repair capital program. The appropriate level of operating contribution will be determined based on a completed asset management plan in order to ensure the proper maintenance of the Region’s existing aging assets as well as the new assets constructed as part of the Region’s development-related capital budget.



### Water and Wastewater Maintenance Program

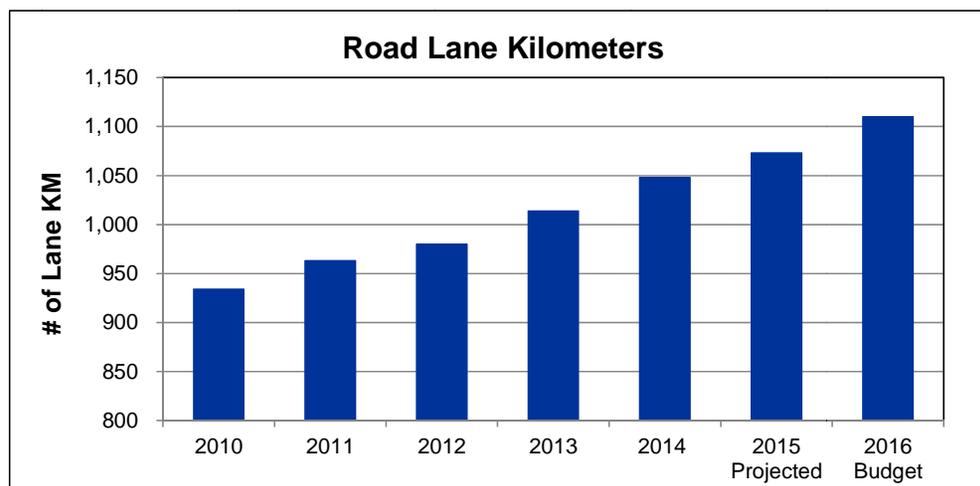
In addition to the financing for the state-of-good-repair capital program, the 2016 Rate Supported operating budget has funding for the on-going repair and maintenance of the water and wastewater infrastructure. The additional funding is required for maintenance and repair activities as the water and wastewater system continues to grow. In order to continue to maintain the water and wastewater system the following strategic investments of \$413,000 are proposed for 2016:

- Water Distribution Operators - \$296,000** Three Water Distribution Operators are required, in order to maintain existing service levels to keep pace with growth in the system, while ensuring the Regional compliance with the Ontario Underground Infrastructure Notification System Act and other legislated requirements. Based on a full year of compliance with the Ontario Underground Infrastructure Notification System Act, resource impacts and the ability to outsource to address these impacts have been reviewed. Since the Act came into effect, there has been a 50% increase in staff hours dedicated to utility locates. This has significantly reduced the resources available to deliver core operations and maintenance programs, while increasing pressures on operators' working hours and shift schedules. Similar to other municipalities, contracted Locate Service Providers are unable to complete a majority of the water locates, which must be undertaken by operation staff.
- Maintenance Expeditor - \$117,000** A Maintenance Expeditor will assist in all aspects of the procurement of parts, equipment, and contracted services to support the preventive maintenance program to maintain the desired level of wastewater treatment services. The current volume of work in this area is beyond the capacity of one individual as a result of the increase in the asset inventory for electrical, mechanical, instrumentation and SCADA equipment. This position will reduce the risk of service interruption and inefficiencies in the delivery of the program. Effective execution of the preventive maintenance program is required to achieve the desired level of wastewater services expected by the residents of Halton.

The 2016 Budget also provides additional investment in the Road Maintenance and Resurfacing Program as follows.

#### Road Maintenance Program - \$899,000

The Road operations budget also includes an increase of \$574,000 (5.4%) in road maintenance contracts with the Local Municipalities and Regional contracts to address growth in the Regional road network and additional maintenance costs including winter control. A major driver of the increased road maintenance costs is the increase in lane kilometres to support growth in the Region. Since 2011, the Region's transportation network system has been in a state of accelerated growth with an increase of 85 lane kilometres in the last 4 years. The transportation network is planned to grow to 1,110 lane kilometres in 2016 based on the Transportation Capital Plan. The following table shows the growth in the Regional road network over the past several years.

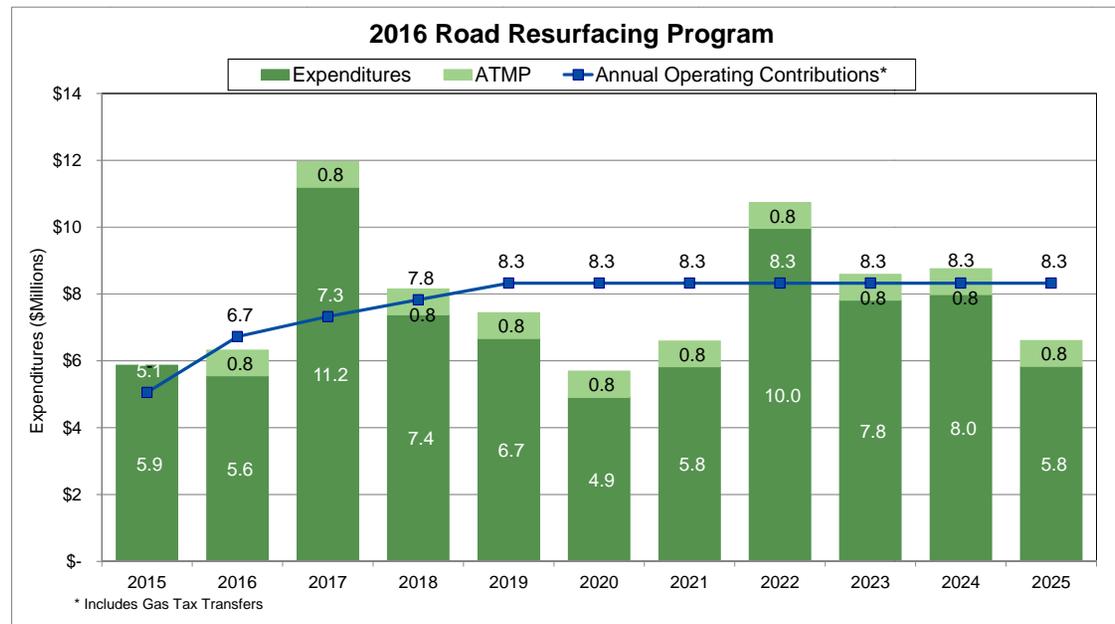


With the expansion of the Regional road network, the number of work orders issued through the Maintenance Agreement with the local municipalities has also increased by 200% from 2011 to 2014. In order to continue to maintain the growing Regional road network in a state-of-good-repair, the following strategic investments of \$325,000 in operating staff resources are proposed for 2016:

- **Road Operations Safety Inspector - \$126,000** to ensure Halton continues to operate its Road Network system at appropriate levels of service and maintain the system in a state of good repair, one Road Operations Safety Inspector with a vehicle is required. This position would be responsible for the coordination and oversight of more intensive maintenance works, including repairs to the road surface as well as traffic signal, guiderail and tree maintenance. The responsibilities will also include responding to resident concerns and coordination between maintenance crews and capital construction contractors to ensure safe operation of the roadway through construction zones.
- **Traffic Technician - \$115,000** to keep the roads in a state of good repair and comply with provincial minimum standards, one Traffic Technician with a vehicle is required to ensure successful delivery of the traffic and roads maintenance programs. This position would assist in reviewing permit applications (excavation, road occupancy, oversize load, special event), maintaining traffic and parking by-laws, coordinating the pavement marking, spot repair and other maintenance programs, assisting with road patrol, bridge and culvert program, and other field work and inspections as needed.
- **Road Patrol Operator - \$84,000** a permanent in-house Road Patrol Operator is needed to carry out the Maintenance Agreement with the local municipalities and to meet the requirements of the Minimum Maintenance Standards for Municipal Highways (O. Reg. 239/02) for the Regional road network given Halton's growth. Responsibilities include inspecting Regional assets within the right-of-way to ensure that they are in safe working condition, reporting and recording deficiencies, and issuing work order to local municipalities under the Maintenance Agreement to address adverse conditions or problems. Currently, this work is being performed through a contract position.

#### **Road Resurfacing Program - \$902,000**

In addition, the Road operations budget includes the road resurfacing program of \$6.3 million in 2016 with \$80.9 million planned for the next 10 years including the road resurfacing component of the Active Transportation Master Plan as discussed earlier. This 10-year plan represents a \$31 million increase from the 2015 10-year plan based on the updated resurfacing program to maintain the existing level of service on a growing road network. The 2016 Budget therefore includes an increased operating contribution to the road resurfacing reserve of \$902,000 to ensure the resurfacing funding is sustainable over the next 10 years. This is in addition to the \$773,000 provision required for the road resurfacing of the ATMP. The following chart shows the operating budget contributions required compared to the planned expenditures over the next 10 years.



### Maintaining Financial Sustainability

The Region continues to closely monitor funding sources and financing strategies to maintain long-term financial sustainability over the next 10 years. Some of these measures were adjusted in the 2016 Budget to ensure continued financial sustainability as follows.

#### Retiree Benefit Reserve Contribution \$100,000

An actuarial review of the Regional Extended Health and Dental obligations is undertaken every three years based on claims experienced. The most current review indicated that the Region's Retiree Benefit reserve balance needs to be strengthened to meet the actuarial obligation target over the next 10 years. Accordingly, an annual operating contribution of \$100,000 is provided in the 2016 Budget, in order ensure that the reserve balance moves towards the target obligation over the next 10 years. The reserve balance will continue to be closely monitored and the annual contributions adjusted through the periodic actuarial review.

#### Provincial Offences Act (POA) Revenues \$500,000

The 2016 Budget includes \$1.9 million in POA revenue, an increase of \$500,000 or 35.7% over 2015 budget. This adjustment is based on actual revenue trends recently experienced by POA staff attributing mainly to growth in Halton Region and the higher rate of fines.

### **Supplementary Tax Revenue**

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC) and the level of growth within each of the Local Municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. However, through the 2014 and 2015 budget process, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million respectively as the amount of supplementary taxes received by the Region has been declining since 2011. The 2016 Budget continues to incorporate the \$7.6 million for supplementary tax revenue, which is consistent with the seven year average. Staff will continue to monitor supplementary tax to determine whether any further adjustment needs to be made in future budgets.

### **Investment Income**

The 2016 Budget continues to include \$55 million of investment income as a source of revenue. \$43.2 million of this revenue will be used to finance the Region's state-of-good-repair capital programs and the remaining \$11.8 million used to support the rate and tax supported operating programs. As discussed in FN-46-15 (re: Investment Performance to August 31, 2015), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

### **Provincial Subsidies \$12.6 million**

The 2016 Budget includes \$144.7 million of provincial subsidies, an increase of \$12.6 million from the 2015 budget. This increase is mainly due to an increased subsidy for the Housing program from IAH (\$3.0 million), for Children's Services (\$7.2 million as per SS-07-15) and for Services for Seniors (\$1.3 million) based on increased per diem funding for inflation and Case Mix Index. The subsidy budgeted for many programs, however, does not keep pace with the increase in costs and demands for the services. In particular, as discussed in MO-35-15 (re: Provincial Public Health Funding Review), provincial funding approved for 2015 public health cost-shared programs was a 0% increase over the 2014 provincial allocation, while a 2% increase was anticipated in the 2015 budget. This results in an unfavourable mandatory programs funding variance of \$491,000 in 2015. This trend (0% increase) is expected to continue in the forecast period. As such, provincial funding for public health programs has been reduced by \$719,000 to reflect the 0% increase received in 2015.

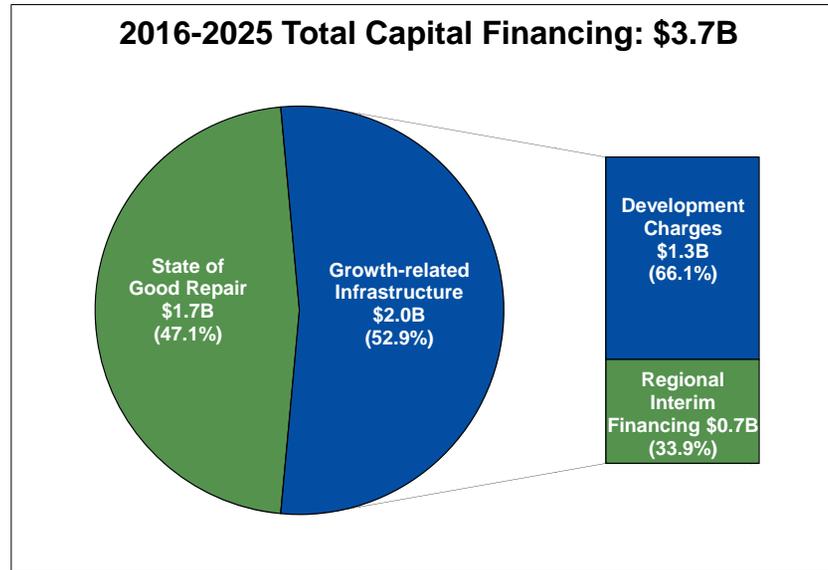
### **Growth-related Infrastructure Financing**

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

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

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

The Region's 10-year capital program (\$3.7 billion) incorporates \$2.0 billion of growth-related infrastructure required to support future development, including the Water/Wastewater and Transportation projects supporting the 2012 Allocation Program in 2016. Consistent with the previous budgets, the 2016 10-year growth-related capital plan has been prepared based on the principles and financial measures established under the Development Financing Plan. Under this plan, the growth-related programs are financed based on DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund and Tax Capital Reserve for the non-residential share of the costs as shown below.



As discussed in Report No. LPS106-15 (re: 2012 Allocation Program Update and Proposed Framework for the 2018 Allocation Program), the Region will update its Water, Wastewater and Transportation Master Plans, DC by-laws and Development Financing Plan between 2016 and 2017 in support of the next development allocation program in 2018. The Region's growth-related capital program and the related financing plan will be revised through these processes and will be reflected in the future budgets.

#### **Hiring for the Future**

The 2016 Budget also recommends a formalized intern and apprenticeship program as a strategic investment. This program creates opportunities for the Region to gain talented, highly motivated, recent graduates who can bring a fresh perspective on current business practices. This program will provide a more formal process in attracting recent graduates to the Region. The program will provide for intern positions within each department and be managed through Human Resources.

- **Internship and Apprenticeship Program - \$550,000** Human resource planning has been identified as a priority to respond to the changing demographics in the workplace as the baby boomers retire. Halton Region's approach is comprehensive and over the last 2 years has included the following initiatives:
  - Leadership@Halton – a development program for all staff holding leadership positions designed to build strong internal leadership capabilities.
  - Talent Management pilot – a pilot program being undertaken in Public Works to guide the design of a corporate development program targeted at the Region's high potential future leaders at all levels of the organization.
  - Learning Management System – a system which assists employees to access on-line training resources, track training plans and record accomplishments.
  - Recruiting – the introduction of new HR supports in recruiting to improve the quality of the recruiting process and attract the best internal and external candidates to available opportunities.
  - Employee Engagement – enhanced internal communications and a focus on recognition.
  - HR Access – a centralized HR resource to support staff and supervisors.
  - Rejuvenation of HR Policies – revisions to outdated HR policies which reflect the current work environment, improve transparency, promote talent management and support a healthy workplace.

In 2016, there will be increased focus on building careers paths, including enhancing opportunities at the entry level. As part of this initiative, the 2016 Budget includes a provision for a new Internship/Apprenticeship program that would provide paid temporary employment opportunities to new graduates and apprentices to address workload issues in Regional programs. The program would introduce young talent to the public sector, the municipal sector and the Region while providing valuable resources to meet the demands for the Region's programs. The program also provides valuable opportunities for young people to get work experience. The Region will benefit from the additional resources, from new ideas and approaches and from increased opportunities to attract the brightest and best young talent on a permanent basis. The Region has had a successful internship program in Legal Services for many years. This initiative will expand the program across the Region. The program will be led by Human Resources. The budget provides sufficient resources for approximately 10 new intern /apprentice positions.

## Adapting to Climate Change

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

### Basement Flooding Mitigation Program - \$2.4 million

The Region continues to provide \$160,000 for the Region's ex-gratia grant program and for the Basement Flooding Prevention subsidy program as approved by Council in the 2015 budget. The ex-gratia grant provides financial assistance in the amount of \$1,000 (per household) to homeowners who require assistance with respect to a public sanitary sewer backup. The Basement Flooding Prevention subsidy program assists homeowners to reduce the potential for future flooding from a backup of the sanitary sewer.

In addition, the 2016 Budget provides an additional \$2.3 million in grant for the voluntary downspout and weeping tile disconnection program as part of phase 2 of the Region-wide Basement Flooding Mitigation program as identified in Report No. PW-22-15 (re: Region Wide Basement Flooding Mitigation Study: Final Report

and Recommendations). The downspout and weeping tile disconnections have been recognized as the most effective extraneous flow reduction measures through the Phase 1 of the Basement Flooding Mitigation work undertaken in 2015. As discussed earlier, this grant program will be funded, without impact to the water and wastewater rates, based on debt charge savings generated from the full pay-as-you-go financing of the state-of-good-repair capital program commencing in 2016.

The implementation of Phase 2 of the program also requires the following additional staff resources as strategic investments.

- **Project Coordinator – \$105,000** A dedicated Project Coordinator is required to manage and carry out projects, activities, modeling and flow monitoring analysis. This position will be responsible for undertaking projects, contract administration, coordination with internal and external stakeholders, reviewing flow data, monitoring flow reductions, and performing GIS, hydraulic modeling and database assessments which are needed to deliver components of the Basement Flooding Mitigation program.
- **Systems and Outreach Administrator - \$83,000** Systematic removal of extraneous flow from the Halton wastewater system is necessary to mitigate the risk of future basement flooding in the Region. The success of this multi-year program will depend on a complementary approach to reducing inflow and infiltration on the public and private sides. Public participation, which will be directly tied to public education and outreach, is crucial to the success of the program. Based on the preliminary numbers for private side participation, over 20,000 new subsidy applications will need to be processed. As such a Systems and Outreach Administrator is required to manage inquiries, applications and maximize uptake into the new programs.

## Protecting the Natural Environment

The Region's role in providing environmental technical review continues to increase in terms of both geography and scope. Fifty per cent of Halton Region is protected in the Regional Official Plan as part of the Natural Heritage System. The commitment to protecting and enhancing Halton's natural environment is a high priority for the future. The Region is committed to minimizing the impact of its policies and services on the environment.

The 2016 Budget includes the following strategic initiatives to assist in meeting the Region's goals for protecting the Natural Heritage.

- **Environmental Planner - \$93,000** An environmental planner would enable the Region to meet its obligations under the 2009 Regional Official Plan (ROPA 38). Through the Sustainable Halton process and ROPA 38, the Region established the first Natural Heritage System in the Province. This position would assist the current environmental planner in fulfilling our obligations under the PPS and the Regional Official Plan. The Environmental Planner will respond to the development review workload, the co-ordination of environmental review relating to small and medium-scale developments, and the development of streamlining tools and guideline materials to support application reviews.
- **Burlington Waterfront Master plan - \$751,000** The proposed Waterfront Master Plan will allow for development of the beach areas, relocation of the Hydro Towers and the property acquisitions as discussed in Report No. LPS59-15 (re: The Burlington Beach Regional Waterfront Park – 2015 Master Plan). As shown below, the implementation of the Master Plan requires a total of \$51.8 million between 2015 and 2035, \$39.7 million of which is required over the next 10 years of the forecast (2016-2025).

### Burlington Waterfront Master Plan

(\$000s)	2015	2016	2017	2018	2019	2020	2021-2025	2026-2035	Total
<b>Capital Expenditures:</b>									
Environmental Restoration	\$ -	\$ 663	\$ 615	\$1,989	\$ 740	\$ 1,067	\$ -	\$ 3,047	\$ 8,121
Recreation	-	2,501	2,106	2,341	461	1,881	-	6,048	15,338
Hydro Towers	-	-	-	-	-	12,000	-	-	12,000
Land	1,500	2,100	2,100	2,100	1,500	800	4,700	1,500	16,300
<b>Total</b>	<b>\$ 1,500</b>	<b>\$5,264</b>	<b>\$4,821</b>	<b>\$6,430</b>	<b>\$2,701</b>	<b>\$15,748</b>	<b>\$ 4,700</b>	<b>\$10,595</b>	<b>\$51,759</b>
<b>Operating Impact:</b>									
Transfer to Tax Capital Rsrve	\$ -	\$ 251	\$ 523	\$ 956	\$1,076	\$ 2,571	\$12,856	\$16,573	
Transfer to Green Fund Rsrve	-	500	750	1,000	1,000	1,000	5,000	2,550	
<b>Total</b>	<b>\$ -</b>	<b>\$ 751</b>	<b>\$1,273</b>	<b>\$1,956</b>	<b>\$2,076</b>	<b>\$ 3,571</b>	<b>\$17,856</b>	<b>\$19,123</b>	

The capital requirement for the beach areas and hydro tower relocations will be funded from the Regional Tax Capital reserve and land acquisitions from the Green Fund reserve as set out in LPS59-15. In addition, the Region has submitted an application for a \$652,000 subsidy from the Canada 150 Community Infrastructure Fund, which will be used to reduce the Regional impact. In order to provide sustainable funding through the Regional reserves, increased contributions from the Operating Budget is required in the amount of \$751,000 in 2016. The annual contributions are expected to increase gradually over the forecast period, reaching \$3.6 million by 2020 as capital expenditures are incurred in accordance with the approved Master Plan.

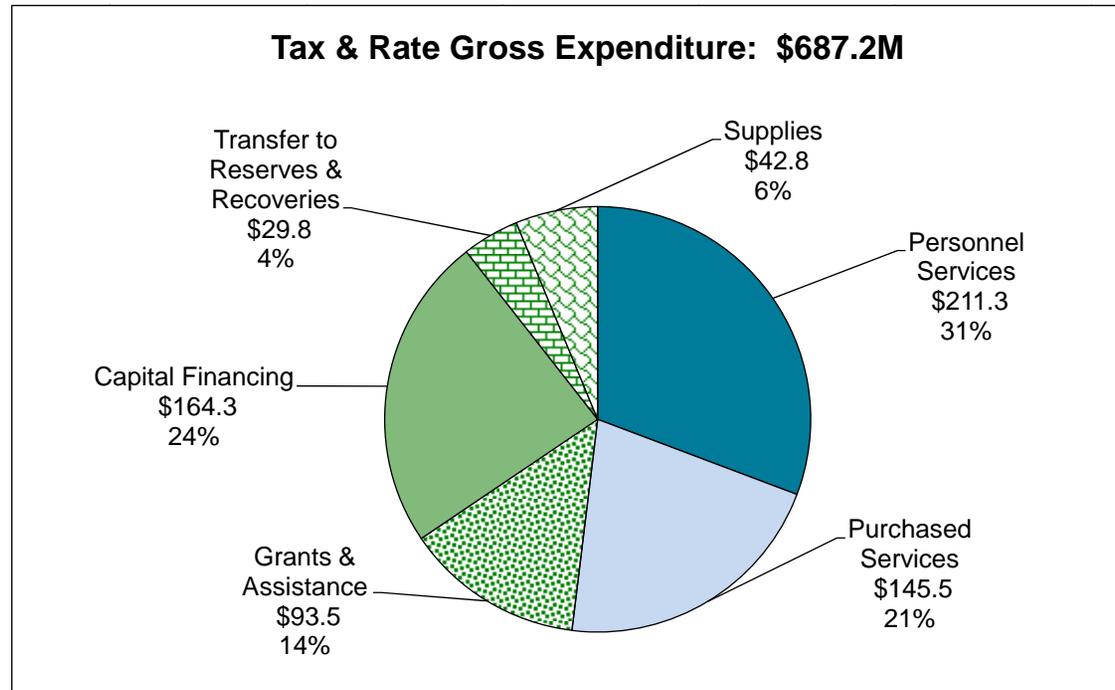
#### **Waste Management - \$1.8 million**

The contract cost for Waste Management collection and processing will increase by \$1.7 million as a result of new contracts to be implemented in 2016 (PW-05-15 & PW-37-15). The funding of this additional cost will ensure that the waste management program will continue at service levels approved by Council. In addition, a strategic investment is proposed for the following pilot program.

- **Landfill Sunday Opening Pilot - \$131,000** one-time funding is required to open landfill site operation as a pilot project on 13 Sundays from April 17 to July 10, 2016 between 8:00 am and 12:00 pm, which will be funded from the Tax Stabilization Reserve. Council through Report PW-20-15 approved the following resolution: "THAT the request for a three-month pilot project for partial Sunday openings of the Halton Waste Management Site be referred to the Planning and Public Works Committee Budget Meeting of December 2, 2015 for consideration." The pilot will be funded by a transfer from reserve.

## 2016 Budget by Cost Category

The following chart shows the breakdown of the total 2016 Budget Gross Expenditures for Regional tax and rate-supported services of \$687.2 million by cost category. This distribution of expenditures is consistent with the 2015 budget



The total budgeted compensation for Regional employees is \$211.3 million, accounting for 31% of the total gross operating expenditures (excluding Police). The breakdown of these costs is shown in the following table:

2016 Compensation Summary Regional Total (Excluding Police)							
	Salary		Fringe Benefits & Other		Total		FTE
<b>2015 Budget</b>	\$ 155,524,100		\$ 49,142,220		\$ 204,666,320		2,093.1
2016 Increase	2,936,010		702,630		3,638,640		-
<b>Subtotal - 2016 Base Budget</b>	<b>158,460,110</b>	<b>1.89%</b>	<b>49,844,850</b>	<b>1.43%</b>	<b>208,304,960</b>	<b>1.78%</b>	<b>2,093.1</b>
In Year Adjustments	369,740		87,430		457,170		2.0
<b>Subtotal - Committed Budget</b>	<b>158,829,850</b>	<b>2.13%</b>	<b>49,932,280</b>	<b>1.61%</b>	<b>208,762,130</b>	<b>2.00%</b>	<b>2,095.1</b>
Strategic Investments	2,045,900		470,150		2,516,050		19.4
<b>Total - 2016 Requested Budget</b>	<b>\$ 160,875,750</b>	<b>3.44%</b>	<b>\$ 50,402,430</b>	<b>2.56%</b>	<b>\$ 211,278,180</b>	<b>3.23%</b>	<b>2,114.5</b>

The 2016 Budget includes an additional 21.4 full-time equivalent (FTE) staff positions, including 2.0 positions added during 2015 through Report No. SS-07-15 (re: Children's Services Division Program Changes and Funding Update) and 19.4 FTEs requested as strategic investments.

## 2016 Budget Risks

The 2016 Budget includes a number of risks that could potentially have an impact on the budget. These risks continue to be monitored by staff through the variance reporting to Council three times per year. In addition, any important announcements by the Province or significant changes in budget assumptions would be reported to Council. The following chart highlights some of the major assumptions underpinning the 2016 Budget and Business Plan and the sensitivity of these assumptions.

**2016 Budget Risks and Sensitivities (excluding Police)**

Key Budget Components	Requested Budget	Budget Assumptions	Sensitivities	
			\$ Impact	% Tax/Rate Impact
<b>Tax</b>				
Provincial Subsidies:				
Public Health	\$22.2 million	3.1% Decrease	A 1.0% change in Provincial subsidy = \$222,000	0.09%
Paramedic Services	\$16.1 million	5.4% Increase	A 1.0% change in Provincial subsidy = \$161,000	0.07%
Services for Seniors	\$33.4 million	3.9% Increase	A 1.0% change in Provincial Subsidy = \$334,000	0.14%
Children's Services	\$39.2 million	0% Increase	A 1.0% change in Provincial Subsidy = \$392,000	0.17%
Ontario Works:				
OW Caseload	1,900	2.0% Increase in cases	A 1.0% change in cases = \$17,000	0.01%
OW Benefits (Grants)	\$16.3 million	1.0% Rate Increase	A 1.0% change in rates = \$163,000	0.07%
WDO Revenue	\$4.7 million	52.9% recovery of costs	A 1.0% change in recovery rate = \$79,000	0.03%
Investment Income	\$55.0 million	3.41% Rate of Return	A 0.1% change in rate of return = \$1.6 million in total investment income	0.67%
Supplementary Taxes	\$7.6 million	Based on 7 year average	5 year average = \$6.8 million (\$800,000 reduction)	0.33%
Tax Write Offs	\$4.4 million	Based on 7 year average	5 year average = \$5.2 million (\$800,000 increase)	0.33%
Assessment Growth		1.7%	1.0% change in budget (excluding Police) = \$2.32 million	1.00%
<b>Rate</b>				
Consumption Growth	\$121.3 million	0% consumption growth	1.0% change in consumption growth = \$1.2 million	0.69%
Customer Growth	\$61.9 million	1.6% customer growth	1.0% change in customer growth = \$711,000	0.40%

## 2016 Budget & Forecast

Looking forward to 2016 and beyond, global economic conditions continue to be very challenging and present risks to the 2016 Budget and Forecast. While the 2016 Budget includes measures to mitigate the risks to the extent possible, the 2016 Budget and Forecast continues to have areas of risk exposure including:

### **Growth Assumptions**

The current economic conditions continue to negatively impact growth in the Region particularly in commercial and industrial growth. Although current assessment growth in the 2016 Budget is estimated to be 1.7%, forecasted assessment growth is 1.5% per year to reflect moderate growth over the next nine years. Moderate growth will also impact supplementary taxes which are budgeted at \$7.6 million (based on a seven-year average including high growth years between 2000 and 2012). Although water and wastewater customer growth is estimated to be 1.6%, consumption growth is budgeted at 0% in 2016 to reflect the continued impact of water efficiency and conservation. Forecast growth assumptions have also been adjusted to reflect the current trend.

The water and wastewater utility revenues are based on approximately 66% consumption charges and 34% service charges. Halton Region's consumption revenues are collected through a block rate structure in which the rates vary depending upon the volume of water consumed. Halton's block structure is termed a humpback as the rates increase to a set consumption level and then decrease thereafter where the customers using the least and most amount of water in the Region pay the same rate. The rate structure also includes a wastewater cap after 60m<sup>3</sup> per month consumption where residential users do not pay any additional wastewater charges after 60m<sup>3</sup>. This rate schedule has been in place since 1992 with some minor changes made in 2009. Much has changed in the 25 years since 1992 that has impacted the way consumers use water. Water conservation has changed both the design of water fixtures and the attitude of consumers. Therefore in 2016 staff will be undertaking a review of the water rate structure and will report back to Council in 2016 prior to the preparation of the 2017 Budget and Business plan.

### **Provincial Subsidies**

While subsidy increases (\$12.6 million) have been budgeted for 2016, there are risks associated with this funding given the significant financial challenges facing the Province. As discussed earlier, the subsidy budgeted for many programs does not keep pace with the increase in costs and demands for the services. In particular, provincial funding approved for 2015 public health cost-shared programs was a 0% increase over the 2014 provincial allocation. This 0% increase is expected to continue in the forecast. As such, provincial funding for public health programs has been reduced in the 2016 Budget to reflect the 0% increase received in 2015. The Region is therefore assuming responsibility for a greater cost share of these programs to ensure service levels are maintained for Halton residents. This trend will continue to have significant impacts through the forecast.

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

There has been a 2% increase in caseloads for the Ontario Works budget in 2016 and demands for other Social Services and Health programs have increased including employment assistance supports, grant funding to the community and dental financial assistance programs. These increased demands are reflected in the 2016 Budget. It is important to note that with the uncertainty in the global economy, social assistance caseload trends could quickly reverse in the forecast.

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

The Region's investment portfolio is expected to generate \$55 million or 8.0% of total revenues in 2016. This is a key source of funding for the Region's capital program. A continued low interest rate environment will make it challenging for the Region to generate the current level of returns.

### **Growth-related Infrastructure**

The 2016 10-year capital plan includes \$2.0 billion of growth-related infrastructure required to support future development. The Water/Wastewater and Transportation infrastructure supporting the 2012 Allocation Program will continue to be implemented between 2016 and 2017, in accordance with the Development Financing Plan (CS-20-12) and the resulting funding agreements established with the participating residential developers. The implementation of the growth-related infrastructure plan beyond the 2012 Allocation Program will continue to be subject to an update of the Region's DC by-law and Development Financing Plan.

### **Future Liabilities**

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

### **Cost Increases**

The forecast generally assumes a 2.0% rate of inflation. Economic conditions can have a significant effect on the future cost impacts. In addition, many programs rely on commodities and services where prices are market-driven and not tied to inflationary increases.

Regional programs have been very successful in containing their costs and generating savings through operational and process reviews. These initiatives will continue through 2016.

## **10-Year Operating Forecast**

The 10-year forecast has been prepared to reflect updated assumptions for revenues and program costs. The 2016 forecast is largely consistent with that prepared as part of the 2015 Budget.

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

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

- General inflation of 2.0%,
- Interest on reserves of 3.4%
- Debt financing rate of 5.0%
- Assessment growth of 1.5% per year
- Provincial subsidies will maintain current proportionate share
- Water customer growth of 1.2% to 1.6%
- Water consumption growth of 0%

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

<b>Ten Year Operating Budget Forecast For Tax Supported Services</b>										
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>(\$000s)</b>	<b>Requested Budget</b>	<b>Forecast</b>								
<b>Region:</b>										
Net Expenditures	\$ 240,814	\$ 249,594	\$ 259,276	\$ 269,154	\$ 279,203	\$ 289,954	\$ 301,058	\$ 312,416	\$ 324,091	\$ 336,169
Tax Impact (after assessment)	1.9%	2.1%	2.3%	2.3%	2.2%	2.3%	2.3%	2.2%	2.2%	2.2%
<b>Halton Regional Police Service:</b>										
Net Expenditures	\$ 139,715	\$ 145,164	\$ 150,458	\$ 156,714	\$ 162,752					
Tax Impact (after assessment)	1.9%	2.4%	2.1%	2.6%	2.3%					
<b>Region Including Police:</b>										
Net Expenditures	\$ 380,529	\$ 394,758	\$ 409,733	\$ 425,867	\$ 441,955					
Tax Impact (after assessment)	1.9%	2.2%	2.3%	2.4%	2.2%					
<b>Assessment Growth Assumption</b>	<b>1.7%</b>	<b>1.5%</b>								

<b>Tax Budget Forecast as projected in the 2015 Budget</b>										
<b>Regional Tax Impact (after assessment)</b>	<b>1.9%</b>	<b>2.1%</b>	<b>2.3%</b>	<b>2.4%</b>	<b>2.2%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.4%</b>	<b>2.2%</b>	

As shown in the following table, the water and wastewater rate forecast anticipates increases above the rate of inflation to ensure funding of the repair and replacement of the water and wastewater infrastructure is financially sustainable. Accordingly, of the projected rate increases of 4.2% to 5.3%, over half (2.3% to 3.9%) is required to support the capital expenditure financing to maintain the state-of-good-repair capital program.

<b>Ten Year Operating Budget Forecast For Rate Supported Services</b>										
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>Requested Budget</b>	<b>Forecast</b>								
Net Program Impact (\$000's)	\$ 183,224	\$ 193,875	\$ 205,255	\$ 216,934	\$ 229,961	\$ 242,980	\$ 256,623	\$ 270,922	\$ 286,058	\$ 299,882
Annual Water Consumption m3 (000s)	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813
Residential Bill (250 m3 p.a.)	\$ 883	\$ 929	\$ 977	\$ 1,026	\$ 1,081	\$ 1,135	\$ 1,191	\$ 1,250	\$ 1,312	\$ 1,367
<b>Annual % Rate Increase</b>	<b>5.0%</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.0%</b>	<b>5.3%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.2%</b>

<b>Rate Budget Forecast as Projected in the 2015 Budget</b>									
Net Program Impact (\$000's)	183,555	194,082	205,637	217,589	230,974	244,435	258,895	273,926	289,881
Annual Water Consumption m3 (000s)	54,950	55,087	55,225	55,501	55,778	56,057	56,338	56,619	56,902
Residential Bill (274 m3 p.a.)	\$ 937	\$ 983	\$ 1,033	\$ 1,083	\$ 1,139	\$ 1,194	\$ 1,253	\$ 1,314	\$ 1,377
<b>Annual % Rate Increase</b>	<b>5.0%</b>	<b>4.9%</b>	<b>5.1%</b>	<b>4.8%</b>	<b>5.2%</b>	<b>4.9%</b>	<b>5.0%</b>	<b>4.9%</b>	<b>4.9%</b>

## 2016 Capital Budget & Forecast Overview

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (state-of-good-repair) and to expand the infrastructure to meet the requirements of the growing community (development). The following table summarizes the 2016 capital budget and forecast, including the Police capital program.

2016 Capital Budget & Forecast											
Summary of Total Capital Budget & Financing (\$000s)											
	Gross Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Program Expenditures</b>											
Water	\$ 1,000,894	\$ 111,122	\$ 33,494	\$ 211,793	\$ 87,467	\$ 67,446	\$ 57,998	\$ 134,229	\$ 91,266	\$ 92,218	\$ 113,861
Wastewater	854,467	44,787	28,778	62,359	120,634	81,993	151,941	67,485	66,947	133,410	96,133
Transportation	1,374,663	141,261	94,251	253,784	102,398	143,710	80,998	127,658	80,520	165,001	185,082
Planning	169,144	17,689	19,526	24,780	15,091	28,248	12,510	11,550	12,610	13,880	13,260
Asset Management	77,755	3,547	4,504	6,209	33,735	6,373	4,699	4,560	4,653	5,049	4,426
Waste Management	42,342	1,552	2,073	1,746	10,473	1,981	16,689	2,687	1,403	318	3,420
Information Technology	39,628	2,683	3,668	3,655	3,310	3,989	4,702	4,088	4,679	4,425	4,430
Other Tax	40,087	4,785	3,524	4,592	3,244	2,678	3,817	3,154	3,758	6,544	3,991
Police	61,551	5,073	21,974	4,053	4,803	5,243	3,751	4,255	4,889	3,824	3,686
<b>Total</b>	<b>\$ 3,660,531</b>	<b>\$ 332,500</b>	<b>\$ 211,792</b>	<b>\$ 572,970</b>	<b>\$ 381,155</b>	<b>\$ 341,661</b>	<b>\$ 337,105</b>	<b>\$ 359,666</b>	<b>\$ 270,725</b>	<b>\$ 424,669</b>	<b>\$ 428,288</b>
<b>Financing</b>											
Tax Reserves	\$ 1,052,978	\$ 94,019	\$ 90,235	\$ 164,920	\$ 119,348	\$ 123,259	\$ 81,248	\$ 88,040	\$ 66,800	\$ 110,971	\$ 114,137
Rate Reserves	1,097,781	97,712	62,932	72,128	85,686	103,604	119,091	142,055	116,434	144,492	153,647
Dev't Charges - Resid.	1,275,109	117,621	43,881	282,323	139,872	101,723	108,173	113,126	75,507	148,824	144,059
Dev't Charges - Non-Res.	4,475	755	461	277	646	399	639	382	281	281	354
Infstrctr Invstmt Rvolv. Fnd	209,936	16,423	-	53,322	35,603	12,676	27,954	16,063	11,703	20,101	16,091
External Rcvry	12,602	5,969	6,633	-	-	-	-	-	-	-	-
Debentures	7,650	-	7,650	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 3,660,531</b>	<b>\$ 332,500</b>	<b>\$ 211,792</b>	<b>\$ 572,970</b>	<b>\$ 381,155</b>	<b>\$ 341,661</b>	<b>\$ 337,105</b>	<b>\$ 359,666</b>	<b>\$ 270,725</b>	<b>\$ 424,669</b>	<b>\$ 428,288</b>

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

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

As shown above, the Region's 10-year capital program between 2016 and 2025 is estimated at \$3.7 billion. The 10-year program includes \$1.9 billion (50.7%) in rate-supported projects and \$1.8 billion (49.3%) in tax-supported projects. Financing of the 2016 capital budget and forecast is based on Council approved financing plans. The Development-related capital programs have been financed in accordance with the Development Financing Plan (CS-20-12).

## 2016 Capital Budget

The 2016 capital budget is \$332.5 million. Of this total, \$155.9 million (46.9%) is for Rate supported services (Water and Wastewater) and \$176.6 million (53.1%) is for Tax supported services including \$141.3 million of the Transportation program.

The 2016 capital budget is \$4.6 million higher than previously projected for 2016 in the 2015 budget. This increase is mainly due to the updated cost to maintain existing water/wastewater assets in a state-of-good-repair and the implementation of the master plans and initiatives including the Region-wide Basement Flooding Mitigation Strategy (PW-22-15), the Active Transportation Master Plan (PW17-15), and Burlington Beach Regional Waterfront Park Master Plan (LPS54-15 & LPS59-15). This increase is offset largely by deferred construction funding related to the District 1 police station in Georgetown.

The following highlights significant projects in the 2016 capital budget.

- **\$155.9 million 2016 Water and Wastewater capital program** consists of \$75.2 million for the Development-related program and \$80.7 million for the state-of-good-repair (Non-Development) program to address the upgrade/replacement needs including \$6.5 million related to sewer system improvements and flow monitoring for the basement flooding mitigation (PW-22-15).
  - **\$75.2 million Development-related program** in 2016 will complete the 2012 Allocation program and includes the following:
    - \$20.8 million for construction of Oakville WPP Expansion from 109 to 130 ML/d
    - \$11.2 million for 900mm Second Feedermain to Davis Road Booster Pumping Station (Zone O1)
    - \$7.6 million for 900mm WM on Derry Road from 5<sup>th</sup> Line to Trafalgar Road (Zone M4)
  - **\$80.7 million State-Of-Good-Repair program** in 2016 includes the following:
    - \$60.2 million for water distribution and wastewater collection systems rehabilitation and replacements, including the \$6.5 million related to the basement flooding mitigation
    - \$14.0 million for plants/facilities infrastructure upgrades and replacements, including Burlington Water Purification Plant PLC and lift pump replacements, Burloak Water Purification Plant membrane replacements, Georgetown Wastewater Treatment Plant replacements and upgrades, and Georgetown Princess Anne Standby Well
- **\$141.3 million 2016 Transportation capital program** incorporates the Active Transportation Master Plan and includes:
  - \$36.3 million for William Halton Parkway – New Transportation Corridor
  - \$33.0 million for Tremaine Road – New Road, Grade Separation
  - \$27.4 million for Trafalgar Road – Grade Separation & Widening
  - \$21.0 million for Dundas Street – Widening, Grade Separation, Intersection Improvements, Bridge
  - \$6.2 million for Steeles Avenue - Widening

- **\$17.7 million 2016 Planning capital program (including Housing)** is \$5.2 million higher than the 2016 forecast in the 2015 budget due to the additional projects resulting from the implementation of the Burlington Beach Regional Waterfront Park Master Plan (LPS54-15 & LPS59-15).
- **\$3.5 million 2016 Asset Management capital program** includes the on-going building rehabilitation and upgrade needs for all of Regional facilities, including Halton Regional centre, Long-term care facilities and Paramedic services, based on building condition assessments.
- **\$1.6 million 2016 Waste Management capital program** includes equipment replacement, Solid Waste Management Strategy, cell construction, and on-site upgrade and resurfacing.
- **\$2.7 million 2016 Information Technology capital program** includes the on-going maintenance of Information Technology assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation.
- **\$5.1 million 2016 Police capital program** includes investment in technology and vehicle upgrades and replacements.

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

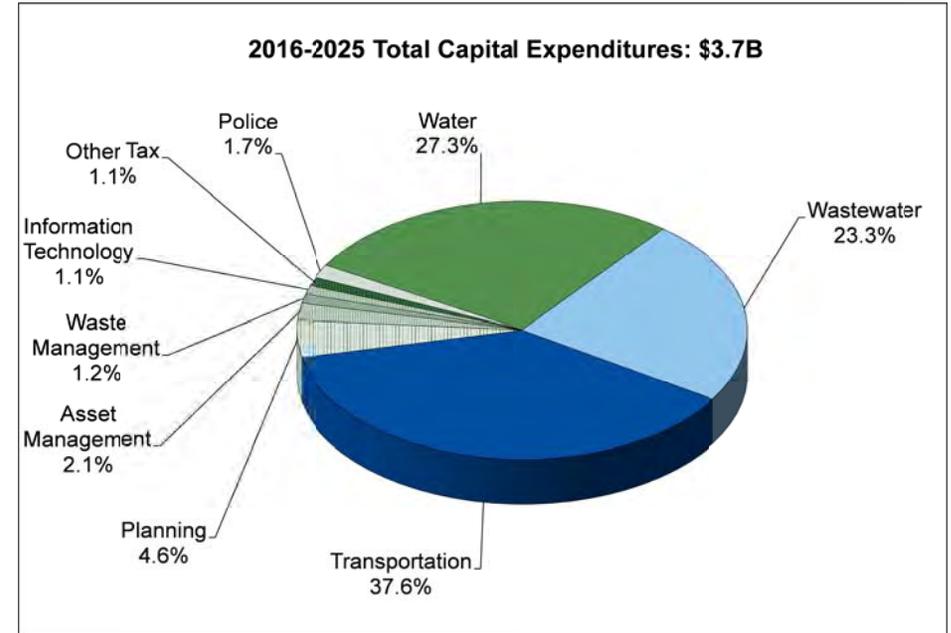
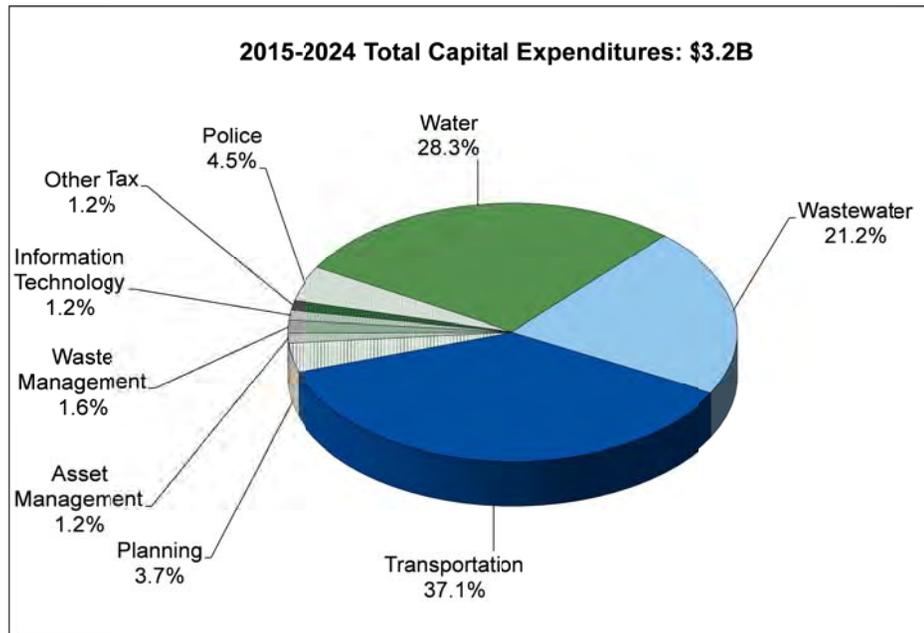
The following are the ten largest dollar value projects included in the 2016 capital budget. These projects total \$178.0 million and account for 53.5% of the 2016 capital budget.

<b>2016 Capital Budget &amp; Forecast</b>		
<b>Top 10 Largest Capital Expenditures in 2016 (\$Millions)</b>		
<b>Program</b>	<b>Project Descriptions</b>	<b>Cost</b>
Roads	William Halton Parkway - New Transportation Corridor	\$ 36.3
Roads	Tremaine Road - New Road, Grade Separation	33.0
Roads	Trafalgar Road - Grade Separation, Widening	27.4
Roads	Dundas Street - Widening, Grade Separation, Intersection Improvements, Bridge	21.0
Water	Construction of Oakville WPP Expansion from 109 to 130 ML/d	20.8
Water	900 mm Second Feedermain to Davis Road Booster Pumping Station (Zone O1)	11.2
Tax	CHS - Assisted Housing Development	8.0
Water	900mm WM on Derry Rd from 5th Line to Trafalgar Rd (Zone M4)	7.6
Wastewater	Basement Flooding Mitigation	6.5
Roads	Steeles Avenue - Widening	6.2
<b>Total</b>		<b>\$ 178.0</b>

Schedule may not add due to rounding.

## 10-Year Capital Budget & Forecast

The following charts illustrate the 2016 10-year expenditures compared to the 2015 forecast.



The 2016 10-year capital budget and forecast (2016-2025) totals \$3.7 billion, which is \$503.1 million higher than the 2015 10-year program. The increase is mainly due to a \$392.1 million increase in the water and wastewater state-of-good-repair program, a \$202.5 million increase in Transportation, a \$52.4 million increase in Planning, and a \$39.0 million increase in Asset Management, offset by a reduction in the Development-related water and wastewater program (\$100M) and the Police program (\$79M) as highlighted below.

As illustrated, a significant portion (88.2%) of the 2016 10-year program continues to be committed to the Water, Wastewater and Transportation programs. The Region will update the Water, Wastewater and Transportation Master Plans in 2016 in support of the Region's DC by-law update in 2017 and the 2018 Allocation program as set out in LPS106-15 (re: 2012 Allocation Program Update and Proposed Framework for the 2018 Allocation Program). The results of the updated Master Plans will be incorporated into the capital plan in the 2017 budget process. The following summarizes the programs that comprise the 10-year capital forecast.

- **\$1.9 billion 10-year Water and Wastewater capital program** consists of \$790.1 million for the Development-related program and \$1.1 billion for the state-of-good-repair program (Non-development).

**\$790.1 million 10-year Development-related program** is a \$99.5 million decrease from the 2015 program as the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The 2016 10-year program includes:

- \$405.1 million to service Region-wide Capacity related infrastructure
- \$271.8 million to service Greenfield area related infrastructure
- \$64.6 million to service Built Boundary areas related infrastructure
- \$48.6 million for Employment Land servicing related infrastructure

**\$1.1 billion 10-year State-Of-Good-Repair program** is \$392.1 million higher from the 2015 program. The additional funding needs have been identified as a result of the implementation of the basement flooding mitigation program and the on-going review of asset management requirements undertaken during 2015, based on available asset condition data and the increased cost for supporting the state-of-good-repair program. As discussed earlier, the long-term sustainable asset management and financing plan will be developed as part of the Asset Management Roadmap Implementation Plan work being undertaken. The 2016 10-year budget includes:

- \$757.8 million for water distribution and wastewater collection systems rehabilitation and replacements, including the additional expenditures related to the basement flooding mitigation program of \$60.4 million.
- \$285.2 million for plants/facilities infrastructure upgrades and replacements

- **\$1.4 billion 10-year Transportation capital program** consists of \$1.1 billion for the Development-related program and \$251.6 million for the state-of-good-repair program (Non-development). The 10-year program in 2016 is \$202.5 million higher than the 2015 program as a result of refined cost estimates during EA/Design and construction timing (\$97M) and the implementation of the Active Transportation Master Plan (\$52M).

The implementation of the ATMP requires a total of \$108 million over the next 16 years (2016-2031), consisting of \$75 million of Regional new on-road and replacement infrastructure and \$33 million of new off-road infrastructure that will ultimately be owned and operated by the local municipalities once constructed by the Region as set out in Report No. PW-17-15 (re: Active Transportation Master Plan). Of the total \$108 million, \$96 million relates to the road capital program and \$12 million relates to the road resurfacing program in the Operating budget. \$52 million out of the \$96 million has been incorporated into the 2016 10-year capital program. The related financing plan is detailed in the Tax Overview section of this book. The 10-year program provides significant road widening, new road, and grade separation programs, which will include the Active Transportation initiatives. The 10-year program includes:

- \$207.7 million for Trafalgar Road
- \$181.7 million for Tremaine Road
- \$158.6 million for Dundas Street
- \$124.5 million for Regional Road 25
- \$107.9 million for Steeles Avenue
- \$99.2 million for William Halton Parkway
- \$83.9 million for Britannia Road

- **\$169.1 million 10-year Planning capital program (including Housing)** is \$52.4 million higher than the 2015 program mainly due to the implementation of the Burlington Waterfront Master Plan (\$39.7M) and the inclusion of the Halton Heritage Centre (\$8.0M) proposed in the Museum Master Plan (LPS62-14).
- **\$77.8 million 10-year Asset Management capital program** is \$39.0 million higher than the 2015 program primarily driven by an expansion to the Woodlands Operation Centre proposed in 2019 (\$29.0M) (LPS112-15) in order to accommodate the paramedic centralized facility as identified in the Paramedic Services Master plan (MO-14-15), and updated costs for the corporate facilities state-of-good-repair program planned over the next 10 years based on building condition assessment.
- **\$42.3 million 10-year Waste Management capital program** is \$7.1 million lower than the 2015 program mainly due to the Cell 3 construction included in 2015 that has moved to the implementation stage. The 2016 program includes vehicle and equipment replacement, cell construction, solid waste management strategy and an Environmental Management Plan.
- **\$39.6 million 10-year Information Technology capital program** includes the on-going maintenance of Information Technology assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including workforce management systems for Paramedic Services and the Region.
- **\$40.1 million 10-year other capital programs** provide Paramedic services capital requirements to implement the master plan including stations, vehicles, equipment (defibrillation and power stretchers) (\$26.7M) and the Long Term Care facilities equipment replacement program (\$6.5M).
- **\$61.6 million 10-year Police capital program** is \$78.6 million lower than the 2015 program as the Police Headquarter facility project included in the 2015 budget has been moved to the implementation stage. The 2016 10-year program includes construction of District 1 in 2017, technology upgrades vehicle/equipment related and replacement provisions for the radio trunking infrastructure.

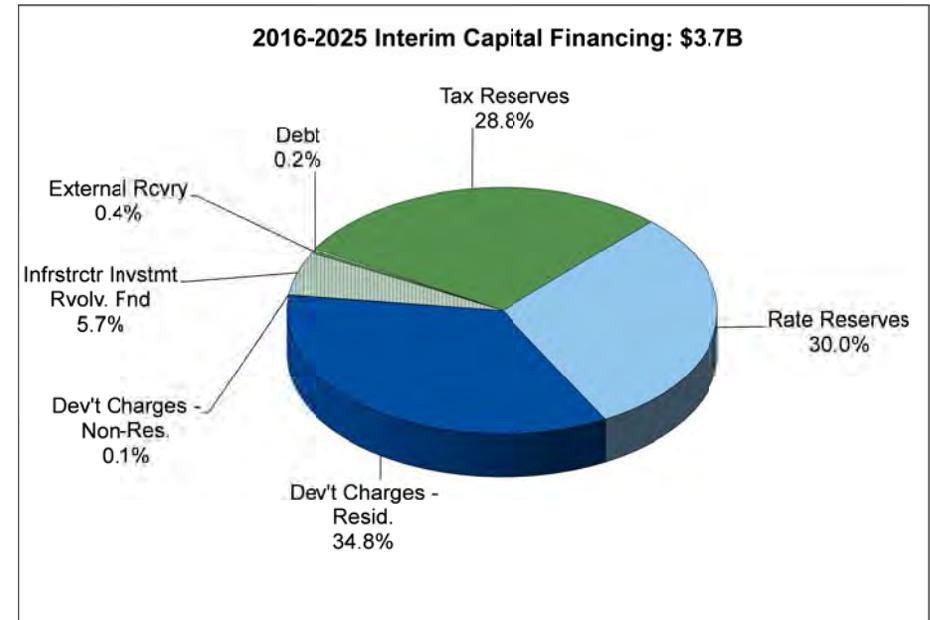
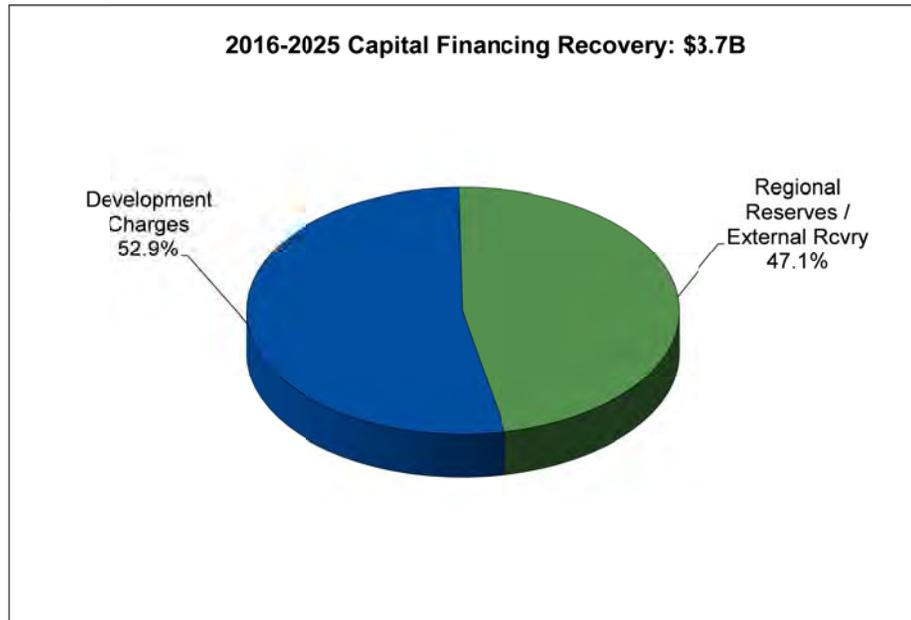
The following table shows the 20 largest dollar value projects in the 10-year capital budget and forecast. These projects total \$1.7 billion and represent 46.3% of the total capital program.

<b>2016 Capital Budget &amp; Forecast Top 20 Largest Expenditures (2016 - 2025) (\$Millions)</b>				
<b>Program</b>	<b>Project Descriptions</b>	<b>2016</b>	<b>2017-2025</b>	<b>Total</b>
Roads	Trafalgar Road - Grade Separation, Widening	\$ 27.4	\$ 180.4	\$ 207.7
Roads	Tremaine Road - New Road, Grade Separation	33.0	148.7	181.7
Roads	Dundas Street - Widening, Grade Separation, Intersection Improvements, Bridge	21.0	137.7	158.6
Roads	Regional Road 25 - Widening	-	124.5	124.5
Roads	Steeles Avenue - Widening	6.2	101.7	107.9
Roads	William Halton Parkway - New Transportation Corridor	36.3	62.9	99.2
Water	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d	-	98.4	98.4
Wastewater	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d	-	93.3	93.3
Tax	CHS - Assisted Housing Development	8.0	85.0	93.0
Roads	Britannia Road - Widening	-	83.9	83.9
Wastewater	Basement Flooding Mitigation	6.5	53.9	60.4
Roads	Ninth Line - Widening	-	58.1	58.1
Roads	Winston Churchill Blvd - Reconstruction, Widening	1.9	51.0	52.9
Roads	Appleby Line - Widening	0.9	49.6	50.5
Roads	Upper Middle Road - Widening, Intersection Operational Improvements	2.6	43.9	46.5
Roads	James Snow Parkway - Widening	-	45.6	45.6
Tax	Burlington Waterfront Master Plan Implementation	5.3	34.4	39.7
Water	Burlington WPP - Filter Building Structural Upgrades	-	32.0	32.0
Wastewater	Design and Construction of a new trunk sewer in Burlington East Area in support of Pumping Station Master Plan	-	30.0	30.0
Tax	Woodlands Expansion (Paramedics Centralized Facility/North Operations)	-	29.0	29.0
<b>Total</b>		<b>\$ 149.1</b>	<b>\$ 1,543.7</b>	<b>\$ 1,692.8</b>

Schedule may not add due to rounding.

## 10-Year Capital Financing

A breakdown of the 2016 capital budget and forecast financing is presented in the following graphs.



Included in the 10-year capital plan of \$3.7 billion is \$1.7 billion (47.1%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$2.0 billion (52.9%) to address growth related capital programs (capacity expansion). Accordingly, as shown above, the growth-related program (52.9%) will ultimately be funded from DCs and the state-of-good-repair program will be funded from Regional reserves (47.1%).

As detailed later in the Long-term Financing section, Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) and debt are used to fund state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2016 budget increased the total operating contributions to \$121.9 million in support of the water/wastewater and transportation state-of-good-repair capital programs as noted earlier. This provided an opportunity to increase use of the capital reserves, in order to finance the growing state-of-good-repair capital plan on a pay-as-you-go basis and to reduce debt financing.

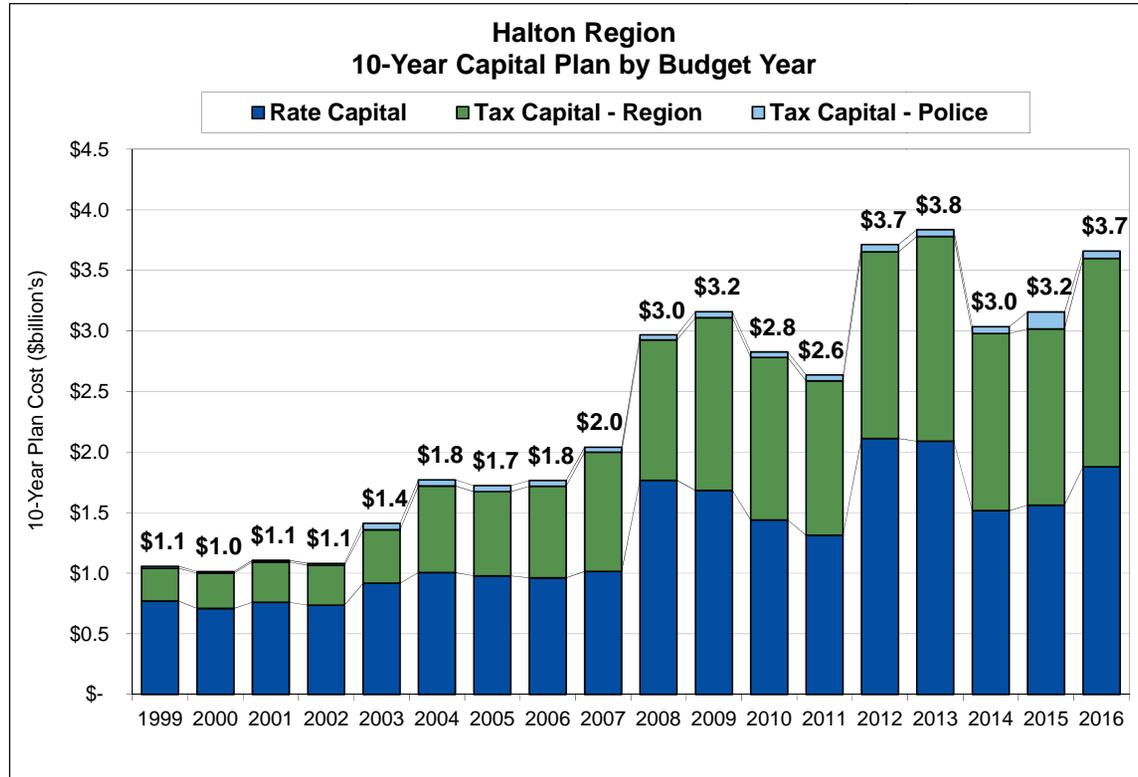
Development charges fund growth-related infrastructure. Financing of growth infrastructure, however, requires interim financing from the Region, as set out in the Development Financing Plan (CS-20-12). The Region's interim financing is required for the non-residential employment land capital cost, in order to ensure continued economic development through strategic investment in employment lands. Accordingly, as illustrated in the 2016-2025 Interim Capital Financing chart,

the Region will provide interim financing from the Infrastructure Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs including carrying cost. The financing plan pertaining to 2016 Development-related Water/Wastewater and Transportation programs has been prepared based on the Development Financing Plan (CS-20-12). As set out in LPS106-15 the Region's Development Financing Plan will be updated in 2017 in support of the 2018 Allocation Program.

## 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 2016.



In 2009, the 10-year capital program had escalated to \$3.2 billion, due to expanding capital programs and significant cost increases based on the 2008 Master Plan updates for Development Water/Wastewater and Transportation programs. Similarly in 2012 the 10-year program jumped to \$3.7 billion driven by the 2011 Master Plan updates for the same programs. The 2016 10-year program (\$3.7 billion) is higher than the 2015 program mainly as a result of cost updates in the water and wastewater state-of-good-repair; inclusion of projects related to the basement flooding mitigation; implementations of the Burlington Waterfront Master Plan; the Museum Master Plan; the ATMP; and the Paramedic Services Master Plan.

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

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

The Region utilizes its reserves and debt in the financing of the state-of-good-repair capital program for existing infrastructure. The reserves (including operating contributions, Gas Tax revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the on-going or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from rate/tax payers is appropriately matched with the benefit of infrastructure. The 2016 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period, in order to provide sustainable investment for the growing assets and to continue with a pay-as-you-go financing for the state-of-good-repair capital program. Although the 2016 Budget employs limited use of debt over the forecast period, debt still remains as a viable funding option and will continue to be utilized where appropriate.

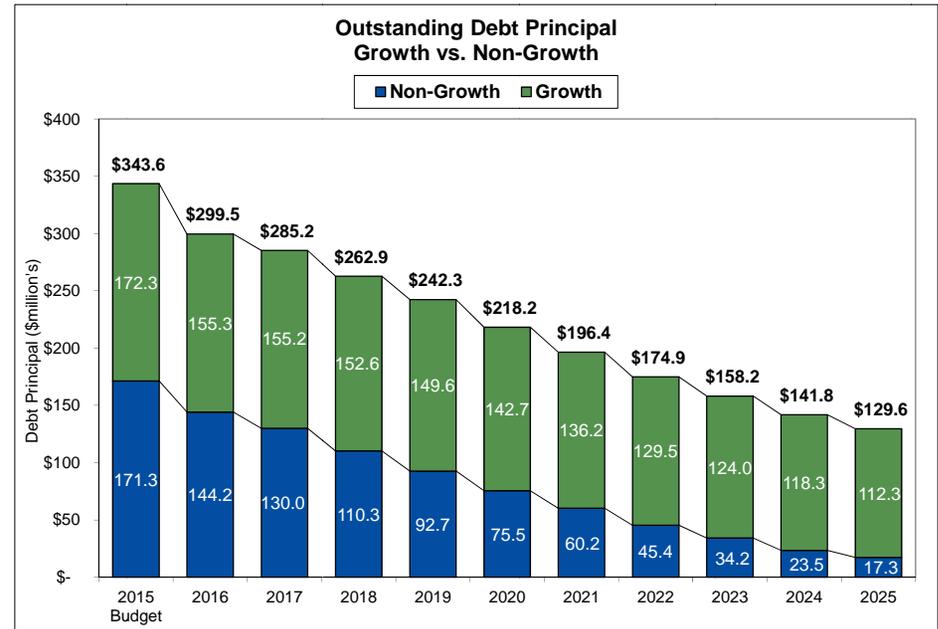
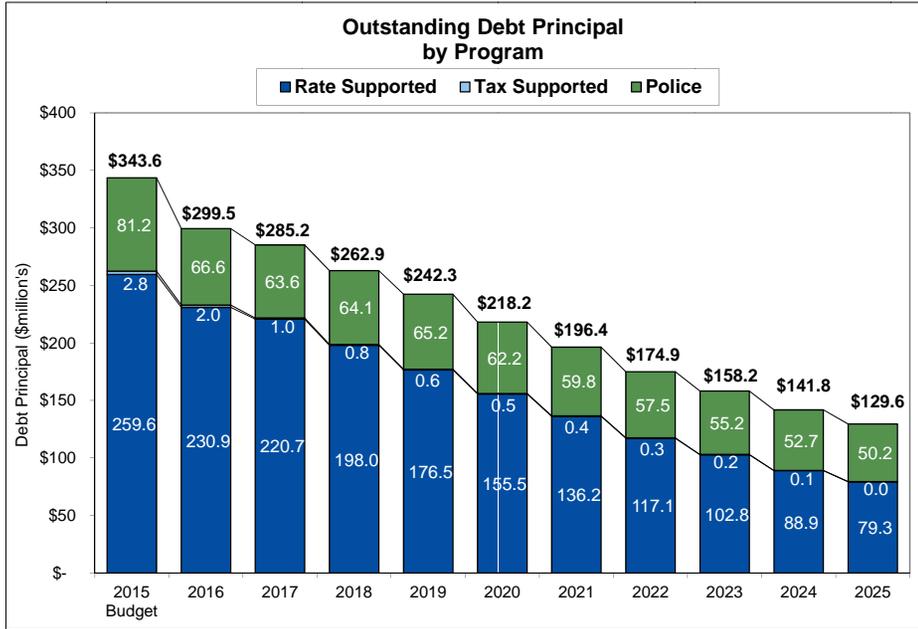
## **Financing of Growth**

The Region relies on DCs to finance new/expansion infrastructure required for growth. DCs, combined with the Regional interim financing through the Infrastructure Investment Revolving Fund, Tax Capital Reserve and debt, are used for the financing of growth-related projects consistent with the 2012 Development Financing Plan (CS-20-12). In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future development charges including carrying costs under the financing plan. This plan ensures that all growth-related costs that can be recovered under the DC by-law will be recovered and that Halton's strong financial position is not compromised. The 2016 Budget and Business Plan incorporates the Regional interim financing requirements, including the financing of the resulting debt charges, in accordance with the principles set out in the Development Financing Plan (CS-20-12). The development financing plan will be updated in 2017 and reflected in the future budget process.

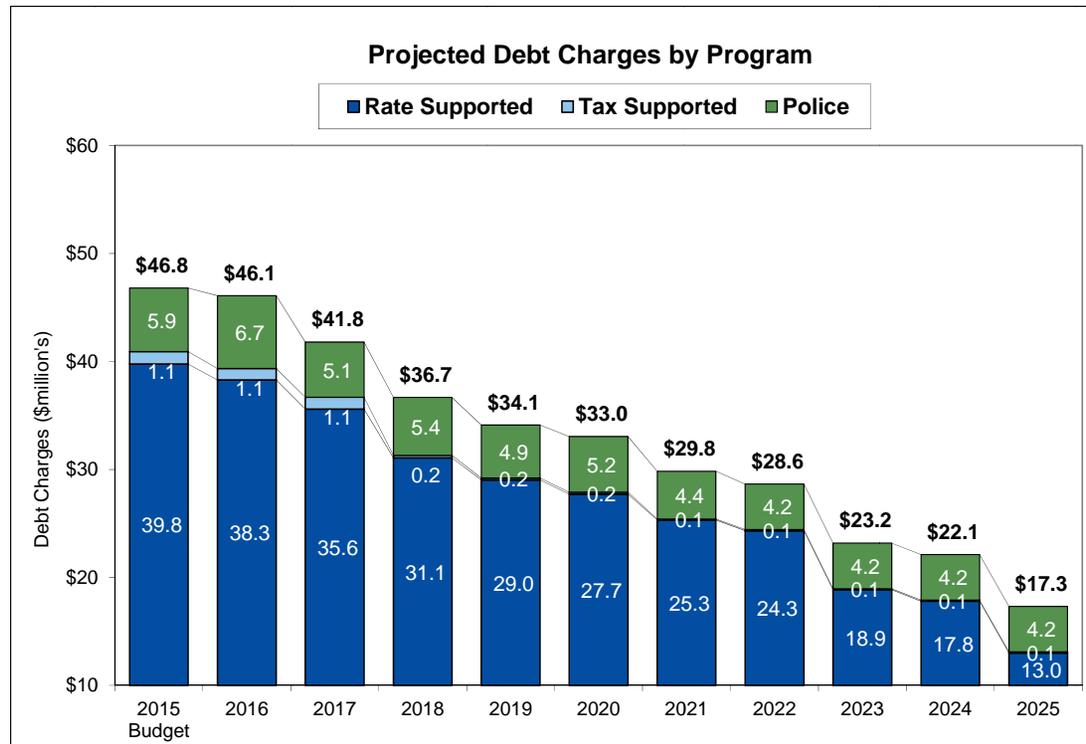
## **Debt Financing**

When debt financing is required, the Regional practice has been to issue debt over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor market conditions to best utilize longer-term debt financing. For instance in 2011, the Region issued a 30-year term sinking fund debt in the amount of \$106 million in 2011 to service strategic employment lands (CS-33-11/PW-53-11/LPS58-11) and \$62.5 million in 2015 to construct the new Police headquarters. The 2016 Budget and Forecast project a total of \$7.7 million in debt financing over the next 10-years to accommodate the Police Facility needs (i.e. District 1).

The following charts illustrate the annual projected debt levels over the next 10-years. Debt levels have peaked at \$343.6 million in 2015, 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.



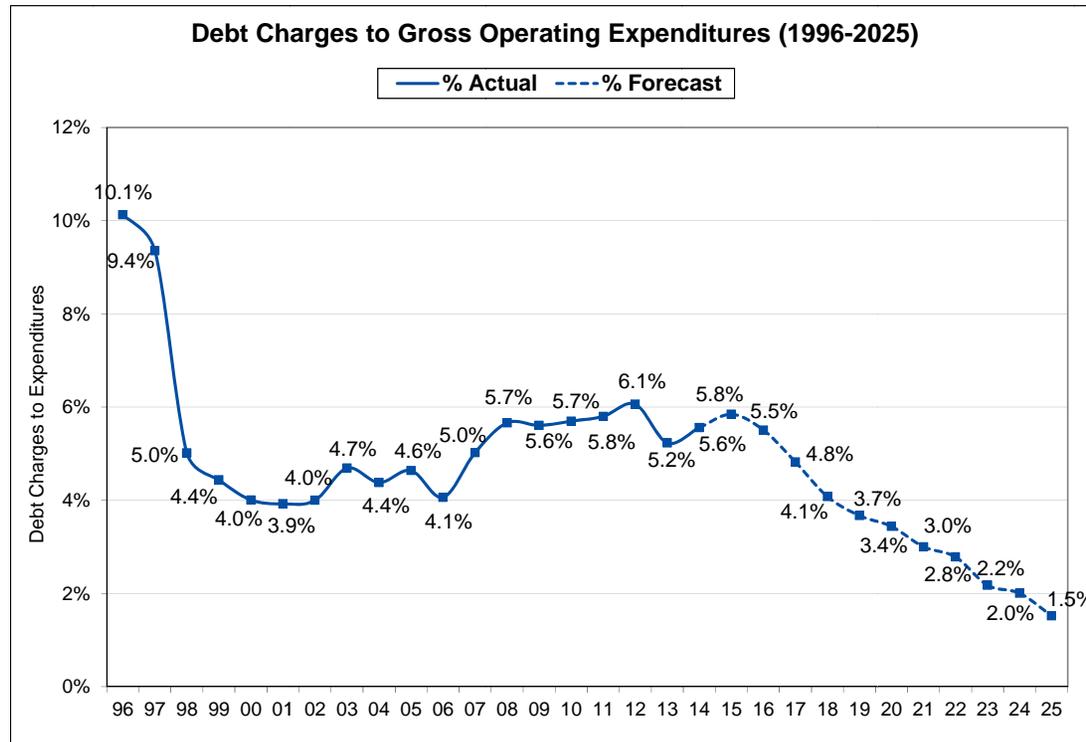
As illustrated in the chart below, total budgeted debt charges will remain almost at the same level in 2016 as 2015.



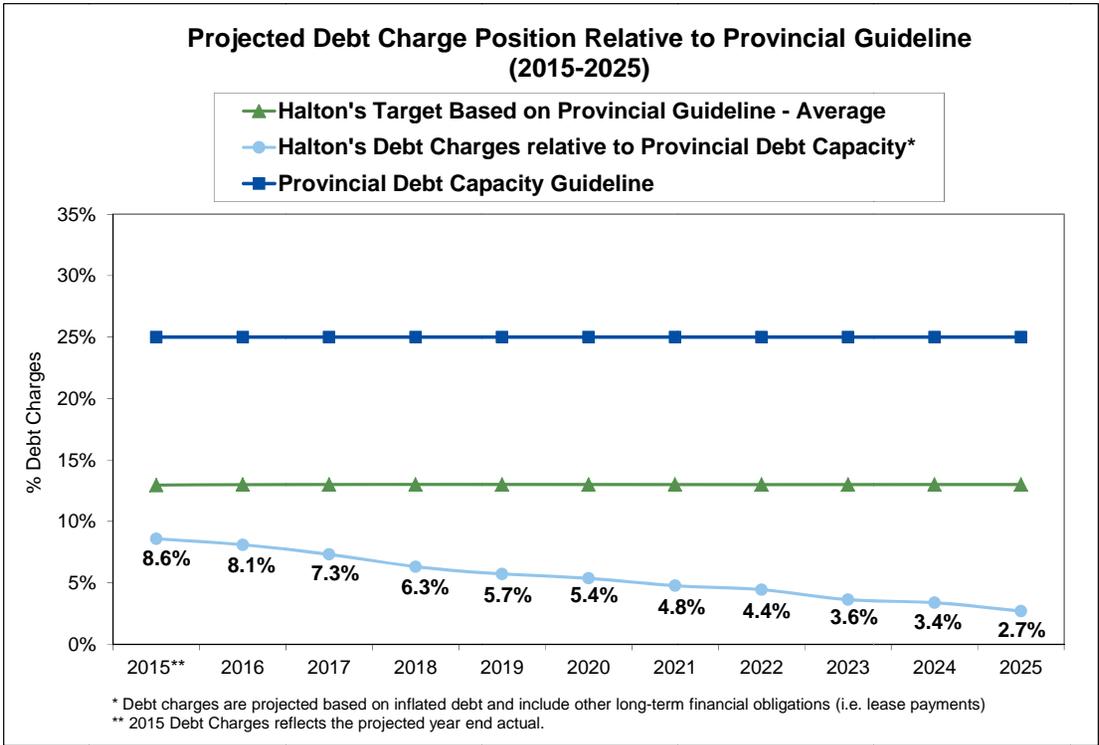
While debt charges will continue to have an impact on the Rate-supported budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

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.

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



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



The trend in Halton’s debt charges relative to the Provincial guideline declines substantially over the forecast period due to the reduction of debt financing as discussed earlier.

## Reserve Financing

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

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2015 is \$956.5 million, \$171.5 million of which are reserve funds (e.g. DC funds and self-insurance funds).

2016 Budget and Forecast Reserve Continuity (\$000s)									
	2014 Ending	2015 Projected Ending*	2016 Transfers					2016 Projected Ending	
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn**	Projected Interest Allocation		Total
<b>Reserves</b>									
Tax Stabilization	\$ 59,268	\$ 58,740	\$ (963)	\$ -	\$ -	\$ -	\$ -	\$ (963)	\$ 57,777
Rate Stabilization	22,800	22,012	-	-	-	-	-	-	22,012
Program Specific	50,003	50,872	5,608	(9,180)	-	-	-	(3,572)	47,300
Vehicle & Equipment	58,184	55,703	13,471	(11,502)	-	-	1,547	3,516	59,219
Tax Capital	222,838	303,211	40,955	(80,908)	22,725	-	21,999	4,771	307,982
Rate Capital	174,984	185,402	48,713	(86,978)	-	-	10,487	(27,778)	157,623
Infrstr Invst Rvlvg Fund	100,131	109,062	8,375	(95,228)	40,377	-	4,332	(42,143)	66,919
<b>Sub-Total</b>	<b>688,208</b>	<b>785,002</b>	<b>116,159</b>	<b>(283,796)</b>	<b>63,102</b>	<b>-</b>	<b>38,365</b>	<b>(66,170)</b>	<b>718,831</b>
<b>Reserve Funds</b>									
Corporate	161,072	164,091	14,146	(14,200)	-	-	4,463	4,409	168,500
Development Charges	(735)	7,444	(7,627)	(344,670)	(63,102)	382,280	344	(32,775)	(25,331)
<b>Sub-Total</b>	<b>160,337</b>	<b>171,535</b>	<b>6,519</b>	<b>(358,870)</b>	<b>(63,102)</b>	<b>382,280</b>	<b>4,808</b>	<b>(28,366)</b>	<b>143,169</b>
<b>Gross</b>	<b>\$ 848,545</b>	<b>\$ 956,536</b>	<b>\$ 122,678</b>	<b>\$ (642,666)</b>	<b>\$ -</b>	<b>\$ 382,280</b>	<b>\$ 43,173</b>	<b>\$ (94,536)</b>	<b>\$ 862,001</b>

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

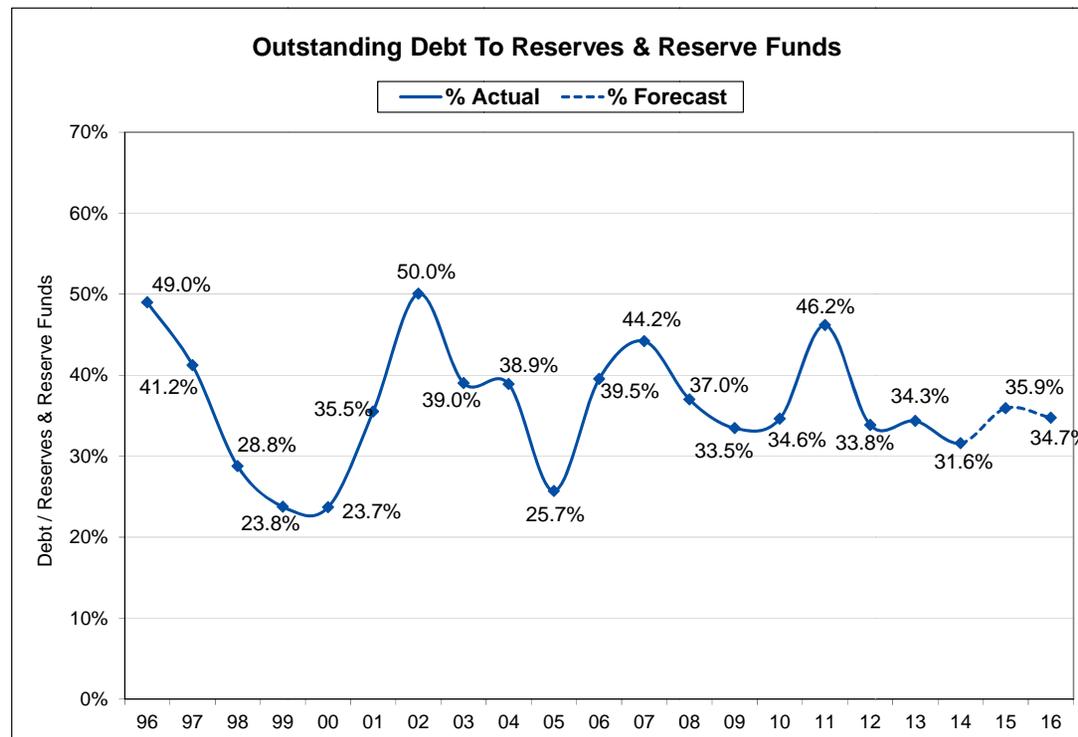
\*\* Includes Front End Financing

The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13). In 2016, the Tax Stabilization reserve balance is projected to be \$57.8 million, which is \$5.8 million below the target of \$63.6 million. The Rate Stabilization balance is projected to be \$22.0

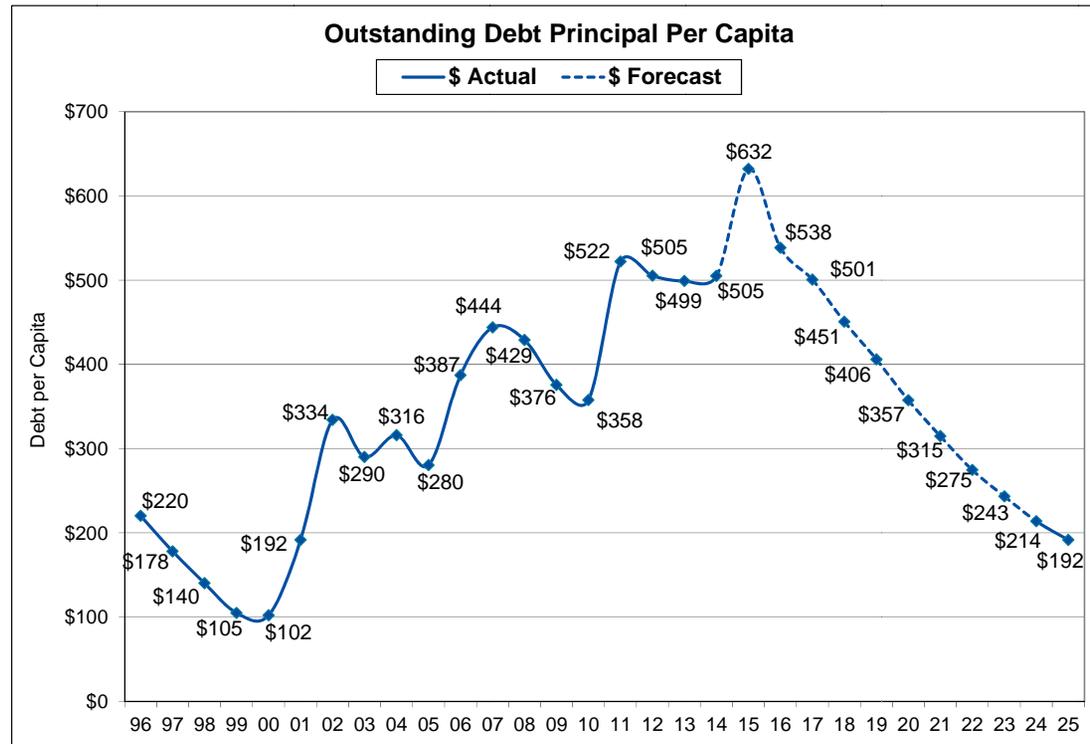
million, which is \$8.2 million below the target of \$30.2 million. Any future operating surplus will be first applied to the stabilization reserves in order to meet the target levels.

As shown in the schedule, the reserve position is projected to decrease by \$94.5 million to \$862.0 million (including the reserve funds) at the end of 2016, mainly due to reductions in the rate capital reserve used to support the pay-as-you-go financing of the state-of-good-repair water and wastewater capital program as well as the Regional Revolving Fund and DCs used to implement all of the remaining projects in the 2012 Allocation program. The DC reserve funds are projected to be in a negative balance primarily attributed to road DCs as a result of a timing difference between the road implementation to support growth and the collection of the DCs. Any projected shortfalls in the DC reserve funds will be incorporated into the next DC by-law update expected in 2017.

The following Outstanding Debt to Reserves and Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position. The ratios over the past 21 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose significantly in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt in the amount of \$106 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to decrease in 2016 (34.7%) from the 2015 level as a result of decreasing debt as discussed earlier.



The following Debt per Capita graph demonstrates outstanding debt in relation to the population in the Region. This ratio will rapidly decline beginning in 2016 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 2016 Budget and Business Plan results in a property tax increase of 1.9% for Regional services, an increase of 1.9% for Police Services for a combined tax increase of 1.9%, and a 5.0% rate increase for water and wastewater, while maintaining service levels for all core Regional services and responding to demand for services as the community continues to grow.

In keeping with the Region's commitment to public accountability, transparency and engagement, the measures and outcomes of Halton's Strategic Action Plan (2015-2018) are updated regularly to ensure progress is made toward achieving Council's priorities. The table below provides a progress status for each of measures and outcomes related to 96 actions identified for a successful delivery of the Plan.

# Strategic Action Plan 2015-2018: Measures and Outcomes

Priority Area	Measure & Outcome	Target	Projected 2015	2016 Budget
	Investment in Regional Roads Capital Program	\$480 million by 2018	\$101 million	\$141 million (\$242 million cumulative)
	# of Kilometres of New Active Transportation Infrastructure on Regional Roads (walking, cycling, transit)	100 km added by 2018	30	44 (74 cumulative)
	# of Additional New Road Lane Kilometres	80 by 2018	25	28 (53 cumulative)
	Infrastructure in 2012 Allocation Program Delivered	By 2017	In Progress Report LPS106-15	In Progress
	5 Year Review of Regional Official Plan Completed	By 2018 - Contingent on Completion of Provincial Plan Reviews	In Progress	In Progress - Work Plan, directions and public engagement strategy completed
	2018 Allocation Program Completed*	By 2018	In Progress Report LPS106-15	In Progress
	Urban Area Intensification	40%	Achieved	Achieved
	Infrastructure Identified for Priority Growth Areas and Mobility Hubs Delivered	By 2018	In Progress	In Progress
	Servicing Plans for Key Employment Areas Completed	By 2018	In Progress Report LPS117-15	In Progress
	# of Gross Acres of New Serviced Employment Areas	2700 gross acres serviced by 2018	In Progress Report LPS117-15	In Progress
	Development Approval Process for Non-Residential Development Streamlined	By 2017	In Progress	In Progress

\* Previously called "2016/2017 Allocation Program"

Priority Area	Measure & Outcome	Target	Projected 2015	2016 Budget
	# of New Businesses Attracted to Halton Annually	16	18	18
	Amount of New Non-Residential Total Floor Area Built Annually	3.6 million sq. ft.	3 million sq. ft.	3.3 million sq. ft.
	# of Hectares of Farmland Under Active Cultivation	Maintained	Achieved	Achieved
	Rural/Agricultural Strategy Completed	By 2016	In Progress	Completed
	Agricultural Forum Held	Annually	Achieved (600 participants)	Achieved (700 participants)
	% of Affordable Housing in New Developments	30%	Achieved	Achieved
	# of New Assisted Housing Opportunities	360	146	191 (337 cumulative)
	Investment in the Capacity to Prevent and Address Homelessness increased to provide Halton individuals/families with proactive homelessness prevention supports	5,000 individuals/ families by 2018*	1,400	1,500 (2,900 cumulative)
	Annual Response time targets for Paramedic Services	Achieved	Achieved Report MO-23-15	Achieved
	Community Investment Fund Increased	Respond more effectively to Community needs and eligible fund applications	\$827,691	\$1,427,691
	# of New Licensed Child Care Spaces	140	Achieved	Children's Services will continue to assess demand through the Early Learning and Child Care Plan in 2016
	Halton Region Older Adult Plan Implemented	Under review	In Progress Report SS-18-15	In Progress

\* Previously identified as "\$2 million invested"

Priority Area	Measure & Outcome	Target	Projected 2015	2016 Budget
	Immunization rates among school age children in Halton	75%	61%	65%
	Compliance Rating for all Drinking Water Facilities	100%	100%	100%
	'One-Window' Access for Human Services Implemented	By 2018	In Progress	In Progress
	# of Coordinated Responses to High Risk Situations Across Halton Increased (COMMANDE)	300 by 2018*	177 Report SS-21-15/MO-13-15	48 (225 cumulative)
	Region's Credit Rating	AAA	AAA	AAA
	Annual Tax Rate for Regional Services	At or below inflation	Achieved	Achieved
	Government Finance Officers Association (GFOA) Awards for Budget and Financial Reporting	Receive GFOA awards	Achieved	Achieved
	Development Charge By-law and Financing Plan Updated	By 2017	In Progress	In Progress
	Asset Management Plan Completed	By 2018	In Progress Report PW-24-15/ FN-39-15/ LPS109-15	In Progress
	Condition rating for Regional infrastructure	Good	Good	Good
	% of Residents Satisfied with Regional Services	90%	Achieved	Achieved
	% of Residents Satisfied with 311 Services	90%	Achieved	Achieved

\* Previously identified as "70-300 annually"

Priority Area	Measure & Outcome	Target	Projected 2015	2016 Budget
\$	Web Accessibility Standards Met	W3C Web Accessibility Standard Maintained	Achieved	Achieved
\$	# of New Online Services	New Online Services Available	5	5
	Flood Mitigation Study Completed	By 2015	Completed Report PW-22-15	✓
	Wastewater Infrastructure Optimized	\$23.6 million invested by 2018	\$5 million	\$6.5 million (11.5 million cumulative)
	Annual Emergency Exercises Completed	Exercises Completed	Achieved	Achieved
	Emergency Plan Updated and Coordinated with Local Municipal Plans	By 2018	In Progress	In Progress
	Public Emergency Response Centres Commissioned	4 implemented by end of 2016	In Progress	Completed
	Peak Volume Call Capacity of 311 Increased	By 100%	Completed	✓
	% of Region Maintained in Natural Heritage System	50%	Achieved	Achieved
	% of Wastewater Received Full Treatment Prior to Discharge	99.50%	Achieved	Achieved
	Implement Source Water Protection Plans*	By 2018	In progress Report PW-34-15/LPS113-15	In progress
	Waste Diversion Rate	62% waste diversion rate by 2018	60%	60%
	Greenhouse Gases Related to Regional Services Reduced	5% reduction by 2018	1%	1% (2% cumulative)

\* Previously identified as "Aquifer Management Plans Updated"

# Budget and Business Plan 2016

## Tax Overview





# Tax Budget Overview

## 2016 Regional Property Tax Impact including Halton Regional Police Service (HRPS)

The table below illustrates the property tax impact per \$100,000 of current value assessment (cva). The 2016 property tax impact for Regional services is an increase of \$4 and the impact for Police services is an additional \$2, resulting in a combined increase of \$6 per \$100,000 cva.

Property Tax Impact of Regional Government Services (Per \$100,000 cva)					
	2015		2016		Change
	Actual	Budget	\$	%	
Regional Services	\$ 201	\$ 205	\$ 4	1.9%	
Police Services *	117	119	2	1.9%	
<b>Total Regional Taxes **</b>	<b>\$ 318</b>	<b>\$ 324</b>	<b>\$ 6</b>	<b>1.9%</b>	

\* Approved by Police Services Board

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

For example, for a household with \$400,000 cva, the Regional tax increase would be \$24 including Police services. This is calculated based on dividing the assessed household value of \$400,000 by \$100,000 and multiplying the calculated value (\$4) by the total Regional tax increase per \$100,000 cva of \$6.

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

<b>Tax Supported Budget Summary</b>										
	<b>2015</b>	<b>2016</b>			<b>Change in Budget</b>				<b>2016</b>	
	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Strategic Investments</b>	<b>Requested Budget</b>	<b>2016 Base to 2015 Approved</b>		<b>2016 Requested to 2015 Approved</b>		<b>Tax Impact after Assessment*</b>	
Regional Services	\$ 232,347	\$ 236,602	\$ 4,211	\$ 240,814	\$ 4,255	1.8%	\$ 8,466	3.6%	1.9%	
Police Services	134,808	139,133	581	139,715	4,326	3.2%	4,907	3.6%	1.9%	
<b>Total</b>	<b>\$ 367,155</b>	<b>\$ 375,736</b>	<b>\$ 4,793</b>	<b>\$ 380,528</b>	<b>\$ 8,581</b>	<b>2.3%</b>	<b>\$ 13,373</b>	<b>3.6%</b>	<b>1.9%</b>	

The net tax levy for Regional services is increasing from \$232.3 million in 2015 to \$240.8 million in 2016, an increase of \$8.5 million or 3.6%. Of this amount, the base budget is increasing by \$4.3 million or 1.8%, which is below the rate of inflation. The balance of the increase in net tax levy requirement is related to strategic investments proposed in the 2016 budget.

The combined 2016 levy request totals \$380.5 million, consisting of \$240.8 million for Regional Services and \$139.7 million for Police Services, representing increase of 3.6%. After assessment growth of 1.7%, these increases result in a net tax impact of 1.9% for the Region and the Police.

This impact is consistent with the 2016 Budget Direction (FN-38-15), which recommended that the Regional tax increase not exceed the rate of inflation for Regional Services.

## 2016 Budget Overview

The 2016 Budget continues to maintain service levels in the Region's core service areas and ensures delivery of the priorities identified by Regional Council through the Strategic Action Plan. In April 2015, Council approved Halton's Strategic Action Plan (2015-2018), which focuses on achieving Halton's vision to continue to be a great place to live.

The Budget has been prepared in support of the Halton Region Strategic Action Plan, in order to maintain the Region's long-term financial position, to maintain Regional assets and infrastructure in a state-of-good-repair and to maintain core service delivery. Under this Plan, governing for the future is one of Halton's strategic priorities to ensure the Region continues to maintain a strong financial position.

To achieve this objective the Budget has been prepared based on the following budget principles:

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

## 2016 Budget Development

The following chart highlights the process undertaken to prepare the 2016 tax budget.

2016 Budget Process		
	Tax Increase	Assessment Growth
2016 Forecast	1.9%	1.5%
2016 Budget Direction	1.9%	1.7%
2016 Budget	1.9%	1.7%

The 10-year operating budget forecast in the 2015 Budget and Business Plan projected the tax increase for Regional programs in 2016 of 1.9%. The 10-year operating forecast was developed, based on existing program financing plans, program specific assumptions with respect to provincial funding and expected inflationary and growth factors. For the 2016 Budget Directions (FN-38-15), the forecast budget model assumptions were updated to reflect inflation and higher assessment growth from 1.5% to 1.7%. Further, the 2016 Budget Directions recognized that some program enhancements would be needed to address growth and other program pressures in order to maintain service levels. Based on these factors, Council approved the 2016 Budget Directions with a tax increase at or below 1.9% for Regional services (excluding Police).

Management Committee reviewed the base budget and proposed strategic investments several times during the budget process to ensure levels of services are maintained and to achieve Council priorities, which resulted in the 2016 Budget of a 1.9% tax increase.

To achieve the 2016 Budget Direction recommendations, while ensuring sufficient resources are available to maintain service levels, support Council priorities and address inflationary and growth pressures, the 2016 Budget incorporates additional revenues, savings in the base budget through efficiencies and the redeployment of resources to priority programs.

The **2016 Tax-Supported Budget** includes the following savings and subsidies/revenues:

- Increased subsidy of \$7.2 million in Children's Services received in 2015 (SS-07-15)
- Additional subsidy of \$3.0 million in Housing from Investment in Affordable Housing program
- Increased subsidies of \$1.3 million in Services for Seniors mainly for per diem funding inflationary increases and Case Mix Index
- Additional subsidies of \$818,000 for Paramedic Services to match the 2015 approved funding and a provision for 2016 strategic investments
- Increased Federal Gas Tax of \$726,000 used to fund the capital component of the Active Transportation Master Plan
- Increased revenue of \$500,000 from Provincial Offences Act based on additional revenues resulting from growth in Halton and higher rates of fines
- Additional \$498,000 for Ontario Works upload savings
- Decrease of \$50,000 in Natural Gas based on lower pricing
- Decreased fuels (gasoline and diesel) of \$85,000 based on lower pricing
- Reorganizations and redeployments of resources in most departments to position for the future and align with Council priorities

## 2016 Budget Key Drivers

The savings discussed above together with assessment growth of 1.7% are used to partially fund the key drivers in the 2016 Budget. The investments required to address these key drivers have been included in the 2016 Budget within the 1.9% tax rate increase for Regional services. The following key drivers of the 2016 Budget reflect Council's priorities as set out in the Region's Strategic Action Plan (2015-2018) and are detailed later in the departmental budget overviews.

- **Comprehensive Housing Strategy - \$250,000** to increase the Regional funding for new assisted housing opportunities from \$7.55 million to \$7.8 million in 2016 as set out in the Comprehensive Housing Strategy (CHS).
- **Housing Providers - \$176,000** increase in the Regional grant to support 3,997 social housing units. This will increase the grant from \$21.0 million to \$21.2 million in order to reflect higher property taxes and Rent Geared to Income (RGI) subsidy needs based on cost factors mandated by the Ministry of Municipal Affairs and Housing (MMAH) and Market Rent Index (MRI) factors.
- **Oakville Seniors Citizens Residence (OSCR) - \$2.4 million** to provide one-time funding from the Housing–Capital Needs reserve, which will address critical state-of-good-repair capital needs at OSCR prior to finalizing the new service delivery model.
- **Halton Region Community Investment Fund (HRCIF) - \$600,000** proposed through a strategic investment. This will increase HRCIF from \$828,000 to \$1.4 million in response to growing need for financial support in non-profit community health and social service programs and to create greater access to safe, nutritious food in partnership with Halton's non-profit and community organizations as set out in the Strategic Action Plan.
- **Paramedic Services - \$1.4 million** (net \$1.1 million after subsidy) to support the following strategic investments:
  - 5.8 Paramedics at \$656,000 (net \$340,000 after subsidy) as set out in the Paramedic Services Master Plan (MO-14-15)
  - Power Stretchers requiring operating contributions that will increase from \$179,000 in 2016 to \$367,000 in 2017. The capital funding for the purchase will be financed from the Tax Capital reserve of \$715,000 in 2016 and \$754,000 in 2017, which will be replenished from the operating contributions
  - Dedicated Offload Nurse program with one-time funding from the Tax Stabilization reserve of \$595,000, in order to address the shortfall in provincial funding in the program on an interim basis and to accommodate 24/7 at Joseph Brant hospital (currently 24/7) and Oakville Trafalgar hospital (increase from 3/7), and 12/7 at Milton District hospital (new program).
- **Active Transportation Master Plan - \$773,000** proposed through a strategic investment to fund the road resurfacing component of the Active Transportation Plan (ATMP) (PW-17-15). A \$726,000 increase in the Gas Tax revenue in 2016 will also be used to fund the capital infrastructure component of the ATMP that benefits existing communities.
- **Road Resurfacing Program - \$902,000** of additional contribution to be transferred to the Road Resurfacing reserve in order to provide sustainable funding for the expanding program over the next 10 years.
- **Road Maintenance Program - \$899,000** to support a \$574,000 (or 5.4%) increase in road maintenance contracts with the Local Municipalities and Regional contracts as well as strategic investments proposed for 3 additional staff resources to address state-of-good-repair of the Region's growing road network.

- **Waste Management - \$1.7 million** increase in the waste collection contracts based on renewed contracts for residential and front-end garbage collections.
- **Landfill Sunday Opening Pilot - \$131,000** proposed through a strategic investment to open landfill site operation on 13 Sundays from April 17 to July 10, 2016 between 8:00 am and 12:00 pm.
- **Burlington Waterfront Master plan - \$751,000** proposed through a strategic investment to implement the Burlington Waterfront Master Plan (LPS54-15 & LPS59-15) in 2016. The total projected implementation cost of \$51.8 million over the next 20 years (2016-2035) will be funded from the Tax Capital and the Green Fund reserves, which will be replenished by operating contributions that will increase from \$751,000 in 2016 to \$3.6 million by 2020.
- **GTA Investment Attraction Agency- \$68,000** to increase the Region's funding of the new foreign direct investment agency (replacing the GTMA) from \$100,000 to \$168,000 per annum, based on a GTA-wide per capita funding formula (LPS118-15).
- **Regional Investments in Economic Development** - The Region continues to invest in economic development through its interim financing for non-residential growth. The Region funds the internal borrowing from the Tax Capital reserve for the transportation program, which will be fully reimbursed including interest from the collection of DCs as non-residential development proceeds in the future.
- **Internship and Apprenticeship Program - \$550,000** to establish a formalized intern and apprenticeship program which will create opportunities for the Region to gain talented, highly motivated, recent graduates who can bring a fresh perspective on current business practices.
- **Retiree Benefit Reserve Contribution - \$100,000** of additional funding to be transferred to the Regional Retiree Benefit reserve in order ensure that the reserve balance moves towards the target obligation over the next 10 years based on an actuarial review of the Regional Extended Health and Dental obligations.
- **Seniors Full Tax Deferral program - \$200,000** proposed through a strategic investment to implement the Full Tax Deferral Policy for low income seniors (FN-20-15), which will be used to maintain the interest cost to the benefitting seniors at zero percent.
- **Heritage Tax Rebate - \$50,000** proposed through a strategic investment to participate in the local Heritage Tax Rebate programs currently offered by the City of Burlington and the Town of Halton Hills and the other Halton municipalities should they initiate similar programs under Section 365.2 of the Municipal Act, 2001 (FN-45-15).
- **Provincial Offences Act (POA) Revenues - \$500,000** of additional revenue provided based on actual revenue trends recently experienced by POA.
- **Provincial Subsidies - \$12.6 million** increase mainly driven by an increased subsidy for Housing from Investment in Affordable Housing (IAH) (\$3.0M), for Children's Services (\$7.2M as per SS-07-15), and for Services for Seniors (\$1.3M) based on increased per diem funding for inflation and Case Mix Index. The 2015 Public Health subsidy, however, was 0% increase over the 2014 allocation, while a 2% increase was anticipated in the 2015 budget. This results in an unfavourable funding variance of \$491,000 in 2015. The trend of 0% increase is expected to continue in the forecast period attributing to a \$719,000 subsidy reduction in the Public Health program in 2016.

## 2016 Tax Operating Budget by Major Program

The following table summarizes the 2016 Tax Budget (excluding Police) by major program. The 2016 requested budget is increasing from \$232.3 million to \$240.8 million, an increase of \$8.5 million or 3.6% before the assessment growth. Of this increase, the base budget is increasing by \$4.3 million or 1.8%. This increase in net expenditure is below the rate of inflation and is achieved through cost saving measures and redeployment of staff resources in each of the Departments to priority areas in 2015. In addition to the base budget increase, the 2016 Budget proposes a number of strategic investments of \$4.2 million that align with the Council approved Strategic Action Plan (2015-2018). The combined base budget (\$4.3 million) and strategic investments (\$4.2 million) results in an \$8.5 million increase in net expenditures for 2016. The assessment growth (primarily new properties) in 2015 is estimated to be 1.7% or \$3.95 million. This results in a net tax increase for the 2016 Budget of 1.9%. Detailed program budgets are included in the Tax Budget Details section of this document.

Net Operating Budget for Tax Supported Services								
Levy Requirement by Program								
\$000s	2015	2016			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Budget		2016 Requested to 2015 Budget	
Public Health	\$ 15,136	\$ 16,447	\$ -	\$ 16,447	\$ 1,311	8.7%	\$ 1,311	8.7%
Paramedic Services	16,219	16,398	518	16,917	179	1.1%	697	4.3%
Children's Services	12,862	11,353	150	11,503	(1,509)	-11.7%	(1,360)	-10.6%
Employment & Social Services	7,076	7,021	-	7,021	(54)	-0.8%	(54)	-0.8%
Housing	35,082	35,845	-	35,845	764	2.2%	764	2.2%
Quality & Service Integration	5,105	5,155	600	5,755	50	1.0%	650	12.7%
Services for Seniors	17,663	17,583	-	17,583	(81)	-0.5%	(81)	-0.5%
Planning	9,325	9,642	1,046	10,688	318	3.4%	1,364	14.6%
Economic Development	2,191	2,312	-	2,312	121	5.5%	121	5.5%
Waste Management	39,536	41,341	-	41,341	1,805	4.6%	1,805	4.6%
Road Operations	46,093	48,511	1,097	49,608	2,418	5.2%	3,515	7.6%
Non-Program	16,940	15,445	800	16,245	(1,495)	-8.8%	(695)	-4.1%
Boards & Agencies	9,119	9,548	-	9,548	429	4.7%	429	4.7%
<b>Net Regional Impact</b>	<b>232,347</b>	<b>236,602</b>	<b>4,211</b>	<b>240,814</b>	<b>4,255</b>	<b>1.8%</b>	<b>8,466</b>	<b>3.6%</b>
Assessment Growth							(3,950)	1.7%
<b>Regional Levy Requirement</b>	<b>\$ 232,347</b>	<b>\$ 236,602</b>	<b>\$ 4,211</b>	<b>\$ 240,814</b>	<b>\$ 4,255</b>	<b>1.8%</b>	<b>\$ 4,516</b>	<b>1.9%</b>

The following table summarizes the 2016 budget by expenditure and revenue categories. This table shows that total gross expenditures have increased by \$22.2 million (4.8%) to \$485.9 million. Subsidy and other program revenue are increasing by \$13.8 million (5.9%) to \$245.1 million, resulting in a net expenditures increase of \$8.5 million (3.6%) to \$240.8 million.



## 2016 Tax Operating Budget by Cost Category

Total Tax Operating Budget Comparison By Category (excluding Halton Regional Police Services)								
\$000s	2015	2016			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Budget		2016 Requested to 2015 Budget	
Personnel Services	\$ 158,432	\$ 161,474	\$ 1,970	\$ 163,443	\$ 3,042	1.9%	\$ 5,011	3.2%
Materials & Supplies	16,631	17,709	63	17,773	1,078	6.5%	1,141	6.9%
Purchased Services	102,458	105,358	1,421	106,778	2,900	2.8%	4,321	4.2%
Financial and Rent Expenses	9,300	9,277	250	9,527	(23)	-0.2%	227	2.4%
Grants & Assistance	80,125	90,421	600	91,021	10,296	12.9%	10,896	13.6%
<b>Total Direct Costs</b>	<b>366,946</b>	<b>384,239</b>	<b>4,304</b>	<b>388,543</b>	<b>17,293</b>	<b>4.7%</b>	<b>21,597</b>	<b>5.9%</b>
Allocated Charges / Recoveries	(6,341)	(6,113)	20	(6,093)	228	-3.6%	248	-3.9%
Corporate Support	(12,605)	(13,402)	-	(13,402)	(796)	6.3%	(796)	6.3%
Transfers to Reserves-Operating	53,359	54,594	773	55,367	1,235	2.3%	2,008	3.8%
Transfer from Reserves - Operating	(12,037)	(13,322)	(1,499)	(14,821)	(1,285)	10.7%	(2,784)	23.1%
<b>Gross Operating Expenditures</b>	<b>389,321</b>	<b>405,996</b>	<b>3,598</b>	<b>409,594</b>	<b>16,674</b>	<b>4.3%</b>	<b>20,273</b>	<b>5.2%</b>
Capital Expenditures	74,332	75,358	930	76,287	1,025	1.4%	1,955	2.6%
<b>Total Gross Expenditures</b>	<b>463,654</b>	<b>481,353</b>	<b>4,528</b>	<b>485,881</b>	<b>17,700</b>	<b>3.8%</b>	<b>22,228</b>	<b>4.8%</b>
Subsidy Revenue	(137,816)	(150,682)	(316)	(150,999)	(12,866)	9.3%	(13,183)	9.6%
Other Revenue	(93,490)	(94,069)	-	(94,069)	(579)	0.6%	(579)	0.6%
<b>Total Revenue</b>	<b>(231,306)</b>	<b>(244,751)</b>	<b>(316)</b>	<b>(245,067)</b>	<b>(13,445)</b>	<b>5.8%</b>	<b>(13,761)</b>	<b>5.9%</b>
<b>Net Program Expenditures</b>	<b>\$ 232,347</b>	<b>\$ 236,602</b>	<b>\$ 4,211</b>	<b>\$ 240,814</b>	<b>\$ 4,255</b>	<b>1.8%</b>	<b>\$ 8,466</b>	<b>3.6%</b>
<b>Assessment Growth</b>								<b>1.7%</b>
<b>Tax Impact</b>								<b>1.9%</b>

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

## Expenditures

Gross expenditures are increasing by \$22.2 million (4.8%) in the 2016 Tax-supported budget, attributable to the following key drivers:

### Personnel Services - \$5.0 million increase

Personnel costs account for 33.6% of total gross expenditures for tax-supported services (excluding police services). As shown in the following table, compensation costs are proposed to increase by 3.2% or \$5.0 million in 2016 as a result of:

- 1.92% or \$3.0 million for base budget compensation increases, comprised of the following:
  - 1.32% or \$2.1 million increase to salary/wage budget, based on a 2.0% increase to the non-union salary budget and as per increases set out in union agreements for 2016. Actual salary/wage increases for non-union staff are based on a pay for performance merit system.
  - 0.32% or \$507,000 increase to benefit costs, including a premium increase of 7.0% for extended health care and 4.0% for dental costs where each personnel rates are further adjusted to represent the group's utilization experience.
  - 0.28% or \$440,000 increase resulting from in-year changes, overtime and other compensation pressures.
- 1.24% or \$2.0 million increase for additional 13.4 FTEs and Internship/Apprenticeship program recommended as strategic investments in the 2016 budget.

2016 Compensation Summary (Excluding Halton Regional Police Services)						
	2014	2015	2016			
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Public Health	\$ 25,804,300	\$ 26,682,970	\$ 489,220	\$ -	\$ 27,172,190	1.83%
Paramedic Services	20,123,540	21,629,870	439,360	635,200	22,704,430	4.97%
Quality & Service Integration	3,050,670	2,347,730	(1,250)	-	2,346,480	-0.05%
Children's Services	9,249,280	9,509,320	415,690	147,350	10,072,360	5.92%
Employment & Social Services	4,566,150	4,679,250	84,480	-	4,763,730	1.81%
Housing (excluding HCHC)	1,868,650	2,600,230	189,790	-	2,790,020	7.30%
Services for Seniors	40,243,240	41,616,730	600,740	-	42,217,470	1.44%
Planning Services	5,190,490	5,399,260	134,230	287,370	5,820,860	7.81%
Economic Development	1,303,790	1,244,500	25,260	-	1,269,760	2.03%
Halton Community Housing Corporation	3,184,880	2,532,140	(49,470)	-	2,482,670	-1.95%
Road Operations	3,577,780	1,020,360	105,620	271,700	1,397,680	36.98%
Waste Management	3,656,800	3,726,630	(56,020)	77,950	3,748,560	0.59%
Corporate Administration	31,268,567	34,154,550	634,360	550,000	35,338,910	3.47%
Office of the Chair & Regional Council	1,548,540	1,288,620	29,660	-	1,318,280	2.30%
<b>Total</b>	<b>\$ 154,636,677</b>	<b>\$ 158,432,160</b>	<b>\$ 3,041,670</b>	<b>\$ 1,969,570</b>	<b>\$ 163,443,400</b>	<b>3.16%</b>
<b>Compensation Increase</b>			<b>1.92%</b>	<b>1.24%</b>	<b>3.16%</b>	

In-Year Reports: \$207,940 in Children's Services for one Occupational Therapist and one Developmental Consultant per SS-07-15

## Staff Complement

As shown in the following table, the additional staff complement proposed in the 2016 Tax-supported budget (excluding Police) as Strategic Investments is 13.4 FTEs. Combined with the 2.0 FTEs added during 2015 for Children Services (SS-07-15), this results in a total complement increase of 15.4 FTEs or 0.93% to 1,668.5 FTEs.

2016 Complement Summary (excluding Police Services)					
	2014	2015		2016	
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement
Public Health	261.4	264.4	0.1	-	264.4
Paramedic Services	180.6	189.4	-	5.8	195.2
Quality & Service Integration	30.8	24.0	(1.0)	-	23.0
Children's Services	99.6	100.6	2.0	1.6	104.2
Employment & Social Services	49.9	49.9	-	-	49.9
Housing (excluding HCHC)	19.0	27.0	1.0	-	28.0
Services for Seniors	525.4	523.4	-	-	523.4
Planning Services	49.0	50.0	-	3.0	53.0
Economic Development	13.0	12.0	-	-	12.0
Halton Community Housing Corporation	35.5	27.0	-	-	27.0
Road Operations	33.0	10.0	1.0	3.0	14.0
Waste Management	39.6	39.6	(1.0)	-	38.6
Corporate Administration	312.5	334.8	(0.1)	-	334.8
Office of the Chair & Regional Council	4.0	1.0	-	-	1.0
<b>Total</b>	<b>1,653.3</b>	<b>1,653.1</b>	<b>2.0</b>	<b>13.4</b>	<b>1,668.5</b>
<b>Staff Increase</b>			<b>0.12%</b>	<b>0.81%</b>	<b>0.93%</b>

### In-Year Changes:

Public Health - Transfer from Corporate Administration	0.1
Quality & Service Integration - Transfer to Corporate Administration	(1.0)
Children's Services: (SS-07-15) - Occupational Therapist and Developmental Consultant	2.0
Housing (excluding HCHC) - Transfer from Corporate Administration	1.0
Road Operations - Transfer from Waste Management	1.0
Waste Management - Transfer to Road Operations	(1.0)
Corporate Administration Transfer	(0.1)
<b>Total FTE</b>	<b>2.0</b>

### **Materials and Supplies - \$1.1 million increase**

- \$800,000 increase in Waste Management for new wheeled carts for Commercial and Business Improvement Areas (PW-18-15)
- \$205,000 increase in hydro mainly for traffic signals and street lighting
- \$128,000 increase in telephone/data line costs due to growth in the system
- \$80,000 increase in Services for Seniors for food supplies
- \$30,000 increase for exhibit development for the Halton Heritage Centre
- (\$135,000) decrease for natural gas, regular gas and diesel price reduction

### **Purchased Services - \$4.3 million increase**

- \$1.7 million increase in Waste Management collection and disposal contract costs
- \$773,000 increase for the road resurfacing component of the ATMP (Strategic Investment)
- \$574,000 increase in road maintenance contracts with the Local Municipalities and Regional contracts
- \$595,000 one-time increase for Dedicated Offload Nursing (Strategic Investment)
- \$337,000 increase in Information Technology for computing and software maintenance costs
- \$226,000 increase in Services for Seniors for supportive housing Personal Support Workers wage enhancement and service contract renewals
- \$135,000 increase for Youth Job Connection Program (SS-30-15)
- \$127,000 increase for Municipal Property Assessment Corporation (MPAC) fees
- \$68,000 increase for the GTA Investment Attraction Agency (LP-S78-15)
- \$66,000 increase for tobacco enforcement relating to E-Cigarettes
- \$53,000 one-time increase for Landfill Sunday Opening Pilot project (Strategic Investment)
- \$30,000 increase in Oral Health for Dental Care Counts financial assistance
- (\$115,000) decrease in road resurfacing base program based on a 10-year spending plan
- (\$128,000) decrease for Newcomer Strategy as program ends March 31, 2016
- (\$337,000) decrease for provincial uploading of Children In Need of Dental Treatment (CINOT) and Healthy Smiles Ontario (HSO)

### **Rents and Financial Expenses - \$227,000 increase**

- \$200,000 increase for Seniors Tax Deferral program (Strategic Investment)
- \$50,000 increase for Heritage Tax Rebate (Strategic Investment)
- (\$25,000) reduction in equipment rental/lease expenses due to completion of cells 2 and 3 at the Waste Management Landfill Site

### **Grants and Assistance - \$10.9 million increase**

- \$5.3 million increase in Children's Services for Provincial Wage Enhancement Grant (SS-07-15)
- \$3.0 million increase in Housing for IAH funding
- \$2.4 million one-time funding for Oakville Senior Citizens Residence (OSCR) to address capital needs
- \$600,000 increase for Halton Region Community Investment Fund (HRCIF) (Strategic Investment)
- \$585,000 for Housing Rental Assistance Program
- \$492,000 increase for Ontario Works (OW) related to caseload and rate increase
- \$420,000 additional funding for the Conservation Authorities

- \$276,000 increase for Youth Job Connection (SS-30-15)
- (\$42,000) reduction for Youth Employment Fund as contract ends March 31, 2015
- (\$49,000) reduction for Low Income Energy Assistance Program (LEAP) as it is no longer administered by Halton
- (\$2.0 million) reduction due to fulfilment of contribution to Randle Reef project

#### **Allocated Charges/Recoveries - \$248,000 decrease**

- \$200,000 decrease in recoveries from the rate-supported budget related to road resurfacing base program

#### **Corporate Support - \$796,000 increase**

- Increased charges to service delivery departments for program support (including strategic investment for Internship/Apprenticeship program)

#### **Transfers to Reserves - Operating \$2.0 million increase**

- \$902,000 increase for road resurfacing base program based on a 10-year financing plan
- \$773,000 increase for the road resurfacing component of the ATMP (Strategic Investment)
- \$200,000 increase in operating contribution to support Waste Management Wheeled Cart program (PW-18-15)
- \$100,000 increase in Retiree Benefit funding to bring reserve closer to target balance

#### **Transfers from Reserves - Operating \$2.8 million increase**

- \$2.4 million one-time increase to support OSCR capital needs
- \$800,000 increase in Waste Management for new wheeled carts for Commercial and Business Improvement Areas ( PW-18-15)
- \$773,000 increase for the road resurfacing component of the ATMP (Strategic Investment)
- \$595,000 one-time increase for Dedicated Offload Nursing (Strategic Investment)
- \$585,000 for Housing Rental Assistance Program
- \$131,000 one-time funding for Landfill Sunday Opening Pilot Project (Strategic Investment)
- (\$120,000) reduction for Domiciliary Hostels due to the removal of the one-time funding provided in 2015
- (\$315,000) decreased transfer for road resurfacing base program based on a 10-year spending plan
- (\$2.0 million) reduction due to fulfilment of contribution to Randle Reef project

#### **Capital Expenditures - \$2.0 million increase**

- \$751,000 increase for the Burlington Waterfront Master plan implementation (Strategic Investment)
- \$726,000 increase in Gas Tax funding to support the road capital component of the Active Transportation Master Plan
- \$250,000 increase to facilitate new affordable/assisted housing opportunities in accordance with the CHS
- \$179,000 increase to support the purchase of Power Stretchers (Strategic Investment)
- \$173,000 increase to fund Regional facility state-of-good-repair capital program
- \$110,000 increase to fund equipment replacements needs at the long-term care facilities
- \$39,000 increase to support the new/replacement needs for Paramedic vehicles
- (\$104,000) reduction due to the removal of one-time funding provided in 2015 to increase 311 telephone capacity
- (\$114,000) reduction due to the completion of the reserve payback for the Georgetown Health Clinic

## Revenues

The \$485.9 million gross expenditures in the Tax Budget are funded from various sources as shown in the table below. In the 2016 Tax-Supported Budget, 49% of the gross expenditures are funded from property taxes. The other 51% of the funding comes from Provincial and Federal subsidies, user fees, investment income and supplementary taxes.

<b>Tax Gross Operating Revenues by Funding Source</b>			
<b>\$000s</b>	<b>2016</b>		<b>2015</b>
	<b>\$</b>	<b>% of Total</b>	<b>% of Total</b>
Property Tax Revenue	\$ 240,814	49%	50%
Provincial Subsidies	144,677	30%	28%
Investment Income	51,383	11%	11%
Program & Other Revenue	35,086	7%	8%
Supplementary Taxes	7,600	2%	2%
Federal Subsidies	6,322	1%	1%
<b>Total Revenue</b>	<b>\$ 485,881</b>	<b>100%</b>	<b>100%</b>

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

<b>Tax Gross Operating Revenues By Funding Source</b>				
<b>\$000s</b>	<b>2016</b>	<b>2015</b>	<b>Change in Budget</b>	
Property Tax Revenue	\$ 240,814	\$ 232,347	\$ 8,466	3.6%
Provincial Subsidies	144,677	132,097	12,579	9.5%
Investment Income	51,383	51,383	-	0.0%
Program & Other Revenue	35,086	34,507	579	1.7%
Supplementary Taxes	7,600	7,600	-	0.0%
Federal Subsidies	6,322	5,719	603	10.5%
<b>Total Revenue</b>	<b>\$ 485,881</b>	<b>\$ 463,654</b>	<b>\$ 22,228</b>	<b>4.8%</b>

Overall, for the 2016 budget, revenues are expected to increase by \$22.2 million or 4.8%. This includes an \$8.5 million increase in property taxes (including a property tax increase of 1.9% and assessment growth of 1.7%), a \$12.6 million increase in provincial subsidies, an additional \$603,000 in Federal subsidies, a \$579,000 increase in program and other revenues and no change in investment income and supplementary taxes as discussed below.

## Provincial Subsidies - \$12.6 million increase

Many of the Health and Social Services programs are cost-shared with senior levels of government. In total, \$144.7 million of Provincial subsidies are included in the 2016 Tax Budget. The following table indicates the subsidy by program.

Provincial Subsidy Revenue By Program				
\$000s	2015	2016	Change in Budget	
Public Health	\$ 24,635	\$ 23,916	\$ (719)	-2.9%
Paramedic Services	15,269	16,087	818	5.4%
Children's Services	31,979	39,160	7,181	22.5%
Employment & Social Services	19,181	20,334	1,153	6.0%
Housing	8,647	11,503	2,856	33.0%
Services for Seniors	32,157	33,427	1,270	3.9%
Road Operations	80	100	20	25.0%
Economic Development	95	95	-	0.0%
Heritage Services	55	55	-	0.0%
<b>Total</b>	<b>\$ 132,097</b>	<b>\$ 144,677</b>	<b>\$ 12,579</b>	<b>9.5%</b>

The key drivers for the \$12.6 million increase in Provincial Subsidy are:

- \$7.2 million increase in Children's Services as set out in Report No. SS-07-15 (re: Children's Services Division Program Changes and Funding Update) to support children with Special Needs, Child Care Subsidy and the new Provincial Wage Enhancement Grant
- \$3.0 million increase in Housing mainly in IAH program
- \$1.3 million increase in Services for Seniors for change in Case Mix Index and the per diem funding inflationary increases
- \$1.2 million increase in Employment & Social Services mainly due to OW Benefit upload savings (\$498,000) due to increase in caseload and benefit rate (\$377,000) and Youth Job Connection (\$411,000) (SS-30-15)
- \$818,000 increase in Paramedic Services in accordance with the province's funding formula, including \$502,000 to support program growth and \$316,000 to support 5.8 paramedics proposed as a strategic investment
- \$20,000 increase in Road Operations for quarry related fees
- (\$719,000) reduction in Public Health subsidy, which includes a \$491,000 reduction as a result of a 0% funding increase received in 2015 (MO-35-15 re: Provincial Public Health Funding Review) and a \$337,000 reduction due to provincial uploading of dental treatment services of CINOT and HSO as of January 2016 (MO-24-15 re: Integration of Provincial Dental Program for Children and Youth), offset by a \$109,000 increase primarily for a new program introduced in 2015 related to the Electronic Cigarettes Act and for Vector Borne Diseases

## Investment Income

The 2016 Budget continues to include \$55 million of investment income as a source of revenue. \$43.2 million of this revenue will be used to finance the Region's state-of-good-repair capital programs and the remaining \$11.8 million used to support the rate and tax supported operating programs. As discussed in FN-46-15 (re: Investment Performance to August 31, 2015), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

## Program Fees and Other Revenues - \$579,000 increase

The program-specific fees and charges are anticipated to be \$35.1 million in 2016, a \$579,000 increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding police services) by major program. The most significant user fee revenues of \$13.6 million are those received from the residents of the Region's long-term care facilities.

Tax Program Fees & Other Revenues				
\$000s	2015	2016	Change in Budget	
Public Health	\$ 222	\$ 224	\$ 2	1.0%
Paramedic Services	10	11	0	1.5%
Children's Services	689	746	57	8.3%
Employment & Social Services	873	849	(24)	-2.8%
Housing	1,711	1,758	47	2.8%
Services for Seniors	13,380	13,612	232	1.7%
Planning	1,246	1,122	(124)	-9.9%
Economic Development	56	52	(4)	-7.6%
Waste Management	7,225	7,123	(102)	-1.4%
Road Operations	209	243	34	16.3%
Non Program	5,292	5,789	496	9.4%
Finance	874	920	47	5.4%
Legislative & Planning Services	2,701	2,617	(83)	-3.1%
CAO's Office	18	18	-	0.0%
<b>Total</b>	<b>\$ 34,507</b>	<b>\$ 35,086</b>	<b>\$ 579</b>	<b>1.7%</b>

The key drivers of the \$579,000 increase in program fees and other revenues are:

- \$496,000 increase in Non-Program mainly driven by higher Provincial Offences Act revenue to reflect actual revenues received
- \$232,000 increase in Services for Seniors for Basic Resident Accommodation revenue
- \$57,000 increase in Children's Services primarily for Cross Jurisdictional Child Care Fees
- \$47,000 increase in Housing for HCHC administration fees
- \$47,000 increase in Finance mainly due to higher revenues related to portfolio management based on actual trends
- \$34,000 increase in Transportation mainly related to local improvement revenue
- (\$4,000) reduction in Economic Development to reflect discontinued Small Business Events for E-Week program
- (\$24,000) decrease in Employment & Social Services primarily due to LEAP Burlington and Halton Hills programs that are no longer administered
- (\$83,000) reduction in Legislative & Planning Services mainly due to decreased recoveries from HCHC for Asset Management to reflect revised program support
- (\$102,000) net reduction in Waste Management mainly due to decrease in tonnages for Waste Electrical and Electronic Equipment and changes to provincial funding for Hazardous Household Waste
- (\$124,000) reduction in Planning due to facility rental revenue removal as per the Museum Master Plan

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

## 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 MPAC and the level of growth within each of the Local Municipalities. For these reasons many municipalities choose not to budget or budget conservatively for supplementary tax revenue as a recurring source of revenue. Between 2000 and 2008 when growth was higher, the Region began to increase the budget for supplementary tax revenue to \$8.6 million. However, through the 2014 and 2015 budget process, the supplementary tax budget was reduced to \$8.1 million and to \$7.6 million respectively as the amount of supplementary taxes received by the Region has been declining since 2011. Based on the 2015 supplementary rolls received to date from MPAC, estimated supplementary revenue totals \$7.6 million which is consistent with the 2015 Budget and is in line with the seven year average. The 2016 Budget continues to incorporate the \$7.6 million for supplementary tax revenue. Staff will continue to monitor supplementary tax to determine whether any further adjustment needs to be made in future budgets.

## Federal Subsidy - \$603,000 increase

The 2016 Tax-supported budget includes \$6.3 million of Federal subsidy. As shown in the following table, the majority of this funding is related to the Federal Gas Tax of \$5.8 million in Non-program, which is used to fund the Transportation capital and Road Operations programs.

<b>Federal Subsidy Revenue by Tax Supported Program</b>				
<b>\$000s</b>	<b>2015</b>	<b>2016</b>	<b>Change in Budget</b>	
Public Health	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	176	54	(123)	-69.6%
Housing	335	335	-	0.0%
Economic Development	67	67	-	0.0%
Heritage Services	6	6	-	0.0%
Non Program (Gas Tax)	5,044	5,770	726	14.4%
<b>Total</b>	<b>\$ 5,719</b>	<b>\$ 6,322</b>	<b>\$ 603</b>	<b>10.5%</b>

The Region is expected to receive a total of \$15.3 million in Gas Tax funding in 2016, which is \$726,000 higher than the funding received in 2015 in accordance with the renewed Gas Tax Agreement (FN-21-14 re: Renewed Federal Gas Tax Agreement). Of the total \$15.3 million, \$9.5 million will continue to be applied to the Rate-supported budget to help fund the Water and Wastewater state-of-good-repair capital program. The remaining \$5.8 million will be applied to the Transportation capital and Road Operations programs in the Tax-supported budget. \$1.1 million out of the \$5.8 million will continue to be used by Road Operations program to support the road resurfacing program. The Transportation capital program requires the balance of \$4.7 million, \$4.0 million of which will continue to fund the road capital program, and \$726,000 will provide additional funding to implement the capital component of the ATMP that will benefit existing communities.

In addition, the Region also receives Federal subsidies to support various program areas, including \$335,000 applied for Homelessness Partnering Strategy in Housing, \$90,000 for the Canada Prenatal Nutrition Program in Public Health, \$67,000 for Economic Development programs as well as \$6,000 for Heritage Services. The Newcomer Strategy contract in Employment & Social Services is ending March 31, 2016 and the 2016 budget of \$54,000 represents a reduction of \$123,000 over 2015.

## 2016 Strategic Investments

The 2016 Budget and Business Plan includes proposed Strategic Investments for several new initiatives as set out below. Additional information related to these initiatives is in the Tax Budget Details section of the budget book.

Recommended 2016 Tax Supported Strategic Investments							
Dept	Division	Title	FTE	Gross Impact	Reserve Financing	Revenue	Tax Impact
HLT	Paramedic Services	Dedicated Offload Nurse Program	-	\$ 594,600	\$ (594,600)	\$ -	\$ -
HLT	Paramedic Services	Paramedics	5.8	656,300	-	(316,463)	339,837
HLT	Paramedic Services	Paramedic Services Power Stretchers	-	178,645	-	-	178,645
SCS	Children's Services	Child Care Services Support and Coordination	1.6	149,770	-	-	149,770
SCS	Quality & Service Integration	HRCIF Fund Increase	-	600,000	-	-	600,000
PW	Road Operations	Road Patrol Operator	1.0	83,769	-	-	83,769
PW	Road Operations	Traffic Technician	1.0	114,749	-	-	114,749
PW	Road Operations	Road Operations Safety Inspector	1.0	125,539	-	-	125,539
PW	Road Operations	Active Transportation Master plan - Road Resurfacing	-	773,000	-	-	773,000
PW	Waste Management	Landfill Sunday Opening Pilot	-	130,950	(130,950)	-	-
LPS	Planning Services	Environmental Planner	1.0	93,475	-	-	93,475
LPS	Planning Services	Senior Project Manager Transportation	1.0	126,315	-	-	126,315
LPS	Planning Services	GIS Technician	1.0	75,170	-	-	75,170
LPS	Planning Services	Burlington Waterfront Master plan	-	751,000	-	-	751,000
CAO	Human Resource Services	Internship and Apprenticeship Program	-	550,000	-	-	550,000
NP	Non-Program	Seniors Tax Deferral	-	200,000	-	-	200,000
NP	Non-Program	Heritage Tax Rebate	-	50,000	-	-	50,000
<b>Total</b>			<b>13.4</b>	<b>\$ 5,253,282</b>	<b>\$ (725,550)</b>	<b>\$ (316,463)</b>	<b>\$ 4,211,269</b>

- Dedicated Offload Nurse Program - \$595,000** Staff have identified a requirement for 21,900 hours of dedicated offload nurse staffing (24/7 at Joseph Brant and Oakville Trafalgar and 12/7 at Milton District) at an estimated cost of \$1.1 million (Report No. MO-23-15). The Region is currently receiving \$500,000 from the Province for 24/7 at Joseph Brant and 3/7 at Oakville Trafalgar. However, an additional \$595,000 in funding is required to increase to 24/7 at Oakville Trafalgar and introduce 12/7 at Milton District. Joseph Brant will remain the same at 24/7 service. Accordingly, one-time Regional funding of \$595,000 in 2016 is proposed to address the shortfall in Provincial funding of dedicated offload nurse staffing on an interim basis to alleviate hospital offload delay pressures. The one-time investment will be funded from the tax stabilization reserve. This service enhancement assumes that the MOHLTC will continue to provide the same level of grant funding in 2016 as was approved for 2015. If more appropriate funding is provided, the transfer would not be required. The dedicated offload nurse initiative has had a positive impact on ambulance offload delay. It is recommended that Halton continue to advocate for appropriate

funding for offload nursing and continue to monitor performance in the emergency departments. The cost for the dedicated offload nurse position is \$50 per hour compared to \$200 per hour for an ambulance and paramedics. It is anticipated that there will be an additional 1,500 patients accommodated in 2016 with the one-time Regional funding of \$595,000.

- **Paramedics - \$656,000** Enhanced staffing of 5.8 permanent FTE Paramedics will be used to convert the 12-hour peak ambulance approved in the 2015 budget to 24/7. This 24/7 ambulance is required for the new Southwest Oakville station planned for construction in 2016. In the interim, the vehicle will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy. This additional staffing is intended to address system pressures related to increasing call volume, maintenance of response times to life threatening emergency calls, population and employment growth, an aging population, hospital off load delays, paramedic workload (including missed meal breaks); and is based on recommendations contained in the approved Paramedic Services Master Plan (Report No. MO-14-15). These costs are anticipated to be offset by \$316,000 in additional subsidy for a net tax impact of \$340,000.
- **Paramedic Services Power Stretchers - \$179,000** As set out in Report No. MO-37-15 (re: Paramedic Services Conveyance Equipment), Paramedics repeatedly lift and move heavy weight throughout their shifts and this is contributing to injuries, worker's compensation and accommodated work costs. Musculoskeletal (MSK) injuries are the leading cause of injuries amongst paramedics, primarily due to strain associated with repetitive lifting. The ambulance fleet will be equipped with power stretchers and power loading devices will help decrease the rates of work-related MSK injuries in paramedics. Many areas of healthcare, primarily nursing, have successfully reduced workplace MSK injuries through the implementation of ergonomic interventions such as lift assist equipment. Similar equipment has become industry standard and successfully introduced into other Ontario paramedic services including the City of Hamilton, Niagara Region, Windsor-Essex, London-Middlesex, Thunder Bay, and York Region. The 2016 capital budget and forecast will include funding required to purchase the power stretchers and lift systems over the next two years, at a cost of \$715,000 in 2016 and \$754,000 in 2017. The purchase will be initially financed from the Regional Tax Capital reserve, which will be replenished by increased contributions from the Operating Budget over time. The additional Operating Contributions required are \$179,000 in 2016 and \$367,000 in 2017.
- **Children's Services - \$150,000** The implementation of Full Day Kindergarten, the links within our school community and growth in Halton have created a huge growth in the demand for before and after school child care spaces. Over 50% of the licenced child care sector in Halton is before and after school child care for school aged children and demand has increased by 32% over the last 3 years. In addition, the number of cases waiting for placements has been increasing due to insufficient administrative resources to process the applications. Additional 1.6 permanent FTEs, including a 0.6 Program Support Consultant, a permanent 0.5 Child Care Representative, and a 0.5 Child Care Coordinator, are required to provide child care services support and coordinated response to significant growth in the before and after school programs and additional reporting required for the new Provincial Wage Enhancement Grant (WEG).
- **Halton Region Community Investment Fund (HRCIF) - \$600,000** The HRCIF supports non-profit community health and social service programs through one-year and multi-year grants. In 2015, this included funding to programs that increased access to food for families; assistance to programs that support single parent families and young pregnant women; support for older adults through initiatives that address dementia, self-neglect and speech loss and assistance to organizations that provide services to children and adults with a developmental disability. Between 2012-2015, the HRCIF received 305 applications requesting \$16.3 million that were eligible to be considered for funding. During this timeframe, the HRCIF funded a total of 89 projects/programs with approved funding/commitments totaling \$3.7 million. This is a ratio of approximately \$1 provided for every \$4 requested. As identified in report SS-11-14, the multi-year grant stream of HRCIF transitioned to an annual proposal call to create more opportunities to apply for funding. An increase is needed to respond to the growth in applications that is expected to result from this change. Council has also identified the need to create greater access to safe,

nutritious food in partnership with Halton's non-profit and community organizations through the 2015-2018 Strategic Action Plan. In 2015, approximately 20% of HRCIF funding was allocated to food security programs. One of the recommended focuses of the \$600,000 increase will be to establish a stream of funding specific to food security programs. The remainder of the additional funding will be targeted to addressing key priorities in the community.

- **Road Patrol Operator - \$84,000** A permanent in-house Road Patrol Operator is needed to carry out the Maintenance Agreement with the local municipalities and to meet the requirements of the Minimum Maintenance Standards for Municipal Highways (O. Reg. 239/02) for the Regional road network given Halton's growth. Responsibilities include inspecting Regional assets within the right-of-way to ensure that they are in safe working condition, reporting and recording deficiencies, and issuing work order to local municipalities under the Maintenance Agreement to address adverse conditions or problems. Currently, this work is being performed through a contract position.
- **Traffic Technician - \$115,000** To keep the roads in a state of good repair and comply with provincial minimum standards, one Traffic Technician with a vehicle is required to ensure successful delivery of the traffic and roads maintenance programs. This position would assist in reviewing permit applications (excavation, road occupancy, oversize load, special event), maintaining traffic and parking by-laws, coordinating the pavement marking, spot repair and other maintenance programs, assisting with road patrol, bridge and culvert program, and other field work and inspections as needed.
- **Road Operations Safety Inspector - \$126,000** To ensure Halton continues to operate its road network system at appropriate levels of service and maintain the system in a state of good repair, one Road Operations Safety Inspector with a vehicle is required. This position would be responsible for the coordination and oversight of more intensive maintenance works, including repairs to the road surface as well as traffic signal, guiderail and tree maintenance. The responsibilities will also include responding to resident concerns and coordination between maintenance crews and capital construction contractors to ensure safe operation of the roadway through construction zones.
- **Active Transportation Master Plan - \$773,000** The Region's Transportation Master Plan (TMP) recommended that a detailed Region-wide Active Transportation Master Plan (ATMP) be developed to establish a strategy and infrastructure improvements (e.g. exclusive bicycle lanes) to promote increased non-motorized travel throughout the Region. Active transportation has several environmental, health, and economical benefits including increased levels of physical activity, lower levels of obesity and other chronic diseases, and improved air quality. The implementation of the ATMP requires a total of \$108 million over the next 16 years (2016-2031), consisting of \$75 million of Regional new on-road and replacement infrastructure and \$33 million of new off-road infrastructure that will ultimately be owned and operated by the local municipalities once constructed by the Region as set out in Report No. PW-17-15 (re: Active Transportation Master Plan). Of the total \$108 million, \$96 million relates to the road capital program and \$12 million relates to the road resurfacing operating program. Of the \$96 million (road capital), \$50 million will be funded from residential DCs, \$30 million will be interim funded by the Regional reserve for non-residential development that will be recovered from future DCs, and \$16 million will be funded from Gas Tax revenue for the portion that benefits the existing community. This represents an 83% growth and a 17% non-growth funding split for the capital program. The road resurfacing cost of \$12 million will be financed from an additional contribution from operating to the Road Resurfacing Reserve of \$773,000 per year. The ATMP capital costs will be included in the Region's next DC by-law update scheduled in the spring of 2017.
- **Landfill Sunday Opening Pilot - \$131,000** one-time funding is required to open landfill site operation as a pilot project on 13 Sundays from April 17 to July 10, 2016 between 8:00 am and 12:00 pm, which will be funded from the Tax Stabilization Reserve. Council through Report PW-20-15 approved the following resolution: "THAT the request for a three-month pilot project for partial Sunday openings of the Halton Waste Management Site be referred to the Planning and Public Works Committee Budget Meeting of December 2, 2015 for consideration."

- **Environmental Planner - \$93,000** An environmental planner would enable the Region to meet its obligations under the 2009 Regional Official Plan (ROPA 38). Through the Sustainable Halton process and ROPA 38, the Region established the first Natural Heritage System in the Province. This position would assist the current environmental planner in fulfilling our obligations under the Provincial Policy Statement and the Regional Official Plan. The Environmental Planner will respond to the development review workload, the co-ordination of environmental review relating to small and medium-scale developments, and the development of streamlining tools and guideline materials to support application reviews.
- **Senior Project Manager Transportation - \$126,000** A Senior Project Manager Transportation would enable the Region to meet its obligations with respect to inter-Regional, GTA and Provincial transportation / high order transit initiatives. Examples include GTA West, Western Golden Horseshoe Municipal Network, Niagara to GTA, Metrolinx Regional Transportation/Transit Plan, and Ministry of Transportation GTAH Transportation Strategy. This position will provide support in the area of transportation planning, providing oversight, policy advice and technical expertise on the successful implementation of transit and transportation infrastructure in accommodating growth in the Region.
- **GIS Technician - \$75,000** A GIS Technician is needed to support current GIS staff in maintaining corporate and departmental GIS databases and mapping products to support complex analysis of planning and other data in spatial / geographic formats. This position will procure and augment data, establish and constantly maintain databases to enable much-needed spatial analysis. This work will enable staff to advance web mapping currently provided by Planning Services and readily deliver user-friendly, smart and interactive web maps and ensure that planning business data and corporate spatial data are accessible through a one-window service while building in-house expertise at the least cost.
- **Burlington Waterfront Master plan - \$751,000** The proposed Waterfront Master Plan will allow for development of the beach areas, relocation of the Hydro Towers and the property acquisitions as discussed in Report No. LPS59-15 (re: The Burlington Beach Regional Waterfront Park – 2015 Master Plan). The implementation of the Master Plan requires a total of \$51.8 million between 2016 and 2035, \$39.7 million of which is required over the next 10 years of the forecast (2016-2025). The capital requirement for the beach areas and hydro tower relocations will be funded from the Regional Tax Capital reserve and land acquisitions from Green Fund reserve as set out in LPS59-15. In addition, the Region has submitted an application for a \$652,000 subsidy from the Canada 150 Community Infrastructure Fund, which will be used to reduce the Regional impact. In order to provide sustainable funding through the Regional reserves, increased contributions from the Operating Budget is required in the amount of \$751,000 in 2016. The annual contributions are expected to increase gradually over the forecast period, reaching \$3.6 million by 2020 as capital expenditures are incurred in accordance with the approved Master Plan.
- **Internship and Apprenticeship Program - \$550,000** The 2016 Budget recommends a formalized intern and apprenticeship program as a strategic investment. This program creates opportunities for the Region to gain talented, highly motivated, recent graduates who can bring a fresh perspective on current business practices. This program will provide a more formal process in attracting recent graduates to the Region. The program will provide for intern positions within each department and be managed through Human Resources.
- **Seniors Tax Deferral - \$200,000** Further to the 2014 Tax Policy report, Regional staff have undertaken a review of tax relief options for low income seniors with a main focus on helping seniors remain in their homes. As result, the Region is developing a full tax deferral program for low income seniors (65 years of age and older) for implementation in 2016 as set out in Report No. FN-20-15 (re: Tax Relief for Low Income Seniors). The seniors tax deferral program will provide financial support to low income seniors by enabling them to remain in their homes and complements the Halton Region Older Adult Plan (approved in Report No. SS-23-15/MO-12-15) that highlights the Region's commitment to Regional policies, programs, services and environments that support older adults. Once implemented, the benefiting seniors will have their property tax fully deferred and the interest cost would be supported by the Region during the deferral

period by way of grants to the local municipalities. The cost to the Region to implement the senior tax deferral program, which includes funding to maintain the interest cost to the seniors under the program at zero percent, is estimated at \$200,000 per year.

- **Heritage Tax Rebate - \$50,000** As set out in Report No. FN-45-15 (re: Heritage Properties Tax Rebate Program), the Region will participate in the local Heritage Tax Rebate programs currently offered by The City of Burlington and the Town of Halton Hills and the other municipalities should they initiate similar programs under Section 365.2 of the Municipal Act, 2001. The Region will participate in local Heritage Tax Rebate programs by passing a by-law to agree to cost share in the program at the percentage of rebate offered by the local to a maximum of 40%. This program is consistent with the Provincial Policy Statement and the Regional Official Plan (2009) that promotes conserving cultural heritage resources. \$50,000 is required in 2016 to cost share with the City of Burlington and the Town of Halton Hills who currently offer the rebate programs.

## 10-Year Tax Operating Budget Forecast

The 2016 10-year forecast for Tax Supported services has been prepared to reflect updated assumptions for revenues and program costs. The forecast is largely consistent with that prepared as part of the 2015 Budget, and was prepared based on the following key assumptions:

- General inflation of 2.0%,
- Interest on reserves of 3.4%
- Debt financing rate of 5.0%
- Assessment growth of 1.5% per year
- Provincial subsidies will maintain current proportionate share

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

The 10-year Operating Forecast has been prepared to maintain the tax impact at or below inflation for Regional services. The forecast reflects current services and current service levels. Any change in service or service levels will impact the forecast. In addition, if general inflation rates rise, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements, and any new capital requirements can impact the forecast. A number of the strategic investments were considered by Council in 2015 and are proposed in the 2016 Budget, which will also impact the forecast. These include the following:

- Burlington Waterfront Master Plan
- Active Transportation Master Plan
- Paramedic Services Master Plan
- Paramedic Services Power Stretchers

In addition, the Landfill Sunday Opening Pilot and the Dedicated Offload Nurse Program funding are proposed in the 2016 Budget as one-time funding. However, if this funding is required on a more permanent basis, it would also create pressures in the 2017 Budget and Forecast.

The following table sets out the 10-Year Operating Forecast for Tax Supported Services. As shown, the tax forecast has been prepared consistent with the Council priorities to keep tax increases at or below the rate of inflation for Regional services. The increases in the Police budget forecast range from 3.6% to 4.2% before assessment growth.

<b>Ten Year Operating Budget Forecast For Tax Supported Services</b>										
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>(\$000s)</b>	<b>Requested Budget</b>	<b>Forecast</b>								
Public Health	\$ 16,447	\$ 16,914	\$ 17,393	\$ 17,848	\$ 18,328	\$ 18,843	\$ 19,342	\$ 19,852	\$ 20,396	\$ 20,969
Paramedic Services	16,917	18,190	19,448	21,263	22,184	22,831	24,154	24,919	26,365	27,173
Quality & Service Integration	5,755	5,887	6,024	6,162	6,305	6,456	6,609	6,766	6,931	7,103
Children's Services	11,503	11,756	12,025	12,294	12,561	12,834	13,115	13,408	13,698	14,005
Employment & Social Services	7,021	7,221	7,420	7,645	7,873	8,106	8,342	8,587	8,849	9,104
Housing	35,845	36,141	36,439	37,419	38,410	39,529	40,452	41,481	42,533	43,607
Services for Seniors	17,583	18,190	18,834	19,473	20,142	20,850	21,561	22,299	23,077	23,891
Planning	10,688	12,305	14,611	15,404	17,332	17,783	17,798	18,265	18,751	19,254
Economic Development	2,312	2,391	2,472	2,554	2,639	2,729	2,819	2,912	3,010	3,111
Waste Management	41,341	42,825	43,901	45,398	46,773	48,415	50,055	51,727	53,449	55,237
Road Operations	49,608	50,943	52,367	54,602	56,563	58,774	61,760	64,939	68,224	71,659
Non-Program & Financial Transactions	16,245	16,527	17,321	17,342	17,606	19,526	21,301	22,836	23,731	25,288
Boards & Agencies	9,548	10,303	11,019	11,749	12,487	13,277	13,750	14,425	15,078	15,767
<b>Region:</b>										
Net Expenditures	\$ 240,814	\$ 249,594	\$ 259,275	\$ 269,154	\$ 279,203	\$ 289,954	\$ 301,058	\$ 312,416	\$ 324,091	\$ 336,169
Tax Impact (after assessment)	1.9%	2.1%	2.3%	2.3%	2.2%	2.3%	2.3%	2.2%	2.2%	2.2%
<b>Halton Regional Police Service:</b>										
Net Expenditures	\$ 139,715	\$ 145,164	\$ 150,458	\$ 156,714	\$ 162,752					
Tax Impact (after assessment)	1.9%	2.4%	2.1%	2.6%	2.3%					
<b>Region Including Police:</b>										
Net Expenditures	\$ 380,529	\$ 394,758	\$ 409,733	\$ 425,867	\$ 441,955					
Tax Impact (after assessment)	1.9%	2.2%	2.3%	2.4%	2.2%					
<b>Assessment Growth Assumption</b>	1.7%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

<b>Tax Budget Forecast as projected in the 2015 Budget</b>										
<b>Regional Tax Impact (after assessment)</b>	1.9%	2.1%	2.3%	2.4%	2.2%	2.3%	2.3%	2.4%	2.2%	



## Tax Capital Budget & Forecast Overview

The table below provides a summary of the 2016 ten-year Tax capital program, including the Police capital program. The ten-year total is \$1.8 billion, with \$176.6 million allocated for 2016. Of the 2016 provision of \$176.6 million, \$171.5 million relates to the Regional program and \$5.1 million to the Police program.

<b>2016 Capital Budget &amp; Forecast</b>											
<b>Summary of Tax Capital Budget &amp; Financing (\$000s)</b>											
	<b>Gross Cost</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Program Expenditures</b>											
Transportation	\$ 1,374,663	\$ 141,261	\$ 94,251	\$ 253,784	\$ 102,398	\$ 143,710	\$ 80,998	\$ 127,658	\$ 80,520	\$ 165,001	\$ 185,082
Planning	169,144	17,689	19,526	24,780	15,091	28,248	12,510	11,550	12,610	13,880	13,260
Waste Management	42,342	1,552	2,073	1,746	10,473	1,981	16,689	2,687	1,403	318	3,420
Asset Management	77,755	3,547	4,504	6,209	33,735	6,373	4,699	4,560	4,653	5,049	4,426
Information Technology	39,628	2,683	3,668	3,655	3,310	3,989	4,702	4,088	4,679	4,425	4,430
Paramedic Services	26,732	3,300	2,381	2,852	2,140	1,510	1,973	1,744	2,636	5,316	2,881
Services for Seniors	6,450	600	650	650	650	650	650	650	650	650	650
Financial Planning & Budgets	4,100	600	300	300	300	300	800	600	300	300	300
Public Health	2,304	235	143	740	104	168	345	110	122	227	110
Children's Services	500	50	50	50	50	50	50	50	50	50	50
Police	61,551	5,073	21,974	4,053	4,803	5,243	3,751	4,255	4,889	3,824	3,686
<b>Total</b>	<b>\$ 1,805,170</b>	<b>\$ 176,591</b>	<b>\$ 149,520</b>	<b>\$ 298,818</b>	<b>\$ 173,054</b>	<b>\$ 192,222</b>	<b>\$ 127,166</b>	<b>\$ 157,952</b>	<b>\$ 112,512</b>	<b>\$ 199,041</b>	<b>\$ 218,294</b>
<b>Financing</b>											
Tax Reserves	\$ 1,052,978	\$ 94,019	\$ 90,235	\$ 164,920	\$ 119,348	\$ 123,259	\$ 81,248	\$ 88,040	\$ 66,800	\$ 110,971	\$ 114,137
Rate Reserves	4,601	320	660	580	281	179	887	724	515	181	274
Dev't Charges - Resid.	722,864	75,527	43,881	133,041	52,779	68,385	44,392	68,806	44,916	87,608	103,529
Dev't Charges - Non Res.	4,475	755	461	277	646	399	639	382	281	281	354
External Rcvry	12,602	5,969	6,633	-	-	-	-	-	-	-	-
Debentures	7,650	-	7,650	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,805,170</b>	<b>\$ 176,591</b>	<b>\$ 149,520</b>	<b>\$ 298,818</b>	<b>\$ 173,054</b>	<b>\$ 192,222</b>	<b>\$ 127,166</b>	<b>\$ 157,952</b>	<b>\$ 112,512</b>	<b>\$ 199,041</b>	<b>\$ 218,294</b>

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

## 2016 Tax Capital Budget

The 2016 Tax capital budget of \$176.6 million has decreased \$26.7 million (15.1%) from the 2015 forecast, and the key drivers are:

- \$18.3 million decrease in the Police program mainly due to revised timing for the Division 1 facilities expansion
- \$12.0 million decrease in the Transportation program to reflect construction schedules

The following highlights significant projects in the 2016 capital budget.

- **\$141.3 million 2016 Transportation capital program** incorporates the ATMP (PW-17-15) and includes:
  - \$36.3 million for William Halton Parkway – New Transportation Corridor
  - \$33.0 million for Tremaine Road – New Road, Grade Separation
  - \$27.4 million for Trafalgar Road – Grade Separation Widening
  - \$21.0 million for Dundas Street – Widening, Grade Separation, Intersection Improvements, Bridge
  - \$6.2 million for Steeles Avenue - Widening
- **\$17.7 million 2016 Planning capital program (including Housing)** is \$5.2 million higher than the 2016 forecast in the 2015 budget due to the additional projects resulting from the implementation of the Burlington Beach Regional Waterfront Park Master Plan (LPS54-15 & LPS59-15).
- **\$1.6 million 2016 Waste Management capital program** includes equipment replacement, Solid Waste Management Strategy, cell construction, and on-site upgrade and resurfacing.
- **\$3.5 million 2016 Asset Management capital program** includes the on-going building rehabilitation and upgrade needs for all of Regional facilities, including Halton Regional centre, Long-term care facilities and Paramedic services, based on building condition assessments.
- **\$2.7 million 2016 Information Technology capital program** includes the on-going maintenance of Information Technology assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation.
- **\$5.1 million 2016 Police capital program** includes investment in technology and vehicle upgrades and replacements.

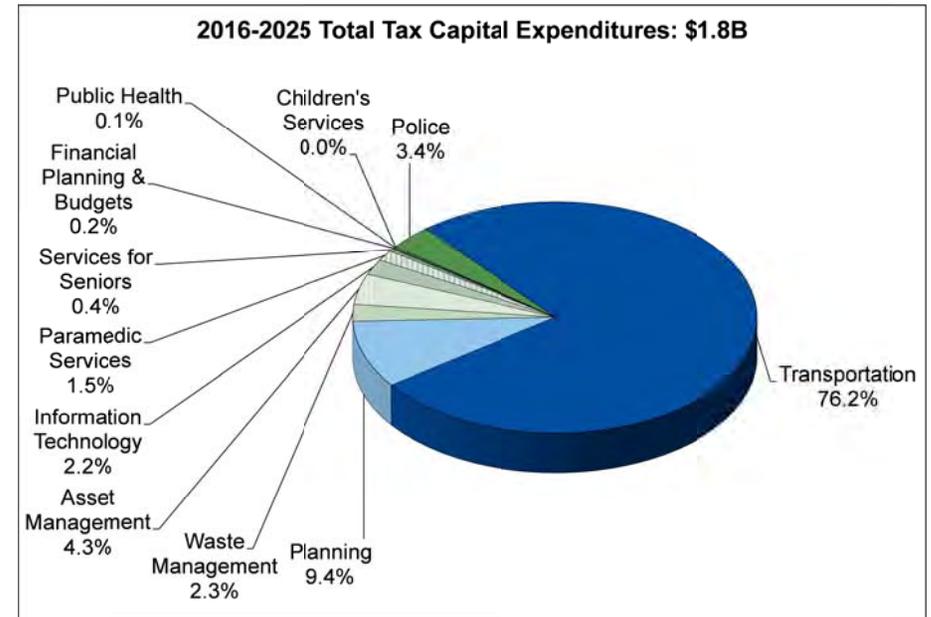
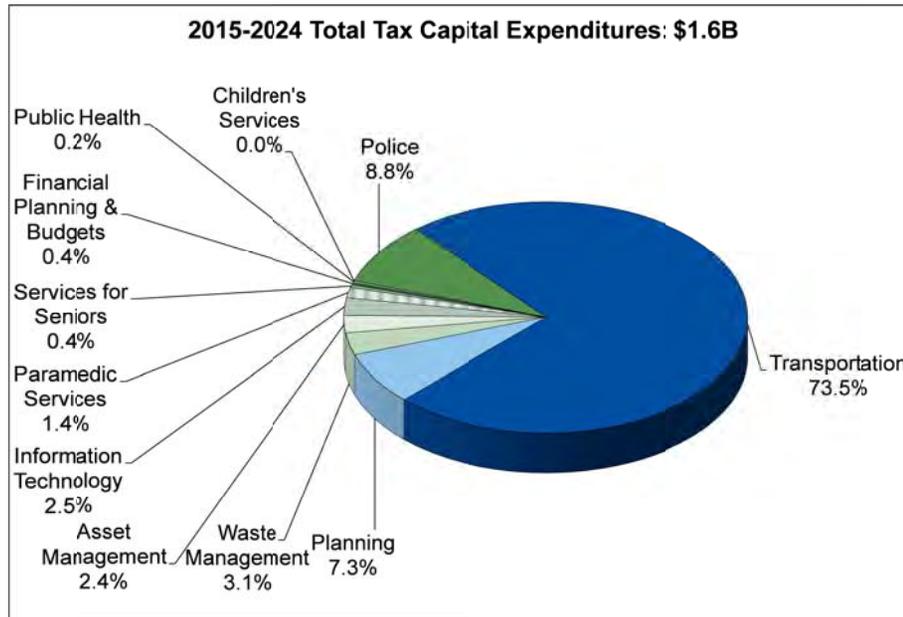
The following table summarizes the ten largest tax capital projects budgeted for 2016. These projects account for 81.4% (\$143.7 million) of the \$176.6 million total cost in 2016.

<b>2016 Capital Budget &amp; Forecast</b>		
<b>10 Largest Tax Capital Expenditures in 2016 (\$Millions)</b>		
<b>Program</b>	<b>Project Descriptions</b>	<b>Cost</b>
Roads	William Halton Parkway - New Transportation Corridor	\$ 36.3
Roads	Tremaine Road - New Road, Grade Separation	33.0
Roads	Trafalgar Road - Grade Separation, Widening	27.4
Roads	Dundas Street - Widening, Grade Separation, Intersection Improvements, Bridge	21.0
Tax	CHS - Assisted Housing Development	8.0
Roads	Steeles Avenue - Widening	6.2
Tax	Burlington Waterfront Master Plan Implementation	5.3
Roads	Upper Middle Road - Widening, Intersection Operational Improvements	2.6
Tax	Paramedic Services Vehicles	2.1
Roads	Winston Churchill Blvd - Reconstruction	1.9
<b>Total</b>		<b>\$ 143.7</b>

Schedule may not add due to rounding.

## 10-Year Capital Budget & Forecast

The following charts provide a breakdown of the 2016 Tax capital budget and forecast compared to the 2015 budget.



The 2016 10-year tax capital program (2016-2025) totals \$1.8 billion. This is \$210.5 million (13.2%) higher than the 2015 program, due mainly to a \$202.5 million increase in Transportation, a \$52.4 million increase in Planning, and a \$39.0 million increase in Asset Management, partially offset by the reduction in the Police program (\$78.6 million) as highlighted below. Details of the 2016 capital budget and the 10-year forecast (2016-2025) are contained in the Capital Budget section of the budget book.

As illustrated, a significant portion of the 2016 10-year program continues to be committed to the Transportation programs. The following summarizes the programs that comprise the 10-year capital forecast.

- **\$1.4 billion 10-year Transportation capital program** is \$202.5 million higher than the 2015 program as a result of refined cost estimates during EA/Design and construction timing (\$97M) and the implementation of the ATMP (\$52M).

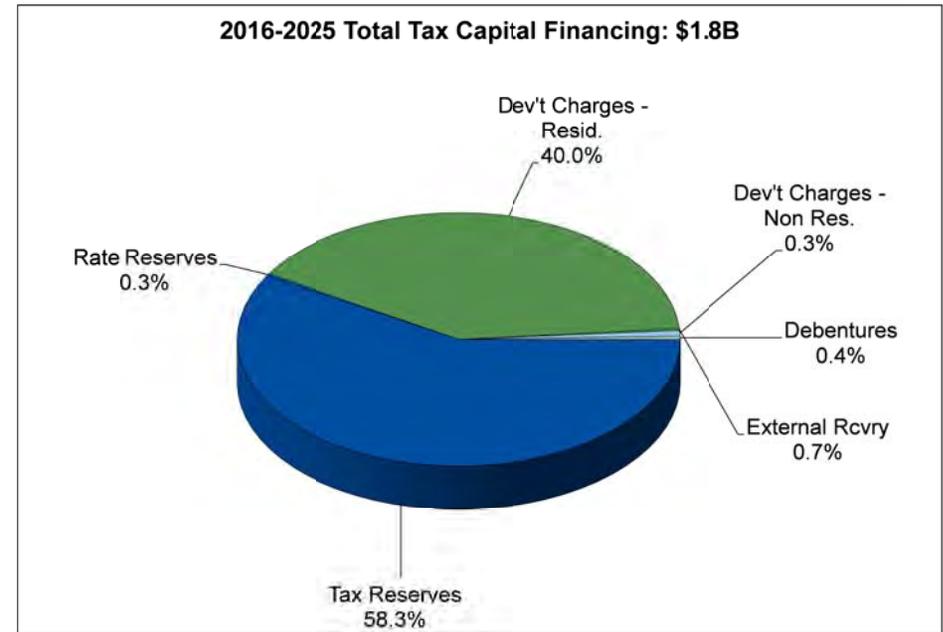
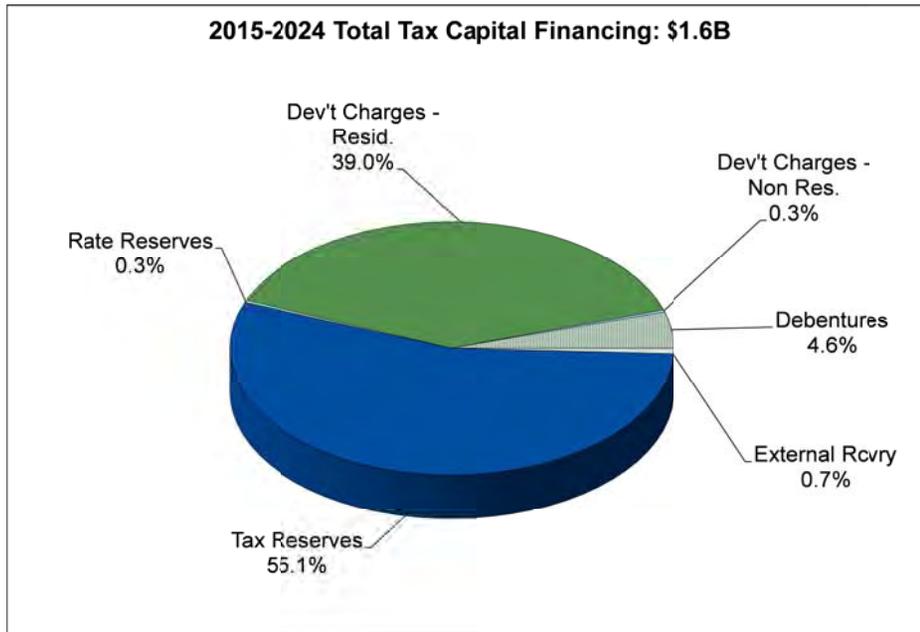
The implementation of the ATMP requires a total of \$108 million over the next 16 years (2016-2031), consisting of \$75 million of Regional new on-road and replacement infrastructure and \$33 million of the new off-road infrastructure that will ultimately be owned and operated by the local municipalities once

constructed by the Region as set out in Report No. PW-17-15 (re: Active Transportation Master Plan). Of the total \$108 million, \$96 million relates to the road capital program and \$12 million relates to the road resurfacing program in the Operating budget. \$52 million out of the \$96 million has been incorporated into the 2016 10-year capital program. The related financing plan is highlighted below under 10-year Tax Capital Financing section. The 10-year program provides significant road widening, new road, and grade separation programs, including the Active Transportation initiatives. The 10-year program includes:

- \$207.7 million for Trafalgar Rd
  - \$181.7 million for Tremaine Rd
  - \$158.6 million for Dundas St
  - \$124.5 million for Regional Road 25
  - \$107.9 million for Steeles Ave
  - \$99.2 million for William Halton Parkway
  - \$83.9 million for Britannia Road
- **\$169.1 million 10-year Planning capital program (including Housing)** is \$52.4 million higher than the 2015 program mainly due to the implementation of the Burlington Waterfront Master Plan (\$40M) and the inclusion of the Halton Heritage Centre (\$8M) proposed in the Museum Master Plan (LPS62-14).
  - **\$42.3 million 10-year Waste Management capital program** is \$7.1 million lower than the 2015 program mainly due to the Cell 3 construction included in 2015 that has moved to the implementation stage. The 2016 10-year program includes Cell 4 East and West design and construction (\$20.0 million), on-going gas system provision (\$1.6 million), Organic Transfer Facility (\$7.2 million), heavy equipment (\$3.4 million), and continued buffer land purchases (\$2.5 million).
  - **\$77.8 million 10-year Asset Management capital program** is \$39.0 million higher than the 2015 program primarily driven by an expansion to the Woodlands Operation Centre proposed in 2019 (\$29.0M) (LPS112-15) in order to accommodate the paramedic centralized facility as identified in the Paramedic Services Master plan (MO-14-15), and updated costs for the corporate facilities state-of-good-repair program planned over the next 10 years based on building condition assessment.
  - **\$39.6 million 10-year Information Technology capital program** includes the on-going maintenance of Information Technology assets, including software licensing, software and hardware upgrades/replacements, as well as mobile strategy implementation and new software implementation including workforce management systems for Paramedic Services and the Region.
  - **\$40.1 million 10-year other capital programs** provide Paramedic services capital requirements to implement the master plan including stations, vehicles, equipment (defibrillation and power stretchers) (\$26.7M) and the Long Term Care facilities equipment replacement program (\$6.5M).
  - **\$61.6 million 10-year Police capital program** is \$78.6 million lower than the 2015 program as the Police Headquarter facility project included in the 2015 budget has been moved to the implementation stage. The 2016 10-year program includes District 1 facility in 2017 (\$17.6M), technology upgrades (\$17.1M), vehicle/equipment related projects (\$22.9M) and replacement provisions for the radio trunking infrastructure and user equipment (\$1.0M).

## 10-Year Tax Capital Financing

The following charts provide the financing structure for the 2016 Tax capital budget and forecast compared to the 2015 budget.



As shown in the charts above, Development Charges (DC) (40.3%) and the Tax Capital Reserves (including contributions from the operating budget and Gas Tax funding) (58.3%) continue to be the main sources of financing for the 2016 10-year tax supported capital program. A notable change in the funding structure relative to the 2016 budget is the decreased use of debentures from \$73.1 million (4.6%) to \$7.7 million (0.4%) as a result of debt issued for the Police Headquarter construction in 2015.

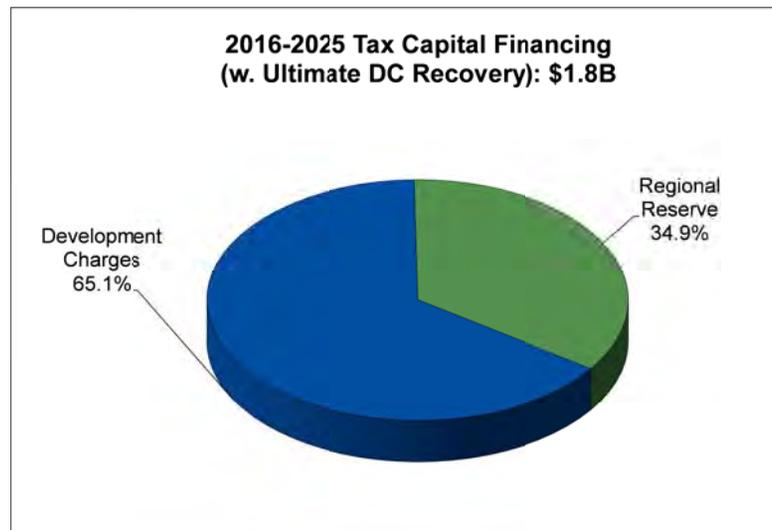
As noted earlier, the 2016 10-year Transportation program includes the capital infrastructure component of the ATMP implementation. The 2016 financing plan proposes that of the total \$96 million required for capital infrastructure (both on/off roads) over the next 16 years (2016-2031), \$50 million will be funded from residential DCs, \$30 million will be interim funded by the Regional reserve for non-residential development that will be recovered from future DCs, and \$16 million will be funded from Gas Tax revenue for the portion that benefits the existing community. This represents an 83% growth and a 17% non-growth funding split. Based on this, \$52 million out of the \$96 million has been incorporated into the 2016 10-year financial plan. The ATMP capital costs will be included in the Region's next DC by-law update scheduled in the spring of 2017.

The goal of the financing strategy for the tax capital program is to utilize tax reserves (including Gas Tax) for on-going/recurring lifecycle costs and replacement of existing assets. The tax reserves are replenished by contributions from the operating budget, interest earnings and year-end surplus distribution. The 2016 Budget Forecast continues to apply Gas Tax funding to fund the Transportation capital program with \$4.7 million used for 2016 and \$61.7 million between 2016 and 2025. The \$4.7 million of Gas Tax is \$726,000 higher than the amount applied in 2015. The \$726,000 increase will be received in 2016 in accordance with the renewed Gas Tax agreement, and has been allocated to fund the existing benefit share (i.e. the 17% non-growth share as noted above) of the Active Transportation capital program.

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

Residential DCs are used to fund all of the capital costs serving residential growth, in accordance with the Development Financing Plan (CS-20-12). The 2016 Budget and Forecast includes a total of \$7.7 million in debt financing over the next 10-years to accommodate the Police Facility needs (i.e. District 1). Debt is issued mainly for major upgrade/replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs such as the Police Facility will be recovered from future DCs as noted above.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for non-residential growth infrastructure (e.g. Transportation) as well as debt issued for the Police facility program are recovered from future DCs as discussed above. Out of the total \$1.8 billion, \$630.1 million (34.9%) is related to the state-of-good-repair capital program and the balance of \$1.2 billion (65.1%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (65.1 %) and the state-of-good-repair program will be funded by the reserves (34.9%) supported by tax.



# Health Department

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

## Budget Impacts

The 2016 Health Budget reflects a net increase of \$2.0 million or 6.4%. This increase is driven by a reduction in provincial funding for public health programs of \$719,000, in order to reflect the 0% increase approved by the province in 2015 as detailed below. There are also increases in Paramedic Services to implement the Paramedic Services Master Plan (MO-14-15) and to improve equipment (MO-37-15).

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Health Department</b>							
Public Health Resources	\$ 4,573	\$ (2,476)	\$ (103)	\$ 1,995	\$ 1,763	\$ 231	13.1%
Healthy Environments & Communicable Disease	11,870	(7,543)	393	4,720	4,200	520	12.4%
Healthy Families	13,079	(8,709)	437	4,806	4,581	225	4.9%
Clinical Health Services	10,187	(5,436)	176	4,927	4,592	334	7.3%
Paramedic Services	32,636	(16,098)	379	16,917	16,219	697	4.3%
<b>Total</b>	<b>\$ 72,344</b>	<b>\$ (40,262)</b>	<b>\$ 1,282</b>	<b>\$ 33,364</b>	<b>\$ 31,356</b>	<b>\$ 2,008</b>	<b>6.4%</b>
FTE				459.6	453.8	5.8	1.3%



Of the 6.4% net increase in the Health Department budget, Public Health program is increasing by 9.0%. As shown in the following table, although the gross expenditures of the Public Health programs are increasing by 1.4%, the provincial subsidy funding is decreasing by 3.1% (\$719,000) resulting in an 9.0% increase in the net tax levy for Public Health.

	2015	2016	Change	
Public Health	Approved Budget	Requested Budget	2015 - 2016	
Total gross expenditures	\$ 36,960	\$ 37,491	\$ 530	1.4%
Subsidy revenue	(22,899)	(22,180)	719	-3.1%
Other revenue	(221)	(223)	(2)	1.0%
<b>Net program expenditures</b>	<b>\$ 13,841</b>	<b>\$ 15,088</b>	<b>\$ 1,247</b>	<b>9.0%</b>

## Health Department Funding

The 2016 Health Department's budget is funded based on 55% funding from the province and 45% from the Region, which is funded from property taxes. For the provincial funding, a total of \$39.6 million has been included in the budget, consisting of \$24.0 million for the Public Health and Mental Health programs and \$15.6 million for the Paramedic Services program. The following describes the total grant funding received for the Public Health and Mental Health programs and the related funding pressures.

### Public Health Programs

As shown in the table, Public Health programs receive grant-based funding from the Ministry of Health and Long-Term Care (MOHLTC), the Ministry of Children and Youth Services (MCYS), and Public Health Agency of Canada. The programs funded by the MOHLTC and the MCYS are the programs required under the legislated Ontario Public Health Standards (OPHS).

Health Department Subsidy										
\$000s	Expected Subsidy	Subsidy Budget						Anticipated Shortfall (\$)		
		2015		2016		Change		2015	2016	Change
Public Health:										
75% Cost-Shared Programs (MOHLTC)	75%	\$ 18,922	61%	\$ 18,353	58%	\$ (570)	-3%	\$ 4,396	\$ 5,328	\$ 932
100% Funded Programs (MOHLTC)	100%	2,012	86%	1,863	83%	(149)	-7%	308	388	80
Healthy Babies Healthy Children (MCYS)	100%	1,874	61%	1,874	59%	-	0%	1,214	1,283	69
Canada Prenatal Nutrition (PH Agency of Canada)	100%	90	100%	90	100%	-	0%	-	-	-
<b>Total Public Health</b>		<b>\$ 22,899</b>	<b>63%</b>	<b>\$ 22,180</b>	<b>60%</b>	<b>\$ (719)</b>	<b>-3%</b>	<b>\$ 5,918</b>	<b>\$ 6,999</b>	<b>\$ 1,081</b>
Community Mental Health Treatment:										
North Halton Mental Health Clinic (LHIN)	100%	\$ 1,826	71%	\$ 1,826	69%	\$ -	0%	\$ 752	\$ 805	\$ 53
North Halton Child and Youth Psychiatry (Region)	0%	-	0%	-	0%	-	0%	-	-	-
<b>Total Mental Health</b>		<b>\$ 1,826</b>	<b>71%</b>	<b>\$ 1,826</b>	<b>69%</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 752</b>	<b>\$ 805</b>	<b>\$ 53</b>
<b>Total Public Health &amp; Mental Health</b>		<b>\$ 24,725</b>	<b>62%</b>	<b>\$ 24,006</b>	<b>60%</b>	<b>\$ (719)</b>	<b>-3%</b>	<b>\$ 6,670</b>	<b>\$ 7,804</b>	<b>\$ 1,134</b>
<b>Paramedic Services (MOHLTC)</b>	50%	<b>14,769</b>	<b>48%</b>	<b>15,587</b>	<b>48%</b>	<b>818</b>	<b>6%</b>	<b>725</b>	<b>665</b>	<b>(60)</b>
<b>Total</b>		<b>\$ 39,493</b>	<b>56%</b>	<b>\$ 39,593</b>	<b>55%</b>	<b>\$ 100</b>	<b>0%</b>	<b>\$ 7,395</b>	<b>\$ 8,469</b>	<b>\$ 1,074</b>

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

#### Cost-shared Programs

As shown in the table, the 2016 Budget includes \$18.4 million of the provincial subsidy for the cost-shared programs. The \$18.4 million funding represents a 58% provincial share assumed on a 75% cost-shared program, which is a \$570,000 (or 3%) reduction from the 2015 budget.

In 2015, the Province, through the MOHLTC, implemented a new public health funding formula for cost-shared mandatory public health programs (MO-35-15). The model determined that Halton was not eligible for a funding increase in 2015, and in September, the MOHLTC announced a 0% increase in 2015 funding for Halton. The 2015 budget approved by Council assumed a 2% increase in funding from the MOHLTC for the cost-shared programs plus a funding contribution for the strategic initiatives. The 2015 provincial funding therefore resulted in an unfavourable variance in subsidy of \$491,000 for 2015. Based on information received from the Ministry, Halton should plan for 0% in 2016. Accordingly, the 2016 Budget has been prepared with the assumption that there will be a 0% increase over the MOHLTC's 2015 approved funding level. The \$491,000 subsidy reduction and a 0% increase assumption on a growing program result in an additional funding shortfall of \$932,000 in 2016.

In addition, the treatment service component of the Children In Need of Dental Treatment (CINOT) program under the Cost-shared program will be uploaded to the province as of January 1, 2016 as discussed in Report MO-24-15 (re: Integration of Provincial Dental Programs for Children and Youth), and therefore the related subsidy has been removed from the 2016 Budget, resulting in no net Regional impact. Combined with the \$491,000 impact as noted above, this results in a total \$570,000 reduction in subsidy.

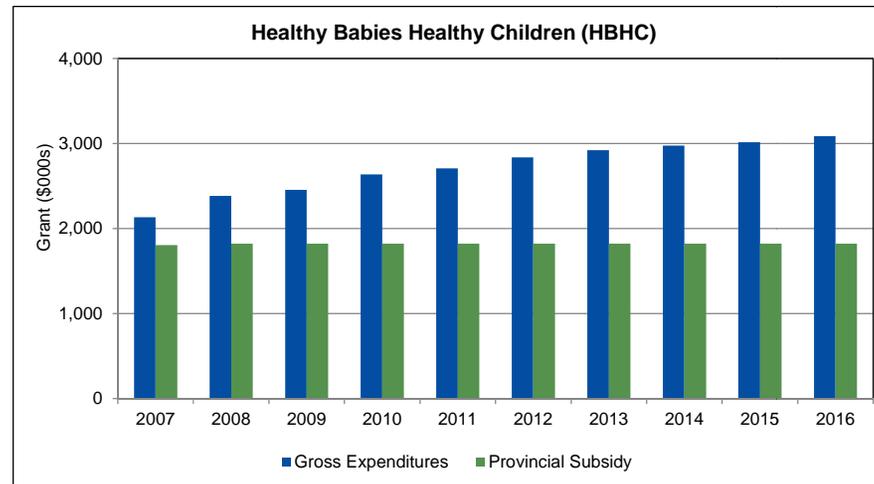


### 100% Funded Programs

The provincial announcement for the 2015 funding indicated a virtually 0% increase over the 2014 funding for the existing 100% funded programs and introduced funding for a new program related to the Electronic Cigarettes Act. As such, the 2016 Budget assumes a 0% increase over the 2015 approved funding and includes the funding for the new program. The 2016 Budget also reflects the uploading of dental treatment services for the Healthy Smiles Ontario (HSO) program to the province as of January 1, 2016 (MO-24-15) and removed the related subsidy with no net Regional impact. Based on these changes and the assumption of the 0% subsidy increase, the 2016 Budget for the 100% funded programs includes \$1.9 million of subsidy which is \$149,000 (or 7%) lower compared to the 2015 budget. The \$1.9 million funding represents an 83% provincial funding assumed on a 100% provincially-funded program. The 0% subsidy increase on a growing program cost further increases funding shortfall by \$80,000 in 2016.

### Healthy Babies Healthy Children

The province, through the MCYS, also provides grant funding for the Healthy Babies Healthy Children (HBHC) program. As shown in the table, the 2016 Budget of \$1.9 million in subsidy remains the same as the 2015 budget. The funding does not provide for increased service demands, inflationary pressures and funding for administrative support costs. As a result, the funding shortfall in this program has increased by \$69,000 to \$1.3 million in 2016 from \$1.2 million in 2015. The funding shortfall has grown over time as there has been no increase to the base funding allocation since 2008 as shown in the chart below.



### Canada Prenatal Nutrition Program

Funding is also received from the Public Health Agency of Canada for the Canada Prenatal Nutrition Program. Though not legislated, it is a public health program that builds on existing programs and supports efforts to address the social determinants of health. No increase in annual funding is expected for the fiscal period 2016/17. The 2016 Budget continues to include \$90,000 in subsidy, and the program is expected to manage within its funding allocation.

### **Community Mental Health Treatment Programs**

In addition to the Public Health programs above, Health Department also provides Community Mental Health programs in partnership with community service providers, through the North Halton Mental Health Clinic.

#### The North Halton Mental Health Clinic (NHMHC)

The NHMHC receives provincial funding through the Mississauga-Halton Local Health Integration Network (MH-LHIN). The 2016 Budget continues to include \$1.8 million in subsidy, assuming a 0% increase for the program as no additional funding has been received for this program in the last few years. Given increasing cost pressures in the program, the LHIN's funding share further deteriorates to 69% in 2016 from 71% in 2015 on a 100% funded program. Accordingly, the funding shortfall continues to increase by \$53,000 to \$805,000 in 2016 from \$752,000 in 2015.

#### North Halton Child and Youth Psychiatry Program (NHCYPP)

The NHCYPP continues to be fully funded by the Region (MO-44-08) through property taxes. No source of provincial or LHIN funding has been identified to support this program. Staff will continue to discuss with the LHIN the need for funding support. The 2016 Budget includes a total of \$554,000 for the program cost in 2016.

### **Paramedic Services**

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

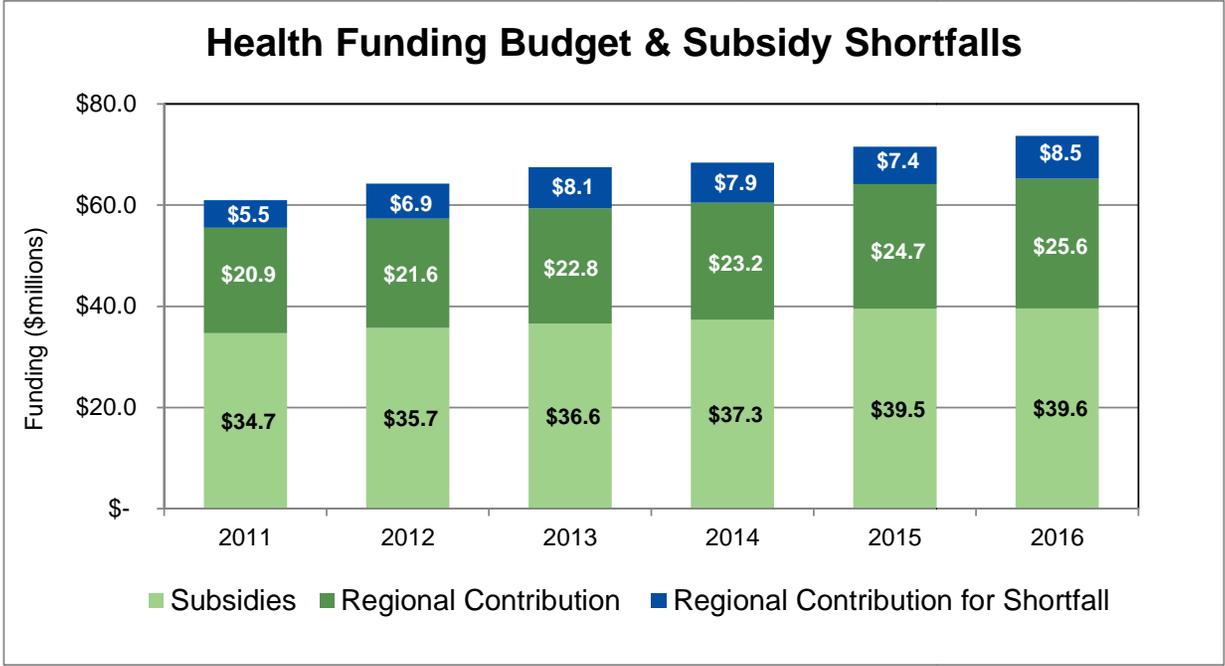
The 2016 Paramedic Services budget includes an \$818,000 or a 6% increase in provincial subsidy. This includes an adjustment of \$502,000 or 3% to support program growth in 2016, as well as \$316,000 or 3% to fund the 2016 strategic investment (paramedics and power stretchers). The funding assumed for the strategic investment is one of the measured risks taken for the 2016 Budget. It is, however, considered a reasonable assumption based on subsidies approved by the province in recent years and the Ministry funding formula for Paramedic Services. Given the significant increase assumed for subsidy in the 2016 Budget, the Provincial funding share in 2016 remained at 48%, reducing the funding shortfall by \$60,000 to \$665,000 in 2016 from \$725,000 in 2015.

Provincial funding has also been provided for the Dedicated Offload Nurse (DON) Program on a year by year basis. The 2016 Budget includes a strategic investment of \$595,000 in Regional one-time funding to address the provincial funding shortfall in this program (MO-23-15) in order to alleviate hospital offload delay pressure on an interim basis. This is in addition to the \$500,000 expected from the MOHLTC for 2016/17. The Region will continue to advocate to the Province for more funding in 2016 and review the funding requirement for the 2017 budget.

### **Provincial Funding Shortfalls**

As highlighted above, provincial funding levels have not kept pace with the increase in costs for public health programs for many years. The funding shortfall will continue to rise to a total of \$8.5 million in 2016, a \$1.1 million or 14.5% increase from 2015. The \$8.5 million shortfall represents a 3.5% tax increase.

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



# Public Health Resources

Public Health Resources Division provides services in the areas of Public Health Surveillance & Evaluation, Quality Improvement, Public Health & Preventative Medicine, and Physician Recruitment.

## Budget Impacts

The 2016 Budget reflects a net increase of \$231,000 or 13.1%. As discussed previously, the significant increase is a result of the Province freezing subsidies at 2014 levels.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Public Health Resources</b>							
Public Health Surveillance & Evaluation	\$ 1,198	\$ (181)	\$ 9	\$ 1,026	\$ 933	\$ 93	10.0%
Quality Improvement	2,230	(1,628)	(112)	489	377	112	29.7%
Public Health & Preventative Medicine	920	(655)	-	265	252	14	5.4%
Physician Recruitment	226	(12)	-	214	201	12	6.1%
<b>Total</b>	<b>\$ 4,573</b>	<b>\$ (2,476)</b>	<b>\$ (103)</b>	<b>\$ 1,995</b>	<b>\$ 1,763</b>	<b>\$ 231</b>	<b>13.1%</b>
<b>FTE</b>				<b>21.0</b>	<b>21.0</b>	<b>-</b>	<b>0.0%</b>

Public Health Surveillance & Evaluation provides population health assessment, surveillance, program planning and evaluation, epidemiologic consulting services, and build social determinants of health partnerships.

Quality Improvement develops policies and procedures for the department, assists program areas with operational planning, continuous quality improvement and promotes best practices.

Public Health & Preventive Medicine provides consultation service to programs relating to public health and preventative medicine under the Ontario Public Health Standards, leads the outbreaks management and high profile health investigations, and supports collaborations with community partners on public health matters.



Physician Recruitment was transferred to the Health Department from Legislative and Planning Services in 2015. This involves physician recruitment for all of Halton Region and physician engagement functions.

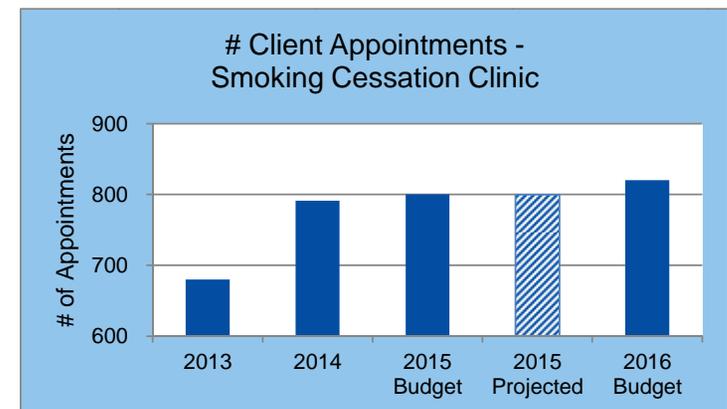
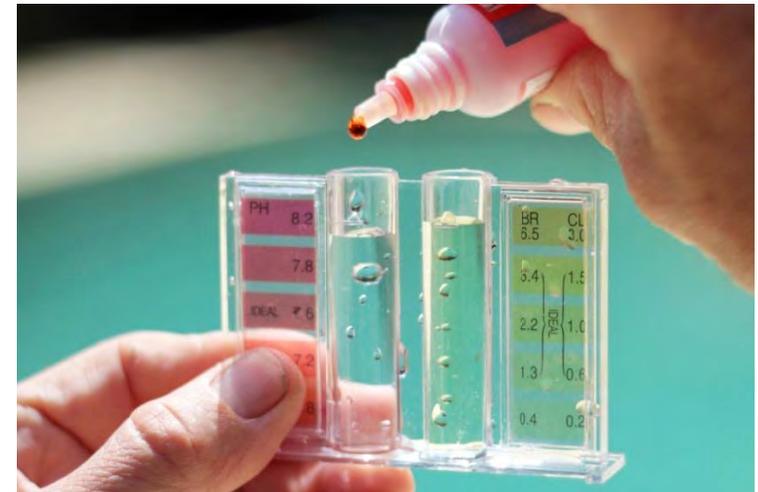
# Healthy Environments & Communicable Disease

The Healthy Environments & Communicable Disease Division works with other departments and community agencies to shape healthier built environments; conducts air quality monitoring, policy development, education and awareness-raising; works to prevent the spread of communicable diseases and manages outbreaks; conducts risk assessments and implements control measures to prevent or reduce exposure to health hazards; manages the region's vector-borne diseases program; conducts inspections and investigations to prevent food-borne and water-borne illness; and works to prevent chronic disease through enforcement of the Smoke Free Ontario Act and provision of smoking cessation clinics.

## Budget Impacts

The 2016 Budget reflects a net increase of \$520,000 or 12.4%, mainly driven by the freeze in subsidies at 2014 levels.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Communicable Disease Control	\$ 2,246	\$ (1,384)	\$ 75	\$ 936	\$ 904	\$ 32	3.6%
Air Quality Monitoring	563	(325)	18	255	229	26	11.5%
Tobacco Use Prevention	175	(144)	8	39	31	8	25.1%
Healthy Built Environment Promotion	3,802	(2,360)	121	1,563	1,360	203	14.9%
Food Safety Inspections	2,642	(1,558)	83	1,167	1,022	144	14.1%
Health Hazard Prevention & Control	481	(445)	19	55	39	16	40.7%
Food, Water & Vector Borne Disease Prevention	1,962	(1,327)	70	704	614	90	14.7%
<b>Total</b>	<b>\$ 11,870</b>	<b>\$ (7,543)</b>	<b>\$ 393</b>	<b>\$ 4,720</b>	<b>\$ 4,200</b>	<b>\$ 520</b>	<b>12.4%</b>
FTE				76.2	76.2	-	0.0%



Communicable Disease Control works to prevent the spread of communicable diseases and manages outbreaks.

Air Quality Monitoring conducts air quality monitoring and modeling, policy development, education and awareness-raising. The capital program to fund required equipment and consulting costs are included in Capital Budget section.

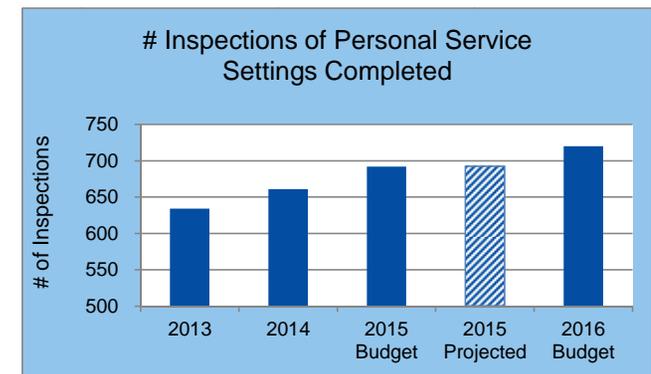
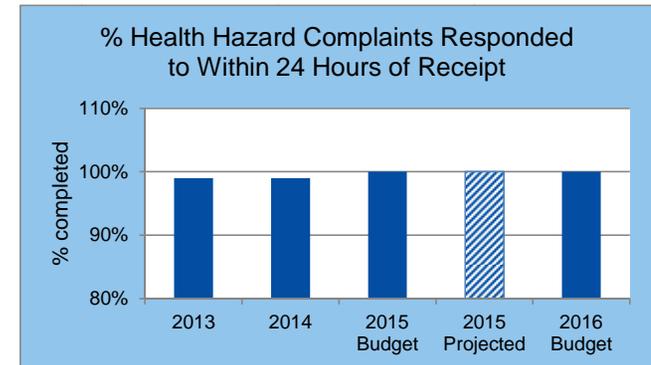
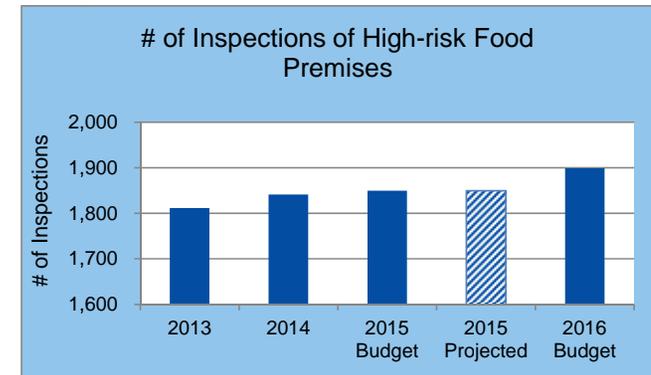
Tobacco Use Prevention works to prevent chronic disease through enforcement of the Smoke Free Ontario Act and provision of smoking cessation clinics. As shown in the chart, it is expected that the number of client appointments at the smoking cessation clinics would continue to increase in 2016 to 820 clients.

Healthy Built Environment Promotion works with Regional Planners, Housing, local municipalities, and other community partners to enhance indoor and outdoor environments to promote physical activity and healthy eating.

Food Safety Inspections inspects food establishments and food vendors at special events to ensure food safety in order to prevent food borne illness and provides safe food-handling training. As shown in the chart, the number of inspections of high risk food premises has been steadily increasing over the past few years with a target of 1,900 inspections in 2016.

Health Hazard Prevention & Control conducts risk assessments, implements control measures to prevent or reduce exposure to health hazards including water-borne illness, and conducts rabies investigations. As shown in the chart, the Division will continue to respond to 100% of health hazard complaints within 24 hours of receipt.

Food, Water & Vector Borne Disease Prevention manages the Region's vector-borne diseases program; conducts investigations for food, water, and vector-borne illness; and inspect personal services settings including salons and spas. As shown in the chart, the number of inspections of personal service settings will increase to 720 in 2016 as a result of growth in new establishments.



# Healthy Families

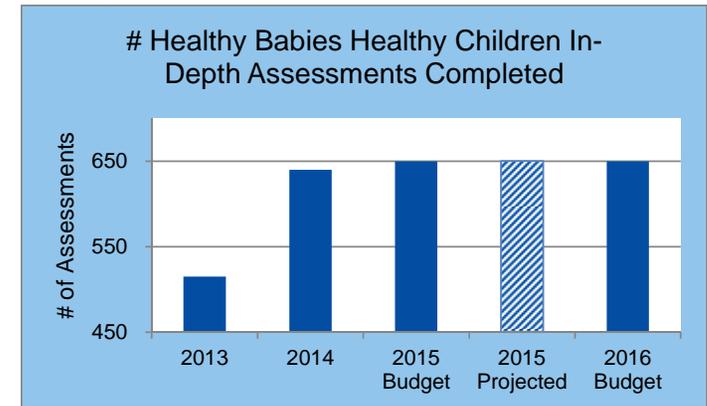
The Healthy Families Division focuses on promoting healthy child development, mental health, injury prevention, active living, healthy eating, cancer prevention and reducing alcohol consumption. Services range from intensive support for families with high needs to health promotion through digital media and policy initiatives.

## Budget Impacts

The 2016 Budget reflects a net increase of \$225,000 or 4.9% as discussed below.

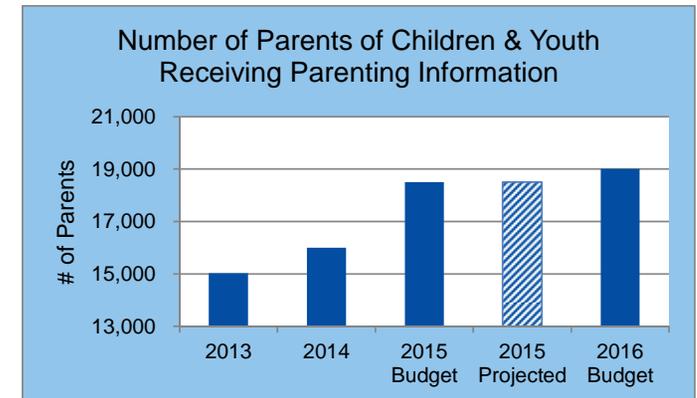
\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Healthy Families</b>							
Early Years Health Promotion	\$ 6,329	\$ (4,621)	\$ 235	\$ 1,944	\$ 1,826	\$ 118	6.5%
School Years Health Promotion	4,615	(2,804)	138	1,949	1,872	76	4.1%
Adult Years Health Promotion	2,135	(1,284)	63	914	883	31	3.5%
<b>Total</b>	<b>\$ 13,079</b>	<b>\$ (8,709)</b>	<b>\$ 437</b>	<b>\$ 4,806</b>	<b>\$ 4,581</b>	<b>\$ 225</b>	<b>4.9%</b>
FTE				95.4	95.4	-	0.0%

The Early Years Health Promotion program provides prenatal education, parenting groups, Halton's Baby-Friendly Initiative (BFI) designation and the Healthy Babies Healthy Children (HBHC) program, which is mandated under the Ontario Public Health Standards. While MCYS base funding for HBHC in Halton has not increased since 2008, the requirements for HBHC service delivery have increased significantly through the revised HBHC Protocol Report No. MO-36-15 (re: Healthy Babies Healthy Children Program). A review of the HBHC Program in Halton is underway to consider changes to program delivery to reduce service pressures while ensuring service is provided to the families with the highest needs. The number of HBHC in-depth assessments is expected to remain stable in 2016 around 650 as shown in the chart. The 2016 budget includes a net increase of \$118,000 or 6.5%, mainly due to increases in program costs without increases in subsidy.



The School Years Health Promotion program provides health promotion in schools and support for children and youth experiencing mental health issues. The number of parents of youth and children receiving parenting information has an increased target for 2016 of 19,000 as shown in the chart.

The Adult Years Health Promotion provides support for older adults, including contributions towards Halton's Older Adult Plan. Through this plan and the services in Healthy Families, Halton Region will enhance policies, programs, services and environments to respond to the growing, aging population in Halton.



# Clinical Health Services

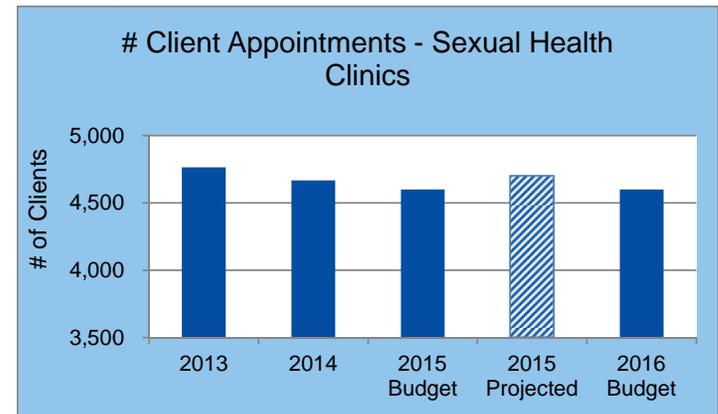
The Clinical Health Services Division serves as the umbrella for the Department's clinical work by providing immunization services including counseling, vaccine distribution, routine immunizations, and cold chain inspections; providing oral health clinics, oral health surveillance, and dental treatment financial assistance programs; providing, in partnership with community service providers, mental health services through the NHMHC and NHCYPP; offering testing, treatment, referrals; and consulting at the division's sexual health clinics; providing anonymous HIV testing and needle exchange programs; and undertaking sexually transmitted infections investigations.

## Budget Impacts

The 2016 Budget reflects a net increase of \$334,000 or 7.3% as a result of subsidy held at 2014 levels.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Clinical Health Services</b>							
Sexual Health Treatment	\$ 2,980	\$ (1,200)	\$ 83	\$ 1,864	\$ 1,776	\$ 88	5.0%
Mental Health Treatment	3,451	(2,482)	160	1,129	1,025	104	10.2%
Immunizations	1,718	(751)	44	1,011	949	62	6.6%
Oral Health	2,037	(1,003)	(111)	923	843	80	9.5%
<b>Total</b>	<b>\$ 10,187</b>	<b>\$ (5,436)</b>	<b>\$ 176</b>	<b>\$ 4,927</b>	<b>\$ 4,592</b>	<b>\$ 334</b>	<b>7.3%</b>
FTE				71.9	71.9	-	0.0%

Sexual Health Treatment offers testing, treatment, referrals, and consulting at the division's sexual health clinics; provides anonymous HIV testing and needle exchange programs; and undertakes sexually transmitted infections investigations. The number of client appointments at the Region's sexual health clinics is expected to be around 4,600 for 2016 as shown in the chart.

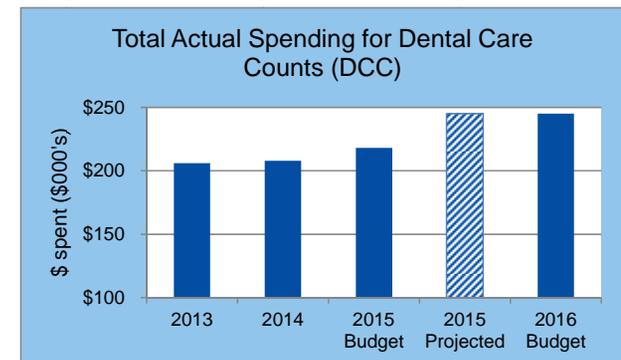
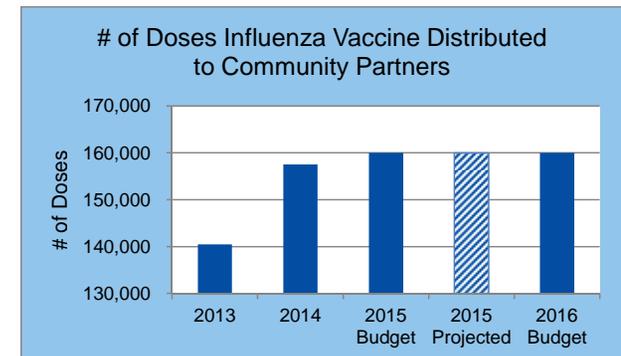
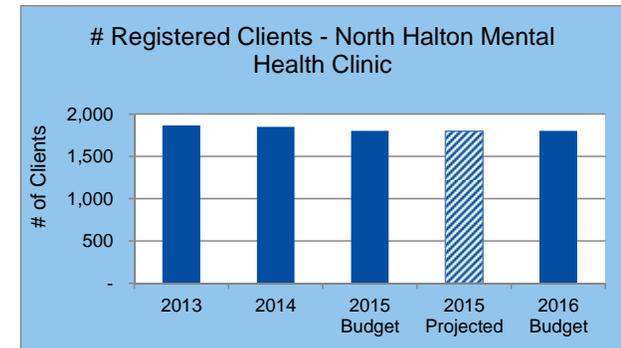


Mental Health services are provided in partnership with community service providers, through the NHMHC. The NHCYPP continues to be fully funded by the Region with no provincial subsidy funding. The number of registered clients at NHMHC has remained steady over the last few years, as shown in the chart.

Immunizations services provide counseling, vaccine distribution and cold chain inspections. The number of doses of the influenza vaccine distributed to community partners remains steady in the 2016 budget as shown in the chart.

In July 2014, changes to immunization requirements for school attendance were made to the Immunization of School Pupils Act (ISPA) to improve the health and safety of Ontario's school children (MO-17-15). As the Health Department was informed by the MOHLTC that it was not in compliance with the suspension of students requirement under ISPA, increased efforts to improve immunization coverage rates for students were implemented. The MOHLTC provided one-time funding in both 2014 and 2015 to cover extraordinary costs associated with regulatory amendments to ISPA. In addition, to cover costs associated with transitioning to Panorama, the new immunization and vaccine inventory database management system, the MOHLTC also provided one-time funding. The future impact of implementing ISPA requirements and expectations for ongoing use of Panorama are not yet understood. The future impact will be assessed in 2016 and resulting financial implications will be addressed through a future annual budget process

Oral Health provides education, promotion, and oral health surveillance in schools and for Halton residents. There has been a decrease of \$346,000 for HSO and CINOT programs, which are fully offset by a decrease in subsidy, as the cost of dental treatment services for both programs will be uploaded to the Province as of January 1, 2016. The 2016 Budget also provides an additional \$30,000 for Dental Care Counts (DCC) program based on increasing demand for service as shown in the chart. The DCC costs are for urgent dental care for clients over the age of 65 or adults with special needs.



# Paramedic Services

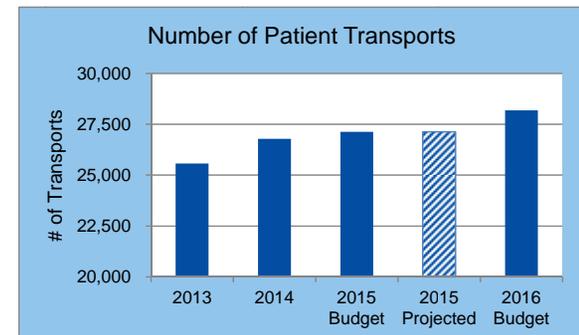
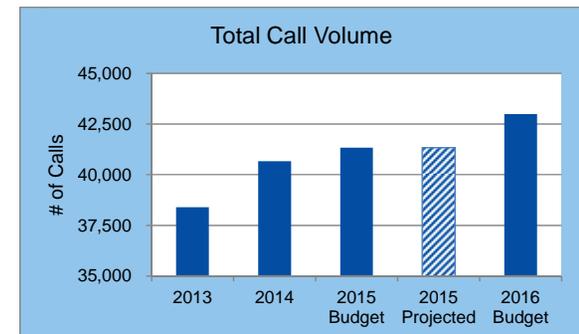
The Paramedic Services Division's 22 emergency response vehicles and 195 Advanced and Primary Care Paramedics FTE provide advanced pre-hospital emergency care to residents. Paramedic Services responds to approximately 50,000 calls for service annually and provide comprehensive quality assurance and public awareness programs, including CPR, Public Access Defibrillation, Injury Prevention, and Emergency Information programs.

## Budget Impacts

The 2016 Paramedic Services budget reflects a net increase of \$697,000 or 4.3% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Paramedic Services</b>							
Paramedic Care	\$ 32,636	\$ (16,098)	\$ 379	\$ 16,917	\$ 16,219	\$ 697	4.3%
<b>Total</b>	<b>\$ 32,636</b>	<b>\$ (16,098)</b>	<b>\$ 379</b>	<b>\$ 16,917</b>	<b>\$ 16,219</b>	<b>\$ 697</b>	<b>4.3%</b>
<b>FTE</b>				<b>195.2</b>	<b>189.4</b>	<b>5.8</b>	<b>3.1%</b>

The 2016 Budget includes \$656,300 for 5.8 Paramedics as part of the implementation of the Paramedic Services Master Plan (MO-23-15). These additional resources will help address program pressures resulting from growing call volume and hospital offload delay and maintain response times. The program budget also includes one-time funding from the Regional reserve of \$594,600 to increase dedicated offload nurse staffing to 24/7 at Oakville and Joseph Brant hospitals and to 12/7 at Milton hospital in order to alleviate hospital offload delay. In addition, a \$179,000 operating budget provision has been made in support of the purchase of power stretchers and power lift system (MO-37-15). The 2016 Budget anticipates that provincial subsidy will increase by \$818,000 or 5.5%, \$502,000 of which is to support program growth in 2016 and \$316,000 to fund the 2016 strategic investments (5.8 paramedics).



## Paramedic Services Capital Budget & Forecast

(\$Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
PS Stations	\$ 1.21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.21
PS Master Plan	-	-	-	-	-	-	-	0.15	-	-	0.15
PS Vehicles	2.05	2.30	1.28	2.02	1.47	1.89	1.70	2.44	3.01	2.84	21.00
Defibrillators	0.04	0.08	1.58	0.12	0.04	0.08	0.04	0.04	2.31	0.05	4.38
<b>Total</b>	<b>\$ 3.30</b>	<b>\$ 2.38</b>	<b>\$ 2.85</b>	<b>\$ 2.14</b>	<b>\$ 1.51</b>	<b>\$ 1.97</b>	<b>\$ 1.74</b>	<b>\$ 2.64</b>	<b>\$ 5.32</b>	<b>\$ 2.88</b>	<b>\$ 26.73</b>

Schedule may not add due to rounding.

The Paramedic Services' capital program includes \$26.7 million over the next 10 years, which is \$3.9 million higher than the 2015 10-year program due mainly to additional funding required as a result of the 2015 Master Plan update (MO-14-15) for vehicles and power stretchers (MO-37-15). The program includes the following:

### Paramedic Services Stations

The 2016 capital program includes \$1.0 million for the construction of South Milton Paramedic Services station as required by the 2005 EMS Master Plan (MO-06-05). The South Milton Paramedic Services station project is being coordinated with the Town of Milton, with the construction scheduled for 2016. An additional construction funding of \$185,000 is also required for the East Milton Paramedic Services station. The East Milton station has a previously approved budget of \$1.3 million, however requires an additional funding for increased construction costs and to implement a well and septic system not originally contemplated.

### Paramedic Services Master Plan

The 2016 capital budget and forecast includes funding required to implement the 2015 Master Plan (MO-14-15). Additional funding needs for the stations, new vehicles and defibrillators are included in the Paramedic Services capital program noted above. Also, the proposed central reporting station and additional headquarters space requirements are included in the Asset Management capital budget as part of the long-term accommodation plan discussed in Report No. LPS-112-15. The \$150,000 identified in the forecast will fund the next master plan study planned in 2023.

### Paramedic Services Vehicles and Equipment

The 2016 capital program includes \$21.0 million to purchase replacement and new vehicles and power stretchers/lift system over the next 10 years. In 2016, \$2.1 million has been provided for replacement of ambulances, Emergency Response Units (ERU), and Support Service vehicles as well as the purchase of a new ERU as set out in the 2015 Master Plan. Also included in the 2016 budget is \$715,000 to fund the installation of power stretchers/lift systems on sixteen existing ambulances and five spare power cots with the balance (\$754,000) to be undertaken in 2017. In addition, there is \$4.4 million to purchase new and replacement defibrillators over the next 10 years with \$38,000 identified in 2016. The \$1.6 million identified in 2018 is to replace the existing 33 defibrillators.

Paramedic Services capital program is initially funded from reserves, which will be replenished from annual operating transfers. The 2016 budget includes capital financing (i.e. transfer to reserves) of \$2.7 million, which represents a \$194,000 increase from 2015 budget mainly to support the purchase of power stretchers and lift system.

# Social & Community Services Department

The Social & Community Services Department provides a range of supports to all age groups. Policies and strategies are designed from a systems and client-centred service perspective. The department identifies and responds to the current and evolving needs of the people of Halton Region; collaborates and provides leadership in community services by partnering with the broader community to deliver human services; provides accessible and affordable social services for children, youth, families, adults and seniors and improves the quality of life and security of residents of Halton in need.

## Budget Impacts

The 2016 Social & Community Services budget reflects a net decrease of \$81,000 or 0.1%. This reflects subsidy increases of \$7.2 million in Children Services received in 2015 (SS-07-15), \$1.3 million in Services for Seniors, and \$3.0 million in Housing from IAH program. Included in the budget is also a strategic investment of \$600,000 recommended in the Halton Region Community Investment Fund (HRCIF) which will respond to the growing need for financial support in non-profit community health and social service programs and allow for higher levels of support to community service providers.



\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Social &amp; Community Services</b>							
Children's Services	\$ 51,049	\$ (39,906)	\$ 359	\$ 11,502	\$ 12,862	\$ (1,360)	-10.6%
Quality & Service Integration	5,796	-	(41)	5,755	5,105	650	12.7%
Employment & Social Services	27,968	(21,237)	291	7,021	7,076	(54)	-0.8%
Housing	52,757	(13,596)	(3,316)	35,845	35,082	764	2.2%
Services for Seniors	62,474	(47,039)	2,147	17,583	17,663	(81)	-0.5%
<b>Total</b>	<b>\$ 200,044</b>	<b>\$ (121,778)</b>	<b>\$ (560)</b>	<b>\$ 77,707</b>	<b>\$ 77,788</b>	<b>\$ (81)</b>	<b>-0.1%</b>
<b>FTE</b>				<b>740.5</b>	<b>738.9</b>	<b>1.6</b>	<b>0.2%</b>

# Children's Services

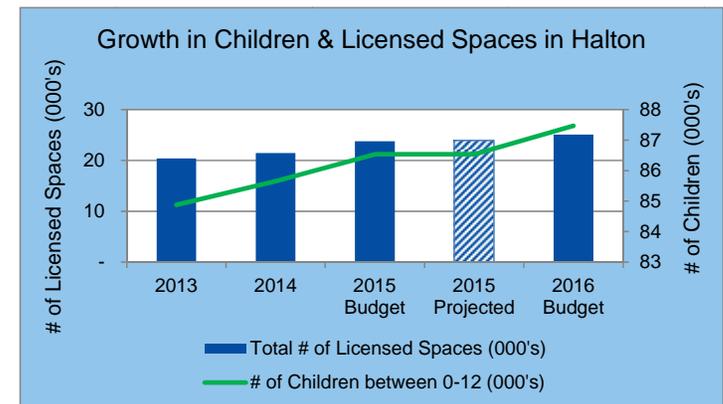
The Children's Services Division as the Consolidated Municipal Service Manager (CMSM) works collaboratively with the community to promote the development of healthy child and family outcomes. The Division directly provides fee assistance for child care, services for children with special needs, three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

## Budget Impacts

The 2016 Children's Services budget reflects the gross increase in the Children's budget of \$5.9 million and a net decrease of \$1.4 million or 10.6%. This reduction is a result of a significant increase in provincial subsidy of \$7.2 million received in 2015 (SS-07-15) as described in detail below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Children's Services</b>							
Community Support	\$ 19,006	\$ (16,662)	\$ (19)	\$ 2,324	\$ 1,991	\$ 333	16.7%
Child Care Subsidy	20,002	(15,392)	166	4,776	7,924	(3,148)	-39.7%
Special Needs Child Development	9,288	(5,628)	194	3,854	2,426	1,428	58.8%
Regional Child Care	2,753	(2,224)	19	548	521	27	5.3%
<b>Total</b>	<b>\$ 51,049</b>	<b>\$ (39,906)</b>	<b>\$ 359</b>	<b>\$ 11,502</b>	<b>\$ 12,862</b>	<b>\$ (1,360)</b>	<b>-10.6%</b>
<b>FTE</b>				<b>104.2</b>	<b>102.6</b>	<b>1.6</b>	<b>1.6%</b>

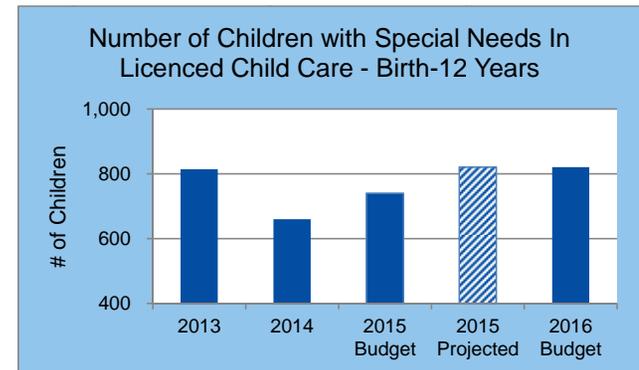
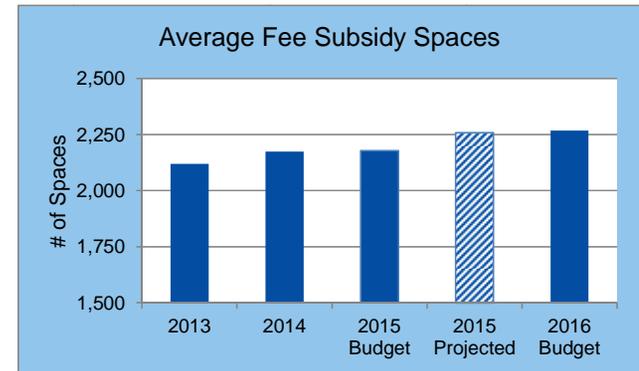
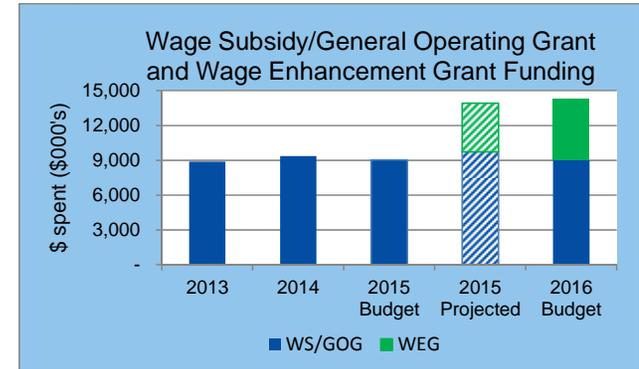
Community Support provides leadership and support to the community in creating and maintaining child related programs as well as enhancing supports to the child care providers through such programs as the new Provincial Wage Enhancement Grant and the General Operating Grant (formerly known as Wage Subsidy). This program area will complete the Early Learning and Child Care Plan (2016-2020) in 2016 that will identify Child Care priorities in Halton over the next five years. As shown in the chart, the number of licensed child care spaces in Halton has been increasing over the last several years in keeping with growth in the number of children.



The Community Support budget has increased by \$333,000 or 16.7%. The increase is primarily due to inflationary increases in program costs as well as additional staff resources proposed as strategic investment. A 0.5 FTE Child Care Co-ordinator and a 0.6 FTE Program Support Consultant will be combined with a current 0.5 FTE and a 0.4 FTE respectively to create 2 permanent FTE positions. The Child Care Co-ordinator will administer the new Provincial Wage Enhancement Grant (WEG) program, in addition to the existing General Operating Grant, to support approximately 2,000 licenced child care staff working directly with children. The Program Support Consultant supports 25,000 licenced child care spaces in the Early Learning and Child Care System in Halton. This position will primarily support the growing licenced before and after school programs.

The Child Care Subsidy program determines eligibility and provides financial assistance for child care subsidy for families who qualify through Ontario Works or who are low income and are working or re-training. As shown in the chart, the average number of fee subsidy spaces has been growing over time and continue to grow in 2016 to reach a total 2,268 spaces. Although the gross program expenditures in 2016 will remain unchanged from the 2015 budget, the growth in the spaces will continue based on a decreased per diem cost achieved through a continued shift of children from full day child care to the school aged system (i.e. Full Day Kindergarten).

The net impact of the 2016 Child Care Subsidy budget has decreased by \$3.1 million or 39.7%. Over the past few years, the province has realigned the child care and early-years system, and provincial funding has been transitioning from the MCYS to the Ministry of Education (EDU). During this time, due to uncertainty in provincial funding, the Region has increased its contribution to the child care program in order to ensure Halton's child care program remains high quality, seamless and responsive to parents' needs. The Region's contribution as of 2015 is the highest among GTA municipalities. In 2015, the province through EDU increased funding for the program (SS-07-15), which has allowed the Region to lower its contributions. EDU provided an additional \$7.7 million to the Region in 2015, which included \$5.3 million for the new Provincial Wage Enhancement program, \$1.9 million for special needs/child care subsidy, and \$0.5 million one-time funding for administrative support. In the 2016 Budget, \$3.1 million of the Regional funding is no longer required in the Child Care Subsidy program, of which \$1.0 million was reallocated to strengthen the Special Needs Child program and \$0.7 million to maintain and enhance the administrative support in Children's Services. The remaining \$1.4 million reduction is reflected in the 2016 Children's Services Budget. The 2016 budget also reflects a strategic investment proposed for a 0.5 FTE Child Care Representative that will administer fee subsidies for families in financial need with the cost of child care.



The Special Needs Child Development programs provide supports to children and families through three unique and integrated programs: The Infant Development Program, Pre-school Inclusion and Family and Community Behavioural Services. As shown in the chart, the number of children with Special Needs in licensed child care spaces has been growing since 2014. The Special Needs Child Development budget has increased by \$1.4 million or 58.8%, mainly driven by the Regional funding reallocated from the Child Care Subsidy program as noted above.

The three directly operated Regional Child Care Centres provide high quality child care, using project based emergent curriculum (Reggio) to support the development of each child's learning. The program also ensures the Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in Capital Budget section). The Regional Child Care Centres budget has increased by \$27,000 or 5.3%, driven by an increase in program support costs.

# Quality & Service Integration

Quality & Service Integration provides services and support across the Social & Community Services Department through Community Development and Professional Support services.

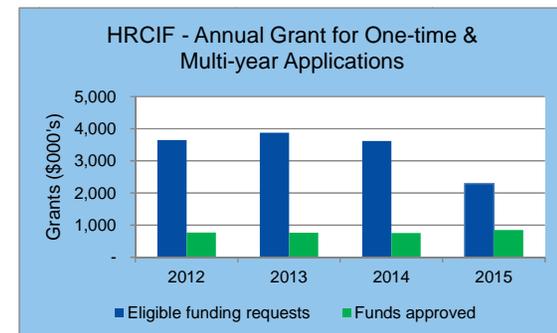
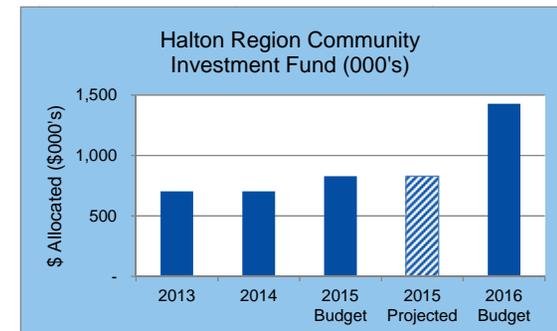
## Budget Impacts

The 2016 Budget reflects a net increase of \$650,000 or 12.7% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Quality & Service Integration							
Community Development	\$ 2,342	\$ -	\$ -	\$ 2,342	\$ 1,680	\$ 662	39.4%
Professional Support	3,454	-	(41)	3,413	3,425	(13)	-0.4%
<b>Total</b>	<b>\$ 5,796</b>	<b>\$ -</b>	<b>\$ (41)</b>	<b>\$ 5,755</b>	<b>\$ 5,105</b>	<b>\$ 650</b>	<b>12.7%</b>
<b>FTE</b>				<b>23.0</b>	<b>23.0</b>	<b>-</b>	<b>0.0%</b>

Community Development provides services such as community capacity building and engagement, coordination of the Older Adult Advisory Committee (OAAC) and HRCIF. The HRCIF is a 100% Regionally funded program that provides funding to non-profit organizations that deliver community health or social services programs to support Halton residents that face social, economic or health vulnerabilities. As shown in the charts, the Region made an investment in 2015 to increase the Fund to the current budget of \$828,000 in response to the growing community needs and investment opportunities. A strategic investment of \$600,000 is proposed in the 2016 Budget in order to continue to enhance the capacity of the program, contributing largely to a net budget increase of \$662,000 or 39.4%.

Professional Support provides services across the Social & Community Services Department in the areas of emergency management, policy and planning, project management, quality and performance measurement and program integrity including eligibility review, family support, revenue recovery and records management. The 2016 budget has a net decrease of \$13,000 or -0.4%.



# Employment & Social Services

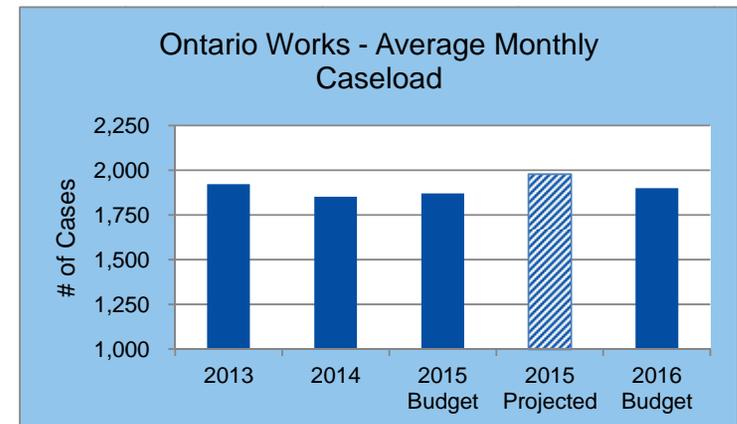
The Employment & Social Services Division provides financial assistance to low income individuals and families through the provincially mandated Ontario Works program as well as other Regionally funded initiatives; employment assistance supports such as job placement, skills development, mental health/addiction support to Region's job seekers; and leadership and support to the community with respect to newcomer planning.

## Budget Impacts

The 2016 Employment and Social Services budget reflects a net decrease of \$54,000 or 0.8% as discussed below.

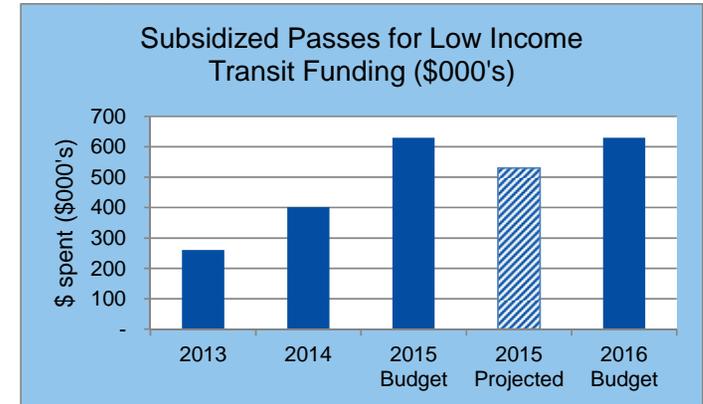
\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Employment &amp; Social Services</b>							
Employment Assistance Support	\$ 2,647	\$ (2,226)	\$ -	\$ 421	\$ 308	\$ 113	36.8%
Ontario Works	23,763	(19,011)	291	5,044	5,211	(168)	-3.2%
Low Income Financial Benefits	1,557	-	-	1,557	1,557	-	0.0%
<b>Total</b>	<b>\$ 27,968</b>	<b>\$ (21,237)</b>	<b>\$ 291</b>	<b>\$ 7,021</b>	<b>\$ 7,076</b>	<b>\$ (54)</b>	<b>-0.8%</b>
<b>FTE</b>				<b>49.9</b>	<b>49.9</b>	<b>-</b>	<b>0.0%</b>

Employment Assistance Support program provides leadership and employment support to the Region's job seekers and to the community with newcomer planning. The program budget has increased by \$113,000 or 36.8%. This increase is primarily due to a \$65,000 decrease in Ontario Works Employment Assistance administration funding based on updated provincial funding formula and increases in employment benefit and program costs. The Region is providing additional supports to youth aged 15 to 29 who face significant barriers to employment through the Youth Job Connection program (SS-30-15 re: MTCU Youth Job Connection Program). The program is being introduced in late 2015 with provincial funding resulting in no net Regional impact.



Ontario Works provides financial assistance to low income individuals and families through the provincially mandated Ontario Works program. The program budget has decreased by \$168,000 or 3.2%. This decrease is primarily driven by a \$498,000 saving resulting from the scheduled increase in the provincial uploading of OW benefit costs, offset by increased OW benefit costs based on a higher case load (2%) and benefit rates (1%), decreased OW administration funding, as well as increases in program support costs. In 2016, the Province will be contributing 94.2% of the OW program costs compared to 91.4% in 2015. As shown in the chart on the previous page, the OW average monthly caseloads has been steady for the past few years with a slightly higher 2015 projection.

The Low Income Financial Benefits provides supports to low income clients and includes such program as the Subsidized Passes for Low Income Transit (SPLIT), supports for food assistance, as well as other benefits for low income clients. The 2016 program budget remains unchanged from 2015. As shown in the chart, utilization of the SPLIT program continues to increase. The SPLIT program is discussed in more detail below.

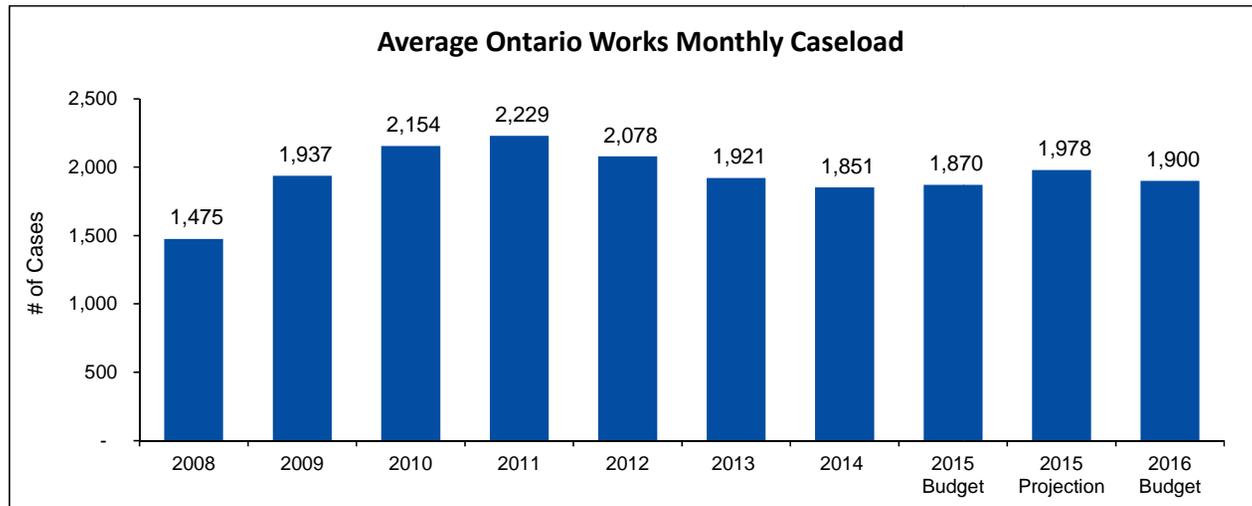


### Ontario Works (OW)

There are a number of significant drivers in the 2016 Budget and Business Plan relating to the OW program in the Employment and Social Services Division.

The Province continues to upload the cost of OW benefits from the property tax base resulting in savings of \$498,000 in 2016. The provincial uploading is expected to continue with its completion in 2018. These savings are offset by an anticipated reduction in Cost of Administration subsidy of \$21,000, as a result of the updated provincial funding formula based on lower caseloads experienced in Halton between 2012 and 2014. The total OW Administration program budget for 2016 is \$7.2 million, of which \$3.0 million (43%) is funded by the province and \$4.1 million (57%) by the Region.

In addition, the Regional contribution to the OW benefit costs are increasing by \$40,000 based on a 2% increase in the number of case loads (\$27,000) and a 1% increase in benefit rates (\$13,000), which is mandated by the province. As shown in the following chart, Halton has seen an increase in the caseloads for OW since November 2014. This results in a 2% increase in the budgeted caseload for 2016 at 1,900 from 1,870 in the 2015 Budget.



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

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

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

<b>Subsidized Passes for Low Income Transit (SPLIT)</b>					
<b>Phase- In of 50% Subsidy Over 2 Years</b>					
<b>Municipality</b>	<b>Pass Type</b>	<b>Actual Pass Cost*</b>	<b>Current Cost to Rider</b>	<b>Monthly Cost to Rider - Phase in of 50%</b>	
			<b>2014</b>	<b>2015*</b>	<b>2016*</b>
Burlington	Adult	\$97	\$47.50	\$ 47.50	\$47.50
	Student	\$71	\$26.00	\$ 30.25	\$34.50
	Senior	\$59	\$17.00	\$ 23.00	\$29.00
Milton	Adult	\$70	\$32.00	\$ 32.00	\$35.00
	Student	\$50	\$16.00	\$ 20.50	\$25.00
	Senior	\$50	\$16.00	\$ 20.50	\$25.00
Oakville	Adult	\$110	\$49.50	\$ 49.50	\$52.50
	Student	\$70	\$21.00	\$ 28.00	\$35.00
	Senior	\$50	\$9.00	\$ 17.00	\$25.00

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

# Housing Services

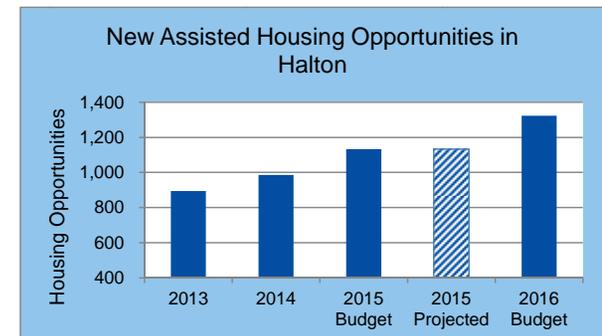
The Housing Services Division provides homelessness prevention and government assisted housing programs across the full housing continuum ranging from emergency shelter through to the private market place. The Division works proactively with Halton residents to keep them housed, providing a high quality of life for vulnerable Halton populations. The Division has responsibility for a number of key initiatives such as the operation of the Halton Community Housing Corporation (HCHC), housing programs administration, housing provider oversight, administration of the Halton Access to Community Housing (HATCH) waitlist, rent supplement programs, emergency shelter, the Housing Stability Fund, Housing with Related Supports (former Domiciliary Hostel Program), and Halton Housing Help.

## Budget Impacts

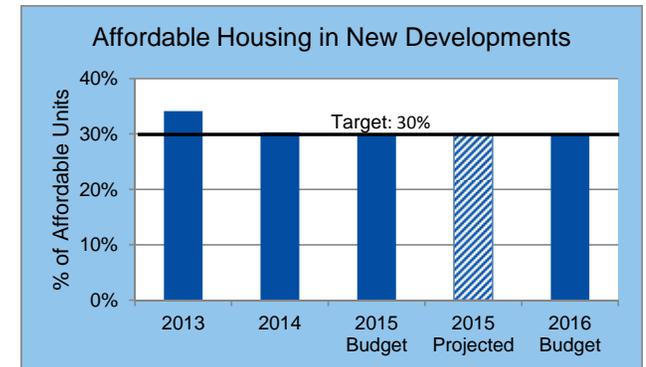
The 2016 budget reflects a net increase of \$764,000 or 2.2% as noted below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Housing</b>							
Assisted Housing	\$ 33,845	\$ (3,691)	\$ (3,372)	\$ 26,783	\$ 26,269	\$ 514	2.0%
Affordable Housing	11,513	(3,714)	-	7,800	7,550	250	3.3%
Homelessness	5,630	(4,367)	-	1,263	1,262	0	0.0%
HCHC	1,768	(1,825)	56	(0)	(1)	0	0.0%
<b>Total</b>	<b>\$ 52,757</b>	<b>\$ (13,596)</b>	<b>\$ (3,316)</b>	<b>\$ 35,845</b>	<b>\$ 35,082</b>	<b>\$ 764</b>	<b>2.2%</b>
<b>FTE</b>				<b>40.0</b>	<b>40.0</b>	<b>-</b>	<b>0.0%</b>

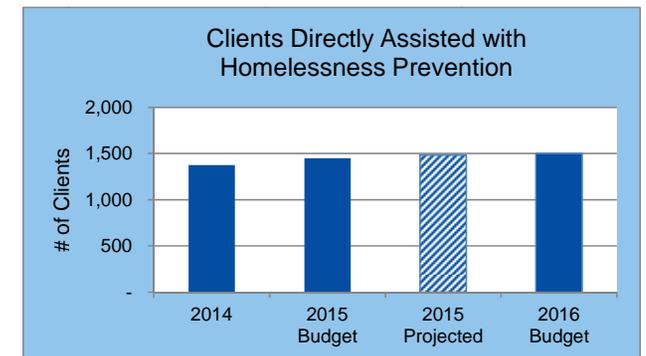
The Assisted Housing Program includes subsidy payments to housing providers and rent supplement and housing allowances to private landlords and HCHC. The 2016 program budget reflects a \$514,000 or 2.0% increase mainly due to a \$176,000 increase for social housing providers based on the cost factors, a \$100,000 reduction in the federal funding, and a \$78,000 additional provision to support the provincially mandated commercial rent supplement program. As shown in the chart, Halton has created an additional 1,132 new assisted housing opportunities as of 2015 through the implementation of Halton's CHS and provided sustainable rental assistance to these units.



Affordable Housing provides financial assistance for new housing opportunities based on Regional funding contributions as well as the provincial Investment in Affordable Housing–Extension (IAH-E). These include assistance to new rental units, first time homeownership down payment assistance to low-income Halton residents and renovations to existing properties so that Halton residents can remain housed in their existing homes. To support this program, the 2016 Budget provides an additional \$250,000 contribution to the Housing New Units reserve, increasing the total Regional funding from \$7.55 million to \$7.8 million as set out in the CHS. In addition, the Region will receive an additional \$3.0 million subsidy from the provincial IAH funding in 2016 to extend the new affordable housing opportunities. As shown in the chart, the Region’s Housing Affordability Target of at least 30% of new housing units produced annually in Halton to be at or below the affordable threshold is being met.



The Homelessness program provides proactive emergency shelter solutions, housing and related supports (domiciliary hostels), and homelessness prevention initiatives to vulnerable Halton residents. As shown in the chart, the number of clients assisted with homelessness prevention through the Community Homelessness Prevention Initiative (CHPI) has been slightly increasing since 2014 when the Province consolidated the homelessness related programs. There is no increase in funding in this program in the 2016 budget.



HCHC provides property management, tenant and community relations services to singles, families and seniors in our communities. The program costs for these services are fully recovered from HCHC.

# Services for Seniors

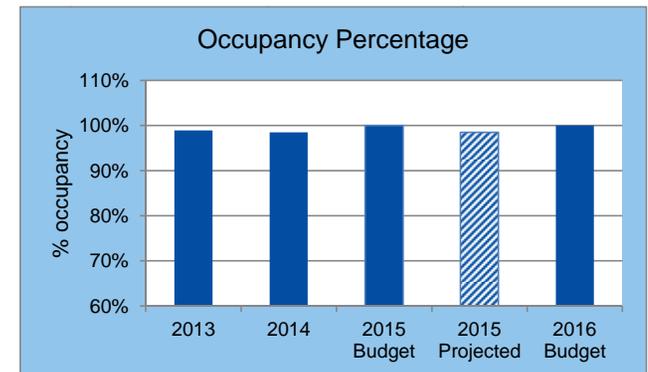
The Services for Seniors Division provide both long term care and community support programs for Halton's frail elderly and/or disabled residents. Three accredited long term care homes; (Allendale, Creek Way Village and Post Inn Village) operate 553 long term care beds and 17 convalescent care beds and 2 respite beds, under the Long-Term Care Homes Act (Bill 140). Community support programs include four Supportive Housing programs, which provide home-based care and supports, and three Adult Day Programs, which provide social and recreational programming. Both community programs enable seniors to live in their own homes and maintain their independence.

## Budget Impacts

The 2016 Services for Seniors budget reflects a net reduction of \$81,000 or 0.5% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Services for Seniors</b>							
Long Term Care Homes	\$ 57,258	\$ (42,205)	\$ 1,952	\$ 17,005	\$ 17,148	\$ (143)	-0.8%
Supportive Housing	3,755	(3,632)	195	318	286	32	11.3%
Adult Day Programs	1,250	(1,065)	-	186	168	17	10.3%
Meals on Wheels	211	(137)	-	73	61	12	19.5%
<b>Total</b>	<b>\$ 62,474</b>	<b>\$ (47,039)</b>	<b>\$ 2,147</b>	<b>\$ 17,583</b>	<b>\$ 17,663</b>	<b>\$ (81)</b>	<b>-0.5%</b>
<b>FTE</b>				<b>523.4</b>	<b>523.4</b>	<b>-</b>	<b>0.0%</b>

Long Term Care Homes provide high quality care and accommodation to seniors who are no longer able to live on their own through 553 long term care beds, 2 respite beds, and 17 convalescent care beds. As shown in the chart, all three long term care homes continue to maintain an occupancy rate of 97% or higher in response to community needs and to maximize provincial funding.



The net reduction of \$143,000 or 0.8% in the 2016 budget is driven by a 3.9% increase in provincial subsidies for per diem funding inflationary increases and Case Mix Index, as well as increased basic resident accommodation revenue based on provincially mandated user fee rate increases. There is an inflationary increase of \$168,000 in program costs primarily driven by higher costs for raw food, disposable paper products, laundry and janitorial contracted services and long-term care facilities maintenance costs. The 2016 program budget also includes an additional \$110,000 contribution to the Regional Facilities replacement reserve in support of the equipment replacement needs of the long term care facilities in the capital budget (detailed in Capital Budget section).

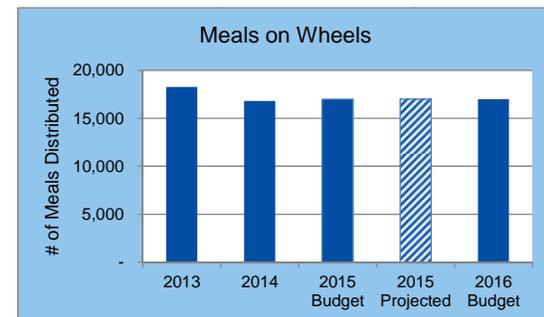
In addition, the Region expects to continue to receive a total of \$1.4 million in provincial capital subsidies in 2016, which will be transferred to the Regional capital reserve to repay the Region's initial financing of the long-term care facilities. This is consistent with the funding strategy for long-term care homes. The Region invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village long-term care homes between 2000 and 2005. The provincial capital subsidy is expected to continue over the next 10 years. The table sets out the operating impacts of the long-term care homes.

Supportive Housing Programs provide in-home care and support to seniors living in four designated housing buildings (Bruce Apartments, John R. Rhodes, Bonnie Place, and Wellington Terrace) funded by the LHIN. The 2016 budget includes a net increase of \$32,000 or 11.3% mainly due to a constrained subsidy while program costs are increasing including the cost of food supplies. As shown in the chart, the number of Supportive Housing clients has been increasing from 214 clients in 2013 to a projected number of 250 in 2015 and 2016.

Adult Day Programs provide day-time social and recreational programming for frail seniors living in the community. The budget increase of \$17,000 or 10.3% is the result of increases in program costs including food supplies while the subsidy remains frozen. It is anticipated that the programs will continue to be fully utilized in 2016, providing 160 client days of service offering recreational, social and wellness activities.

Meals on Wheels program prepare meals for seniors in the Milton and Halton Hills communities. The net increase in the 2016 program budget of \$12,000 or 19.5% is mainly due to the increased costs in disposable paper products based on an actual spending trend and in meals preparation. As indicated in the chart, 16,814 meals were prepared and distributed through the program in 2014 and will continue in 2016.

Long Term Care Home	2016		2015	
	\$000's	FTE	\$000's	FTE
Allendale	\$ 20,838	177.7	\$ 20,534	179.8
Creek Way Village	14,400	119.9	14,135	119.9
Post Inn Village	21,389	178.5	21,005	179.4
PIV Convalescent Care	631	4.9	624	4.9
<b>Total Gross Cost</b>	<b>\$ 57,258</b>	<b>480.9</b>	<b>\$ 56,299</b>	<b>484.0</b>
Allendale	(14,127)		(13,923)	
Creek Way Village	(11,002)		(10,528)	
Post Inn Village	(16,538)		(15,994)	
PIV Convalescent Care	(537)		(525)	
<b>Total Subsidies &amp; Revenue</b>	<b>\$ (42,205)</b>		<b>\$ (40,970)</b>	
<b>Total Corporate Charges &amp; Financing</b>	<b>\$ 1,952</b>		<b>\$ 1,820</b>	
Allendale	7,405		7,271	
Creek Way Village	3,896		4,067	
Post Inn Village	5,610		5,712	
PIV Convalescent Care	94		99	
<b>Total Net Tax Impact</b>	<b>\$ 17,005</b>		<b>\$ 17,148</b>	



# Legislative & Planning Services Department

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

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

## Budget impacts

The Legislative & Planning Services net 2016 Budget is \$13.0 million, which includes Planning and Economic Development. This is an increase of \$1.5 million or 12.9%, which includes a base budget increase of \$439,000 (3.8%) and recommended strategic investments of \$1.0 million (9.1%). The Corporate Administration Services have a net tax impact charged to program departments of \$25.6 million, which includes Legal Services, Regional Clerk & Council Services and Asset Management. This is an increase of \$318,000 or 1.3%.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Legislative &amp; Planning Services</b>							
Planning Services	\$ 12,489	\$ (1,183)	\$ (617)	\$ 10,688	\$ 9,325	\$ 1,364	14.6%
Economic Development	2,481	(214)	46	2,312	2,191	121	5.5%
<b>Total</b>	<b>\$ 14,969</b>	<b>\$ (1,397)</b>	<b>\$ (572)</b>	<b>\$ 13,000</b>	<b>\$ 11,516</b>	<b>\$ 1,485</b>	<b>12.9%</b>
FTE				65.0	62.0	3.0	4.8%

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Corporate Administration</b>							
Legal Services	\$ 5,765	\$ (236)	\$ (349)	\$ 5,180	\$ 5,109	\$ 71	1.4%
Regional Clerk & Council Srvc	1,783	(3)	-	1,779	1,764	15	0.8%
Asset Management	21,030	(2,379)	-	18,651	18,419	232	1.3%
<b>Program Costs</b>	<b>\$ 28,577</b>	<b>\$ (2,617)</b>	<b>\$ (349)</b>	<b>\$ 25,611</b>	<b>\$ 25,293</b>	<b>\$ 318</b>	<b>1.3%</b>
Program Recoveries	(25,611)	-	-	(25,611)	(25,293)	(318)	1.3%
<b>Total</b>	<b>\$ 2,966</b>	<b>\$ (2,617)</b>	<b>\$ (349)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				111.0	111.0	-	0.0%



# 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. The Regional Official Plan is implemented through community planning review, the development Allocation Program and the delivery of assisted and affordable housing. Planning services leads the Region's community and corporate sustainability initiatives and the implementation of the Region's heritage resources master plan.

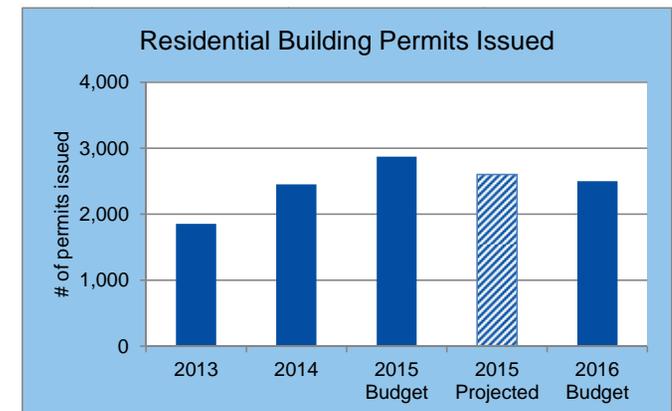
## Budget Impacts

The Planning Services 2016 Budget reflects a net increase of \$1.4 million or 14.6% as described below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Planning Services</b>							
Planning Policy Development & Implementation	\$ 2,796	\$ (0)	\$ (57)	\$ 2,739	\$ 2,650	\$ 89	3.4%
Development Approval	5,174	(923)	(684)	3,567	2,696	871	32.3%
Environmental Protection	2,850	(187)	32	2,695	2,392	303	12.7%
Halton Region Museum	1,668	(73)	92	1,687	1,586	101	6.4%
<b>Total</b>	<b>\$ 12,489</b>	<b>\$ (1,183)</b>	<b>\$ (617)</b>	<b>\$ 10,688</b>	<b>\$ 9,325</b>	<b>\$ 1,364</b>	<b>14.6%</b>
<b>FTE</b>				<b>53.0</b>	<b>50.0</b>	<b>3.0</b>	<b>6.0%</b>

Planning Policy Development & Implementation is responsible for Regional land use planning and growth management through development and implementation of the Regional Official Plan. The 2016 program budget results in an increase of \$89,000 or 3.4%, mainly driven by a strategic investment proposed for one Senior Project Manager in Transportation to respond to the growing needs for strategic transportation planning initiatives.

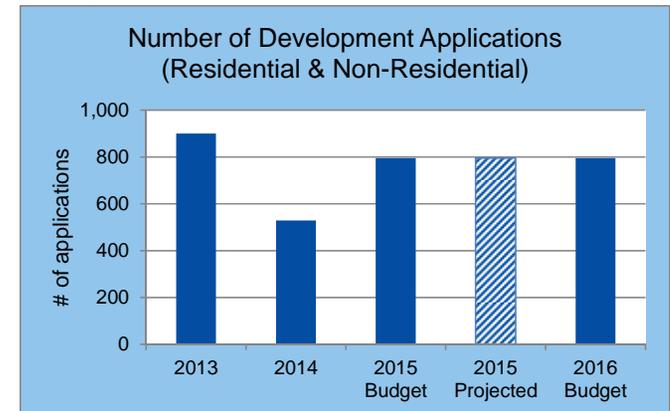
Development Approval reviews and provides professional advice and recommendations on all planning applications circulated by local municipalities, prepares area servicing plans and examines the use and opportunities for Regionally owned properties. The 2016 program budget results in an \$871,000 or 32.3% increase, due mainly to \$751,000 of capital financing proposed through a strategic investment to implement the Burlington Beach Regional



Waterfront Park (LPS54-15). The number of development applications shown in the chart are affected by economic conditions, timing of the Regional development Allocation Program and the local municipal development review process, and it is anticipated that the level of activities in 2016 will remain similar to 2015.

Environmental Protection includes forestry, ensures the Corporate Sustainability Action plan is maintained current and implementable, and provides integrated mapping services in support of the official plan. 50% of the Region has been maintained and will continue to be maintained in a natural heritage system. The 2016 budget has an increase of \$303,000 or 12.7% which includes two additional staff resources as strategic investments to meet its obligations under the 2009 Regional Official Plan (ROPA 38) and in support of GIS data processing needs.

Halton Region Museum is responsible for collection, product development and management in support of the implementation of the Region's heritage resources master plan. The 2016 budget results in a \$101,000 or 6.4% increase, which is driven by an additional budget provision provided for exhibit development and a reduction in rental revenues as the program moves forward to enhance the museum as a tourist attraction based on the Halton Region Museum Master Plan.



## Planning Services Capital Budget & Forecast

The 2016 budget also provides funding to support the following capital projects:

(\$Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
ROP Update & Implementation	\$ 1.25	\$ 1.35	\$ 0.35	\$ 2.35	\$ 1.00	\$ 1.30	\$ 0.30	\$ 0.35	\$ 0.35	\$ 0.75	\$ 9.35
Planning Litigation - OMB and Other Hearings	3.00	3.00	1.00	1.00	2.50	1.00	1.00	2.00	1.50	1.00	17.00
Burlington Waterfront Master Plan Implementation	5.26	4.82	6.43	2.70	15.75	0.80	0.80	0.80	0.80	1.50	39.66
Burloak Waterfront Park	-	1.50	-	-	-	-	-	-	-	-	1.50
Bronte Waterfront	-	0.30	-	-	-	-	-	-	-	-	0.30
Forest Management Program	0.08	0.06	-	0.01	-	0.01	-	0.01	-	0.01	0.18
Assisted Housing Development	8.00	8.50	9.00	9.00	9.00	9.40	9.45	9.45	11.20	10.00	93.00
Black Crk Subwatershed No. 10 Std.	0.10	-	-	-	-	-	-	-	-	-	0.10
Halton Heritage Centre	-	-	8.00	-	-	-	-	-	-	-	8.00
Vehicle Replacement	-	-	-	0.03	-	-	-	-	0.03	-	0.06
<b>Total</b>	<b>\$ 17.69</b>	<b>\$ 19.53</b>	<b>\$ 24.78</b>	<b>\$ 15.09</b>	<b>\$ 28.25</b>	<b>\$ 12.51</b>	<b>\$ 11.55</b>	<b>\$ 12.61</b>	<b>\$ 13.88</b>	<b>\$ 13.26</b>	<b>\$ 169.14</b>

Schedule may not add due to rounding.

The \$169.1 million 10-year Planning Services capital program is \$52.4 million higher than the 2015 program mainly due to the implementation of the Burlington Beach Regional Waterfront Master Plan (LPS54-15 and LPS59-15) and the inclusion of the Halton Heritage Centre as set out in the Museum Master Plan (LPS62-14).

The Regional Official Plan (ROP) Update and Implementation requires \$9.4 million over the next 10 years with \$1.3 million allocated in 2016. The 5-year plan updates will be undertaken in 2015 and 2019, which will also address policy updates of the Greenbelt Plan, Places to Grow, and the Provincial Policy Statement. The Regional Official Plan Implementation will address implementation issues arising from the 5-year plan updates. This program will be financed from development charges (49.5%) and the Tax Capital Reserve, which will be replenished from annual operating transfers.

The total 10-year budget allocated for Planning Litigation (OMB & Other hearings) is \$17 million to support a number of pending or likely OMB and Joint Board Hearings. The significant hearings in 2016 are: defending ROPAs 38 & 43, Hidden Quarry, CN Logistic Hub, and the Tremaine Secondary Plan in the City of Burlington.

The three waterfront projects require \$41.5 million over the ten year period. Of the \$41.5 million, \$39.7 million is related to the implementation of the Burlington Beach Waterfront Master Plan (LPS54-15 & LPS59-15), \$1.5 million to implement the Burloak Waterfront Master Plan (LPS13-14) and \$300,000 to prepare an update to the Master Plan for the Bronte Heritage Waterfront Park.



The Forest Management program requires \$180,000 over the next 10 years to address improvements to the Regional Forests as set out in the Regional Forest Master Plan (PPW96-06). The required funding is provided from the Forest Agreement reserve, which is supported by an aggregate lease (Cox Tract Haul Route) and royalty revenues collected in the operating budget.

The Assisted Housing Development program requires \$93.0 million over the next ten years, with \$8.0 million allocated in 2016, to deliver new assisted and affordable housing units in Halton in accordance with the updated CHS (SS-21-13). This program is funded from the Housing New Units reserve and DCs.

The construction of the Halton Heritage Centre requires an estimated \$8.0 million in 2018 based on the Halton Region Museum Master Plan as endorsed by Council in 2014 (LPS62-14). The Heritage Centre will be a central resource centre in a new location and its key role would be to support the Region's heritage network and expand and maintain the artifact collection in one location, while supporting the delivery of heritage content at the local level, with a strong online museum presence.

# Economic Development

The Economic Development Division provides services to support small and medium-sized enterprise development and to attract new businesses and visitors to the Region. The service delivery also includes consultation, training and mentoring support for entrepreneurs/small business owners.

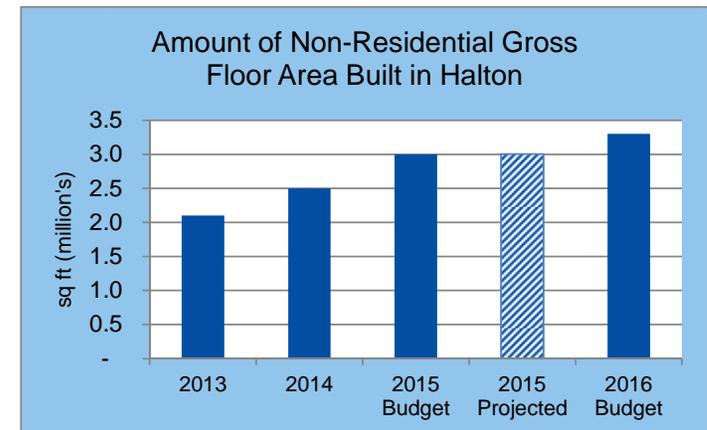
## Budget Impacts

The Economic Development 2016 budget reflects a net increase of \$121,000 or 5.5%.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Economic Development</b>							
Business Attraction & Retention	\$ 1,807	\$ (75)	\$ 46	\$ 1,778	\$ 1,674	\$ 103	6.2%
Small & Medium Enterprise Development	567	(115)	-	453	437	16	3.7%
Tourism Attraction	107	(25)	-	82	80	2	1.9%
<b>Total</b>	<b>\$ 2,481</b>	<b>\$ (214)</b>	<b>\$ 46</b>	<b>\$ 2,312</b>	<b>\$ 2,191</b>	<b>\$ 121</b>	<b>5.5%</b>
FTE				12.0	12.0	-	0.0%

Business Attraction & Retention is responsible for promotion, researching market trends and activities to report on Halton's economic conditions, and providing companies with the assistance and information. As shown in the chart, the non-residential building space created in Halton has been increasing based on ongoing economic growth that has resulted in strong activity across the industrial, office and retail asset classes. The 2016 program budget has an increase of \$103,000 or 6.2% mainly driven by an additional \$68,000 provided for funding of the New Foreign Direct Investment Agency (LPS118-15). This will increase the total funding for the agency from the current \$100,000 to \$168,000 in 2016.

Small & Medium Enterprise Development creates and delivers outreach programs and provides resource access as guided by the Region's 2012-2021 Economic Development Strategy. The service delivery also includes consultation, training and mentoring for entrepreneurs/small business owners in support of partnership development. New and small business consultations typically occur within 7 business days following a request with approximately 1,300 consultations occurring annually. The 2016 program budget includes inflationary increases of \$16,000 or 3.7%.



Tourism Attraction promotes the tourism experience in Halton by highlighting agri-tourism, sports tourism, the escarpment and the waterfront. The Tourism Attraction budget includes inflationary increases of \$2,000 or 1.9%.

# Legal Services

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

## Budget Impacts

The Legal Services 2016 budget has an increase of \$71,000 or 1.4%.

\$000s	2016				2015	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Legal Services</b>							
Professional & Legal Support	\$ 2,079	\$ (233)	\$ (39)	\$ 1,807	\$ 1,791	\$ 16	0.9%
Real Estate Acquisition & Disposition	820	(3)	(310)	507	491	16	3.2%
Risk Management & Insurance	2,866	-	-	2,866	2,827	39	1.4%
<b>Program Costs</b>	<b>\$ 5,765</b>	<b>\$ (236)</b>	<b>\$ (349)</b>	<b>\$ 5,180</b>	<b>\$ 5,109</b>	<b>\$ 71</b>	<b>1.4%</b>
Program Recoveries	(5,180)			(5,180)	(5,109)	(71)	1.4%
<b>Total</b>	<b>\$ 585</b>	<b>\$ (236)</b>	<b>\$ (349)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				24.0	24.0	-	0.0%

Professional & Legal Support provides advice and counsel, legal representation and oversees the drafting of Regional by-laws. The Professional & Legal Support budget includes inflationary increases of \$16,000 or 0.9%.

Real Estate Acquisition & Disposition facilitates all of the Region's property requirements, including fee simple purchases, leases, easements, licenses, property administration and the disposition of surplus land. The number of property acquisitions in 2016 is projected to be higher than 2015 due to program requirements related to the implementation of the Transportation and Housing programs. The program budget includes inflationary increases of \$16,000 or 3.2%.

Risk Management & Insurance minimizes the Region's liability loss exposure and provides specific hazard identification and analysis of a wide and diverse range of Regional activities and events. The service delivery is also responsible for property and liability claims management. The program budget increase of \$39,000 or 1.4% is due to an increase in claims expense for claims that are under the Region's insurance deductible.



# Regional Clerk & Council Services

The Office of the Regional Clerk and Council Services is responsible for providing administrative support to meetings of Regional Council and its various committees, and delivering the legislated functions of the Regional Clerk. The Division also provides services to the entire corporation in the areas of freedom of information and privacy, corporate records, printing, mail, inclusion and accessibility.

## Budget Impacts

The 2016 budget for Regional Clerk and Council Services is increasing by \$15,000 or 0.8%.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Regional Clerk &amp; Council Services</b>							
Corporate Administrative Support	\$ 702	\$ (2)	\$ -	\$ 700	\$ 699	\$ 1	0.2%
Printing, Mail Collect'n. & Delivery	595	-	-	595	589	6	1.0%
Records & Freedom of Information Access	232	(2)	-	230	227	3	1.3%
Inclusion & Accessibility Support	254	-	-	254	249	5	1.9%
<b>Program Costs</b>	<b>\$ 1,783</b>	<b>\$ (3)</b>	<b>\$ -</b>	<b>\$ 1,779</b>	<b>\$ 1,764</b>	<b>\$ 15</b>	<b>0.8%</b>
Program Recoveries	(1,779)	-	-	(1,779)	(1,764)	(15)	0.8%
<b>Total</b>	<b>\$ 3</b>	<b>\$ (3)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>FTE</b>				<b>13.0</b>	<b>13.0</b>	<b>-</b>	<b>0.0%</b>

Corporate Administrative Support includes Regional Council and Citizen Advisory Committee support, municipal election management and compliance with legislation. The budget increase of \$1,000 or 0.2% is an inflationary increase, partially offset by a reduced captioning cost due to shorter duration of the Standing Committee and Council meetings experienced.

Printing, Mail Collection and Delivery provides print, mail and courier services to the corporation, the Police Service and the Halton Children's Aid Society. The program budget includes inflationary increases of \$6,000 or 1.0%.

Records & Freedom of Information Access is responsible for processing access requests under the Municipal Freedom of Information & Protection of Privacy Act and processing



informal requests for documents. The program budget includes inflationary increases of \$3,000 or 1.3%.

Inclusion and Accessibility Support provides internal support to ensure programs and services are inclusive and responsive to members of diverse communities, implementing accessibility standards and requirements, and ensuring that programs and services are accessible to people with disabilities. The program budget includes inflationary increases of \$5,000 or 1.9%.

# Asset Management

The Asset Management Division provides various functions including facility conception; design through to ongoing operation, maintenance, asset renewal and retirement. The Division oversees project design, development, lifecycle analysis, on-going maintenance and management of Regional facilities, HCHC housing stock, Fleet assets and related equipment and systems to maximize efficiencies as well as conforming to standards defined by Municipal and Provincial codes and regulations and accepted industry standards.

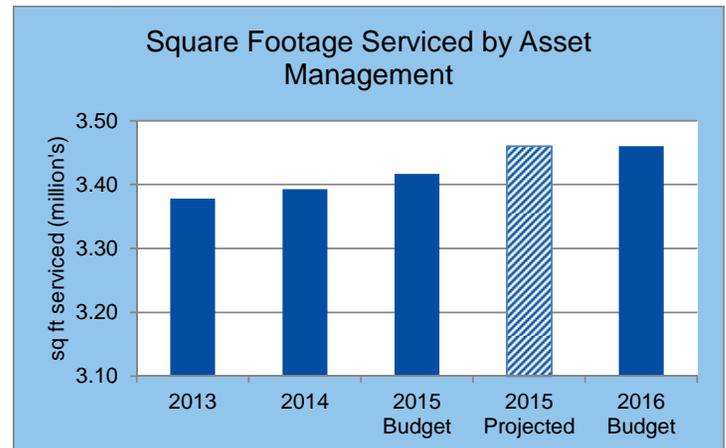
## Budget Impacts

The Asset Management 2016 budget reflects an increase of \$232,000 or 1.3%.

Asset Management	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Facility Management	\$ 16,697	\$ (2,284)	\$ -	\$ 14,414	\$ 14,199	\$ 214	1.5%
Fleet Management	4,332	(95)	-	4,237	4,219	18	0.4%
<b>Program Costs</b>	<b>\$ 21,030</b>	<b>\$ (2,379)</b>	<b>\$ -</b>	<b>\$ 18,651</b>	<b>\$ 18,419</b>	<b>\$ 232</b>	<b>1.3%</b>
Program Recoveries	(18,651)			(18,651)	(18,419)	(232)	1.3%
<b>Total</b>	<b>\$ 2,379</b>	<b>\$ (2,379)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				72.0	72.0	-	0.0%

Facility Management oversees facility project design, development, lifecycle analysis, on-going maintenance and management of Regional facilities and HCHC housing stock. As shown in the chart, square footage serviced by Facility Management has been increasing and includes the additional building space added in 2015 for the new Paramedics Services Oakville North West Station. The program budget increase of \$214,000 or 1.5% includes inflationary increases which are partially offset by a reduction of \$50,000 in natural gas.

Fleet Management oversees Fleet assets and related equipment. The Fleet Management budget increase of \$18,000 or 0.4% includes inflationary increases in the program cost, which are partially offset by a reduction of \$100,000 for gas and diesel fuels due to price reductions based on current price trending.



## Asset Management Capital Budget & Forecast

The 2016 budget provides funding to support the following capital projects:

(\$Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Facility Rehab & Replacm't	\$ 3.41	\$ 4.37	\$ 4.46	\$ 4.53	\$ 5.07	\$ 4.56	\$ 4.46	\$ 4.41	\$ 4.91	\$ 4.33	\$ 44.51
Woodlands Expansion (Paramedics Centralized Facility/ Public Works Operations)	-	-	-	29.00	-	-	-	-	-	-	29.00
Reg. Accommodation Plan	-	-	1.65	-	1.20	-	-	-	-	-	2.85
Energy Program	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	1.00
Vehicles & Equipment	0.04	0.04	-	0.11	-	0.04	-	0.14	0.04	-	0.40
<b>Total</b>	<b>\$ 3.55</b>	<b>\$ 4.50</b>	<b>\$ 6.21</b>	<b>\$ 33.74</b>	<b>\$ 6.37</b>	<b>\$ 4.70</b>	<b>\$ 4.56</b>	<b>\$ 4.65</b>	<b>\$ 5.05</b>	<b>\$ 4.43</b>	<b>\$ 77.76</b>

Schedule may not add due to rounding.

The \$77.8 million 10-year Asset Management capital program is \$39.0 million higher than the 2015 program mainly due to the Woodlands Operation Centre Expansion proposed as part of the long-term accommodation plan set out in Report No. LPS-112-15 and updated costs for the corporate facilities state-of-good-repair program planned over the next 10 years based on building condition assessment. The following is a highlight of the ten-year program:

- \$44.5 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next 10 years, based on building condition assessments to ensure that all corporate facilities are in a state of good repair. This budget supports buildings including the Halton Regional Centre, Long-term care facilities and Paramedic Services.
- \$29.0 million is required for the Woodlands Operation Centre Expansion to accommodate the paramedic centralized facility (as identified in the Paramedic Services Master Plan (MO-14-15) and growth needs in Public Works related mainly to administration, vehicles, fleet services and the supply store.
- \$2.9 million has been identified within the 10-year program for the Regional Accommodation Plan relating the child care building renovation in the Regional site and staff relocation costs.
- \$1.0 million is required for the 10-year Energy Management Program to address energy reduction opportunities identified based on energy audits performed on corporate facilities.

The Asset Management capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished mainly from operating transfers recovered from the program areas that benefit from the Asset Management program. As a result, the total capital financing of \$3.6 million is included in the 2016 budget, which represents a \$46,000 increase from the 2015 budget, in order to support growing maintenance and rehabilitation needs of the Regional facilities.

# Public Works Department – Tax

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

The 2016 Budget is increasing by \$5.3 million or 6.2%, contributed by a \$1.8 million increase for Waste Management and a \$3.5 million increase for Road Operations as discussed below.

## Budget Impacts

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016-2015	
Waste Management & Road Operations							
Waste Management	\$ 48,122	\$ (7,123)	\$ 342	\$ 41,341	\$ 39,536	\$ 1,805	4.6%
Road Operations	60,234	(349)	(10,277)	49,608	46,093	3,515	7.6%
<b>Total</b>	<b>\$ 108,356</b>	<b>\$ (7,472)</b>	<b>\$ (9,935)</b>	<b>\$ 90,949</b>	<b>\$ 85,629</b>	<b>\$ 5,320</b>	<b>6.2%</b>
FTE				76.6	73.6	3.0	4.1%



# Waste Management

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

## Budget Impacts

The 2016 Waste Management Budget reflects a net increase of \$1.8 million or 4.6% are discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016-2015	
<b>Waste Management</b>							
Collection	\$ 31,503	\$ (4,898)	\$ 405	\$ 27,009	\$ 25,218	\$ 1,791	7.1%
Processing/Transfer	5,226	(207)	-	5,019	5,056	(37)	-0.7%
Residual Management	11,393	(2,018)	(63)	9,312	9,261	51	0.6%
<b>Total</b>	<b>\$ 48,122</b>	<b>\$ (7,123)</b>	<b>\$ 342</b>	<b>\$ 41,341</b>	<b>\$ 39,536</b>	<b>\$ 1,805</b>	<b>4.6%</b>
<b>FTE</b>				<b>38.6</b>	<b>38.6</b>	<b>-</b>	<b>0.0%</b>

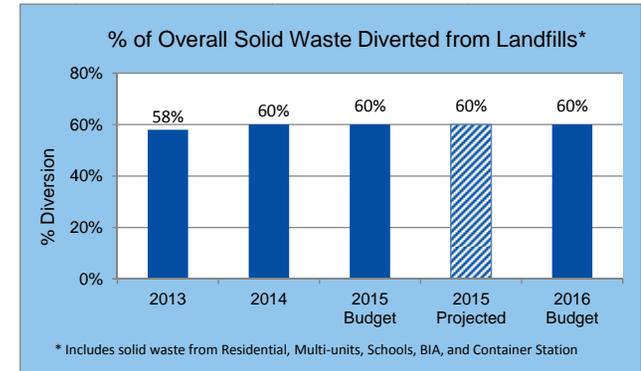
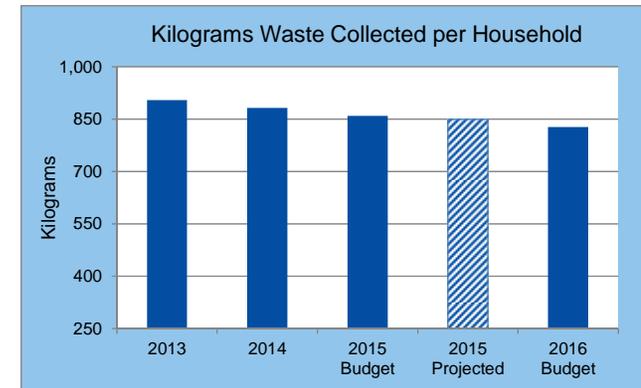
The waste tonnages generated by households in Halton has been declining as a result of the increased environmental awareness changing consumption behavior, the manufacturing shift to lighter weight recycled materials, and the shift in publications from paper to online. This trend has been reflected in the 2016 budget.

Collection services include residential pickup of garbage, blue box, organics, bulk waste, yard waste and Christmas trees. As shown in the chart, the total waste collection tonnages have been fairly consistent despite the growing population. The 2016 budget is increasing by \$1.8 million or 7.1%, largely driven by renewed collection contracts for residential and front-end garbage collections as set out in Report No. PW-05-15 & PW-37-15.



Processing/Transfer services manage the ultimate disposal of waste collection streams. As shown in the chart, waste generated per household for the past few years is at a declining trend. The 2016 program budget is decreasing by \$37,000 or 0.7% due to lower tonnages and a resulting lower processing cost.

Residual Management facilitates the operation, maintenance and repair of open and closed landfills within the Region. As shown in the chart, Halton's waste collection program continues to increase waste diversion resulting in an extension of the life of the existing landfill. The 2016 budget is increasing by \$51,000 or 0.6% to support financing of equipment and vehicle requirements.



## Waste Management Capital Budget & Forecast

The 2016 budget provides funding to support the following capital projects.

(\$Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Cell Construction & Gas System	\$ 0.44	\$ 0.03	\$ 0.34	\$ 2.56	\$ 1.51	\$ 15.30	\$ 1.05	\$ 0.05	\$ 0.03	\$ 2.80	\$ 24.09
Buffer Lands & Other	0.05	0.60	0.28	0.50	0.20	0.50	-	0.70	0.06	0.62	3.51
Transfer Facility (Organics Prgrm)	-	0.10	-	7.10	-	-	-	-	-	-	7.20
Closed Landfill Studies, SCADA, etc	-	0.33	0.61	-	-	-	0.13	0.33	0.15	-	1.54
Studies, Technology & Other	0.33	0.07	-	0.10	-	0.10	0.32	0.10	-	-	1.01
Equipment & Vehicles	0.74	0.96	0.52	0.22	0.28	0.79	1.19	0.23	0.08	-	5.01
<b>Total</b>	<b>\$ 1.55</b>	<b>\$ 2.07</b>	<b>\$ 1.75</b>	<b>\$ 10.47</b>	<b>\$ 1.98</b>	<b>\$ 16.69</b>	<b>\$ 2.69</b>	<b>\$ 1.40</b>	<b>\$ 0.32</b>	<b>\$ 3.42</b>	<b>\$ 42.34</b>

Schedule may not add due to rounding.

The \$42.3 million 10-year Waste Management capital program is \$7.1 million lower than the 2015 program mainly due to the Cell 3 construction included in 2015 that has moved to the implementation stage.

A total of \$24.1 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$15.0 million for Cell 4 West construction in 2021 and \$2.5 million design for the Cell 4 East Construction in 2025.

In addition, \$7.2 million has been earmarked for a Transfer Facility construction in 2019 to support growth and timely collection of Green Cart/Blue Box material. As set out in Contract Extension – Processing of Source Separated Organic Waste (PW-23-13) the Region was able to secure processing capacity through a contract extension with AIM Waste Management Inc. and the City of Hamilton for materials collected through the Green Cart program. The contract extension is for a four-year period which would expire in 2018 with an option to extend to 2020. In order to ensure the sustainability of the program beyond 2018, the 2016 budget forecast includes \$7.2 million to undertake a feasibility study (\$100,000) in 2017 to assess any infrastructure requirements to support this program and the facility construction (\$7.1 million) in 2019.

The remaining program also includes buffer land purchases (\$3.5 million), vehicles and equipment (\$5.0 million for bulldozers and compactors etc.) and studies, structural maintenance at the Halton Waste Management Site and closed landfills (\$2.5 million).

Funding for the program is initially provided from capital reserves (i.e. Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. Furthermore, the 2016 operating budget continues to provide a \$1.3 million reserve transfer to secure future Landfill capacity based on the financing plan approved by Council in 2006-2010 Waste Management Strategy (PPW91-05/CS-81-05). As a result, a total of \$6.8 million is included in the 2016 operating budget for capital financing.

# Road Operations

The Road Operations Service includes all aspects of the transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of approximately \$1.8 billion. The Regional transportation system includes 1,110 lane kilometers of major arterial roads, 250 signalized intersections, 248 bridges and major culverts, 6,550 lights to be maintained in 2016.

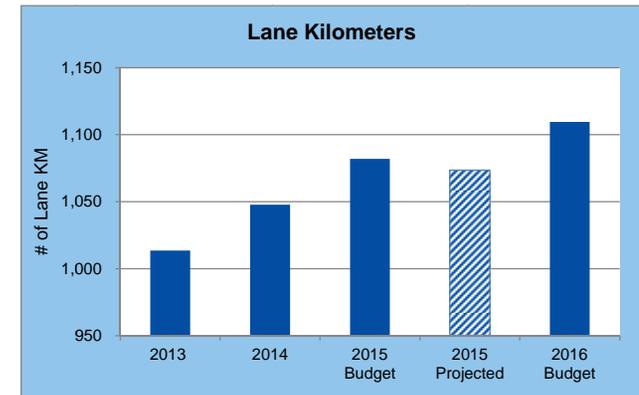
The 2016 Budget includes the Active Transportation Master Plan (ATMP) implementation and enhanced safety measures to improve the Regions transportation network.

## Budget Impacts

The 2016 Road Operations Budget reflects a net increase of \$3.5 million or 7.6% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016-2015	
<b>Road Operations</b>							
Road Operations & Maintenance	\$ 23,221	\$ (139)	\$ (5,986)	\$ 17,096	\$ 14,291	\$ 2,805	19.6%
Traffic Control & Safety	5,388	(114)	267	5,541	5,009	532	10.6%
Infrastructure Management	31,625	(96)	(4,558)	26,971	26,792	179	0.7%
<b>Total</b>	<b>\$ 60,234</b>	<b>\$ (349)</b>	<b>\$ (10,277)</b>	<b>\$ 49,608</b>	<b>\$ 46,093</b>	<b>\$ 3,515</b>	<b>7.6%</b>
FTE				38.0	35.0	3.0	8.6%

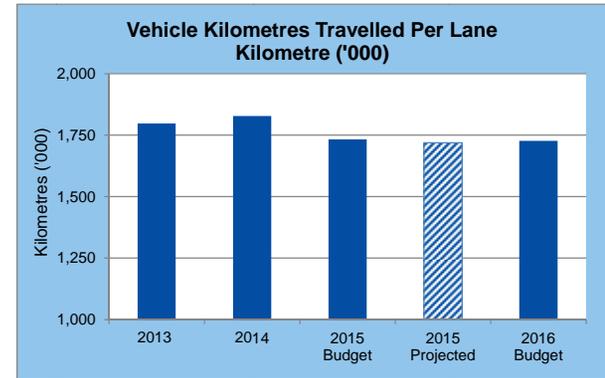
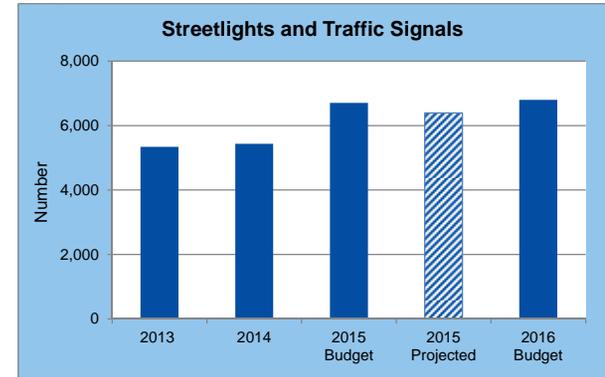
The Road Operations & Maintenance includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel and storm water management. As seen in the chart, the road lane kilometers continue to grow and thus put pressure on the resources required to maintain the road network. The 2016 Budget is increasing by \$2.8 million or 19.6%, reflecting \$1.7 million increase in the road resurfacing program. This includes \$773,000 to implement the road resurfacing component of the ATMP and an additional \$902,000 contribution to the road resurfacing reserve to provide sustainable funding for the updated 10-year resurfacing program. In addition, there is a \$574,000 (5.4%) increase in road maintenance contracts with the Local Municipalities and Regional contracts to address growth



in the Regional road network and additional maintenance costs including winter control. One additional staff resource (i.e. Road Patrol Operator) requiring \$84,000 is also proposed as a strategic investment to ensure Regional assets within the right-of-way are in safe working condition and adverse conditions or problems are properly addressed on a timely basis.

The Traffic Control and Safety program includes operation and maintenance of traffic signals, street lights, red light cameras and traffic sign controls. As shown in the chart, street light and traffic signals have increased by 27% since 2013 as a result of growth across the Region. The 2016 budget is increasing by \$532,000 or 10.6%, which includes \$155,000 hydro increase for street and signal lighting, \$240,000 for two additional staff resources (i.e. Road Operations Safety Inspector and Traffic Technician) that will be responsible for responding coordination between maintenance crews and capital construction contractors to ensure safe operation.

The Infrastructure Management budget provides for the state-of-good repair program which ensures the on-going integrity of transportation infrastructure through design, planning and construction. As shown in the chart, the vehicle kilometers travelled per lane kilometer are decreasing due to the growth of road infrastructure. The 2016 budget is increasing by \$179,000 or 0.7% due to an increase in program support costs.



## Transportation Capital Budget & Forecast

### 10-year Transportation Capital Expenditures

As shown in the following table, 2016 10-year Transportation capital program totals \$1.4 billion and will facilitate significant road widening, new road constructions, and grade separation programs. The capital project details are included in the Capital Budget section of the book.

(\$Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Trafalgar Road	\$ 27.4	\$ 19.5	\$ 60.6	\$ 41.3	\$ 44.3	\$ -	\$ 0.8	\$ -	\$ 6.7	\$ 7.2	\$ 207.7
Tremaine Road	33.0	4.7	0.7	0.6	5.8	12.5	28.2	1.0	25.8	69.3	181.7
Dundas Street	21.0	2.1	75.1	30.1	18.1	12.3	-	-	-	-	158.6
Regional Road 25	-	0.8	-	4.7	5.3	3.4	48.8	3.1	9.9	48.4	124.5
Steeles Avenue	6.2	9.9	-	1.4	3.9	6.4	10.6	8.7	49.9	11.0	107.9
William Halton Parkway	36.3	7.1	55.8	-	-	-	-	-	-	-	99.2
Britannia Road	-	31.9	28.9	11.9	-	-	-	7.1	3.2	0.9	83.9
Ninth Line	-	-	-	-	29.7	3.3	3.2	11.2	0.3	10.3	58.1
Winston Churchill Boulevard	1.9	0.8	12.7	1.7	13.6	19.1	0.5	-	-	2.6	52.9
Appleby Line	0.9	3.7	-	-	5.2	-	3.6	-	37.1	-	50.5
Upper Middle Road	2.6	-	5.0	-	-	1.5	4.9	8.4	9.1	14.8	46.5
James Snow Parkway	-	0.8	-	-	4.1	4.2	-	29.2	1.0	6.3	45.6
Brant Street	0.3	0.8	-	-	2.2	7.0	16.2	-	-	-	26.5
Guelph Line	-	-	5.1	-	1.1	0.7	1.5	1.8	9.3	0.3	19.9
5 1/2 Line	0.5	-	-	-	-	-	-	0.5	4.2	4.2	9.5
Burloak Drive	-	-	-	-	-	-	-	-	-	0.5	0.5
No. 10 Sideroad	-	-	-	-	-	-	-	-	-	0.5	0.5
Traffic Signals & Intersections	3.1	3.7	3.1	3.7	3.1	3.7	3.1	3.7	3.1	3.7	33.9
Studies (eg. Master Plan, Smart Commute)	3.6	1.6	2.1	2.0	1.5	3.4	1.5	1.5	2.0	1.5	20.6
Active Transportation Studies & Infill projects	0.9	2.0	1.3	1.5	2.3	0.1	1.3	0.9	0.1	0.2	10.7
Bridges, Culverts, & Other	2.7	3.9	2.3	2.6	2.5	2.3	2.3	2.3	2.3	2.3	25.6
Noise Attenuation Barriers	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	9.8
Vehicles & Equipment	0.0	0.0	0.0	-	0.0	-	0.0	0.0	-	0.0	0.2
<b>Total</b>	<b>\$ 141.3</b>	<b>\$ 94.3</b>	<b>\$ 253.8</b>	<b>\$ 102.4</b>	<b>\$ 143.7</b>	<b>\$ 81.0</b>	<b>\$ 127.7</b>	<b>\$ 80.5</b>	<b>\$ 165.0</b>	<b>\$ 185.1</b>	<b>\$ 1,374.7</b>

The 10-year program is \$202.5 million higher than the 2015 program as a result of refined cost estimates during EA/Design and construction timing (\$97M) and the implementation of the capital infrastructure component of the ATMP (PW-17-15).

Included in the 10-year capital program is the implementation of the ATMP as shown below.

**Active Transportation Master Plan (\$million's)**

	Total		
	(2016-2031)	On Road	Off Road
Capital:			
Residential	\$ 50	\$ 33	\$ 17
Non-residential	30	20	10
Benefit to existing	16	10	6
Sub-total	<u>\$ 96</u>	<u>\$ 63</u>	<u>\$ 33</u>
Operating - Road Resurfacing	12	12	-
Total	<u><u>\$ 108</u></u>	<u><u>\$ 75</u></u>	<u><u>\$ 33</u></u>

The Region's Transportation Master Plan (TMP) recommended that a detailed Region-wide ATMP be developed to establish a strategy and infrastructure improvements (e.g. exclusive bicycle lanes) to promote increased non-motorized travel throughout the Region. Active transportation has several environmental, health, and economical benefits including increased levels of physical activity, lower levels of obesity and other chronic diseases, and improved air quality.

The implementation of the ATMP requires a total of \$108 million over the next 16 years (2016-2031), consisting of \$75 million of Regional new on-road and replacement infrastructure and \$33 million of the new off-road infrastructure that will ultimately be owned and operated by the local municipalities once constructed by the Region as set out in Report No. PW-17-15 (re: Active Transportation Master Plan). As approved in that report, the 2016 Budget includes the \$33 million of off-road capital requirements that would be delivered and financed by the Region as part of the Regional road capital program, in order to ensure seamless delivery of the ATMP across the Region. Of the total \$108 million, \$96 million relates to the road capital program and \$12 million relates to the road resurfacing program in the Operating budget.

The 2016 financing plan proposes that of the total \$96 million required for capital infrastructure (both on/off roads) over the next 16 years (2016-2031), \$50 million will be funded from residential DCs, \$30 million will be interim funded by the Regional reserve for non-residential development that will be recovered from future DCs, and \$16 million will be funded from Gas Tax revenue for the portion that benefits the existing community. The Region will receive an additional \$726,000 in Gas Tax in 2016 in accordance with the renewed Gas Tax agreement, and this additional Gas Tax funding has been allocated to finance the existing benefit share of the Active Transportation capital program. This represents an 83% growth and a 17% non-growth funding split. The ATMP capital costs will be included in the Region's next DC by-law update scheduled in the spring of 2017. Based on the above, \$52 million out of the \$96 million has been incorporated into the 2016 10-year capital program and financial plan (2016-2025).

## 2016 Capital Budget

The following table summarizes the 10 largest projects budgeted for 2016. These projects account for 92.9% (\$131.2 million) of the \$141.3 million total cost in 2016.

<b>2016 Major Transportation Capital Projects 10 Largest Capital Expenditures in 2016 (\$Millions)</b>	
<b>Project Descriptions</b>	<b>Cost</b>
William Halton Parkway - New Transportation Corridor	\$ 36.3
Tremaine Road - New Lane Road, Grade Separation	33.0
Trafalgar Road - Grade Separation, Widening	27.4
Dundas Street - Widening, Grade Separation, Intersection Improvements, Bridge	21.0
Steeles Avenue - Widening	6.2
Upper Middle Road - Widening, Intersection Operational Improvements	2.6
Winston Churchill Blvd - Reconstruction	1.9
New Traffic Signals	1.7
Appleby Line - EA, Land	0.9
Brant Street Intersection Improvements	0.3
<b>Total</b>	<b>\$ 131.2</b>

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, which reflects the financing plan for the Active Transportation Master Plan implementation as described above.

2016 Transportation Capital Program (2016-2025) (\$million)					
Period	Total	DC	Capital Reserve		External Recvry
		Res. Share	Non-res Share	Region Share	Region Share
2016 Budget	\$ 141.3	\$ 72.7	\$ 44.5	\$ 18.7	\$ 5.3
2017-2025 Forc.	1,233.4	624.7	381.1	222.8	4.7
<b>Total</b>	<b>\$ 1,374.7</b>	<b>\$ 697.4</b>	<b>\$ 425.7</b>	<b>\$ 241.5</b>	<b>\$ 10.1</b>

Schedule may not add due to rounding.

With a total cost of \$1.4 billion, \$251.6 million (18.3%) is related to Region's state-of-good-repair program to continue to enhance the Regional investment in support of expanding asset base and \$1.1 billion (81.7%) is the growth portion, which will ultimately be financed by DCs. The 10-year Transportation program has been financed consistently with the Development Financing Plan (CS-20-12) as follows:

- **\$697.4 million residential development share** will be financed entirely from residential DCs
- **\$425.7 million non-residential development share** will initially be funded from the Regional Tax Capital reserve. This represents Regional interim financing due to the timing differences between the expenditures and the revenue collections, and reflects the Region's commitment to economic development. This interim financing will be fully recovered from development charges, including any carrying costs
- **\$251.6 million state-of-good-repair (non-growth) share** represents the benefit attributed to the existing community from the road improvements, as well as the cost to provide enhanced levels of service. This cost will be financed from the Regional Tax Capital reserve (\$179.8 million), Gas Tax reserve (\$61.7 million) and external recoveries from Ministry of Transportation related to the Tremaine Interchange.

The 2016 operating budget includes a \$27.6 million transfer to the Regional Tax Capital Reserve and a \$4.7 million transfer to the Gas Tax reserve in order to support the Regional share of the funding requirements.

# Finance Department

The Finance Department consists of three divisions: Financial Planning & Budgets; Financial Reporting, Purchasing & Payroll Services; and Information Technology. The Finance Department is considered part of Corporate Administration where the net expenditures have been fully allocated to program budgets to show the full cost of program delivery. The costs are recovered through corporate support charges to the program areas.

## Budget Impacts

The Finance Department's 2016 Budget is \$22.6 million, which is an increase of \$853,000 or 3.9% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Finance Department</b>							
Financial Planning & Budgets	\$ 4,882	\$ (577)	\$ (980)	\$ 3,325	\$ 3,393	\$ (68)	-2.0%
Financial, Purchasing & Payroll Services	5,287	(105)	(230)	4,952	4,752	200	4.2%
Information Technology	14,573	(239)	-	14,335	13,613	721	5.3%
<b>Program Costs</b>	<b>\$ 24,742</b>	<b>\$ (920)</b>	<b>\$ (1,210)</b>	<b>\$ 22,611</b>	<b>\$ 21,758</b>	<b>\$ 853</b>	<b>3.9%</b>
Program Recoveries	(22,611)	-	-	(22,611)	(21,758)	(853)	3.9%
<b>Total</b>	<b>\$ 2,131</b>	<b>\$ (920)</b>	<b>\$ (1,210)</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>-110.5%</b>
FTE				140.4	140.4	-	0.0%



Credit Rating - AAA			
2012	2013	2014	2015
✓	✓	✓	✓

Annual Tax Rate Less Than Inflation			
2012	2013	2014	2015
✓	✓	✓	✓

# Financial Planning & Budgets

The Financial Planning & Budgets Division prepares and monitors the tax and rate supported Operating and Capital budgets; develops and maintains financial policies and plans to ensure Halton's Business Plan is financially sustainable; undertakes updates to the development charge (DC) by-laws, and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact existing residents. The Division also provides investment services for Halton's \$1.6 billion investment portfolio and places debentures to meet the financing requirements of the Region and the local municipalities.

## Budget Impacts

The Financial Planning and Budgets 2016 budget reflects a decrease of \$68,000 or 2.0%.

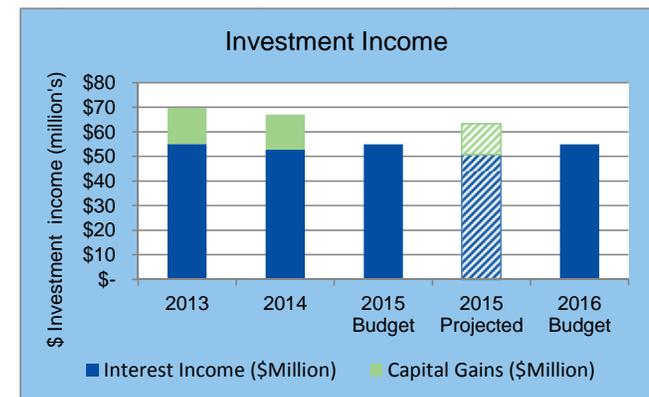
\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Financial Planning &amp; Budgets</b>							
Financial Planning & Control	\$ 4,352	\$ (507)	\$ (980)	\$ 2,865	\$ 2,898	\$ (33)	-1.1%
Funds Management	530	(70)	-	460	495	(35)	-7.1%
<b>Program Costs</b>	<b>\$ 4,882</b>	<b>\$ (577)</b>	<b>\$ (980)</b>	<b>\$ 3,325</b>	<b>\$ 3,393</b>	<b>\$ (68)</b>	<b>-2.0%</b>
Program Recoveries	(3,325)	-	-	(3,325)	(3,393)	68	-2.0%
<b>Total</b>	<b>\$ 1,557</b>	<b>\$ (577)</b>	<b>\$ (980)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>FTE</b>				<b>39.0</b>	<b>39.0</b>	<b>-</b>	<b>0.0%</b>

Financial Planning and Control prepares and monitors the annual operating and capital budgets, undertakes the DC by-law updates and the related studies, and prepares and implements the financing plans. Funding required for the growth-related studies is detailed in Capital Budget section. The 2016 budget is decreasing by \$33,000 or 1.1% mainly due to a realignment of staff resources within the department. As shown in the chart, the Region's annual Budget and Business Plan continues to receive the GFOA Award for Budgets.

Funds Management manages the Region's investment portfolio and places debentures for the Region and the local municipalities. The 2016 program budget is decreasing by \$35,000 or 7.1% mainly due to higher revenues from the local municipal portfolio management based on actual trends. As shown in the chart, through the active portfolio management program, the Region continues to meet or exceed target investment earnings in a low interest environment.



GFOA Award for Budgets			
2012	2013	2014	2015
✓	✓	✓	✓



# Financial Reporting, Purchasing & Payroll Services

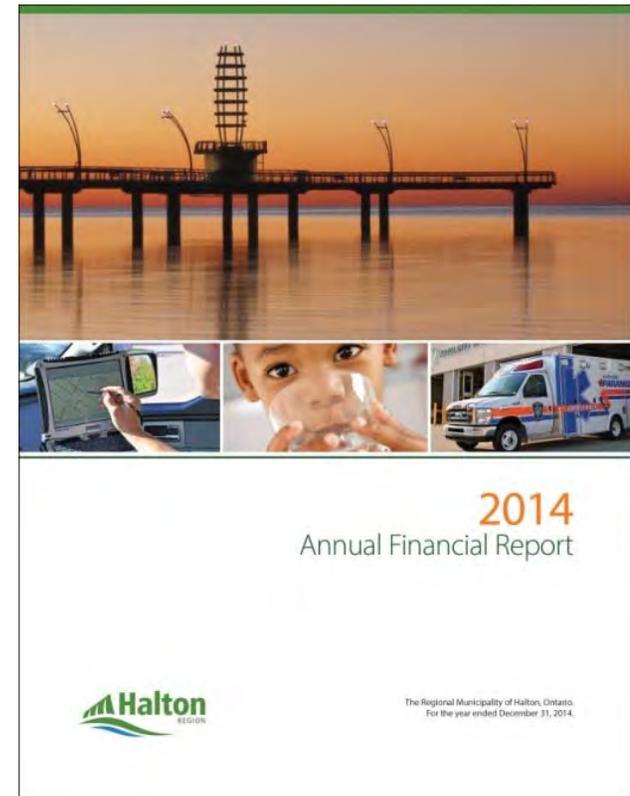
The Financial Reporting, Purchasing & Payroll Services Division is comprised of three key areas. Accounting & Financial Reporting Services maintains the Region's financial records to meet the reporting requirements issued by the Public Sector Accounting Board (PSAB). This area also prepares Ministry and industry reports such as Ontario Municipal CAO's Benchmarking Initiative (OMBI), and manages the water and wastewater billing service contracts with the four Local Distribution Companies (LDCs). Purchasing Services is responsible for ensuring the corporation follows procurement practices through the Council approved Purchasing By-law. The Payroll service ensures that employees are paid accurately and timely in compliance with legislation, collective agreements and Regional benefit programs.

## Budget Impacts

The 2016 Financial, Purchasing and Payroll Services budget reflects an increase of \$200,000 or 4.2% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Financial, Purchasing &amp; Payroll Services</b>							
Financial Reporting	\$ 1,263	\$ (51)	\$ -	\$ 1,212	\$ 1,167	\$ 45	3.8%
Transaction Processing	982	(17)	-	965	948	17	1.8%
Procurement	1,625	(37)	(230)	1,358	1,293	65	5.0%
Payroll	1,416	-	-	1,416	1,343	72	5.4%
<b>Program Costs</b>	<b>\$ 5,287</b>	<b>\$ (105)</b>	<b>\$ (230)</b>	<b>\$ 4,952</b>	<b>\$ 4,752</b>	<b>\$ 200</b>	<b>4.2%</b>
Program Recoveries	(4,952)	-	-	(4,952)	(4,752)	(200)	4.2%
<b>Total</b>	<b>\$ 335</b>	<b>\$ (105)</b>	<b>\$ (230)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				49.0	49.0	-	0.0%

Financial Reporting prepares audited financial statements liaising with external and internal auditors. The 2016 budget includes an increase of \$45,000 or 3.8% due to inflationary increases in program costs and higher audit fees. As shown in the chart, Financial Reporting continues to achieve the GFOA Award for Financial Reporting.



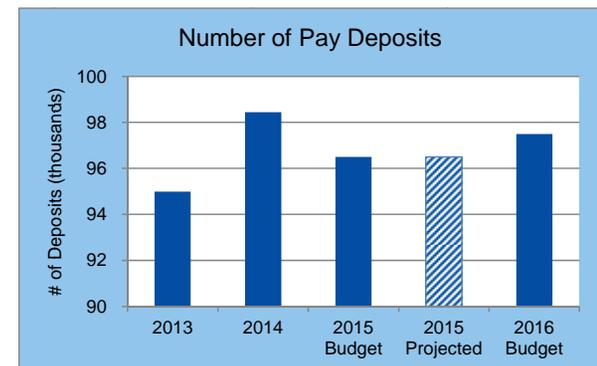
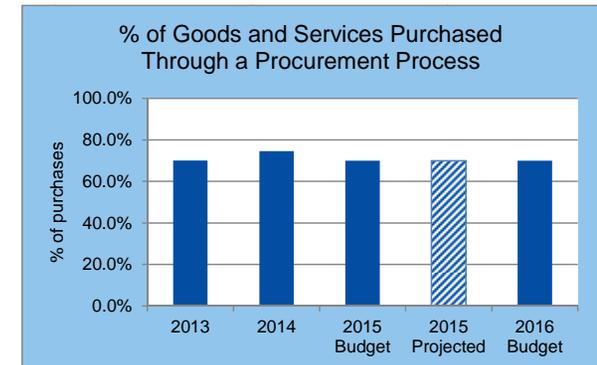
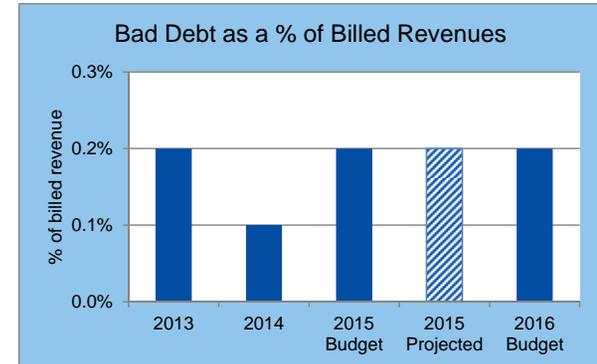
GFOA Award for Financial Reporting			
2011	2012	2013	2014
✓	✓	✓	✓



Transaction Processing handles day to day financial transactions and has a budget increase of \$17,000 or 1.8% for inflationary increases to the program. As shown in the chart, the percentage of bad debt to billed revenues continues to remain at 0.2%.

The Procurement program procures goods and services for the corporation. The 2016 program budget results in an increase of \$65,000 or 5.0% due to inflationary increases. As shown in the chart, the percentage of goods and services purchased through a procurement process is anticipated to continue at the same level as 2015.

The Payroll program manages the Region's Payroll function. The budget is increasing by \$72,000 or 5.4% mainly due to an additional 0.5 FTE redeployed to address growing reporting requirements and increased costs for payroll services. As shown in the chart, the number of pay deposits are anticipated to increase in 2016 in keeping with growth in staff resources.



# Information Technology

The Information Technology (IT) Division is responsible for developing strategies, standards, policies and processes related to the provision of digital information and technology assets and services for all departments in the corporation. The Division maintains 335 software applications and 6,000 hardware assets in a state of good repair and provides secure and reliable access to these IT assets & services. The Division also provides financial software services for Halton Regional Police Service and the City of Burlington.

## Budget Impacts

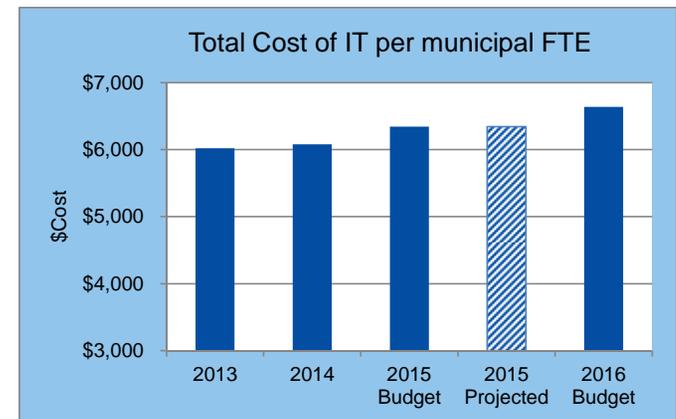
The 2016 Information Technology budget reflects a net increase of \$721,000 or 5.3% in program costs as discussed below.

\$000s	2016				2015	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Information Technology</b>							
I&IT Consulting	\$ 835	\$ -	\$ -	\$ 835	\$ 826	\$ 8	1.0%
IT Solution Delivery	5,351	(239)	-	5,112	4,934	178	3.6%
IT Asset & Service Access	8,388	-	-	8,388	7,853	535	6.8%
<b>Program Costs</b>	<b>\$ 14,573</b>	<b>\$ (239)</b>	<b>\$ -</b>	<b>\$ 14,335</b>	<b>\$ 13,613</b>	<b>\$ 721</b>	<b>5.3%</b>
Program Recoveries	(14,335)	-	-	(14,335)	(13,613)	(721)	5.3%
<b>Total</b>	<b>\$ 239</b>	<b>\$ (239)</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>0.0%</b>
<b>FTE</b>				<b>49.4</b>	<b>49.4</b>	<b>-</b>	<b>0.0%</b>

Information & Information Technology (I&IT) Consulting provides strategies, standards, policies and processes to ensure integration, integrity, security, quality, and cost effectiveness are achieved in the provision of digital information and technology assets and services. The 2016 budget is increasing by \$8,000 or 1.0%.

IT Solution Delivery provides IT project portfolio management including requests, assessment, prioritization and delivery of new services. The 2016 budget is increasing by \$178,000 or 3.6% due to additional costs for new software maintenance contracts, and computing services.

IT Asset and Service Access maintains IT assets in a state of good repair. An increase of \$535,000 or 6.8% in the 2016 budget is primarily due to growing telephone and data lines, as well as increased software and hardware maintenance contract costs.



## Information Technology Capital Budget & Forecast

The 2016 budget provides funding to support the following capital projects.

(\$Millions)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Software Licences	\$ 0.22	\$ 0.29	\$ 0.29	\$ 0.31	\$ 0.27	\$ 0.29	\$ 0.30	\$ 0.30	\$ 0.33	\$ 0.32	\$ 2.91
Software New/Replacement/Upgrade	0.77	0.95	1.08	0.53	1.56	1.25	1.02	1.56	1.23	0.87	10.81
Hardware Replacement	0.81	0.88	0.88	1.39	1.25	1.35	1.03	1.51	1.38	1.17	11.66
Infrastructure New/Replacement	0.56	0.89	0.82	0.80	0.73	0.93	1.02	0.80	1.31	1.80	9.65
Rate Funded Projects	0.32	0.66	0.58	0.28	0.18	0.89	0.72	0.52	0.18	0.27	4.60
<b>Total</b>	<b>\$ 2.68</b>	<b>\$ 3.67</b>	<b>\$ 3.65</b>	<b>\$ 3.31</b>	<b>\$ 3.99</b>	<b>\$ 4.70</b>	<b>\$ 4.09</b>	<b>\$ 4.68</b>	<b>\$ 4.42</b>	<b>\$ 4.43</b>	<b>\$ 39.63</b>

Schedule may not add due to rounding.

The 2016 10-year Information Technology capital program totals \$39.6 million, which is \$0.7 million higher than the 2015 program. Specific initiatives for 2016 include:

- \$810,000 for replacement desktop and mobile computer hardware
- \$780,000 for new software services and modules and software system replacement
- \$570,000 for new and replacement server hardware, data and voice network equipment
- \$320,000 for Rate-related IT projects and services
- \$220,000 for new license expenditures resulting from growth in use of existing software services

The capital program is initially funded from the Technology Replacement reserve, which is replenished by operating transfers that Information Technology recovers from benefiting program areas. A total of \$2.7 million in capital financing is budgeted in 2016. This represents a \$102,000 increase from the 2015 budget. This increase will be utilized to support the growing corporate and program-specific information technology.

# CAO's Office

The CAO's Office includes the following divisions: Policy Integration & Communications, Business Planning & Corporate Initiatives, Human Resource Services and Internal Audit. The CAO's Office has undergone and continues to undergo significant changes to align services to meet organizational requirements. This has resulted in extensive realignment of resources to provide a focus in the following areas: leadership development, continuous improvement, internal audit, customer service and digital communications.

## Budget Impacts

The 2016 CAO's Office budget is \$13.3 million, increasing by \$569,000 or 4.5%. This includes a base budget increase of \$19,000 (0.2%) and a recommended strategic investment of \$550,000 (4.3%) for an Internship and Apprenticeship program which will assist departments to address workload issues throughout the Region by attracting new talent at the entry levels.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>CAO's Office</b>							
Policy Integration & Communications	\$ 6,506	\$ (18)	\$ (235)	\$ 6,253	\$ 6,096	\$ 157	2.6%
Business Planning & Corporate Initiatives	2,233	-	-	2,233	2,421	(188)	-7.8%
Human Resource Services	5,102	-	(889)	4,213	3,622	591	16.3%
Internal Audit	597	-	-	597	588	9	1.5%
<b>Program Costs</b>	<b>\$ 14,439</b>	<b>\$ (18)</b>	<b>\$ (1,125)</b>	<b>\$ 13,296</b>	<b>\$ 12,727</b>	<b>\$ 569</b>	<b>4.5%</b>
Program Recoveries	(13,296)	-	-	(13,296)	(12,727)	(569)	4.5%
<b>Total</b>	<b>\$ 1,143</b>	<b>\$ (18)</b>	<b>\$ (1,125)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				98.4	98.4	-	0.0%



# Policy Integration & Communications

Policy Integration & Communications is focused on implementing a communications framework for the Region, supporting public engagement, intergovernmental relations, and customer service through Access Halton.

## Budget Impacts

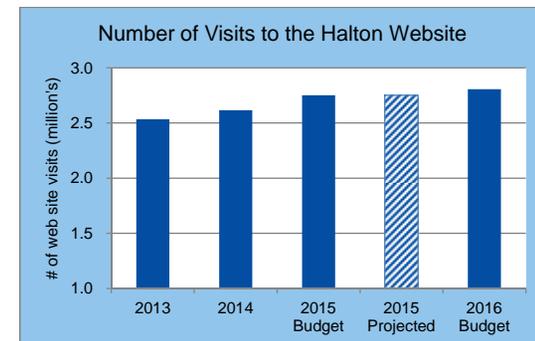
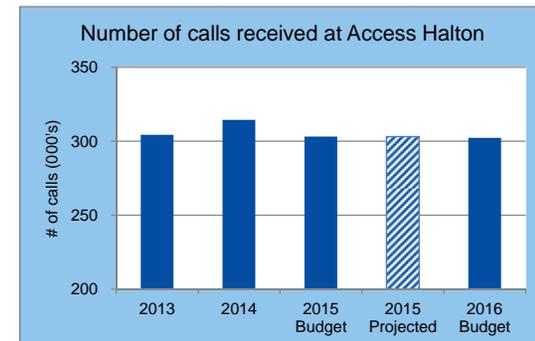
The Policy Integration & Communications 2016 budget reflects an increase of \$157,000 or 2.6%.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Access Halton	\$ 2,974	\$ (18)	\$ -	\$ 2,956	\$ 2,803	\$ 153	5.5%
Communications	2,785	-	(235)	2,550	2,563	(14)	-0.5%
Corporate Policy	747	-	-	747	730	17	2.4%
<b>Program Costs</b>	<b>\$ 6,506</b>	<b>\$ (18)</b>	<b>\$ (235)</b>	<b>\$ 6,253</b>	<b>\$ 6,096</b>	<b>\$ 157</b>	<b>2.6%</b>
Program Recoveries	(6,253)	-	-	(6,253)	(6,096)	(157)	2.6%
<b>Total</b>	<b>\$ 254</b>	<b>\$ (18)</b>	<b>\$ (235)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>FTE</b>				<b>47.5</b>	<b>47.5</b>	<b>-</b>	<b>0.0%</b>

Access Halton provides 311 services offering access over phone, walk-in and email channels and offers access over the Internet and social media channels to support the service delivery. Access Halton receives over 300,000 calls per year, and the number of visits to the Halton web site has been growing. The budget increase of \$153,000 or 5.5% is mainly due to resource realignment to enhance the Web and Social Media channel delivery.

Communications provides internal and external services imparting information about Halton's business activities and works collaboratively with individuals and community groups through public engagement. The budget decrease of \$14,000 or 0.5% primarily relates to the continued review of resource realignments within the CAO's Office.

Corporate Policy provides services in government relations between other levels of government and Halton and corporate policy development. The budget change of \$17,000 or 2.4% relates primarily to inflation.



# Business Planning & Corporate Initiatives

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

## Budget Impacts

The 2016 budget reflects a decrease of \$188,000 or 7.8% as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Corporate Initiatives	\$ 1,612	\$ -	\$ -	\$ 1,612	\$ 1,682	\$ (70)	-4.2%
Emergency Management	621	-	-	621	739	(118)	-15.9%
<b>Program Costs</b>	<b>\$ 2,233</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,233</b>	<b>\$ 2,421</b>	<b>\$ (188)</b>	<b>-7.8%</b>
Program Recoveries	(2,233)	-	-	(2,233)	(2,421)	188	-7.8%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>FTE</b>				<b>13.8</b>	<b>13.8</b>	<b>-</b>	<b>0.0%</b>

The Corporate Initiatives program provides service of measuring and benchmarking corporate performance, identifying opportunities for improvement, developing and monitoring Halton's strategic plan and implementing corporate initiatives. The budget reduction of \$70,000 or 4.2% is mainly due to the continued review of resource realignments within the CAO's Office.

The Emergency Management program supports emergency preparedness such as implementing business continuity and disaster recovery plans and provides response and recovery to the emergency/disaster victims through intervention and follow up activities. Emergency exercises of various types and sizes are conducted each year and 7 are planned in 2016. The budget reduction of \$118,000 or 15.9% is due to the completed repayment to the capital reserve for the 311 telephone capacity enhancement financing.



# Human Resource Services

The Human Resource Services Division provides support to the Region and its programs in the attraction, engagement, and retention of the Region's staff. The Division comprises of three sections: Talent Management and Total Rewards, Human Resources Operations and Employee Health, Safety and Wellness.

## Budget Impacts

The 2016 budget is increasing by \$591,000 or 16.3%, which includes a base budget increase of \$41,000 (1.1%) and a recommended strategic investment of \$550,000 (15.2%) for an Internship and Apprenticeship program as described below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Human Resource Services							
Human Resources	\$ 5,102	\$ -	\$ (889)	\$ 4,213	\$ 3,622	\$ 591	16.3%
<b>Program Costs</b>	<b>\$ 5,102</b>	<b>\$ -</b>	<b>\$ (889)</b>	<b>\$ 4,213</b>	<b>\$ 3,622</b>	<b>\$ 591</b>	<b>16.3%</b>
Program Recoveries	(4,213)	-	-	(4,213)	(3,622)	(591)	16.3%
<b>Total</b>	<b>\$ 889</b>	<b>\$ -</b>	<b>\$ (889)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				30.4	30.4	-	0.0%

Human resource planning has been identified as a priority to respond to the changing demographics in the workplace as the baby boomers retire. Halton Region's approach is comprehensive and over the last 2 years has included the following initiatives:

- Leadership@Halton – a development program for all staff holding leadership positions designed to build strong internal leadership capabilities.
- Talent Management pilot – a pilot program being undertaken in Public Works to guide the design of a corporate development program targeted at the Region's high potential future leaders at all levels of the organization.
- Learning Management System – a system which assists employees to access on-line training resources, track training plans and record accomplishments.
- Recruiting – the introduction of new HR supports in recruiting to improve the quality of the recruiting process and attract the best internal and external candidates to available opportunities.



- Employee Engagement – enhanced internal communications and a focus on recognition.
- HR Access – a centralized HR resource to support staff and supervisors.
- Rejuvenation of HR Policies – revisions to outdated HR policies which reflect the current work environment, improve transparency, promote talent management and support a healthy workplace.

In 2016, there will be increased focus on building career paths, including enhancing opportunities at the entry level. As part of this initiative, the 2016 Budget includes a provision for a new Internship/Apprenticeship program that would provide paid temporary employment opportunities to new graduates and apprentices to address workload issues in Regional programs.

# Internal Audit

The Internal Audit Division assists Council and Senior Management in discharging their responsibilities for achieving the organization’s objectives by providing independent and objective assurance about processes and activities related to risk management, internal control, and governance. The Division helps the Region accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

## Budget Impacts

The Internal Audit 2016 budget reflects a net increase of \$9,000 or 1.5%.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
<b>Internal Audit</b>							
Internal Audit	\$ 597	\$ -	\$ -	\$ 597	\$ 588	\$ 9	1.5%
<b>Program Costs</b>	\$ 597	\$ -	\$ -	\$ 597	\$ 588	\$ 9	1.5%
Program Recoveries	(597)	-	-	(597)	(588)	(9)	1.5%
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>FTE</b>				<b>4.0</b>	<b>4.0</b>	<b>-</b>	<b>0.0%</b>

The Division is involved in between 6 to 12 audits annually. The number of observations addressed in an audit varies by the complexity and specified field of the audit. The 2016 budget changes of \$9,000 or 1.5% is due to inflationary increases to the program costs.



# Office of the Chair and Regional Council

The Regional Chair is the head of Regional Council and the Chief Executive Officer of the Corporation. In Halton Region, the Regional Chair holds a directly elected position and completes the same term of office as the elected Regional Council.

Regional Council is comprised of 21 members who have been elected to represent the residents of Halton for a four-year term (2015–2018) and to consider their well-being and interests.

## Budget Impacts

The 2016 budget for the Office of the Chair and Regional Council is increasing by a net program cost of \$62,000 or 4.1%.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 - 2015	
Office of the Chair	\$ 274	\$ -	\$ -	\$ 274	\$ 269	\$ 5	1.8%
Regional Council	1,303	-	-	1,303	1,246	57	4.6%
<b>Program Costs</b>	<b>\$ 1,577</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,577</b>	<b>\$ 1,515</b>	<b>\$ 62</b>	<b>4.1%</b>
Program Recoveries	(1,577)	-	-	(1,577)	(1,515)	(62)	4.1%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FTE				1.0	1.0	-	0.0%



# Boards & Agencies

## Conservation Authorities

The total Municipal Levy request from Halton Region by the Conservation Authorities in 2016 is \$8.8 million, an increase of \$417,000 or 5%. The following table summarizes the 2016 budget requests from the Conservation Authorities funded by Halton Region.

2016 Conservation Authorities Municipal Contribution				
Halton Region Funding				
\$000s	2015	2016	Change in Budget	
	Approved Budget	Requested Budget	2016 Requested to 2015 Approved	
Conservation Halton	\$ 7,632	\$ 8,021	\$ 389	5.1%
Credit Valley Conservation	500	518	18	3.5%
Grand River Conservation	251	261	10	4.3%
<b>Total Recommended</b>	<b>\$ 8,383</b>	<b>\$ 8,800</b>	<b>\$ 417</b>	<b>5.0%</b>

The 2016 Conservation Halton's total Municipal Levy request from the Region is \$8.0 million, which is an increase of 5.1% based on Halton's apportionment of 92.2223% in 2016. The Region's apportionment is higher than the 92.1647% in 2015 and is growing more than other municipalities within the watershed. The main driver for the increase in Conservation Halton's budget and the municipal levy request is the increase in personnel services which accounts for 76% of their total tax-supported operating budget. The Conservation Halton Board of Directors approved the 2016 budget on October 29, 2015. Further details on Conservation Halton's budget can be found in Report No. FN-48-15 (re: 2016 Budget Overview – Conservation Halton).

The 2016 Credit Valley Conservation's (CVC) total Municipal Levy request from the Region is \$518,000, which is an increase of 3.5% based on Halton's apportionment of 4.9499% in 2016. The main driver for the increase in CVC's budget and the municipal levy request is related to compensation which accounts for 73% of their operating budget. In addition, CVC has requested \$1.5 million from Halton Region over the next seven years for their Emerald Ash Borer (EAB) program as a special benefiting levy, of which \$200,000 is requested in 2016. This request will be funded through a capital project in the Region's budget, with transfers from the Tax Stabilization reserve. The Region will provide funding to CVC as the work is completed and upon receipt of invoices. The CVC Board of Directors will be approving the 2016 budget in early 2016. Further details on CVC's budget can be found in Report No. FN-49-15 (re: 2016 Budget Overview – Credit Valley Conservation).

The 2016 Grand River Conservation Authority's (GRCA) total Municipal Levy request from the Region is \$261,000, which is an increase of 4.3% based on Halton's apportionment of 2.4186% in 2016. The Region's apportionment is higher than the 2.3775% in 2015 and is growing more than other municipalities within the watershed. Compensation and inflation are the key drivers of the increase in GRCA's Levy. The GRCA Board of Directors will be approving the 2016 Budget on February 26, 2016. Further details on GRCA's budget can be found in Report No. FN-50-15 (re: 2016 Budget Overview – Grand River Conservation Authority).



## Royal Botanical Gardens

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

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

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

For 2016, the City of Hamilton is projecting a 1.0% increase to their contribution to RBG at \$605,000. In order to maintain the cost-sharing formula, Halton's contribution is budgeted to increase by 1.6% or \$12,000 to a 2016 budget of \$748,000.

2016 Royal Botanical Gardens Funding Contribution				
Halton Region Funding				
\$000s	2015	2016	Change in Budget	
	Approved Budget	Requested Budget	2016 Requested to 2015 Approved	
Royal Botanical Gardens	\$ 736	\$ 748	\$ 12	1.6%

## Halton Regional Police Service (HRPS)

The Halton Regional Police Service 2016 budget request is \$139.7 million, which includes an increase of \$4.9 million or 3.6% over the 2015 approved budget. The table below provides a summary of the budget request. Further details regarding this budget request can be found in Report No. FN-51-15 (re: 2016 Budget Overview – Halton Regional Police Service).

\$000s	2015		2016		Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Halton Regional Police Service</b>								
Personnel Services	\$ 123,289	\$ 126,675	\$ 483	\$ 127,158	\$ 3,386	2.7%	\$ 3,869	3.1%
Materials & Supplies	6,290	6,265	53	6,317	(26)	-0.4%	27	0.4%
Purchased Services	7,161	7,405	46	7,450	244	3.4%	289	4.0%
Financial and Rent Expenses	284	318	-	318	34	12.0%	34	12.0%
Grants & Assistance	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>137,025</b>	<b>140,663</b>	<b>581</b>	<b>141,244</b>	<b>3,638</b>	<b>2.7%</b>	<b>4,219</b>	<b>3.1%</b>
Allocated Charges / Recoveries	1,702	1,762	-	1,762	60	3.5%	60	3.5%
Corporate Support	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(30)	-	-	-	30	-100.0%	30	-100.0%
<b>Gross Operating Expenditures</b>	<b>138,697</b>	<b>142,425</b>	<b>581</b>	<b>143,006</b>	<b>3,728</b>	<b>2.7%</b>	<b>4,309</b>	<b>3.1%</b>
Transfer to Reserves - Capital	3,864	4,464	-	4,464	600	15.5%	600	15.5%
Transfer from Reserves - Capital	(3,597)	(4,448)	-	(4,448)	(852)	23.7%	(852)	23.7%
Debt Charges	5,888	6,740	-	6,740	851	14.5%	851	14.5%
<b>Capital Expenditures</b>	<b>6,156</b>	<b>6,756</b>	<b>-</b>	<b>6,756</b>	<b>600</b>	<b>9.7%</b>	<b>600</b>	<b>9.7%</b>
<b>Total Gross Expenditures</b>	<b>144,853</b>	<b>149,181</b>	<b>581</b>	<b>149,762</b>	<b>4,328</b>	<b>3.0%</b>	<b>4,909</b>	<b>3.4%</b>
Subsidy Revenue	(5,126)	(5,140)	-	(5,140)	(14)	0.3%	(14)	0.3%
Other Revenue	(4,920)	(4,908)	-	(4,908)	12	-0.2%	12	-0.2%
<b>Total Revenue</b>	<b>(10,045)</b>	<b>(10,047)</b>	<b>-</b>	<b>(10,047)</b>	<b>(2)</b>	<b>0.0%</b>	<b>(2)</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 134,808</b>	<b>\$ 139,133</b>	<b>\$ 581</b>	<b>\$ 139,715</b>	<b>\$ 4,326</b>	<b>3.2%</b>	<b>\$ 4,907</b>	<b>3.6%</b>

# Non-Program Items and Fiscal Transactions

The following table summarizes the Non-Program and Fiscal Transactions which have decreased by \$698,000 in the 2016 tax-supported budget.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Tax Impact	Net Tax Impact	2016 to 2015	
Net Interest Earnings	\$ 43,632	\$ (51,383)	\$ -	\$ (7,751)	\$ (7,751)	\$ -	0.0%
Supplementary Tax Revenue	-	(7,600)	-	(7,600)	(7,600)	-	0.0%
Provincial Offences Act	-	(1,900)	-	(1,900)	(1,400)	(500)	35.7%
Payments-in-Lieu of Taxes	-	(2,450)	-	(2,450)	(2,450)	-	0.0%
Right-of-Way Taxes	-	(1,350)	-	(1,350)	(1,350)	-	0.0%
Tax Write-Off Provision	4,365	-	-	4,365	4,365	-	0.0%
Tax Policy Expenditures	548	-	-	548	298	250	83.9%
Assessment Services	8,656	-	-	8,656	8,529	127	1.5%
General Expenditures	31,390	(5,859)	(1,805)	23,726	24,299	(572)	-2.4%
<b>Total</b>	<b>\$ 88,592</b>	<b>\$ (70,542)</b>	<b>\$ (1,805)</b>	<b>\$ 16,245</b>	<b>\$ 16,940</b>	<b>\$ (695)</b>	<b>-4.1%</b>

The following sections highlight the key components of the 2016 Non-Program budget.

## Net Interest Earnings

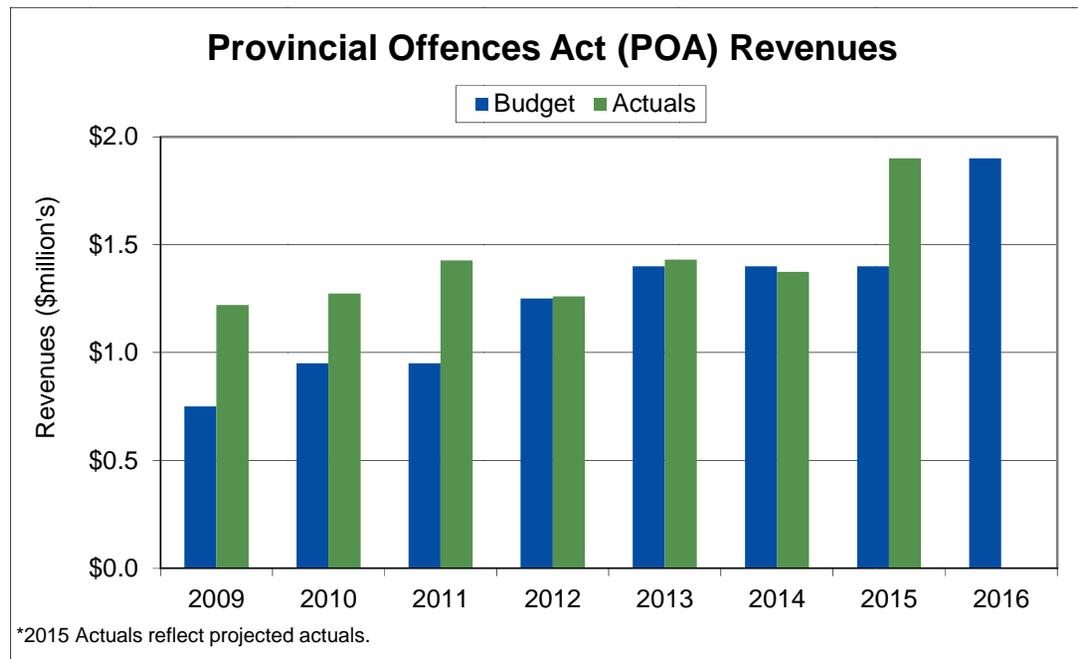
The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region's portfolio and the fluctuating balances in reserves, reserve funds and the capital fund. The 2016 Budget continues to include \$55 million of investment income as a source of revenue. \$43.2 million of this revenue will be used to finance the Region's state-of-good-repair capital programs and the remaining \$11.8 million used to support the rate and tax supported operating programs. Of the \$11.8 million, \$7.8 million will be used to support the tax supported services, unchanged from the 2015 Budget. As discussed in FN-46-15 (re: Investment Performance to August 31, 2015), it has been increasingly challenging to achieve the target investment earnings from the interest revenues alone due to continued low yields in the market. The target budget has been achieved though capital gains that have materialized as a result of the Region's active investment portfolio management. While the Region benefits from capital gains from the investment portfolio, these revenues are one-time in nature and do not form part of the annual operating budget. Staff will continue to monitor investment earnings to determine whether any adjustment is required in future budgets.

### Supplementary Taxes

Periodically throughout the year, MPAC provides the Region with supplementary/omitted assessment rolls for new assessment added to the tax roll. Supplementary tax revenue is generated from the additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the quantity of properties assessed by MPAC, general economic conditions and the level of development within each local municipality. For this reason many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. As discussed earlier, the 2016 budget for supplementary tax revenue remains unchanged from the 2015 Budget at \$7.6 million, reflecting the 7 year average. Staff will continue to monitor supplementary tax revenue to determine whether any further adjustment needs to be made in future budgets.

### Provincial Offences Act (POA) Revenue

As outlined in the following chart, the 2016 Budget includes \$1.9 million in POA revenue, an increase of \$500,000 or 35.7% over 2015 budget based on growing revenue trends resulting from growth in Halton and higher rates of fines.



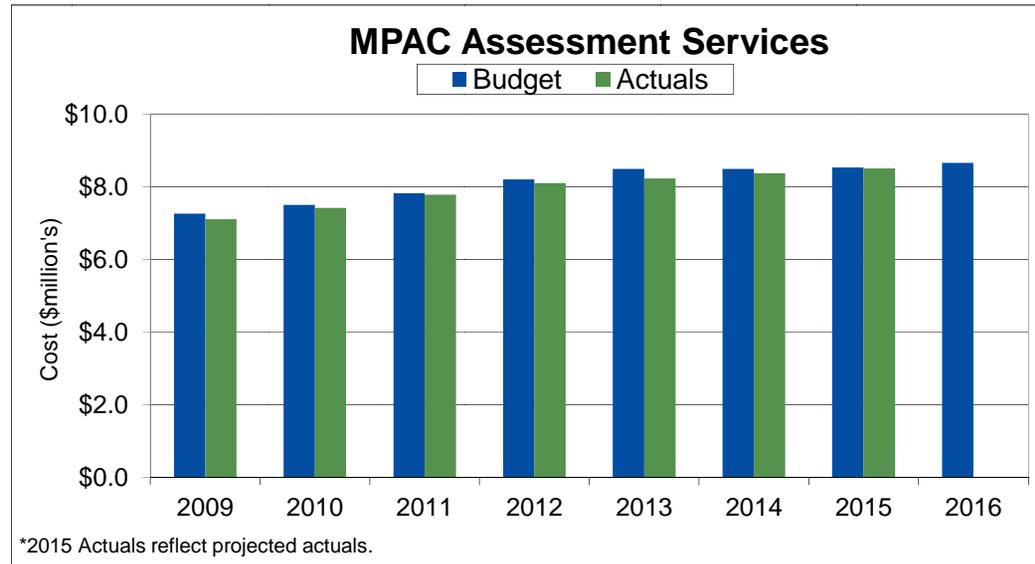
## Tax Policy

The budget for tax policy includes revenues from payments-in-lieu of taxes and rights-of-way taxes as well as expenditures relating to tax write-offs and several tax rebate programs. The Region receives provincially established payments-in-lieu of taxes for various Federal and Provincial properties that are exempt from taxation including hospitals, universities, colleges and correctional facilities, as well as taxes on railway and utility rights-of-way based on a per acre rate set by the Province. The tax rebate programs offered by the Region include provincially mandated programs for a tax increase deferral for senior/disabled homeowners, rebates for charities and vacant commercial/industrial properties and a discretionary rebate for the Region's portion of the tax rebate for seniors provided by the Local Municipalities. The Region will be introducing two additional tax rebate programs in 2016, a full tax deferral for low income seniors as outlined in Report No. FN-20-15 (re: Tax Relief for Low Income Seniors) and cost sharing in the Local Municipal Heritage property rebate programs as outline in Report No. FN-45-15 (re: Heritage Properties Tax Rebate Program).

The 2016 budget for tax policy revenues from payments-in-lieu of taxes and rights-of-way taxes remain unchanged from the 2015 budget at \$3.8 million. The tax write-offs and tax policy expenditures is \$4.9 million, increasing by \$250,000 for the full tax deferral program for low income seniors (\$200,000) and the Heritage Tax Rebate program (\$50,000) proposed as strategic investments.

## Assessment Services

MPAC provides assessment services to the Region and Local Municipalities, the Region is responsible for paying for assessment services received. The cost of the service is based on an apportionment of the MPAC budget to all municipalities across Ontario. Therefore factors affecting this cost include any budget increase at MPAC and increased apportionment relating to the Region's growth. The 2016 Budget for MPAC is \$8.7 million, an increase of \$127,000 or 1.5% over the 2015 budget.



### **General Expenditures**

A significant component of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives (e.g. payback for radio trunking) and grant contributions (e.g. payback for the Randle Reef grant). Also included in general expenditures are the annual \$500,000 grant provided to McMaster University, an additional \$100,000 provision to bring the Retiree Benefit reserve closer to a target obligation, and a recommended strategic investment of \$550,000 for the Internship and Apprenticeship Program within corporate support divisions that will be allocated to the operating programs in 2017.

The \$5.9 million in subsidies is mainly related to the Federal Gas Tax funding (\$5.8M). The total Gas Tax allocated to Halton is \$15.3 million in 2016. Of the \$15.3 million, \$5.8 million is allocated in the tax-supported budget to fund transportation state-of-good-repair capital program (\$4.7M) and the road resurfacing program (\$1.1M). The \$4.7 million allocated to the capital program includes a \$726,000 increase received in Gas Tax under the Gas Tax agreement, which has been allocated for the capital infrastructure component of the ATMP implementation as discussed earlier. The remaining \$9.5 million is allocated to the rate-supported budget to fund water and wastewater state-of-good-repair capital program.



# Budget and Business Plan 2016

## Water & Wastewater Overview





# Water & Wastewater Budget Overview

## 2016 Operating Budget Summary

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

As shown below, the 2016 Water and Wastewater Rate Supported Budget has a 5.0% increase. Of the 5.0% increase, 1.6% relates to the net operating costs of the water and wastewater system, 1.1% relates to implementing the Region-wide basement flooding mitigation strategy, and 2.3% relates to capital financing to support the state-of-good-repair program. For a typical residential home using 250 m<sup>3</sup> of water per year, this will result in an additional \$42 in 2016 for both water and wastewater charges.

Rate Impact On a Typical Household (250 m <sup>3</sup> / Year)					
	2015	2016	Change*		
	Budget	Budget	\$	%	
Water	\$ 388	\$ 405	\$ 17	4.4%	
Wastewater	453	478	25	5.5%	
<b>Total</b>	<b>\$ 841</b>	<b>\$ 883</b>	<b>\$ 42</b>	<b>5.0%</b>	

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

The typical household impact is based upon an annual consumption of 250 m<sup>3</sup>. Average consumption per residential customer continued to decline in 2014 and this trend is projected to continue in 2015. As such, the annual consumption for a typical household has been reduced from 274 m<sup>3</sup> from the 2015 Budget to 250 m<sup>3</sup> for the 2016 Budget.

As shown in the following table, the 2016 Rate Supported Budget includes \$201.3 million of gross expenditures, consisting of \$113.3 million (56%) of operating expenditures and \$88 million (44%) of capital financing. The net program impact is the gross expenditures less revenues and is the amount that must be collected from the water and wastewater rates. The net program impact is \$183.2 million, an increase of \$9.9 million or 5.7%. This is partially funded by an overall growth increase of \$1.2 million or 0.7% which is the result of 1.6% growth in customers and zero growth in consumption. The net rate increase is therefore 5.0% or \$8.7 million.

\$000s	2015		2016		Change in Budget	
	Approved Budget	Requested Budget	Requested Budget	2016 Requested / 2015 Budget		
Gross Operating Expenditures	\$ 107,884	\$ 113,329	\$ 5,445	5.0%		
Capital Financing	83,448	87,993	4,545	5.4%		
Total Gross Expenditures	191,332	201,322	9,990	5.2%		
Total Other Revenues	(17,958)	(18,098)	(140)	0.8%		
<b>Net Program Impact</b>	<b>\$ 173,374</b>	<b>\$ 183,224</b>	<b>\$ 9,850</b>	<b>5.7%</b>		
Customer and Consumption Growth*			\$ (1,181)	0.7%		
<b>Rate Increase</b>			<b>\$ 8,669</b>	<b>5.0%</b>		

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

## 2016 Water & Wastewater Operating Budget Highlights

The 2016 Budget and Business Plan for water and wastewater services continues to focus on the maintenance and replacement of the Region's existing infrastructure. To achieve the Budget Directions recommendation and ensure sufficient resources to maintain service levels, the 2016 budget focuses on savings in the base budget from efficiencies, reductions, and the redeployment of staff resources to priority areas. The following savings of \$2.5 million were identified in the 2016 budget, which have been redeployed to other priority areas as discussed later:

- \$1.5 million decrease in debt charges in the water and wastewater capital program
- \$427,000 savings in biosolids haulage based upon recent contract renewal
- Decrease of \$238,000 in purchased services due to the elimination of special one-time projects and professional consulting in 2015
- Additional revenue of \$140,000 to reflect increased demand for services such as sewer discharge agreement fees, bulk water charges and permit revenues
- Decrease of \$80,000 in fuel based on lower gas prices
- Decrease of \$74,000 in operating expenses to reflect recent spending

## 2016 Budget Key Drivers

The savings discussed above together with customer growth of 1.6% are used to partially fund the key drivers in the 2016 Budget. The investments required to address these key drivers have been included in the 2016 Budget within the 5.0% rate increase. The following key drivers of the 2016 Budget reflect Council's priorities as set out in the Region's Strategic Action Plan (2015-2018) and are detailed later in the divisional overviews.

- **Water and Wastewater State-of-Good-Repair Capital - \$5.2 million** The \$69.8 million operating contributions in the 2016 Budget includes a \$5.2 million increase in the base budget transfers to support the water and wastewater state-of-good-repair capital program compared to the 2015 transfers. The operating contributions are projected to continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a "pay-as-you-go" financing strategy for its state-of-good-repair capital program. The state-of-good-repair capital program is a significant driver of the rate supported program throughout the 10-year forecast requiring a 2.3% to 3.9% rate increase each year.
- **Region-wide Basement Flooding Mitigation program - \$2.4 million** the implementation of Phase 2 of the Region-wide Basement Flooding Mitigation program over the next ten years (Report No. PW-22-15 re: Region Wide Basement Flooding Mitigation Study: Final Report and Recommendations) will require a total of \$60.4 million in capital funding and \$23.0 million for the downspout and weeping tile disconnections grant program through the operating budget. The required funding can be accommodated through the debt charge savings generated from the Region's continued implementation of the "pay-as-you-go" financing strategy on its state-of-good-repair capital program without a special surcharge. Accordingly, an additional \$2.3 million in grant is provided in the 2016 operating budget. In addition, the following two staff resources are proposed as strategic investments to help implement the program:
  - A Project Coordinator is required at \$105,000 to manage and carry out projects and activities, which will assist in the successful delivery of approximately \$89 million in sewer improvement projects over ten years.
  - A Systems and Outreach Administrator is required at \$83,000 to manage inquiries and applications to maximize participation in the program to mitigate the risk of future basement flooding in the Region.
- **Water and Wastewater Maintenance Program - \$413,000** to fund four additional staff resources proposed as the following strategic investments:
  - 3 Water Distribution Operators are required at \$296,000, in order to maintain existing service levels to keep pace with growth in the system, while ensuring the Regional compliance with the Ontario Underground Infrastructure Notification System Act and other legislation.
  - A Maintenance Expeditor is required at \$117,000 to ensure that the required levels of service for wastewater treatment are reliably provided on a continuous basis

## 2016 Water & Wastewater Operating Budget by Major Program

As shown in the following table, the 2016 requested budget for water and wastewater services is increasing from \$173.4 million to \$183.2 million, an increase of \$9.9 million or 5.7%. This includes the base budget increase of \$9.2 million or 5.3% and a number of strategic investments for \$0.6 million that align with the Council approved Strategic Action Plan (2015-2018). The customer growth in 2016 is estimated to be 1.6% or \$1.2 million. This results in a net water and wastewater rate increase for the 2016 Budget of \$8.7 million or 5.0%.

Of the 5.0% increase, 1.6% relates to operating costs of the water and wastewater system, 1.1% to the implementation of the Region-wide basement flooding mitigation strategy, and 2.3% to capital financing to support the state-of-good-repair program.

Net Operating Budget for Water & Wastewater Services								
\$000s	2015		2016		Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Budget		2016 Requested to 2015 Budget	
Plant Operations	\$ 41,716	\$ 42,352	\$ -	\$ 42,352	\$ 636	1.5%	\$ 636	1.5%
Plant Maintenance	17,409	18,099	117	18,216	690	4.0%	807	4.6%
Solids Management	3,964	3,725	-	3,725	(238)	-6.0%	(238)	-6.0%
Distribution & Collection O&M	24,651	25,379	414	25,792	728	3.0%	1,141	4.6%
Service Connections	1,999	1,950	-	1,950	(49)	-2.4%	(49)	-2.4%
Fire Suppression	512	768	-	768	256	50.0%	256	50.0%
Water & Wastewater Pumping Stations	16,164	16,679	71	16,749	515	3.2%	585	3.6%
Lateral Connections	736	763	-	763	28	3.8%	28	3.8%
Flood Mitigation Program	160	2,410	-	2,410	2,250	1406.3%	2,250	1406.3%
System Growth Planning	1,672	1,597	-	1,597	(74)	-4.5%	(74)	-4.5%
Development Review	595	626	-	626	31	5.2%	31	5.2%
Engineering & Construction	9,434	9,750	-	9,750	315	3.3%	315	3.3%
Information Management	228	153	-	153	(75)	-32.9%	(75)	-32.9%
Recoveries from Capital Projects	(11,363)	(11,530)	-	(11,530)	(167)	1.5%	(167)	1.5%
State of Good Repair	83,448	87,993	-	87,993	4,545	5.4%	4,545	5.4%
<b>Total Gross Expenditures</b>	<b>\$ 191,326</b>	<b>\$ 200,714</b>	<b>\$ 601</b>	<b>\$ 201,316</b>	<b>\$ 9,389</b>	<b>4.9%</b>	<b>\$ 9,990</b>	<b>5.2%</b>
Total Other Revenue	(17,952)	(18,092)	-	(18,092)	(140)	0.8%	(140)	0.8%
<b>Net Program Impact</b>	<b>\$ 173,374</b>	<b>\$ 182,622</b>	<b>\$ 601</b>	<b>\$ 183,224</b>	<b>\$ 9,249</b>	<b>5.3%</b>	<b>\$ 9,850</b>	<b>5.7%</b>
Consumption Growth (0%)							-	0.0%
Customer Growth (1.6%)							(1,181)	0.7%
<b>Net Increase Requirement</b>							<b>\$ 8,669</b>	<b>5.0%</b>

The following describes the changes in the 2016 budget.

**Plant Operations - \$636,000**

Plant Operations is the purification of both water and wastewater at the Region's 19 treatment plants. Approximately 145 million cubic meters is treated annually. \$636,000 or 1.5% is the 2016 budget increase for plant operations. Expenditure changes include increases of \$136,000 in hydro cost, \$103,000 in chemicals based on inflationary and quantity increases, and a \$73,000 saving in biosolids haulage costs based on a renewed contract price.

**Plant Maintenance - \$807,000**

Plant Maintenance ensures the repair and replacement of water and wastewater treatment infrastructure. The increase of \$807,000 or 4.6% includes \$318,000 for facility maintenance and repair, and a strategic investment of \$117,000 for an additional Maintenance Expeditor.

**Solids Management – (\$238,000)**

Solids Management is the processing and disposal of solid organic matter recovered from the sewage treatment process and used as fertilizer. The 2016 budget is decreasing by \$238,000 or 6.0% which is the result of savings in biosolids haulage costs of \$354,000 due to a favourable new contract price partially offset with inflationary increases in support costs.

**Distribution & Collection Operations & Maintenance (O&M) - \$1.1 million**

Systems Operations & Maintenance is the operation, maintenance and repair of water and wastewater mains. The Region operates and maintains 2,205 km of water mains and 1,861 km of wastewater mains. The 2016 budget is increasing by \$1.1 million mainly due to increases in locate investigations of \$170,000, water billing charges of \$150,000 based on customer growth and a rate increase, as well as \$104,000 in materials from stores for valve maintenance and locates. Also included in the increase is \$296,000 for three Water Distribution Operators as strategic investments.

**Service Connections – (\$49,000)**

Service Connections are the maintenance and repair of water pipe connections. There are 145 planned repairs and maintenance on service connections for 2016. A decrease of \$49,000 or 2.4% in the 2016 budget is due to savings in materials from stores of \$154,000 due to reduced meter installations which is partially offset with an increase of \$95,000 in contracted services for the large meter repair and replacement program.

**Fire Suppression - \$256,000**

Fire Suppression is the maintenance and repair of water hydrants. The 2016 budget is increasing by \$256,000 or 50% which is the result of increases of \$207,600 in contracted services and \$42,600 in materials from stores due to a planned increase in hydrant maintenance and testing.

**Pumping Stations - \$585,000**

Pumping stations includes the operations, maintenance and repair of water and wastewater stations to transfer potable water and sewage across the Region. The Region operates and maintains over 80 pumping stations. The increase of \$585,000 or 3.6% in the 2016 budget includes \$150,000 for water billing charges, \$142,000 in hydro costs, and \$148,000 in station maintenance.

**Lateral Connections - \$28,000**

Lateral Connections are the maintenance and repair of wastewater pipe connections. The 2016 budget includes increases of \$19,000 in unshrinkable fill and \$15,000 in contracted services relating to wastewater connection repairs.

### **Flood Mitigation Program - \$2.4 million**

The 2016 Budget includes a \$2.3 million increase in grant for the voluntary downspout and weeping tile disconnection program as part of Phase 2 of the Region-wide Basement Flooding Mitigation strategy (PW-22-15). This is in addition to the existing \$160,000 for the Region's ex-gratia grant program and for the Basement Flooding Prevention subsidy program. The \$2.3 million grant program will be funded from debt charge savings generated from the full pay-as-you-go financing of the state-of-good-repair capital program commencing in 2016. Also, two additional staff resources (an Outreach Administrator and a Project Coordinator) are proposed at \$188,000 as strategic investments to support the Basement Flooding Mitigation program.

### **System Growth Planning – (\$74,000)**

System Growth Planning is a program of planning which ensures that the appropriate water and wastewater infrastructure is operational to support growth needs required by increasing population. The 2016 budget decrease of \$74,000 is a reduction in professional fees for projects completed in 2015.

### **Development Review - \$31,000**

Development Review is the Region's planning and approval process related to growth in the Region. The 2016 increase of \$31,000 mainly relates to program support costs.

### **Engineering & Construction - \$315,000**

Engineering & Construction is the designing, planning, construction, and management of water and wastewater infrastructures such as pipes, plants, wells, reservoirs, pumping stations and booster stations. The \$315,000 increase in the 2016 budget is largely related to program support costs.

### **Information Management – (\$75,000)**

Information Management is the organization of and control over the structure, processing and delivery of information used in the operation, maintenance and development of Regional water and wastewater infrastructure. The \$75,000 reduction in the 2016 budget is the result of a reduction in professional fees for projects completed in 2015.

### **State-of-Good-Repair - \$4.5 million**

Capital financing expenditures are increasing by \$4.5 million in the 2016 budget to support the state-of-good-repair capital program.

### **Recoveries from Capital Projects - \$167,000**

The recoveries represent the cost of staff resources associated with the delivery of the water and wastewater capital programs. The budget change reflects an inflationary increase.

**Other revenues - \$140,000** increase includes \$30,000 for fees for services based on growing demand for permit inspections, \$78,000 for sewer discharge agreement revenue based on actual trends, and \$31,400 for bulk water charges based on the rate increase.

### **Water Consumption and Customer Growth**

The water and wastewater utility revenues are based on approximately 66% consumption charges and 34% service charges. These revenues are driven by the rate supported budget fee structure. Halton Region's consumption revenues are collected through a block rate structure where the rates vary depending upon the volume of water consumed. The fixed monthly service charges are collected based on the water meter size rate schedule. Both the volume of water consumed and the number of customers are key components to the determination of projected utility revenues.

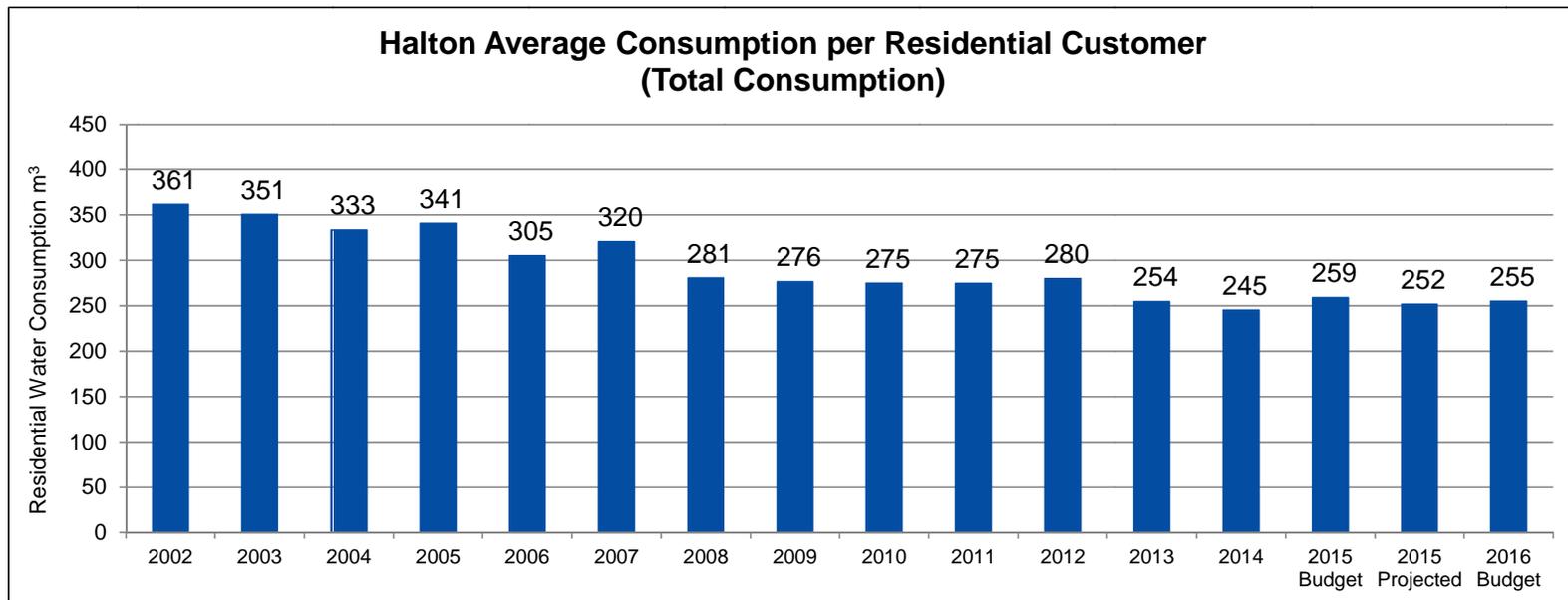


### Water Consumption

Rate revenues include user based consumption and service charges. In 2015 total water consumption was budgeted at 54.8 million m<sup>3</sup> including 0.0% water consumption growth over 2014 budgeted consumption, resulting in an annual average consumption projection per customer of 259m<sup>3</sup>.

As reported to Council in Report No. FN-41-15 (re: Operating Budget Variance Report for the period ending August 31, 2015 and Capital Budget Variance and Closure Report for the period ending June 30, 2015) among other factors, early summer cool temperatures have resulted in seasonal water billings being lower than expected for 2015 with an average annual consumption projection of 252 m<sup>3</sup> per customer.

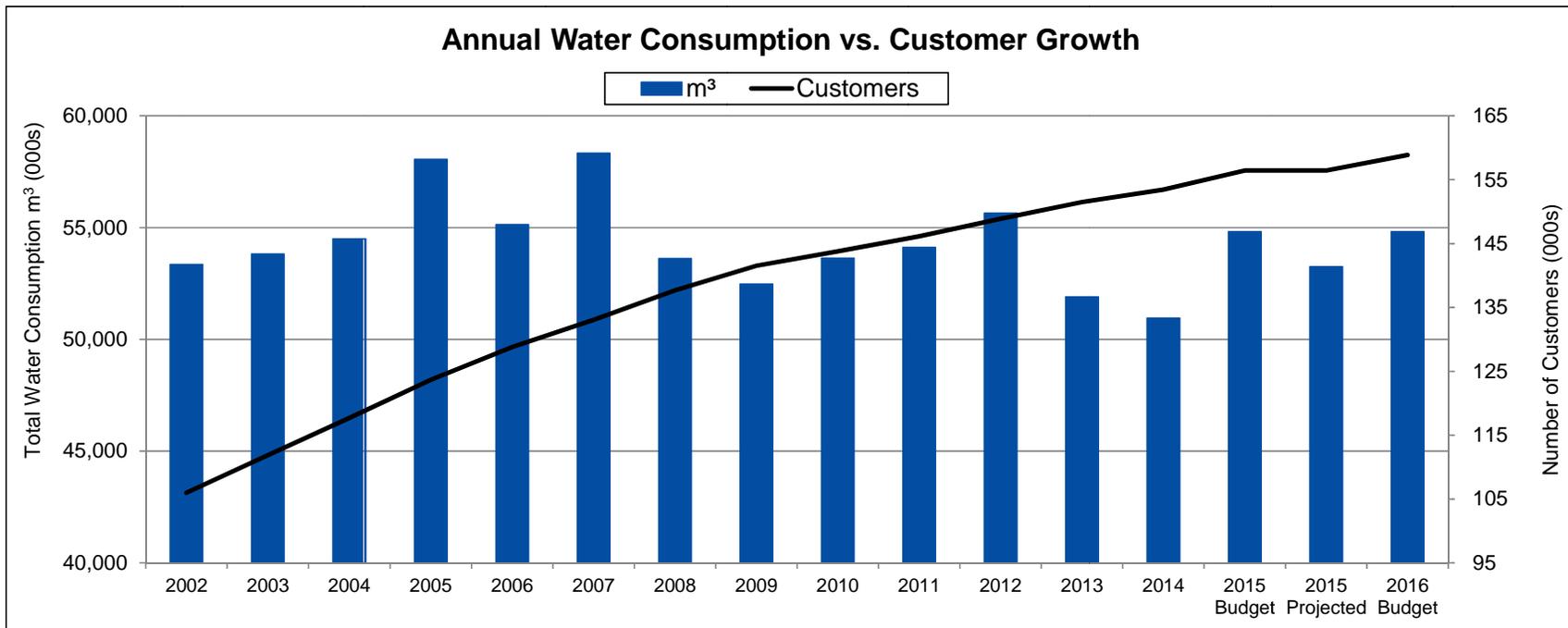
The 2016 water consumption budget remains at 54.8 million m<sup>3</sup> and is based on average seasonal weather conditions. These assumptions project an average annual residential customer consumption of 255 m<sup>3</sup>, which reflects unchanged total water consumption combined with a 1.6% increase in number of customers. Given that the average consumption per customer has been declining below 255 m<sup>3</sup>, water consumption growth is zero for 2016 and growth in customer accounts is 1.6%. This reflects the declining trend of consumption per customer as shown in the following chart.



As noted above, the Region's consumption revenues are collected through a block rate structure in which the rates vary depending upon the volume of water consumed. Halton's block structure is termed a humpback as the rates increase to a set consumption level and then decrease thereafter where the customers using the least and most amount of water in the Region pay the same rate. The rate structure also includes a wastewater cap after 60 m<sup>3</sup> per month consumption where residential users do not pay any additional wastewater charges after 60 m<sup>3</sup>. This rate schedule has been in place since 1992. In 2009, the rate structure was reviewed and some changes were made which combined the water and wastewater rate into one rate. Other than these 2009 adjustments, the rate fee structure has remained unchanged since 1992. Much has changed in the 25 years since 1992 that has impacted the way consumers use water. Water conservation has changed both the design of water fixtures and the attitude of consumers. Therefore in 2016 staff will be undertaking a review of the water rate structure and will report back to Council in 2016 prior to the preparation of the 2017 Budget and Business Plan.

### Customer Growth

Although water consumption has slowed since 2007, the number of water and wastewater customers continues to grow. Service charge revenue growth depends upon meter size and the timing of residential and non-residential development. The 2016 budget includes customer growth of 1.6% based on the growth projections from Halton's Best Planning Estimates. The chart below illustrates the comparison between customer growth and water consumption.



## 2016 Water & Wastewater Operating Budget by Cost Category

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

Total Rate Operating Budget Comparison by Cost Category								
\$000s	2015		2016		Change In			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Budget		2016 Requested to 2015 Budget	
Personnel Services	\$ 46,234	\$ 47,288	\$ 546	\$ 47,835	\$ 1,054	2.2%	\$ 1,601	3.5%
Materials & Supplies	24,501	25,018	34	25,052	517	2.1%	551	2.2%
Purchased Services	38,052	38,792	1	38,793	740	1.9%	741	1.9%
Financial and Rent Expenses	242	210	-	210	(31)	-14.9%	(31)	-13.0%
Grants & Assistance	217	2,467	-	2,467	2,250	91.2%	2,250	1036.9%
<b>Total Direct Costs</b>	<b>109,246</b>	<b>113,776</b>	<b>581</b>	<b>114,357</b>	<b>4,530</b>	<b>4.0%</b>	<b>5,111</b>	<b>4.7%</b>
Allocated Charges/Recoveries	(13,144)	(13,627)	20	(13,607)	(483)	3.5%	(463)	3.5%
Corporate Support	11,724	12,521	-	12,521	796	6.4%	796	6.8%
Transfers to Reserves - Operating	58	58	-	58	-	0.0%	-	0.0%
Transfers from Reserves - Operating	-	-	-	-	-	-	-	0.0%
<b>Gross Operating Expenditures</b>	<b>107,884</b>	<b>112,727</b>	<b>601</b>	<b>113,329</b>	<b>4,844</b>	<b>4.3%</b>	<b>5,445</b>	<b>5.0%</b>
Capital Financing Expenditures	83,448	87,993	-	87,993	4,545	5.2%	4,545	5.4%
<b>Total Gross Expenditures</b>	<b>191,332</b>	<b>200,720</b>	<b>601</b>	<b>201,322</b>	<b>9,389</b>	<b>4.7%</b>	<b>9,990</b>	<b>5.2%</b>
Subsidies	(9,482)	(9,482)	-	(9,482)	(0)	0.0%	(0)	0.0%
Other Revenues	(8,476)	(8,616)	-	(8,616)	(140)	1.6%	(140)	1.6%
<b>Total Revenue</b>	<b>(17,958)</b>	<b>(18,098)</b>	<b>-</b>	<b>(18,098)</b>	<b>(140)</b>	<b>0.8%</b>	<b>(140)</b>	<b>0.8%</b>
<b>Net Expenditures</b>	<b>\$ 173,374</b>	<b>\$ 182,622</b>	<b>\$ 601</b>	<b>\$ 183,224</b>	<b>\$ 9,249</b>	<b>5.1%</b>	<b>\$ 9,850</b>	<b>5.7%</b>
<b>Consumption Growth</b>								<b>0.0%</b>
<b>Customer Growth</b>								<b>1.6%</b>
<b>Rate Increase</b>								<b>5.0%</b>

## Expenditures

### Personnel Services - \$1.6 million increase

As shown in the following table, compensation costs are proposed to increase by 3.46% or \$1.6 million in 2016 as a result of:

- 2.28% or \$1.1 million for base budget compensation increases, comprised of the following:
  - 1.82% or \$841,000 increase to salary/wage budget, based on a 2.0% increase to the non-union salary budget and as per increases set out in union agreements for 2016. Actual salary/wage increases for non-union staff are based on a pay for performance merit system.
  - 0.45% or \$206,000 increase to benefit costs, including a premium increase of 7.0% for extended health care and 4.0% for dental costs where each personnel rates are further adjusted to represent the group's utilization experience.
  - 0.01% or \$7,000 increase resulting from in-year changes and other compensation adjustments.
- 1.18% or \$546,000 increase for an additional 6.0 FTE recommended as strategic investments in the 2016 budget.

2016 Compensation Summary						
	2014	2015	2016			
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Infrastructure Planning & Policy		\$ 8,194,520	\$ 369,890	\$ -	\$ 8,564,410	4.51%
Engineering & Construction		8,217,400	294,930	-	8,512,330	3.59%
Water & Wastewater System Services		12,755,110	8,940	431,800	13,195,850	3.46%
Water & Wastewater Treatment		17,067,130	380,380	114,680	17,562,190	2.90%
<b>Total</b>	<b>\$ 41,785,030</b>	<b>\$ 46,234,160</b>	<b>\$ 1,054,140</b>	<b>\$ 546,480</b>	<b>\$ 47,834,780</b>	<b>3.46%</b>
<b>Compensation Increase</b>			<b>2.28%</b>	<b>1.18%</b>	<b>3.46%</b>	

## Staff Complement

As shown in the following table, the additional staff complement proposed in the 2016 Rate-supported Budget as Strategic Investments is 6.0 FTEs or a 1.36% increase, which results in a total complement of 446.0 FTEs.

2016 Complement Summary					
	2014	2015		2016	
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement
Infrastructure Planning & Policy		78.0	-	-	78.0
Engineering & Construction		72.0	-	-	72.0
Water & Wastewater System Services		128.0	-	5.0	133.0
Water & Wastewater Treatment		162.0	-	1.0	163.0
<b>Total</b>	<b>408.0</b>	<b>440.0</b>	<b>-</b>	<b>6.0</b>	<b>446.0</b>
<b>Staff Increase</b>			<b>0.00%</b>	<b>1.36%</b>	<b>1.36%</b>

### Materials & Supplies - \$551,000 increase

- \$274,000 increase in hydro based on a forecasted rate increase
- \$103,000 increase in chemicals based on inflationary increases and quantity increases to support program pressures and process improvements
- \$48,000 unshrinkable fill increase based on actual trends
- \$28,000 or 2.0% increase in plant maintenance materials and supplies to maintain a state of good repair

### Purchased Services - \$741,000 increase

- \$553,000 increase in contracted services for assistance with investigations, equipment installations and testing, large meter repair and replacements, CCTV inspections, hydrant testing and maintenance and security at outlying facilities.
- \$378,000 increase in plant maintenance to maintain a state of good repair
- \$206,000 increase in Local Distribution Company charges to accommodate a contracted rate increase of 2.5% and customer growth
- \$170,000 increase for locate investigations
- (\$137,000) decrease in special project work and conferences to reflect actual trends
- (\$144,000) decrease in professional consulting services with the completion of projects
- (\$427,000) decrease in biosolids haulage based on new contract prices

### Financial & Rent Expenses - (\$31,000) decrease

- (\$31,000) decrease in equipment leases

### Grants & Assistance – \$2.3 million increase

- \$2.3 million increase for the Basement Flooding Mitigation Program for the disconnection of weeping tile and downspouts (PW-22-15)

### Allocated Costs & Recoveries - \$463,000 increase

- \$268,000 increase in recoveries from capital projects
- \$183,000 reduction in HR, payroll, and training chargebacks which are funded through the corporate support model

### Corporate Support - \$796,000 increase

- Inflationary increases in corporate support costs, with additional increases for Asset Management and IT capital

### Capital Financing Expenditures - \$4.5 million increase

- \$5.2 million increase in transfers to capital reserves to support the water and wastewater state-of-good-repair capital program
- \$1.5 million decrease in debt charges due to a removal of debt
- \$627,000 decrease in development charge financing related to the decrease in the growth-related debt charges
- \$150,000 planned increase to support the purchase of new and replacement vehicles

### Revenues - \$140,000 increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. The 2016 budget includes \$18.1 million in other revenues, an increase of \$140,000 or 0.8% over 2015. The following are the components:

Rate Program Fees & Other Revenues				
\$000s	2015	2016	Change in Budget	
Gas Tax Revenue	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	3,617	-	0.0%
Fees for Service	3,348	3,378	30	0.9%
Sewer Discharge Agreements	882	960	78	8.9%
Bulk Water Charges	629	661	31	5.0%
<b>Total</b>	<b>\$ 17,958</b>	<b>\$ 18,098</b>	<b>\$ 140</b>	<b>0.8%</b>

The increase includes \$30,000 for fees for service based on growing demand for permit inspections, \$78,000 for sewer discharge agreement revenue based on actual trends, and \$31,400 for bulk water charges based on the rate increase. The budget also includes \$9.5 million of Gas Tax funding and \$3.6 million of investment earnings applied to the rate supported services, which have remained unchanged from the 2015 Budget.

## 2016 Rate Strategic Investments

A total of six additional staff at a net cost of \$601,000 is included in the 2016 Water & Wastewater Budget as shown in the following table. Details of the business cases for these positions can be found in the Rate-supported Budget Detail section.

Recommended 2016 Rate Supported Strategic Investments					
Dept	Division	Title	FTE	Gross Impact	Rate Impact
PW	Water & Wastewater System Services	Water Distribution Operators	3.0	\$ 295,933	\$ 295,933
PW	Water & Wastewater System Services	Systems and Outreach Administrator	1.0	83,235	83,235
PW	Water & Wastewater System Services	Project Coordinator	1.0	104,955	104,955
PW	Water & Wastewater Treatment	Maintenance Expeditor	1.0	116,945	116,945
<b>Total</b>			<b>6.0</b>	<b>\$ 601,068</b>	<b>\$ 601,068</b>

- Distribution Operators - \$296,000** Three Water Distribution Operators are required, in order to maintain existing service levels to keep pace with growth in the system, while ensuring the Regional compliance with the Ontario Underground Infrastructure Notification System Act and other legislated requirements. Based on a full year of compliance with the Ontario Underground Infrastructure Notification System Act, resource impacts and the ability to outsource to address these impacts have been reviewed. Since the Act came into effect, there has been a 50% increase in staff hours dedicated to utility locates. This has significantly reduced the resources available to deliver core operations and maintenance programs, while increasing pressures on operators' working hours and shift schedules. Similar to other municipalities, contracted Locate Service Providers are unable to complete a majority of the water locates, which must be undertaken by operation staff.
- Systems and Outreach Administrator - \$83,000** Systematic removal of extraneous flow from the wastewater system is necessary to mitigate the risk of future basement flooding in the Region. The success of this multi-year program will depend on a complementary approach to reducing inflow and infiltration on the public and private sides. Public participation, which will be directly tied to public education and outreach, is crucial to the success of the program. Based on the preliminary numbers for private side participation, over 20,000 new subsidy applications will need to be processed. As such, a Systems and Outreach Administrator is required to manage inquiries, applications and maximize uptake into the new programs.
- Project Coordinator - \$105,000** A dedicated Project Coordinator is required to manage and carry out projects, activities, modeling and flow monitoring analysis. This position will be responsible for undertaking projects, contract administration, coordination with internal and external stakeholders, reviewing flow data, monitoring flow reductions, and performing GIS, hydraulic modeling and database assessments which are needed to deliver components of the Basement Flooding Mitigation program.
- Maintenance Expeditor - \$117,000** A Maintenance Expeditor will assist in all aspects of the procurement of parts, equipment, and contracted services to support the preventive maintenance program to maintain the desired level of wastewater treatment services.

## 10-Year Water & Wastewater Operating Budget Forecast

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

- Hydro increases of 2.5%
- Chemical increases of 0.0-2.0%
- Biosolids haulage cost increases of 2.0%
- Property taxes at 2.0%
- Customer growth ranging from 1.2% to 1.6%
- Consumption growth of 0.0%
- Capital expenditures based on financing plan for the capital budget
- Debt financing rate of 5.0%

Potential pressures on the 10-year Forecast include:

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

The following table provides a summary of the rate budget forecast. The approach used to prepare the rate forecast is consistent with the forecast in the 2015 Budget and Business Plan. Of the projected rate increases of 4.2% to 5.3%, over half (2.3% to 3.9%) is required for the capital expenditures to support the state-of-good-repair capital program.

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

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>(\$000's)</b>	<b>Requested Budget</b>	<b>Forecast</b>								
Plant Operations	\$ 42,352	\$ 43,656	\$ 44,944	\$ 46,511	\$ 47,892	\$ 49,299	\$ 50,730	\$ 52,232	\$ 53,779	\$ 55,530
Plant Maintenance	18,216	18,777	19,331	20,005	20,599	21,204	21,819	22,466	23,131	23,884
Solids Management	3,725	3,840	3,953	4,091	4,212	4,336	4,462	4,594	4,730	4,884
Distribution & Collection O&M	25,792	26,661	27,517	28,559	29,408	30,344	31,296	32,256	33,285	34,449
Service Connections	1,950	2,010	2,070	2,142	2,205	2,270	2,336	2,405	2,477	2,557
Fire Suppression	768	792	815	844	869	894	920	948	976	1,007
Water & Wastewater Pumping Stations	16,749	17,265	17,774	18,394	18,940	19,496	20,062	20,656	21,268	21,960
Lateral Connections	763	787	810	838	863	888	914	941	969	1,001
Flood Mitigation Program	2,410	2,411	2,412	2,412	2,483	2,484	2,485	2,526	2,527	2,528
System Growth Planning	1,597	1,647	1,695	1,754	1,807	1,860	1,914	1,970	2,029	2,095
Development Review	626	645	664	688	708	729	750	772	795	821
Engineering & Construction	9,750	10,050	10,346	10,707	11,025	11,349	11,678	12,024	12,380	12,783
Information Management	153	158	162	168	173	178	183	189	194	201
Recoveries from Capital	(11,530)	(11,885)	(12,236)	(12,662)	(13,038)	(13,421)	(13,811)	(14,220)	(14,641)	(15,117)
State of Good Repair	87,993	95,264	103,321	110,869	120,317	129,671	139,583	150,047	161,228	170,322
<b>Total Gross Expenditures</b>	<b>\$ 201,316</b>	<b>\$ 212,077</b>	<b>\$ 223,580</b>	<b>\$ 235,319</b>	<b>\$ 248,464</b>	<b>\$ 261,581</b>	<b>\$ 275,322</b>	<b>\$ 289,807</b>	<b>\$ 305,126</b>	<b>\$ 318,904</b>
<b>Total Revenues</b>	<b>(18,092)</b>	<b>(18,202)</b>	<b>(18,325)</b>	<b>(18,385)</b>	<b>(18,503)</b>	<b>(18,601)</b>	<b>(18,699)</b>	<b>(18,885)</b>	<b>(19,068)</b>	<b>(19,021)</b>
<b>Net Program Impact</b>	<b>\$ 183,224</b>	<b>\$ 193,875</b>	<b>\$ 205,255</b>	<b>\$ 216,934</b>	<b>\$ 229,961</b>	<b>\$ 242,980</b>	<b>\$ 256,623</b>	<b>\$ 270,922</b>	<b>\$ 286,058</b>	<b>\$ 299,882</b>
Customer Growth	1.6%	1.6%	1.6%	1.5%	1.5%	1.4%	1.4%	1.4%	1.4%	1.2%
Consumption Growth	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Annual Water Consumption m <sup>3</sup> (000s)	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813	54,813
<b>Rate Increase</b>	<b>5.0%</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.0%</b>	<b>5.3%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.2%</b>
<b>Residential Bill (250 m<sup>3</sup> p.a.)</b>	<b>\$ 883</b>	<b>\$ 929</b>	<b>\$ 977</b>	<b>\$ 1,026</b>	<b>\$ 1,081</b>	<b>\$ 1,135</b>	<b>\$ 1,191</b>	<b>\$ 1,250</b>	<b>\$ 1,312</b>	<b>\$ 1,367</b>
<b>\$ Increase</b>	<b>\$ 42</b>	<b>\$ 45</b>	<b>\$ 48</b>	<b>\$ 49</b>	<b>\$ 55</b>	<b>\$ 54</b>	<b>\$ 57</b>	<b>\$ 59</b>	<b>\$ 62</b>	<b>\$ 55</b>
<b>Rate Budget Forecast as Projected in the 2015 Budget</b>										
<b>Annual % Rate Increase</b>	<b>5.0%</b>	<b>4.9%</b>	<b>5.1%</b>	<b>4.8%</b>	<b>5.2%</b>	<b>4.9%</b>	<b>5.0%</b>	<b>4.9%</b>	<b>4.9%</b>	



# Public Works Department - Rate

The Region's Water and Wastewater Rate Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater (sewage). The Public Works Department delivers the water and wastewater program through systems that include 12 water purification plants and 7 wastewater treatment plants.

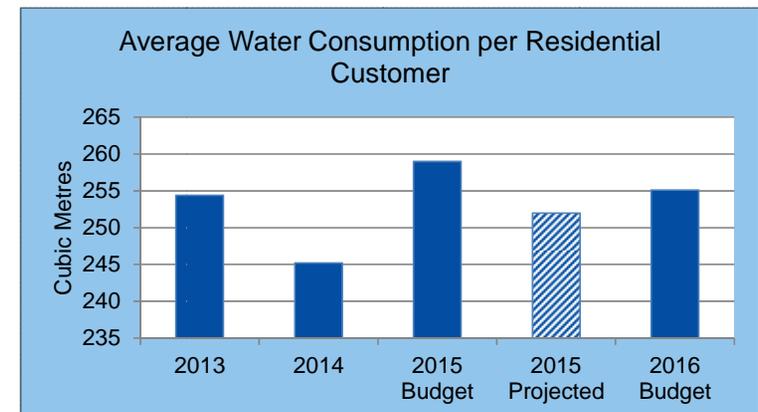
## Budget Impacts

The 2016 Rate Supported Budget is increasing by \$9.8 million or 5.7%. Taking into consideration customer growth of 1.6%, this reduces the water and wastewater rate increase to 5.0% which equates to a \$42 annual increase per typical household (consuming 250m<sup>3</sup>/year) as discussed below.

\$000s	2016 Budget				2015 Budget	Change	
	Gross Cost	Subsidies & Revenue	Corporate Charges & Financing	Net Rate Impact	Net Rate Impact	2016-2015	
<b>Rate Supported Budget</b>							
Water Treatment	\$ 23,575	\$ (1,604)	\$ 338	\$ 22,308	\$ 22,060	\$ 248	1.1%
Wastewater Treatment	39,798	(2,144)	565	38,219	37,382	838	2.2%
Water Distribution	27,103	(2,949)	338	24,492	23,325	1,166	5.0%
Wastewater Collection	20,410	(1,282)	565	19,693	16,640	3,053	18.3%
Infrastructure Management	110,908	(10,113)	(22,284)	78,511	73,966	4,545	6.1%
<b>Total</b>	<b>\$ 221,793</b>	<b>\$ (18,092)</b>	<b>\$ (20,478)</b>	<b>\$ 183,224</b>	<b>\$ 173,374</b>	<b>\$ 9,850</b>	<b>5.7%</b>
<b>FTE</b>				<b>422.0</b>	<b>416.0</b>	<b>6.0</b>	<b>1.4%</b>

Water Treatment is the operations and maintenance of water purification plants to provide clean, safe drinking water. The 2016 budget is increasing by \$248,000 or 1.1% due largely to investment in the plant maintenance program of \$104,000 and other inflationary increases. As seen in the chart, there is a trend in the decline in average water consumption per customer over the past few years due to conservation efforts and cool and wet seasonal conditions. The 2016 budget reflects the trend of declining consumption per household.

Wastewater Treatment is the operations and maintenance of wastewater treatment facilities to remove contaminants in the wastewater stream prior to being discharged to the environment and the processing and disposal of solid organic matter recovered from the wastewater treatment process. The 2016 budget is increasing by \$838,000 or

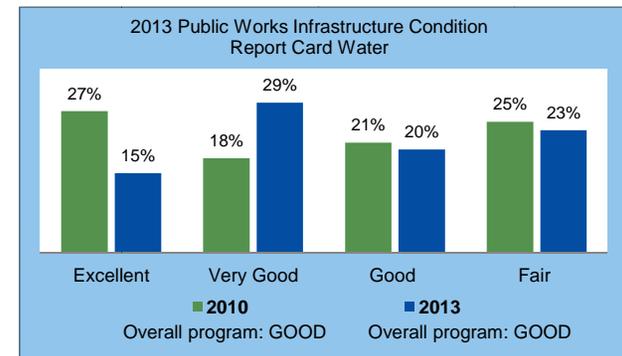
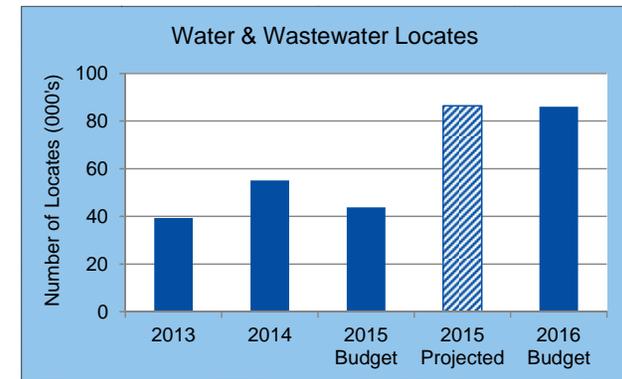
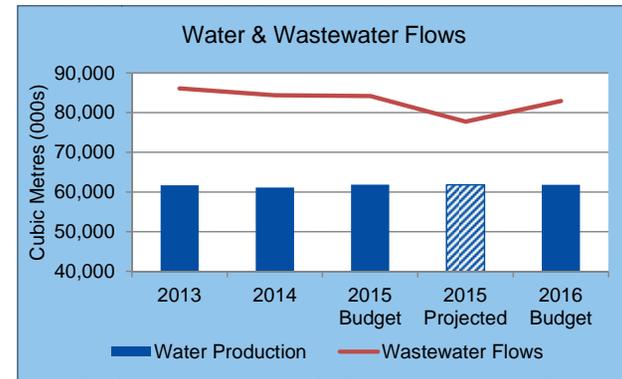


2.2% due to increases in plant maintenance of \$225,000 to maintain a state of good repair, inflationary increases in hydro of \$183,000, chemicals of \$86,000 and \$117,000 for an additional FTE for a Maintenance Expeditor. Partly offsetting these increases are savings of \$427,000 in biosolids haulage resulting from new contract pricing. As seen in the chart, wastewater flows are varied and greatly dependent on the weather.

Water Distribution is responsible for the operations/maintenance and repair of water mains, service connections, hydrants and pumping stations which work together to transfer potable water across the Region. The 2016 budget is increasing by \$1.2 million or 5.0% due to an increase of \$242,000 in contracted services for large meter repair/replacement, hydrant maintenance and security at outlying facilities; \$86,000 for Locates, \$96,000 for water billing charges, and \$67,000 in hydro. The budget also includes three additional Water Distribution Operators recommended as strategic investments at a cost of \$296,000. Locates are an increasingly significant driver in the Distribution and Collection programs, and locate requests have been rising since the implementation of the Ontario One Call program in 2014 as seen in the chart.

Wastewater Collection is responsible for the operations/maintenance and repair of wastewater mains, service connections and pumping stations which work together to transfer sewage to wastewater treatment plants. Also included in the wastewater collection program is the basement flooding mitigation program designed to assist residents with private property flooding. The 2016 budget is increasing by \$3.1 million or 18.3% mainly due to the Basement Flooding Mitigation Program which invests \$2.25 million in the disconnection of weeping tile and downspouts, and \$188,000 for two additional FTEs; an Outreach Administrator and a Project Coordinator to help administer and monitor the program. The budget also includes increases of \$108,000 in contracted services based on planned CCTV inspections and \$84,000 for the locate program.

Infrastructure Management is the state-of-good repair program which ensures the ongoing integrity of water and wastewater infrastructure through design, planning, construction and assessment of financial resources. The 2016 budget is increasing by \$4.5 million or 6.1% to support the Region's investment in the state-of-good-repair Capital Program and to support the expanding asset base. As seen in the chart the overall condition of the Public Works infrastructure program has been rated as good.



## 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. The state-of-good-repair program sets out the rehabilitation/upgrade/replacement needs for existing capital infrastructure, including the implementation of Phase 2 of the Region-wide Basement Flooding program (PW-22-15), which requires a total of \$60.4 million in capital funding over the next ten years. State-of-good-repair requirements will also be addressed as part of the Development related program, in particular to servicing of the Built-boundary area.

The following table provides a summary of the 2016 10-year Water and Wastewater capital program. The 10-year total is \$1.9 billion, with \$155.9 million allocated for 2016.

<b>2016 Capital Budget &amp; Forecast</b>											
<b>Summary of Rate Capital Budget &amp; Financing (\$000s)</b>											
	<b>Gross Cost</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Development</b>											
Water	\$ 450,505	\$ 62,459	\$ -	\$ 176,126	\$ 46,281	\$ 25,093	\$ 12,594	\$ 52,248	\$ 23,587	\$ 30,596	\$ 21,521
Wastewater	339,607	12,707	-	32,043	82,132	20,921	79,141	8,135	18,707	50,721	35,100
Sub-total	790,112	75,166	-	208,169	128,413	46,014	91,735	60,383	42,294	81,317	56,621
<b>State-Of-Good-Repair</b>											
Water	550,389	48,663	33,494	35,667	41,186	42,353	45,404	81,981	67,679	61,622	92,340
Wastewater	514,860	32,080	28,778	30,316	38,502	61,072	72,800	59,350	48,240	82,689	61,033
Sub-total	1,065,249	80,743	62,272	65,983	79,688	103,425	118,204	141,331	115,919	144,311	153,373
<b>Total</b>	<b>\$ 1,855,361</b>	<b>\$ 155,909</b>	<b>\$ 62,272</b>	<b>\$ 274,152</b>	<b>\$ 208,101</b>	<b>\$ 149,439</b>	<b>\$ 209,939</b>	<b>\$ 201,714</b>	<b>\$ 158,213</b>	<b>\$ 225,628</b>	<b>\$ 209,994</b>
<b>Financing</b>											
Dev't Charges - Res.	\$ 552,245	\$ 42,094	\$ -	\$ 149,282	\$ 87,093	\$ 33,338	\$ 63,781	\$ 44,320	\$ 30,591	\$ 61,216	\$ 40,530
Rate Capital Reserves	1,093,180	97,392	62,272	71,548	85,405	103,425	118,204	141,331	115,919	144,311	153,373
Infstr. Invstmnt Rvl. Fnd.	209,936	16,423	-	53,322	35,603	12,676	27,954	16,063	11,703	20,101	16,091
<b>Total</b>	<b>\$ 1,855,361</b>	<b>\$ 155,909</b>	<b>\$ 62,272</b>	<b>\$ 274,152</b>	<b>\$ 208,101</b>	<b>\$ 149,439</b>	<b>\$ 209,939</b>	<b>\$ 201,714</b>	<b>\$ 158,213</b>	<b>\$ 225,628</b>	<b>\$ 209,994</b>

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

## 2016 Water & Wastewater Capital Budget

The 2016 Water and Wastewater capital budget totals \$155.9 million, consisting of \$75.2 million for the Development program and \$80.7 million for the state-of-good-repair (non-development) program.

The **\$75.2 million Development program** in 2016 represents a \$7.1 million increase from the 2015 forecast. This increase is due to projects being accelerated to support the Allocation programs. The 2016 budget includes implementation of the following major projects:

- \$20.8 million for the Construction of Oakville WPP Expansion from 109 to 130 mL/d
- \$11.2 million for a 900mm second feedermain to Davis Road Pumping Station
- \$7.6 million for a WM on Derry Road (Fifth Line to Trafalgar Road)
- \$5.0 million for a 400mm WM between Tyandaga Reservoir and Beaufort
- \$2.8 million for the TP Offset Program
- \$2.8 million for a 400mm WM loop from Fifth Line running east then south on new Milton Business Park Road to Derry Road
- \$2.3 million for a 300mm WM on Burnhamthorpe Road (New North Oakville Road to 9<sup>th</sup> Line)
- \$2.3 million for a 300mm WM on Ninth Line (Burnhamthorpe Road to Dundas Street)
- \$2.2 million for a 600mm WM on Thompson Road (Britannia Road to Louis Saint Laurent Avenue)
- \$2.1 million for 2.5 ML storage expansion at Beaufort Reservoir

The **\$80.7 million state-of-good-repair program** has increased from the 2015 forecast by \$24.2 million. The 2016 budget incorporates significant investments for water/wastewater main replacements which include Basement Flooding Mitigation projects (\$60.4 million), plant/facility upgrades (\$14.0 million), and other items such as vehicles (\$6.6 million) including:

- \$6.5 million for the Basement Flooding Mitigation Program (PW-22-15)
- \$3.2 million for a 300 WM on Guelph Street (Norval Standpipe to Adamson Street)
- \$2.6 million for a 300mm WM on Plains Road East (Shadeland Avenue to Kingsway Drive)
- \$2.5 million for Regional Inflow/ Infiltration Remediation Program
- \$2.1 million for a 300mm WM on Trafalgar Road (Leighland Avenue to Upper Middle Road)
- \$2.0 million for Burloak WPP Replacement of Membranes
- \$2.0 million for a 300mm WM on Speers Road (Fourth Line to Morden Road)
- \$1.8 million for Georgetown Princess Anne Standby Well
- \$1.7 million for a 200mm WWM on New Street (Drury Lane to Guelph Line)
- \$1.7 million for a 150mm/200mm WWM on Mill Street West (Birchway Place to Park Avenue)

## 10-year Water & Wastewater Capital Budget & Forecast

The 2016 10-year Water and Wastewater program totals \$1.9 billion, consisting of \$790.1 million (42.6%) for the Development program and \$1.1 billion (57.4%) for the state-of-good-repair program.

The **\$790.1 million 10-year Development program** is a \$99.5 million decrease from the 2015 program as the significant upfront infrastructure requirements related to the 2012 Allocation Program have moved to the implementation stage. The 10-year program includes:

- \$405.1 million to service Region-wide Capacity related infrastructure
- \$271.8 million to service Greenfield area related infrastructure
- \$64.6 million to service Built Boundary areas related infrastructure
- \$48.6 million for Employment Land servicing related infrastructure

Implementation of the \$790.1 million Development program will also address state-of-good-Repair needs for existing infrastructure in the amount of \$27.9 million. Combined with the Non-Development State-Of-Good-Repair program discussed below, the total 10 years (2016-2025) State-Of-Good-Repair program is \$1.1 billion.

The **\$1.1 billion 10-year State-Of-Good-Repair program** is \$392.1 million higher from the 2015 program, of which \$331.7 million has been identified as a result of a review on the asset management requirements undertaken in 2016. This review included:

- Identifying water and wastewater infrastructure assets that are in Good to Poor conditions based on Public Works Infrastructure Status Phase 1 Report Card (PW-62-12),
- Determining the replacement timing of these assets based on their useful life assumptions,
- Estimating the cost of the replacement works, based on the recent tender experiences and/or indexing of the asset acquisition costs to the current value, and
- Integrating the replacement works identified above into the existing 10-year state-of-good-repair capital program

In addition, a total of \$60.4 million of the capital funding required to implement Phase 2 of the Basement Flooding Mitigation program (PW-22-15) has been incorporated in the 10-year program. The following is a summary of the cost.

**Basement Flooding Mitigation (\$000s)**

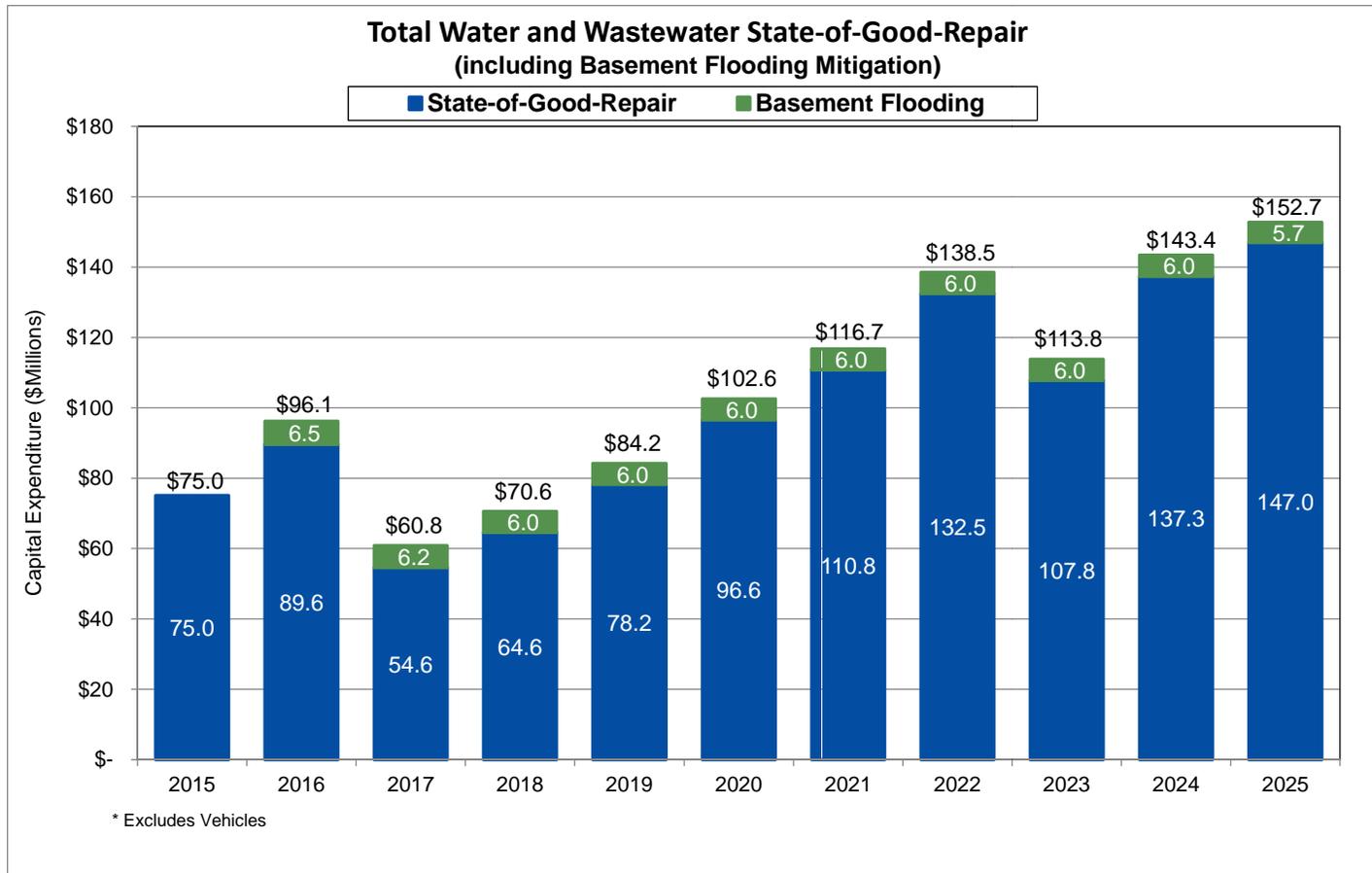
	2016	2017-2025	Total
<b>Capital Budget:</b>			
System improvement	\$ 6,126	\$ 53,877	\$ 60,003
Flow monitoring/metering	400	-	400
Sub-total	\$ 6,526	\$ 53,877	\$ 60,403
<b>Operating Cost:</b>			
Downspout disconnect	\$ 750	\$ 7,290	\$ 8,040
Weeping tile disconnect	1,500	13,500	15,000
Add'l staff resources	188	1,694	1,882
Sub-total	\$ 2,438	\$ 22,484	\$ 24,922
<b>Total</b>	<b>\$ 8,964</b>	<b>\$ 76,361</b>	<b>\$ 85,325</b>

The asset maintenance requirements (including upgrades/rehabilitation and replacement) and the resulting funding needs will continue to be monitored and reviewed as part of the annual budget process and the implementation of the asset management plan over the next few years. As discussed earlier, the long-term sustainable asset management and financing plan will be prepared as part of the Asset Management Roadmap Implementation Plan work currently being undertaken by the Region over the next three years (2016-2018).

The 10-year water and wastewater state-of-good repair program includes:

- \$757.8 million for water distribution and wastewater collection systems rehabilitation and replacements, including the additional expenditures related to the implementation of the Basement Flooding Mitigation program
- \$285.2 million for plants/facilities infrastructure upgrades and replacements, including Milton WWTP, Burlington WPP and the implementation of the Pumping Station Master Plan in the Burlington East area

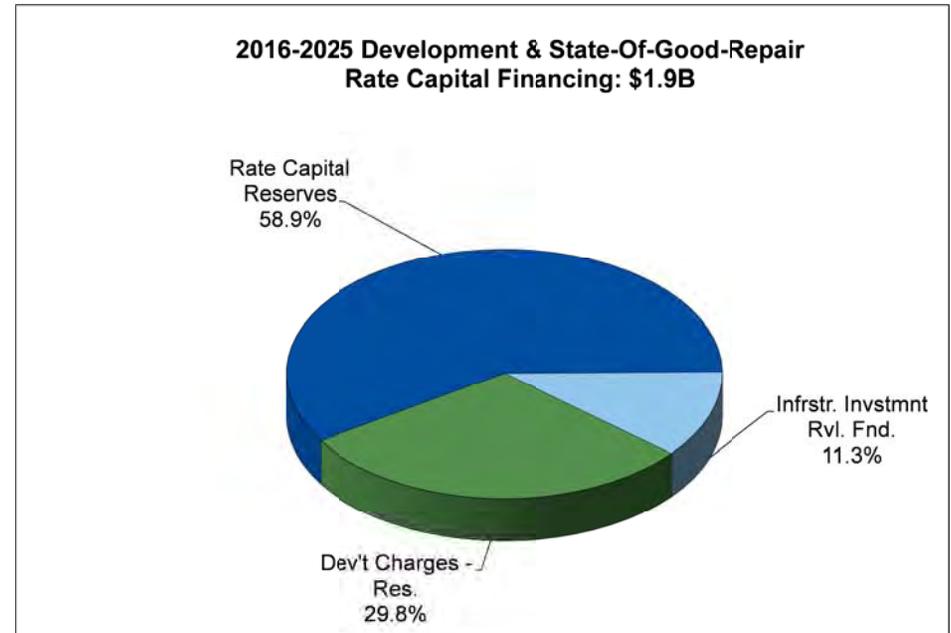
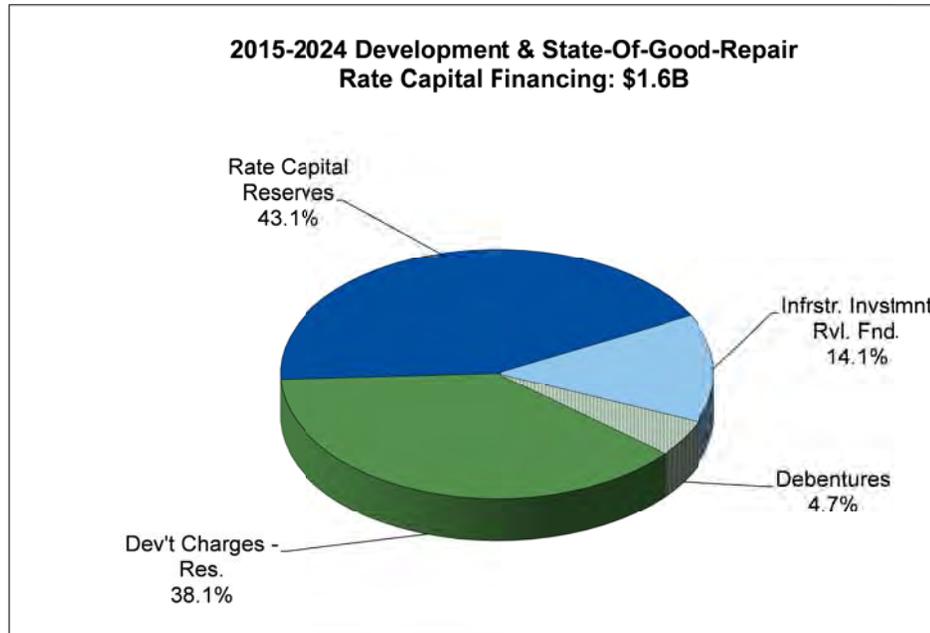
The following graph illustrates the state-of-good-repair (\$1.1 billion), including the development-related state-of-good-repair infrastructure needs of \$27.9 million over the next 10 years.



## 10-year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2016 10-year financing plan for the Water and Wastewater capital program, compared to the 2015 plan.

Financing of the 2016 capital budget and forecast is based on Council approved financing plans, including Development Financing Plan (CS-20-12) and the 2015 Budget Directions Report (FN-06-15).



The Rate Capital reserves (58.9%) (including Operating transfers and Gas Tax funds) provide the financing for the state-of-good-repair program, while residential DCs (29.8%) and the Revolving Fund (11.3%) are a main source of funding for the Development-related program.

A notable change in the funding structure relative to the 2016 budget is the increased reliance on Rate Capital reserves from 43.1% to 58.9%. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Gas Tax revenues) are used to fund state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and the adequate ratios between the operating contributions and amortization expenses, the 2016 water and wastewater budget increased the total operating contributions to \$69.8 million in support of the water/wastewater state-of-good-repair capital program. 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 in 2016 for the implementation of the Basement Flooding Mitigation strategy.

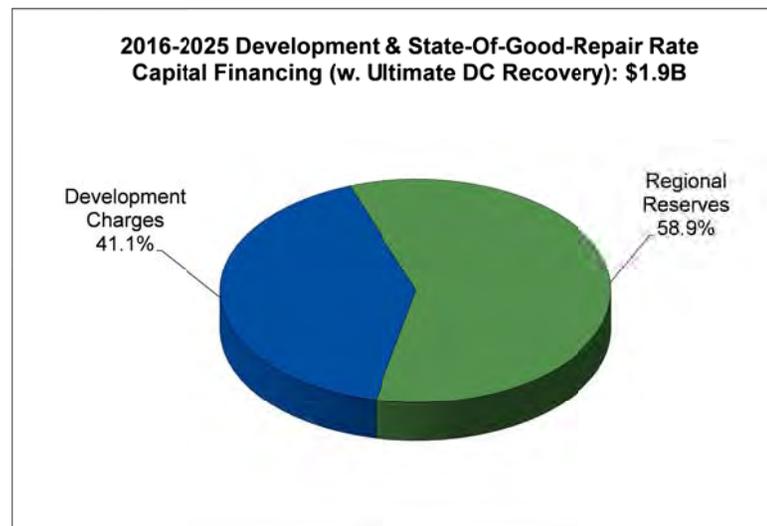
Included in the reserve funding over the next 10 years is the \$60.4 million required for the Region-wide Basement Flooding Mitigation Program. The budget direction (FN-38-15) indicated that the implementation of the phase 2 Region-wide Basement Flooding program would require a special surcharge over the next 10 years due to its significant investment needs. Subsequently, staff further reviewed the program implementation and financing strategy as part of the budget process. Based on this review, the required funding can be accommodated through the debt charge savings generated from the Region's continued implementation of the "pay-as-you-go" financing strategy on its state-of-good-repair capital program.

In the 2015 Budget, the forecast between 2016 and 2025 identified Regional net debt charges of \$221.6 million. Based on the Region's continued "pay-as-you-go" strategy, the 2016 Budget no longer requires debenture financing for newly identified capital in the water and wastewater state-of-good-repair capital program. As a result, the debt charges in the 2016 forecast have been reduced by \$47.2 million over the next 10 years (2016-2025) and by \$70.0 million over the next 17 years (2016-2032) to fund the Basement Flooding Mitigation program.

The funding share of the DCs in the 2016 financing plan has decreased as the 2016 10-year Development program is relatively smaller than the 2015 program due to the timing of infrastructure in the 2012 Allocation Program.

The Revolving Fund is used to provide the Region's interim financing for the non-residential development related costs, which will be recovered from future DCs revenues including carrying costs, in accordance with the Development Financing Plan (CS-20-12).

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for growth infrastructure (i.e. non-residential share) is recovered from future DCs. As noted above, out of the total \$1.9 billion, \$1.1 billion (57.4%) is related to the state-of-good-repair capital program and the balance of \$790.1 million (42.6%) servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (41.1%) and the state-of-good-repair program will be funded by the reserves (58.9%) supported by water and wastewater rates.



## State-Of-Good-Repair Water & Wastewater Capital Financing

The 10-year State-Of-Good-Repair Water and Wastewater capital program identifies \$1.1 billion, with \$80.7 million required in 2016. In the 2016 Budget Forecast, all of the funding required for the state-of-good-repair program will be financed by capital reserves (\$1.1 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 2016.

## Development Water & Wastewater Capital Financing

The 2016 10-year Development Water and Wastewater program totals \$790.1 million and reflects the infrastructure requirements based on the 2011 Master Plan. The program consists of the following:

- **\$676.9 million for servicing Greenfield and Region-wide Capacity.** This program will facilitate the future allocation programs. The program will consist of \$405.1 million of capacity-related projects that will benefit Region-wide and \$271.8 million of distribution/collection projects with Greenfield area specific benefits. The implementation timing of the projects will be dependent upon the Development Allocation Program proceeding.
- **\$48.6 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 \$48.6 million has been identified in the 2016 budget forecast to facilitate servicing of future employment lands. The implementation timing and scope of the projects required for the next phases of development will continue to be dependent upon an acceptable financing plan approved by Council.
- **\$64.6 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.

As discussed in Report No. LPS106-15 (re: 2012 Allocation Program Update and Proposed Framework for the 2018 Allocation Program), the Region will update its Water, Wastewater and Transportation Master Plans, DC by-laws and Development Financing Plan between 2016 and 2017 in support of the next development allocation program in 2018. The Region's growth-related capital program and the related financing plan will be revised through these processes and will be reflected in the future budgets.

The following is a summary of the financing plan for the \$790.1 million 10-year Development program. The Region continues to finance the 10-year growth-related water and wastewater capital program primarily from DC's and the Region's Infrastructure Investment Revolving Fund (Revolving Fund).

Development Water/Wastewater Capital 2016-2025 (\$Millions)					
Program	Total	Res.	Non-Res.		Non-Growth
		DC	Debt	Revlv. Fund	Regional Rsrv
Water	\$ 450.5	\$ 315.1	\$ -	\$ 107.8	\$ 27.6
Wastewater	339.6	237.2	-	102.1	0.3
<b>Total</b>	<b>\$ 790.1</b>	<b>\$ 552.2</b>	<b>\$ -</b>	<b>\$ 209.9</b>	<b>\$ 27.9</b>

Schedule may not add due to rounding.

This reflects the Region’s financing approach to the growth-related water and wastewater capital program as outlined in the Development Financing Plan Framework (CS-20-12). The key principles of the Development Financing Plan are consistent with the principles used in previous Regional development financing plans approved by Council and include:

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

Consistent with the principles above, the residential funding share of the 2012 Allocation Program cost will be provided by the participating residential developers and the Regional funding will be provided mainly from the internal reserve borrowing capacity (e.g. Capital Investment Revolving Fund) while limiting significant debt issuance. The following is a breakdown of water and water infrastructure financing for the 2016 Budget and Forecast:

**Residential Development Financing (\$552.2 million):**

- **The Residential-led Greenfield development** in the allocation areas (e.g. Milton and Oakville) - require a Development Financing Agreement from residential developers to front-end finance, including a contribution required to address shortfalls in total DC revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g. Burlington, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DC’s collected at subdivision agreement.

### Non-Residential Development (\$209.9 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$196.7 million)** – the Region provides interim financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). The Region currently uses internal borrowing primarily from the Revolving Fund to interim finance these costs.
- **Non-residential Share of Employment areas (\$13.2 million)** – the Region will provide front-end financing through the Revolving Fund for servicing the non-residential share of employment lands. The interim financing will ultimately 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 (\$27.9 million):

- **Non-growth (benefit to existing taxpayers) share (\$27.9 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$27.9 million will be financed from the capital reserves. Of the \$27.9 million required, \$24.3 million (87.0%) is scheduled for the following projects in the first four years of the forecast period:
  - 7.5 ML storage expansion at Waterdown Reservoir (\$7.1 million)
  - 900mm Second Feedermain to Davis Road Booster Pumping Station (\$5.4 million)
  - 400mm WM between Tyandaga Reservoir and Beaufort Reservoir (\$4.6 million)
  - Acton Artificial Recharge Capital Works (\$3.2 million)
  - Oakville WPP Expansion (\$2.1 million)
  - 2.5 ML storage expansion at Beaufort Reservoir (\$2.0 million)



# Budget and Business Plan 2016

## Community Profile

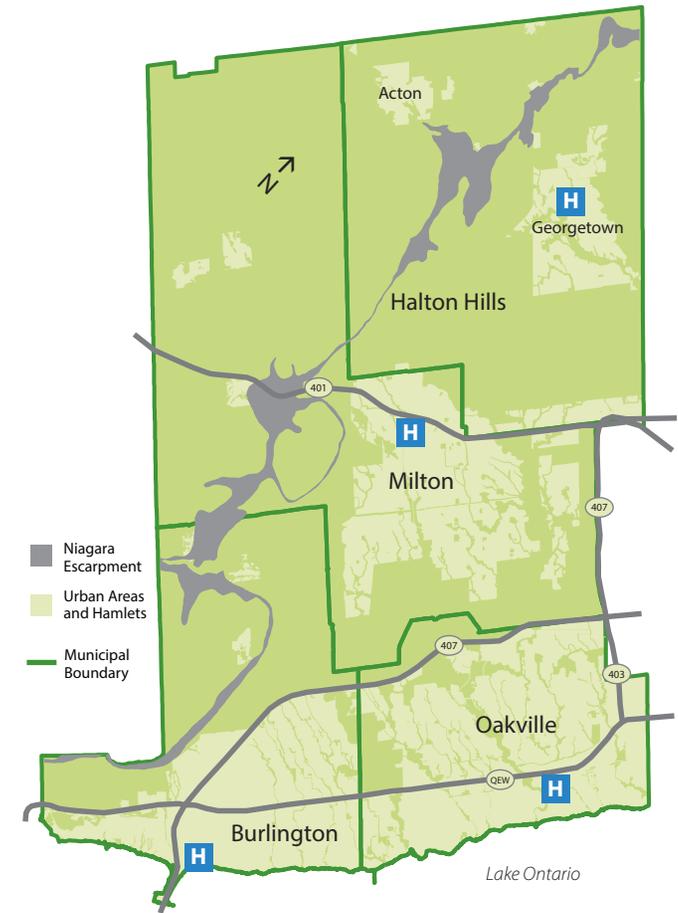




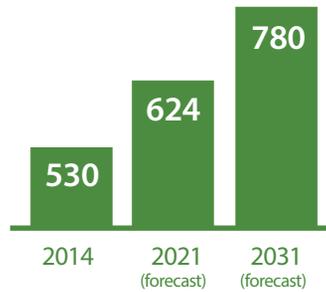
# Halton's Communities

Halton Region is a vibrant and growing community with more than 550,000 residents and four distinct communities – Burlington, Halton Hills, Milton and Oakville. Recognized for its high quality of life and close proximity to Lake Ontario and the Niagara Escarpment

Many multinational companies like Amazon, Lowes and Siemens are choosing to call Halton home. Halton's prosperous business community helps drive the Province's economic engine.



POPULATION GROWTH<sup>1</sup>  
(thousands)



Halton Region is a growing community. To meet the requirements of the Provincial *Places to Grow Act*, Halton is expected to grow to 780,000 people by 2031<sup>1</sup>.

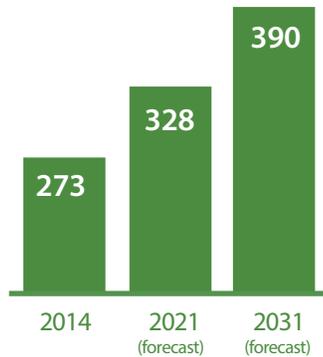
AVERAGE HOUSEHOLD INCOME<sup>2</sup>  
(thousands)



Residents of Halton enjoy a higher average household income than residents in the rest of the province.

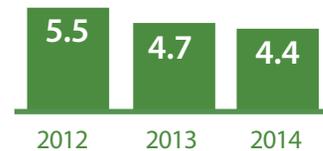
Residents are also well educated—74 per cent of adults have some level of post secondary education<sup>2</sup>.

EMPLOYMENT<sup>1</sup>  
(thousands)



In 2014, the unemployment rate in Halton averaged 4.4 per cent, the lowest rate in Ontario. In fact, Halton has been in a position of full employment (unemployment rate below six per cent) since 2012 and the unemployment rate continues to decline<sup>4</sup>.

UNEMPLOYMENT RATE<sup>4</sup>  
(per cent)



530,924

2014 POPULATION<sup>1</sup>

194,569

NUMBER OF HOUSEHOLDS<sup>1</sup>

13,193

NUMBER OF BUSINESSES<sup>3</sup>

4.4%

HALTON UNEMPLOYMENT RATE IN 2015<sup>4</sup>

73.6%

HALTON EMPLOYMENT PARTICIPATION RATE<sup>4</sup>

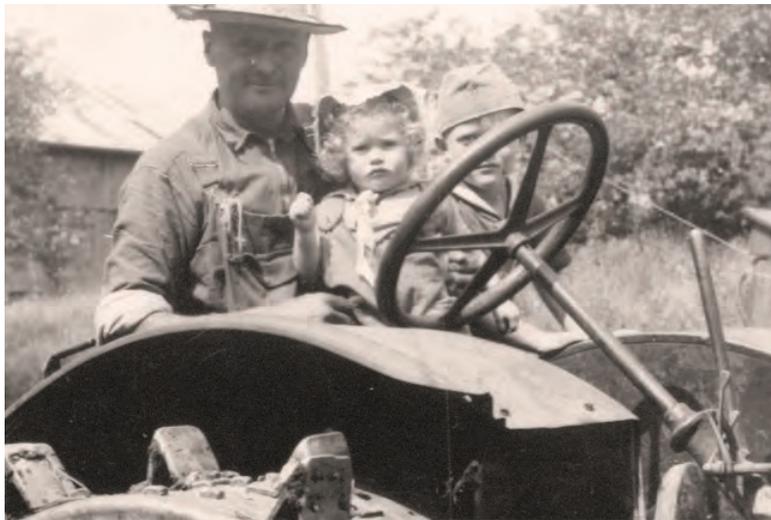
- 1 June 2011 Best Planning Estimates
- 2 Statistics Canada, National Household Survey 2011
- 3 Halton Region 2014 Employment Survey Results
- 4 Statistics Canada, Labour Force Survey Estimates (custom tabulation, three-month moving average, unadjusted)

# Halton's Cultural Heritage

Halton County was named in 1816 after William Halton, secretary to Francis Gore, who served intermittently as Lieutenant Governor of Upper Canada from 1806 to 1816.

In 1853, Halton became a separate county with its own governing council headed by a warden and included Nelson, Trafalgar, Esquesing and Nassageya Townships. By the 1900s, the County began to transition from lumber and wheat production to industry, with the P. L. Robertson Company, maker of the Robertson screw, as one of Milton's top employers. Dairy and fruit farms started up in response to demand from nearby urban centres. The Oakville Ford Plant, constructed in 1952, created 5,000 jobs and served as a major industrial employer for Halton. By 1961, less than 15 per cent of Halton residents were still farming. Government reforms in the late sixties led to a reorganization at the local level.

In 1974, Halton County was incorporated and reorganized into the Regional Municipality of Halton with four restructured municipalities (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville).



Halton Farmer



Historic Campbellville



Main Street, looking south, Milton

# Tourism

Halton Region is truly something out of the ordinary, and offers a wide range experiences for residents and visitors.

## Accommodation

Visitors to Halton can choose from lakefront suites, quaint bed and breakfasts, modern hotels with quick and easy access to highways and camping.

## Arts and Culture

Halton is rich in diverse heritage and culture, from live performances, big band concerts and unique art exhibits to museums, historic properties, garden estates and the Royal Botanical Gardens, Canada's largest botanical garden.

## Shop and Dine

From quaint downtowns to malls, Halton has a variety of shopping and dining experiences, including Canada's first Premium Outlets™ retail centre.

## See and Do

Halton is a four-season destination with both waterfront and escarpment activities including provincial parks, conservation areas and the Bruce Trail, Canada's oldest and longest footpath.

## Farm Fresh Food and Fun

Halton's roots are agricultural. The region is home to many farms, farmers' markets, farm festivals, horse farms and agricultural fairs.

To learn more, visit [halton.ca/tourism](http://halton.ca/tourism).



# 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 TPS Canada.
- Halton's education offerings include French and French Immersion schools.

## Postsecondary and continuing education

- Halton is located in the centre of an education triangle that includes over 20 colleges and universities within an hour's drive.
- Located in Burlington, Canada's highly-ranked McMaster University's DeGroot 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, fashion technique and design programs.

**88,000**  
ELEMENTARY  
STUDENTS

**36**  
RENOWNED  
PRIVATE  
SCHOOLS

**126**  
PROVINCIALY  
FUNDED  
ELEMENTARY  
SCHOOLS

**90%**  
LITERACY RATE



## Postsecondary education (Over age 25)<sup>5</sup>



<sup>5</sup> Statistics Canada, National Household Survey, 2011

# Hospitals

Halton Region is home to four hospitals, one in each of Halton's four communities:

- **Georgetown Hospital**

The Georgetown Hospital 14,000 sq. ft. expansion and renovation is now complete. The \$14.2 million construction/renovation project tripled the size of its emergency department.

- **Milton District Hospital**

Construction is underway on the Milton District Hospital expansion project that will focus on increasing the capacity of its most in-demand services and facilities.

- **Oakville-Trafalgar Memorial Hospital**

The new Oakville Hospital will replace the current hospital on Reynolds Drive, and will offer a full range of acute health services as well as state-of-the-art features and technologies. The new Oakville Trafalgar Memorial Hospital is scheduled to open in December 2015.

- **Joseph Brant Hospital (Burlington)**

The Hospital Redevelopment and Expansion Project at Joseph Brant Hospital is well underway and scheduled for completion in 2018.



## Physician Recruitment

Halton Region is committed to the health and well-being of all residents, and increasing the number of doctors with practices in Halton is an important step towards reaching that goal. Halton Region has undertaken a comprehensive and coordinated strategy to attract new physicians that will establish medical practices in Halton. By collaborating with our Local Municipalities, hospitals, clinics and community representatives, as well as our local doctors, our Physician Recruitment program has helped to recruit (and retain) over 200 new family doctors for Halton since 2003.



# Regional Economy

Halton Region is committed to growing the regional economy in order to support our region's high standards of living and quality public services. Our strong economy is bolstered by the competitive edge that comes from our geographic location, access to top talent, a strong labour market and our highly educated workforce.

Halton's *Economic Development Strategy 2012-2021* identifies eight target sectors for investment attraction. The Region is currently focused on developing the following three:

- **Engineering**

Halton hosts one of the most prominent hubs for engineering services and engineering-intensive manufacturing firms in Canada. This environment showcases Halton's deep pool of engineering talent, competitive cost of doing business and proximity to international airports.



- **Financial services**

Halton offers a highly-educated talent pool of financial professionals as well as a robust financial industry. Halton is also a location of choice for specialized financial services, including equipment leasing, insurance and wealth management and innovative technologies.



- **ICT and digital media**

Halton's central location within Ontario's technology corridor provides information and communications technology (ICT) and digital media companies access to an abundant pool of experienced professionals and new graduates from globally recognized institutions.



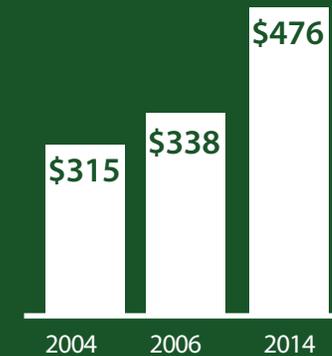
To learn more, visit [halton.ca/business](http://halton.ca/business).



# 95%

of Halton-based businesses<sup>5</sup> anticipate steady or increased profits over the next 12 months.

INDUSTRIAL AND  
COMMERCIAL DEVELOPMENT  
BUILDING PERMIT VALUE<sup>6</sup>  
(millions)



Since 2004, Halton Region's commercial and industrial sectors have seen annual average growth of 14 per cent and 25 per cent, respectively.

<sup>5</sup> 2014 Halton Business Conditions Survey

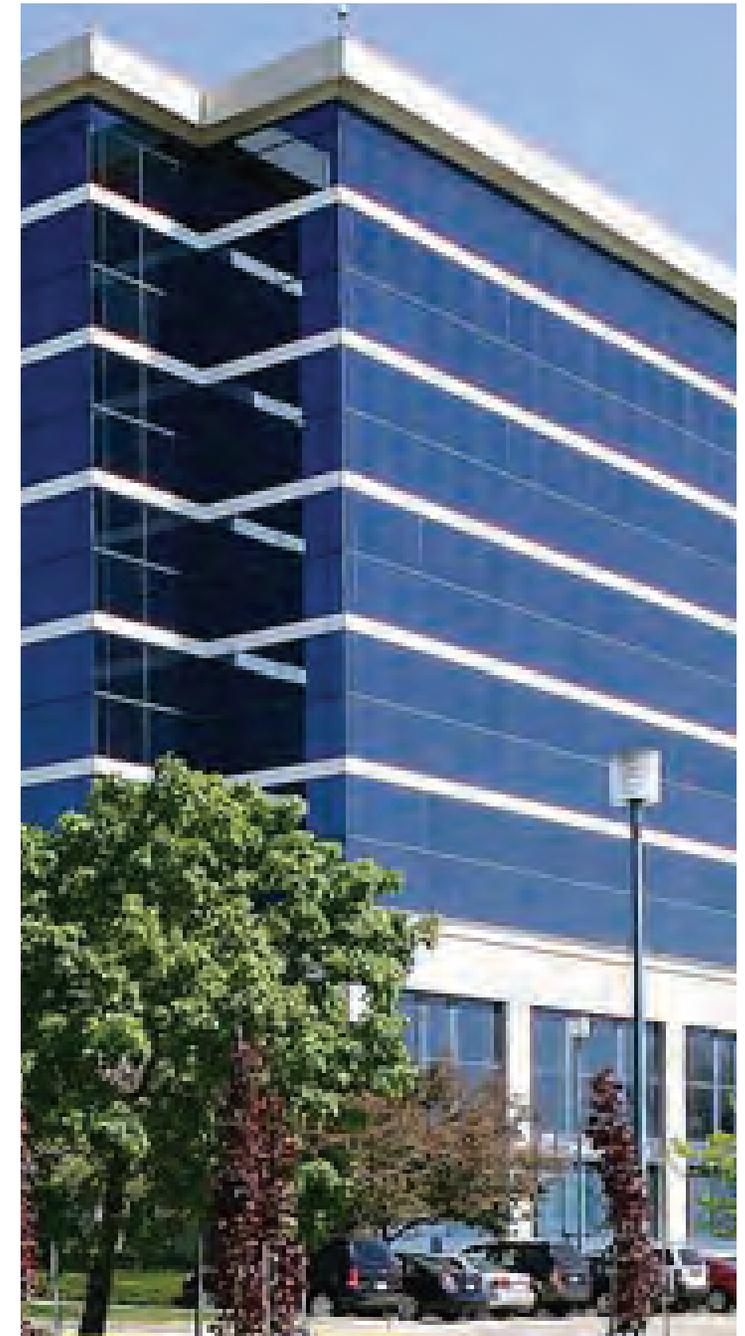
<sup>6</sup> Statistics Canada, Building Permits Survey

## Top 10 Private Sector Employers in Halton in 2014

Ford - Oakville Assembly Complex	Oakville
Fearmans Pork Inc.	Burlington
Karmax Heavy Stamping	Milton
Gordon Food Service	Milton
Siemens Canada Ltd.	Oakville
UTC Aerospace Systems	Oakville
Sobeys	Milton
Mattamy Homes Ltd.	Oakville
L-3 Communications Wescam Inc.	Burlington
PWC	Oakville

## Principal Corporate Taxpayers in 2014

Canapen (Halton) Limited	Burlington
Calloway Reit -Simon Property Group (T.P.O. Mall)	Halton Hills, Oakville
RK (Burlington Mall) Inc.	Burlington
Ford Motor Company of Canada Limited	Oakville
Riocan Holdings (Oakville Place) Inc.	Oakville
2121049 Ontario Limited	Oakville
Riocan Holdings Inc.	Burlington, Halton Hills
Silgold Developments Inc.	Oakville
Sun Life Assurance Of Canada	Halton Hills, Oakville
857529 Ontario Inc.	Milton



# Budget and Business Plan 2016

## Policies & Procedures





# Policies and Procedures

## Presentation of Halton Region's financial information

### General guidelines

Halton Region prepares and presents financial statements in accordance with Generally Accepted Accounting Principles (GAAP) for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA).

### Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; 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 began reporting tangible capital assets on annual financial statements as required by PSAB3150, Tangible Capital Assets.

Halton Region's "Fund Based" budget is converted to full accrual basis accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations which is adjusted to reflect interest on debt only, the amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and solid waste landfill closure and post closure expenses.

### Basis of budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, rent and financial expenses, debt charges, reserve transfers, subsidy revenue and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities and water and wastewater treatment plants, along with the distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period January 1 to December 31.



Mid Halton Wastewater Treatment Plant - Capital Project

The *Municipal Act*, O. Reg. 284/09 requires municipalities to budget for amortization expenses, post employment benefits, solid waste landfill closure and post-closure expenses. If the municipality does not budget for these items, it must advise Council of these exclusions. Halton Region does not budget for these items; however staff reports on how these expenses are to be funded are presented to Council before Council adopts the annual budget.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Ontario Municipal Benchmarking Initiatives (OMBI) best practices in budgeting by allocating corporate support costs to service delivery departments. Corporate support costs are allocated to programs in accordance with the OMBI framework. Program chargebacks (Direct Program Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management and governance costs (Corporate Sustaining Chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' net controllable costs.

The use of this chargeback allocation method results in the distribution of net corporate support costs to direct-service delivery areas.



## Fund structure and budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established, as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources – Tax Supported Services and Rate Supported Services.

**Operating Fund** – Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council approved policies, ensuring a closing balance of zero dollars in the operating fund.

**Capital Fund** – Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e. design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council approved policies.

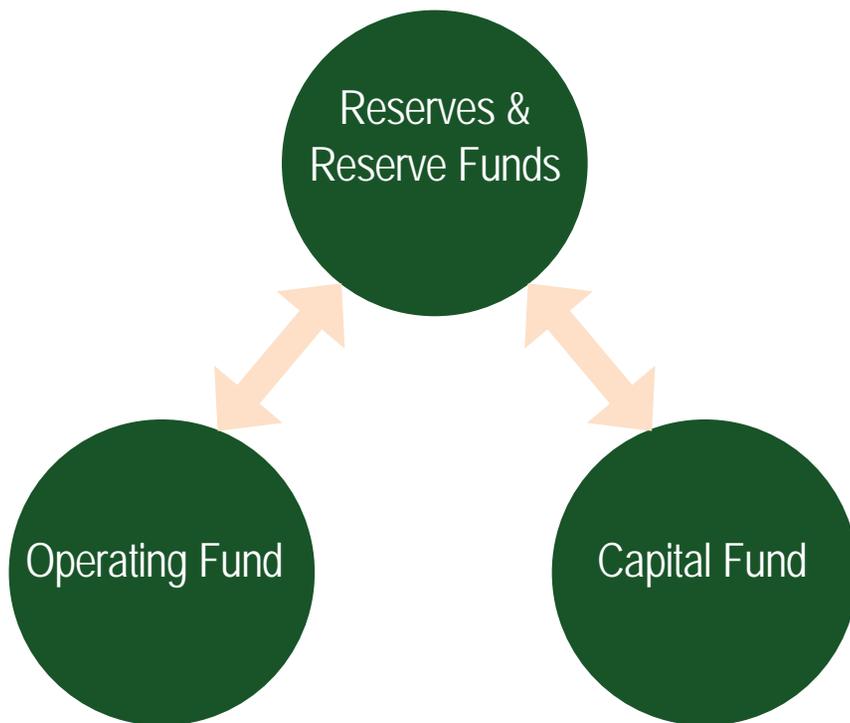
**Reserves & Reserve Funds** – The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Council Report CS-83-02, re: “Regional Reserve Policy.” General principles relating to the use of the reserves are set out in the front section of this document. Budgeted reserve transactions flow through either the operating or capital budgets.

Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DC) as provided for in the *Development Charges Act, 1997*. These funds are maintained in separate Reserve Funds that are restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

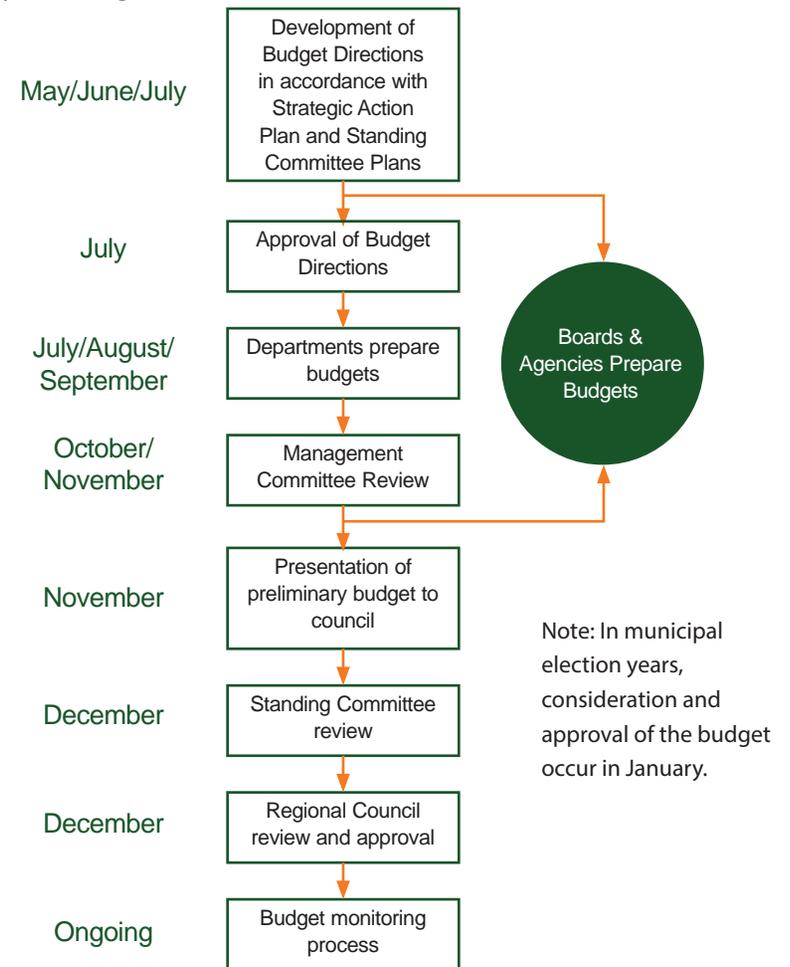
## Fund relationships

The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



# Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring. Based on a Council approved Action Plan and annual Standing Committee Plans in early spring, 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 Standing Committees and Regional Council. Staff use this as a guide in developing the following year's budget.



Operating departments prepare their preliminary budget requests based on the Council approved Budget Directions and Strategic Action Plans. Preliminary budgets are prepared by all Regional departments with the help of the Financial Planning & Budgets Division of the Region's Finance Department. Regional staff prepare an annual Budget Information Package, which recommends cost and revenue increases for various budget components (e.g. general inflation, interest, etc.). This package also includes specific technical information to assist in the budget preparation and outlines how to input information into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Preliminary budgets are renewed by staff in the Financial Planning & Budgets Division as well as Management Committee, which is comprised of the Region's most senior staff.

Budget review meetings are held in September and October with senior staff in each department. At this time, Financial Planning & Budgets Division staff also receive budget requests from the boards and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies and then incorporated into the proposed budget.

The proposed budget document is compiled and presented to Council in late November. Each of the three Standing Committees reviews the document prior to Council approval in December. In an election year, the committees begin reviewing the budget in January, with adoption targeted for late January. The Standing Committee reviews provide for public participation in the budget process.

**Proposed Budget** – The proposed budget is prepared based on Council approved Budget Directions, the most recent program pressures and economic data and iterative refinements and reviews by Management Committee. Operating and Capital Budgets are prepared for services funded from property taxes (Tax Supported) and from water and wastewater utility rates (Rate Supported).



**Budget Adoption** – Regional Council adopts the Budget by resolution as the Region’s annual Budget for the year beginning January 1 after it receives the recommendations from the Health and Social Services Committee, the Planning and Public Works Committee and the Administration and Finance Committee.

The Committee and Council meetings are open to the public and are advertised in the local newspapers as well as on the Regional website. The following are dates for the review and consideration of the 2016 Budget and Business Plan:

November 12, 2015	• 2016 Budget and Business Plan Council Information Session
December 1, 2015	• 2016 Budget Review by Health and Social Services Committee
December 2, 2015	• 2016 Budget Review by Planning and Public Works Committee
December 3, 2015	• 2016 Budget Review by Administration and Finance Committee
December 16, 2015	• 2016 Budget Approval by Regional Council

# Halton Region’s Financial Policies

## Balanced budget

The Operating Budget is balanced with revenues equal to budgeted expenditures. Any shortfall in budgeted revenues versus budgeted expenditures for a budget period will be funded by tax levies or utility rate revenues equal to the shortfall, which will result in a balanced budget.

## Deficit avoidance

In accordance with the *Municipal Act*, municipalities are prohibited from budgeting for a deficit. The annual budgets continue to show fiscal restraint to meet expenditure and revenue targets. When actual revenue shortfalls or unforeseen expenditures appear to be more than temporary occurrences, both the Capital and Operating Budgets are reviewed. Alternatives are then identified to minimize the Region’s financial risks including drawing from reserves, reallocating budgets and expenditure constraints.

## Amendments to approved budget

The approved budget may be amended at the direction of Council provided the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of provincial funding initiatives for fully subsidized operating programs. The capital budget is revised in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.



## Budget monitoring and reporting

The Region uses a real-time, enterprise-wide financial system. Financial reports are available on demand to all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented annually to Council for year-to-date and year-end projections on 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 31 per cent of the Region's total gross expenditures for all services, excluding the Halton Regional Police Service, any increase in staff complement must be explicitly approved by Council. New positions, whether temporary or permanent, are approved through the Region's budget process.

## Master Plans & Asset Management Plans

Master Plans support the long-term program needs for Regional services, including the Official Plan and the Asset Management Plans that ensure Regional assets are maintained in a state-of-good-repair. These plans are developed and updated regularly for specific programs including housing, Regional facilities, Paramedic Services, transportation, water 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 in a summary level in the budget.

## Use of one-time revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Council's direction.

## User fees and alternate revenue sources

The Region establishes cost recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full-service cost to be recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

## Uses of unpredictable revenues

Certain revenues fluctuate widely year-to-year. At year-end, favourable revenue variances are transferred to the Stabilization Reserves or other reserves as approved by Council.

## Use of supplementary tax revenue

Supplementary taxes are property tax revenue generated from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

## Debt capacity

The Province sets a debt capacity guideline for municipalities of 25 per cent of own revenues. The Region's own guidelines (10 per cent of gross operating expenditures) translate to approximately 13 per cent of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

## Penny rounding

As the Royal Canadian Mint is no longer distributing pennies as of February 4, 2013, and pennies are gradually being withdrawn from circulation, Halton Region adopted the Government of Canada's rounding guidelines for cash transactions.

## 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 financial plan
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	No interest to be allocated to these reserves
Vehicle/Building and Equipment Reserves:	
Purpose	To fund the maintenance and replacement of Regional assets
Target	Based on lifecycle costs of assets
Funding	Annual operating budget provisions Shortfalls in funding may require funding from annual operating surpluses or transfers from other reserves
Authority to Access	Council authority required to access funds, normally established within annual budget or specific Council resolution
Interest Allocation	Interest allocation at year-end based on actual interest earnings
Capital Reserves:	
Purpose	To finance the Region's capital program
Target	Based on capital programs
Funding	Annual operating budget provisions Supplementary taxes Annual operating budget surpluses
Authority to Access	Council authority required to access funds, normally established with annual budget or specific Council resolution delegated authority to staff re: project closures or tender awards
Interest Allocation	Interest allocation at year-end based on actual interest earnings

## Commodity Price Hedging

The goal of the commodity price hedging policy is to allow the Treasurer to enter into a fixed price agreement for the future delivery of all or any portion 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 and Gasoline and Diesel. Each commodity is discussed below:

- Halton Region did not enter into a fixed price agreement for electricity in 2015 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.

- For natural gas, Halton Region has an annual fixed price contract expiring on October 31st of each year. In 2015, approximately 30% of the annual volume purchased on contract with the remaining 70% purchased at the spot market price.
- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region is currently in the final renewal year with Canada Clean Fuels and Valero Energy Inc. for bulk gasoline and diesel fuel purchases.

Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have increased for electricity. Natural gas, gasoline, and diesel prices have decreased with price reductions partially offset by demand increases.

Commodity (\$000s)	2013 Actual	2014 Actual	2015 Budget	2015 Projected Actual	2016 Requested Budget	"Change in Budget (2016 - 2015)"
Electricity	15,108	15,925	16,661	16,734	17,140	479
Natural Gas	588	679	827	838	779	(47)
Gasoline and Diesel	1,227	1,303	1,390	1,350	1,233	(158)



# Budget and Business Plan 2016

## Glossary





# Glossary of Terms

Term	Definition
<b>Accrual Accounting</b>	Halton Region's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes expenses and revenues when there is a legal obligation to pay or be paid, not when cash is collected or paid. This is also the basis for developing the Region's budget.
<b>Actual</b>	Actual revenue and expenditures incurred as opposed to budgeted revenues or expenditures for the fiscal year indicated.
<b>Allocated Charges/Recoveries</b>	Transactions related to allocating charges and recoveries between departments.
<b>Allowance</b>	A provision for an expected loss or reduction in the value of an asset so as to reduce the reported value of the asset to an amount which reflects its estimated realizable value.
<b>Amortization</b>	The annual cost of writing off the cost of an asset over a period of time.
<b>Annualization</b>	The cost of a full year of operation.
<b>Assessment</b>	A value that is established for real property for use as a basis for property taxes.
<b>Base Budget</b>	The budget required to maintain the service levels as established by the previous year's budget.
<b>Benchmarking</b>	Determining the quality of products, services and practices by measuring critical factors (e.g. how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.
<b>Boards &amp; Agencies</b>	Autonomous bodies which receive funding from Halton Region, including the Halton Regional Police Service, Royal Botanical Gardens, Conservation Halton, Grand River Conservation Authority and Credit Valley Conservation.
<b>Budget</b>	A financial plan for a specified period of time (fiscal year) that estimates all planned revenues and expenditures for various municipal services.
<b>Budget Document</b>	The official written statement prepared by staff, which presents the proposed budget to Regional Council.
<b>Canadian Union of Public Employees (CUPE)</b>	The Canadian Union of Public Employees is Canada's largest union, with over 628,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and child care, municipalities, social services, libraries, utilities, transportation, airlines and more.
<b>Capital Budget and Forecast</b>	A plan of proposed capital expenditures to be incurred in the current year and over a period of nine future years identifying each capital project and the method of financing.

Term	Definition
<b>Capital Expenditure</b>	An expense for the acquisition, renovation, maintenance or replacement of fixed assets resulting in an extension of the assets' useful life; or an expenditure to purchase or construct a specific capital asset or project which span more than one fiscal year, having a value of at least \$10,000. Typically, a capital expense encompasses a purchase of land and/or the construction of a building or facility.
<b>Case Mix Index (CMI)</b>	The Case Mix Index is the Provincial measurement used for assessing the level of care required for residents at each long-term care facility relative to the Provincial average of 100.
<b>Complement</b>	The total number of full-time equivalent staff positions approved by Council.
<b>Contingency</b>	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year .
<b>Corporate Sustaining Chargeback</b>	A method that is used to allocate costs which are required for corporate management purposes, generally fixed in nature, and not directly or indirectly consumed through a service-delivery process.
<b>Current Value Assessment (CVA)</b>	Real estate property value that is determined under the direction of the Province of Ontario as a basis for levying property taxes.
<b>Debenture Debt</b>	The payment of interest and repayment of principal to holders of the Region's debt instruments.
<b>Debt Payment</b>	The payment of principal and interest on borrowed funds.
<b>Deficit</b>	The excess of expenditures over revenues in a fund over an accounting period.
<b>Development Charges (DC)</b>	Charges collected from developers which are imposed under the <i>Development Charges Act</i> when land is developed.
<b>Development Charges By-law (DCB)</b>	By-law approved by Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i> .
<b>Early Learning and Child Development (ELCD)</b>	Early Learning and Child Development (formerly known as Best Start) funding is for expenditures in licensed child-care programs. Some examples include wage subsidies, fee subsidies, and services for children with special needs.
<b>Environmental Assessment (EA)</b>	A process to predict the effects of proposed initiatives on the environment.
<b>Expenditure</b>	The disbursement of appropriated funds to purchase goods and/or services.
<b>Fees &amp; Charges</b>	Charges for expenses incurred when services are provided to an individual or groups rather than the community at large.

Term	Definition
<b>Fiscal Year</b>	The 12 month accounting period for recording financial transactions. Halton Region's fiscal year is from January 1 to December 31.
<b>Fleet</b>	The vehicles owned and operated by the Region.
<b>Fringe Benefits</b>	Payment to which participants may be entitled under a plan, including pension benefits.
<b>Full-day Kindergarten (FDK)</b>	Full-day junior and senior kindergarten for four and five year olds in public and separate schools.
<b>Full-time Equivalent (FTE)</b>	A measure of staffing equivalent to that produced by one person working full-time for one year.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting.
<b>Geographic Information System (GIS)</b>	A system that integrates existing regional graphic and tabular spatial data into a common shared database.
<b>GO Transit</b>	An inter-municipal transit system throughout the Greater Toronto Area (GTA).
<b>Government Finance Officers Association (GFOA)</b>	A professional association of government finance officers in the United States and Canada identifying and developing financial policies and best practices through education, training, facilitation of member networking, and leadership.
<b>Grant</b>	A monetary contribution by one governmental unit or other organization to another. The Provincial and Federal Governments make these contributions to local governments. Halton Region provides grants to various social service agencies.
<b>Greater Toronto Area (GTA)</b>	The geographic area of jurisdiction of the City of Toronto and the four surrounding regional municipalities of Durham, Halton, Peel and York.
<b>Halton Community Housing Corporation (HCHC)</b>	Halton Region provides management services for the Halton Community Housing Corporation, which is a separate corporation that owns and manages 1,961 social housing units in Halton.
<b>Halton Region</b>	The geographic area made up of the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.
<b>Halton Regional Police Service (HRPS)</b>	The Halton Regional Police Service contributes to the safety and well-being of the Region's 530,924 residents.
<b>Halton Regional Police Services Board (HRPSB)</b>	The governing body for the Halton Regional Police Service.
<b>Halton Region Official Plan (OP)</b>	Outlines the long-term vision for Halton's physical form and community character in accordance with the <i>Planning Act</i> .

Term	Definition
<b>Inflation</b>	A rise in price levels caused by general economic activity and growth.
<b>Investment Income</b>	Revenue associated with the Region's cash management activities of investing cash balances.
<b>Investment in Affordable Housing (IAH)</b>	The Investment in Affordable Housing program is new Federal / Provincial funding that builds on the principles of Ontario's Long-Term Affordable Housing Strategy.
<b>Integrated Planning and Financial System (IPFS)</b>	An automated software application which sets out the infrastructure costs and staging associated with replacement of infrastructure and servicing new growth areas.
<b>Levy</b>	Property taxation funding which is raised through taxes.
<b>Long-Term Care (LTC)</b>	Related to services for older adults.
<b>Local Municipality</b>	A municipality within a region (e.g. the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville within Halton Region).
<b>Municipal Performance Measurement Program (MPMP)</b>	A Provincial initiative designed to provide taxpayers with useful quantified information on service delivery and municipalities with a tool to improve those services over time. The program requires municipalities to collect data to measure their performance in nine core municipal service areas.
<b>Municipal Property Assessment Corporation (MPAC)</b>	Established by the <i>Municipal Property Assessment Corporation Act</i> , MPAC administers and determines a uniform, province-wide system of current value assessment for all properties.
<b>ML/d</b>	Megalitres per day.
<b>Ontario Disability Support Payments (ODSP)</b>	An income redistribution program previously funded by the Province (80 per cent) and the Region (20 per cent) to provide payments to disabled individuals who are unable to work; Municipal funding for this program was completely phased out in 2011
<b>Ontario Municipal Board (OMB)</b>	An independent adjudicative tribunal established under statute by the Province. The Board hears appeals and applications on a wide range of municipal and land-related matters.
<b>Ontario Municipal CAO's Benchmarking Initiative (OMBI)</b>	A partnership project to encourage service excellence in municipal government. Participating municipalities are working together to identify and share performance statistics and operational best practices
<b>Ontario Municipal Employees Retirement System (OMERS)</b>	A local government pension plan coordinated by the Province of Ontario and funded from municipal employee and employer contributions.
<b>Ontario Nurses' Association (ONA)</b>	Ontario Nurses' Association is the union representing 60,000 registered nurses and allied health professionals and more than 14,000 nursing students providing care in hospitals, long-term care facilities, public health, the community, clinics and industry.

Term	Definition
<b>Ontario Public Service Employees Union (OPSEU)</b>	Ontario Public Service Employees Union is a union in Ontario for public sector workers. OPSEU has about 130,000 members across the province in hospitals, services for families and children, art galleries, ambulance services, school boards, municipal offices, mental health services, correctional services and more.
<b>Ontario Works (OW)</b>	A Provincial program jointly funded with the Region, administered by the Region to provide social assistance to residents; the Province will fund this completely by 2018.
<b>Operating Budget</b>	The budget containing allocations for such expenditures as salaries and wages, materials and supplies, utilities, and insurance to provide government services for the current year.
<b>Performance Measure</b>	Data collected to determine how effective and/or efficient a program is in achieving its objectives.
<b>Performance Indicators (PIs)</b>	Specific quantitative measures of a Department's / Program's work performed or results obtained toward meeting an objective.
<b>Program</b>	A Regional business unit formed to provide a specific type of service (e.g. Public Health, Waste Management).
<b>Property Tax</b>	A tax levied on the assessed value of real estate.
<b>Province</b>	The Province of Ontario.
<b>Provincial Offences Act (POA)</b>	This Act governs how charges are processed and prosecuted. It applies to all provincial statutes as well as municipal by-laws and some minor federal contraventions. Most of the POA offences are related to the <i>Highway Traffic Act</i> , the <i>Compulsory Automobile Insurance Act</i> , the <i>Liquor Licence Act</i> or the <i>Trespass to Property Act</i> .
<b>Public Sector Accounting Board (PSAB)</b>	A board under the Canadian Institute of Chartered Accountants (CICA) which develops standards for municipal financial reporting.
<b>Regional Official Plan Amendment (ROPA)</b>	A change to the Official Plan. It could be site specific, when an applicant wants permission for a land use in a location that conflicts with the existing plan, or it could be a policy change that affects all or part of the Region.
<b>Reserve</b>	An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. An example of the Region's reserve is the Tax Stabilization Reserve.
<b>Reserve Fund</b>	Assets segregated and restricted to meet the purpose of the reserve fund, they may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated). For example, Development Charges Reserve Funds or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project).
<b>Revenue</b>	Funds that a government receives as income. It includes such items as tax payments, fines, grants and interest income.
<b>Strategic Action Plan</b>	On April 1, 2015 Regional Council approved the <i>Strategic Action Plan 2015-2018</i> . Each new term, Halton Regional Council develops a plan to reflect Council's priorities and focus on what services are important to Halton residents.

Term	Definition
<b>Strategic Investments</b>	Any proposed variation in the budgeted expenditures or revenues which are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council's consideration.
<b>Systems Application Process (SAP)</b>	Software used for the Region's financial and human resource information systems.
<b>Supplementary Taxes</b>	Property taxes resulting from assessment added to the tax roll after January 1 of a given tax year.
<b>Surplus</b>	Total revenues from current operations exceed total expenditures.
<b>Tangible Capital Assets (TCA)</b>	Non-financial assets with physical substance that: are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations.
<b>Tax Levy</b>	The total amount to be received by property taxes for operating and debt service purposes specified in the annual Tax Levy By-law.
<b>Tax Rate</b>	The actual rate of tax applied to the Current Value Assessment to determine taxes payable.
<b>Waste Diversion Ontario (WDO)</b>	An entity established to enable government, municipalities, and industry to work together to help financially sustain Ontario's municipal waste diversion programs.
<b>Wastewater Treatment Plant (WWTP)</b>	Halton Region owns and operates seven Wastewater Treatment Plants that treat almost 213,000 cubic metres of wastewater every day.
<b>Water Purification Plant (WPP)</b>	Halton Region delivers safe, high-quality and cost-effective drinking water through Halton-owned and operated state-of-the-art Water Purification Plants. Halton is committed to the important responsibility of providing safe, clean drinking water.

# Budget and Business Plan 2016

## Operating Budget





# Budget and Business Plan 2016

## Tax Details



# Tax Supported Budget Summary

Tax Supported Budget Summary									
	2015	2016			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved		
Regional Services	\$ 232,347,433	\$ 236,602,480	\$ 4,211,269	\$ 240,813,749	\$ 4,255,047	1.8%	\$ 8,466,316	3.6%	
Police Services	134,807,701	139,133,438	581,262	139,714,700	4,325,737	3.2%	4,906,999	3.6%	
<b>Total</b>	<b>\$ 367,155,134</b>	<b>\$ 375,735,918</b>	<b>\$ 4,792,531</b>	<b>\$ 380,528,449</b>	<b>\$ 8,580,784</b>	<b>2.3%</b>	<b>\$ 13,373,315</b>	<b>3.6%</b>	

Summary of Tax Changes (With 1.7% Weighted Assessment Growth)				
	2016			2015
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	0.1%	1.8%	1.9%	1.9%
Police Services	1.5%	0.4%	1.9%	
<b>Total</b>	<b>0.6%</b>	<b>1.3%</b>	<b>1.9%</b>	

# Net Program Expenditure – Tax

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

Comparison Of 2016 Requested And 2015 Approved											
Operating Budget For Tax Supported Services											
Net Dollars	2013		2014		2015		2016			Change in Budget	
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Health Department</b>											
Public Health Resources	\$ 1,470,717	\$ 1,444,496	\$ 1,763,294	\$ 1,763,294	\$ 1,994,558	\$ -	\$ 1,994,558	\$ 231,264	13.1%	\$ 231,264	13.1%
Healthy Environments & Communicable Disease	3,564,441	3,633,841	4,199,974	4,149,974	4,719,936	-	4,719,936	519,962	12.4%	519,962	12.4%
Healthy Families	4,580,236	4,825,551	4,580,711	4,362,711	4,806,178	-	4,806,178	225,467	4.9%	225,467	4.9%
Clinical Health Services	3,832,670	4,057,577	4,592,497	4,710,497	4,926,676	-	4,926,676	334,179	7.3%	334,179	7.3%
<b>Total Public Health</b>	<b>13,448,065</b>	<b>13,961,465</b>	<b>15,136,476</b>	<b>14,986,476</b>	<b>16,447,348</b>	<b>-</b>	<b>16,447,348</b>	<b>1,310,872</b>	<b>8.7%</b>	<b>1,310,872</b>	<b>8.7%</b>
Paramedic Services	15,420,824	15,946,811	16,219,410	16,873,410	16,398,409	518,482	16,916,891	178,999	1.1%	697,481	4.3%
<b>Total Health</b>	<b>28,868,889</b>	<b>29,908,276</b>	<b>31,355,886</b>	<b>31,859,886</b>	<b>32,845,757</b>	<b>518,482</b>	<b>33,364,239</b>	<b>1,489,871</b>	<b>4.8%</b>	<b>2,008,353</b>	<b>6.4%</b>
<b>Social &amp; Community Services</b>											
Children's Services	12,141,258	12,730,977	12,862,175	12,197,175	11,352,747	149,770	11,502,517	(1,509,428)	-11.7%	(1,359,658)	-10.6%
Employment & Social Services	7,041,588	6,418,996	7,075,913	6,575,913	7,021,477	-	7,021,477	(54,436)	-0.8%	(54,436)	-0.8%
Housing	25,647,635	33,793,746	35,081,516	35,081,516	35,845,141	-	35,845,141	763,625	2.2%	763,625	2.2%
Quality & Service Integration	12,180,539	4,705,573	5,105,256	5,005,256	5,155,079	600,000	5,755,079	49,823	1.0%	649,823	12.7%
Services for Seniors	17,163,711	17,905,922	17,663,290	18,282,818	17,582,600	-	17,582,600	(80,691)	-0.5%	(80,691)	-0.5%
<b>Total Social &amp; Community Services</b>	<b>74,174,731</b>	<b>75,555,214</b>	<b>77,788,150</b>	<b>77,142,678</b>	<b>76,957,044</b>	<b>749,770</b>	<b>77,706,814</b>	<b>(831,107)</b>	<b>-1.1%</b>	<b>(81,337)</b>	<b>-0.1%</b>
<b>Legislative &amp; Planning Services</b>											
Planning Services	8,225,955	8,536,367	9,324,557	9,085,557	9,642,278	1,045,960	10,688,238	317,721	3.4%	1,363,681	14.6%
Economic Development	1,969,214	2,125,098	2,191,311	2,174,211	2,312,235	-	2,312,235	120,924	5.5%	120,924	5.5%
<b>Total Legislative &amp; Planning Services</b>	<b>10,195,169</b>	<b>10,661,465</b>	<b>11,515,868</b>	<b>11,259,768</b>	<b>11,954,513</b>	<b>1,045,960</b>	<b>13,000,473</b>	<b>438,645</b>	<b>3.8%</b>	<b>1,484,605</b>	<b>12.9%</b>
<b>Public Works</b>											
Road Operations	42,449,079	44,425,031	46,092,804	45,929,804	48,510,952	1,097,057	49,608,009	2,418,148	5.2%	3,515,205	7.6%
Waste Management Services	38,530,561	38,776,437	39,535,960	39,535,960	41,341,211	-	41,341,211	1,805,251	4.6%	1,805,251	4.6%
<b>Total Public Works</b>	<b>80,979,640</b>	<b>83,201,468</b>	<b>85,628,764</b>	<b>85,465,764</b>	<b>89,852,163</b>	<b>1,097,057</b>	<b>90,949,220</b>	<b>4,223,400</b>	<b>4.9%</b>	<b>5,320,457</b>	<b>6.2%</b>
<b>Corporate Administration</b>											
Corporate Administration	(388,114)	(1,224,315)	(0)	(937,600)	-	-	-	-	0.0%	-	0.0%
<b>Total Corporate Administration</b>	<b>\$ (388,114)</b>	<b>\$ (1,224,315)</b>	<b>\$ (0)</b>	<b>\$ (937,600)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>



**Comparison Of 2016 Requested And 2015 Approved**

**Operating Budget For Tax Supported Services**

Net Dollars	2013	2014	2015		2016			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved		
<b>Non-Program Items &amp; Fiscal Transactions</b>												
Supplementary Tax Revenue	\$ (5,710,527)	\$ (6,272,813)	\$ (7,600,000)	\$ (7,600,000)	\$ (7,600,000)	\$ -	\$ (7,600,000)	\$ -	0.0%	\$ -	0.0%	
Tax Policy Expenditures	369,906	293,214	298,000	298,000	298,000	-	298,000	-	0.0%	-	0.0%	
Assessment Services	8,224,501	8,372,065	8,528,700	8,508,700	8,656,100	-	8,656,100	127,400	1.5%	127,400	1.5%	
General Expenditures	21,519,320	21,299,336	24,298,698	24,298,698	23,173,634	750,000	23,923,634	(1,125,064)	-4.6%	(375,064)	-1.5%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,430,595)	(1,374,394)	(1,400,000)	(1,900,000)	(1,900,000)	-	(1,900,000)	(500,000)	35.7%	(500,000)	35.7%	
Payments-in-Lieu of Taxes	(2,889,606)	(2,995,680)	(2,450,000)	(2,450,000)	(2,450,000)	-	(2,450,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,253,134)	(1,247,819)	(1,350,000)	(1,350,000)	(1,350,000)	-	(1,350,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	5,499,714	4,206,070	4,365,000	4,365,000	4,365,000	50,000	4,415,000	-	0.0%	50,000	1.1%	
<b>Total Non-Prog Items &amp; Fiscal Transactions</b>	<b>16,578,777</b>	<b>14,529,180</b>	<b>16,939,598</b>	<b>16,419,598</b>	<b>15,441,934</b>	<b>800,000</b>	<b>16,241,934</b>	<b>(1,497,664)</b>	<b>-8.8%</b>	<b>(697,664)</b>	<b>-4.1%</b>	
<b>Boards and Agencies</b>												
Conservation Authorities	7,705,521	8,016,916	8,382,873	8,382,873	8,803,109	-	8,803,109	420,236	5.0%	420,236	5.0%	
RBG and Special Grants	714,198	725,266	736,295	736,295	747,963	-	747,963	11,668	1.6%	11,668	1.6%	
<b>Total Boards and Agencies</b>	<b>8,419,719</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>431,904</b>	<b>4.7%</b>	
<b>Net Regional Impact Expenditure</b>	<b>218,828,811</b>	<b>221,373,470</b>	<b>232,347,433</b>	<b>230,178,433</b>	<b>236,602,480</b>	<b>4,211,269</b>	<b>240,813,749</b>	<b>4,255,048</b>	<b>1.8%</b>	<b>8,466,317</b>	<b>3.6%</b>	
<b>Halton Regional Police Services</b>												
Police Services	120,287,783	118,127,354	128,681,512	127,681,512	132,377,698	581,262	132,958,960	3,696,186	2.9%	4,277,448	3.3%	
Police Services - Debt Charges	3,491,296	3,491,697	5,888,460	5,888,460	6,739,776	-	6,739,776	851,316	14.5%	851,316	14.5%	
Police Services - Reserves/Capital Transfers	2,820,389	5,309,088	237,729	237,729	15,964	-	15,964	(221,765)	-93.3%	(221,765)	-93.3%	
<b>Total Halton Regional Police Services</b>	<b>126,599,468</b>	<b>126,928,139</b>	<b>134,807,701</b>	<b>133,807,701</b>	<b>139,133,438</b>	<b>581,262</b>	<b>139,714,700</b>	<b>4,325,737</b>	<b>3.2%</b>	<b>4,906,999</b>	<b>3.6%</b>	
<b>Net Regional Levy Requirement</b>	<b>\$ 345,428,279</b>	<b>\$ 348,301,609</b>	<b>\$ 367,155,134</b>	<b>\$ 363,986,134</b>	<b>\$ 375,735,918</b>	<b>\$ 4,792,531</b>	<b>\$ 380,528,449</b>	<b>\$ 8,580,785</b>	<b>2.3%</b>	<b>\$ 13,373,316</b>	<b>3.6%</b>	



The following table sets out the Corporate Administration costs included in the Program expenditures in the preceding tables.

Comparison Of 2016 Requested And 2015 Approved											
Operating Budget For Tax Supported Services											
Net Dollars	2013	2014	2015		2016			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Corporate Administration Costs Included Program Costs:</b>											
<b>Finance</b>											
Administration	\$ 330,340	\$ 334,700	\$ 340,280	\$ 340,280	\$ 455,760	\$ -	\$ 455,760	\$ 115,480	33.9%	\$ 115,480	33.9%
Financial Planning & Budgets	1,258,363	1,114,859	1,140,975	1,140,975	1,056,565	-	1,056,565	(84,410)	-7.4%	(84,410)	-7.4%
Financial, Purchasing & Payroll Services	4,112,586	4,202,345	4,304,335	4,304,335	4,561,350	-	4,561,350	257,015	6.0%	257,015	6.0%
Information Technology	10,538,724	10,865,686	11,292,451	11,292,451	11,777,841	-	11,777,841	485,390	4.3%	485,390	4.3%
<b>Total Finance</b>	<b>16,240,012</b>	<b>16,517,591</b>	<b>17,078,041</b>	<b>17,078,041</b>	<b>17,851,516</b>	<b>-</b>	<b>17,851,516</b>	<b>773,475</b>	<b>4.5%</b>	<b>773,475</b>	<b>4.5%</b>
<b>Office of the CAO</b>											
Chief Administrative Officer	659,345	504,242	510,275	511,475	517,635	-	517,635	7,360	1.4%	7,360	1.4%
Policy Integration & Communication	5,051,247	4,243,422	4,776,722	4,776,722	4,938,475	-	4,938,475	161,753	3.4%	161,753	3.4%
Internal Audit	431,190	436,355	564,885	564,885	574,165	-	574,165	9,280	1.6%	9,280	1.6%
Business Planning & Corporate Initiative	1,186,850	1,851,521	2,323,817	2,330,317	2,146,940	-	2,146,940	(176,877)	-7.6%	(176,877)	-7.6%
Human Resource Services	2,538,160	2,618,561	3,195,767	3,188,067	3,395,087	550,000	3,945,087	199,320	6.2%	749,320	23.4%
<b>Total Office of the CAO</b>	<b>9,866,793</b>	<b>9,654,101</b>	<b>11,371,466</b>	<b>11,371,466</b>	<b>11,572,302</b>	<b>550,000</b>	<b>12,122,302</b>	<b>200,836</b>	<b>1.8%</b>	<b>750,836</b>	<b>6.6%</b>
<b>Office of the Chair &amp; Regional Council</b>											
Office of the Chair	264,200	266,319	268,708	268,708	273,618	-	273,618	4,910	1.8%	4,910	1.8%
Regional Council	1,253,710	1,280,650	1,245,960	1,245,960	1,303,270	-	1,303,270	57,310	4.6%	57,310	4.6%
<b>Total Office of the Chair &amp; Regional Council</b>	<b>1,517,910</b>	<b>1,546,968</b>	<b>1,514,668</b>	<b>1,514,668</b>	<b>1,576,888</b>	<b>-</b>	<b>1,576,888</b>	<b>62,220</b>	<b>4.1%</b>	<b>62,220</b>	<b>4.1%</b>
<b>Legislative &amp; Planning Services</b>											
LPS Administration	370,690	376,450	413,330	381,730	417,030	-	417,030	3,700	0.9%	3,700	0.9%
Asset Management	8,830,419	9,070,447	9,138,736	9,170,336	9,359,940	-	9,359,940	221,204	2.4%	221,204	2.4%
Legal Services	2,082,180	2,129,870	2,174,800	2,174,800	2,208,080	-	2,208,080	33,280	1.5%	33,280	1.5%
Regional Clerks & Council Services	1,451,451	1,712,050	1,744,720	1,744,720	1,760,110	-	1,760,110	15,390	0.9%	15,390	0.9%
<b>Total Legislative &amp; Planning Services</b>	<b>12,734,740</b>	<b>13,288,817</b>	<b>13,471,586</b>	<b>13,471,586</b>	<b>13,745,160</b>	<b>-</b>	<b>13,745,160</b>	<b>273,574</b>	<b>2.0%</b>	<b>273,574</b>	<b>2.0%</b>
<b>Total Corporate Administration Costs</b>	<b>\$ 40,359,455</b>	<b>\$ 41,007,477</b>	<b>\$ 43,435,760</b>	<b>\$ 43,435,760</b>	<b>\$ 44,745,866</b>	<b>\$ 550,000</b>	<b>\$ 45,295,866</b>	<b>\$ 1,310,106</b>	<b>3.0%</b>	<b>\$ 1,860,106</b>	<b>4.3%</b>

# Net Program Expenditure – by Committee

The following tables set out the net levy requirement by standing committee.

Comparison of 2016 Requested and 2015 Approved											
Operating Budget											
Net Dollars	2013	2014	2015		2016			Change in Budget			
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Health &amp; Social Services</b>											
<b>Health Department:</b>											
Public Health Resources	\$ 1,470,717	\$ 1,444,496	\$ 1,763,294	\$ 1,763,294	\$ 1,994,558	\$ -	\$ 1,994,558	\$ 231,264	13.1%	\$ 231,264	13.1%
Healthy Environments & Communicable Disease	3,564,441	3,633,841	4,199,974	4,149,974	4,719,936	-	4,719,936	519,962	12.4%	519,962	12.4%
Healthy Families	4,580,236	4,825,551	4,580,711	4,362,711	4,806,178	-	4,806,178	225,467	4.9%	225,467	4.9%
Clinical Health Services	3,832,670	4,057,577	4,592,497	4,710,497	4,926,676	-	4,926,676	334,179	7.3%	334,179	7.3%
<b>Total Public Health</b>	<b>13,448,065</b>	<b>13,961,465</b>	<b>15,136,476</b>	<b>14,986,476</b>	<b>16,447,348</b>	<b>-</b>	<b>16,447,348</b>	<b>1,310,872</b>	<b>8.7%</b>	<b>1,310,872</b>	<b>8.7%</b>
Paramedic Services	15,420,824	15,946,811	16,219,410	16,873,410	16,398,409	518,482	16,916,891	178,999	1.1%	697,481	4.3%
<b>Total Health</b>	<b>28,868,889</b>	<b>29,908,276</b>	<b>31,355,886</b>	<b>31,859,886</b>	<b>32,845,757</b>	<b>518,482</b>	<b>33,364,239</b>	<b>1,489,871</b>	<b>4.8%</b>	<b>2,008,353</b>	<b>6.4%</b>
<b>Social and Community Services:</b>											
Children's Services	12,141,258	12,730,977	12,862,175	12,197,175	11,352,747	149,770	11,502,517	(1,509,428)	-11.7%	(1,359,658)	-10.6%
Employment & Social Services	7,041,588	6,418,996	7,075,913	6,575,913	7,021,477	-	7,021,477	(54,436)	-0.8%	(54,436)	-0.8%
Housing	25,647,635	33,793,746	35,081,516	35,081,516	35,845,141	-	35,845,141	763,625	2.2%	763,625	2.2%
Quality & Service Integration	12,180,539	4,705,573	5,105,256	5,005,256	5,155,079	600,000	5,755,079	49,823	1.0%	649,823	12.7%
Services for Seniors	17,163,711	17,905,922	17,663,290	18,282,818	17,582,600	-	17,582,600	(80,691)	-0.5%	(80,691)	-0.5%
<b>Total Social and Community Services</b>	<b>74,174,731</b>	<b>75,555,214</b>	<b>77,788,150</b>	<b>77,142,678</b>	<b>76,957,044</b>	<b>749,770</b>	<b>77,706,814</b>	<b>(831,107)</b>	<b>-1.1%</b>	<b>(81,337)</b>	<b>-0.1%</b>
<b>Total Health &amp; Social Services</b>	<b>\$ 103,043,620</b>	<b>\$ 105,463,490</b>	<b>\$ 109,144,036</b>	<b>\$ 109,002,564</b>	<b>\$ 109,802,800</b>	<b>\$ 1,268,252</b>	<b>\$ 111,071,052</b>	<b>\$ 658,764</b>	<b>0.6%</b>	<b>\$ 1,927,016</b>	<b>1.8%</b>



**Comparison of 2016 Requested and 2015 Approved  
Operating Budget**

Net Dollars	2013	2014	2015		2016			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved		
<b>Planning &amp; Public Works - Tax</b>												
<b>Legislative &amp; Planning Services:</b>												
Planning Services	\$ 8,225,955	\$ 8,536,367	\$ 9,324,557	\$ 9,085,557	\$ 9,642,278	\$ 1,045,960	\$ 10,688,238	\$ 317,721	3.4%	\$ 1,363,681	14.6%	
<b>Total Planning</b>	<b>8,225,955</b>	<b>8,536,367</b>	<b>9,324,557</b>	<b>9,085,557</b>	<b>9,642,278</b>	<b>1,045,960</b>	<b>10,688,238</b>	<b>317,721</b>	<b>3.4%</b>	<b>1,363,681</b>	<b>14.6%</b>	
<b>Public Works</b>												
Road Operations	42,449,079	44,425,031	46,092,804	45,929,804	48,510,952	1,097,057	49,608,009	2,418,148	5.2%	3,515,205	7.6%	
Waste Management Services	38,530,561	38,776,437	39,535,960	39,535,960	41,341,211	-	41,341,211	1,805,251	4.6%	1,805,251	4.6%	
<b>Total Public Works</b>	<b>80,979,640</b>	<b>83,201,468</b>	<b>85,628,764</b>	<b>85,465,764</b>	<b>89,852,163</b>	<b>1,097,057</b>	<b>90,949,220</b>	<b>4,223,400</b>	<b>4.9%</b>	<b>5,320,457</b>	<b>6.2%</b>	
<b>Total Planning &amp; Public Works - Tax</b>	<b>89,205,595</b>	<b>91,737,835</b>	<b>94,953,321</b>	<b>94,551,321</b>	<b>99,494,441</b>	<b>2,143,017</b>	<b>101,637,458</b>	<b>4,541,120</b>	<b>4.8%</b>	<b>6,684,137</b>	<b>7.0%</b>	
<b>Planning &amp; Public Works - Rate</b>												
<b>Public Works</b>												
Water and Wastewater	152,065,875	160,569,545	173,373,585	174,161,585	182,622,437	601,068	183,223,505	9,248,852	5.3%	9,849,920	5.7%	
<b>Total Public Works</b>	<b>152,065,875</b>	<b>160,569,545</b>	<b>173,373,585</b>	<b>174,161,585</b>	<b>182,622,437</b>	<b>601,068</b>	<b>183,223,505</b>	<b>9,248,852</b>	<b>5.3%</b>	<b>9,849,920</b>	<b>5.7%</b>	
<b>Total Planning &amp; Public Works - Rate</b>	<b>152,065,875</b>	<b>160,569,545</b>	<b>173,373,585</b>	<b>174,161,585</b>	<b>182,622,437</b>	<b>601,068</b>	<b>183,223,505</b>	<b>9,248,852</b>	<b>5.3%</b>	<b>9,849,920</b>	<b>5.7%</b>	
<b>Total Planning &amp; Public Works - Tax &amp; Rate</b>	<b>\$ 241,271,470</b>	<b>\$ 252,307,380</b>	<b>\$ 268,326,906</b>	<b>\$ 268,712,906</b>	<b>\$ 282,116,878</b>	<b>\$ 2,744,085</b>	<b>\$ 284,860,963</b>	<b>\$ 13,789,972</b>	<b>5.1%</b>	<b>\$ 16,534,057</b>	<b>6.2%</b>	



**Comparison of 2016 Requested and 2015 Approved**

**Operating Budget**

Net Dollars	2013	2014	2015		2016			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved		
<b>Administration &amp; Finance</b>												
<b>Corporate Administration</b>												
Corporate Administration	\$ (388,114)	\$ (1,224,315)	\$ (0)	\$ (929,900)	\$ 0	\$ -	\$ 0	\$ 1	-130.8%	\$ 1	-130.8%	
<b>Total Corporate Administration</b>	<b>(388,114)</b>	<b>(1,224,315)</b>	<b>(0)</b>	<b>(929,900)</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>1</b>	<b>-130.8%</b>	<b>1</b>	<b>-130.8%</b>	
<b>Economic Development</b>												
Economic Development	1,969,214	2,125,098	2,191,311	2,174,211	2,312,235	-	2,312,235	120,924	5.5%	120,924	5.5%	
<b>Total Economic Development</b>	<b>1,969,214</b>	<b>2,125,098</b>	<b>2,191,311</b>	<b>2,174,211</b>	<b>2,312,235</b>	<b>-</b>	<b>2,312,235</b>	<b>120,924</b>	<b>5.5%</b>	<b>120,924</b>	<b>5.5%</b>	
<b>Non-Program Items &amp; Fiscal Transactions</b>												
Supplementary Tax Revenue	(5,710,527)	(6,272,813)	(7,600,000)	(7,600,000)	(7,600,000)	-	(7,600,000)	-	0.0%	-	0.0%	
Tax Policy Expenditures	369,906	293,214	298,000	298,000	298,000	-	298,000	-	0.0%	-	0.0%	
Assessment Services	8,224,501	8,372,065	8,528,700	8,508,700	8,656,100	-	8,656,100	127,400	1.5%	127,400	1.5%	
General Expenditures	21,519,320	21,299,336	24,298,698	24,298,698	23,173,634	750,000	23,923,634	(1,125,064)	-4.6%	(375,064)	-1.5%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	-	(7,750,800)	-	0.0%	-	0.0%	
Provincial Offences Act	(1,430,595)	(1,374,394)	(1,400,000)	(1,900,000)	(1,900,000)	-	(1,900,000)	(500,000)	35.7%	(500,000)	35.7%	
Payments-in-Lieu of Taxes	(2,889,606)	(2,995,680)	(2,450,000)	(2,450,000)	(2,450,000)	-	(2,450,000)	-	0.0%	-	0.0%	
Right-of-Way Taxes	(1,253,134)	(1,247,819)	(1,350,000)	(1,350,000)	(1,350,000)	-	(1,350,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	5,499,714	4,206,070	4,365,000	4,365,000	4,365,000	50,000	4,415,000	-	0.0%	50,000	1.1%	
GTA Pooling	-	-	-	-	-	-	-	-	0.0%	-	0.0%	
<b>Total Non-Prog Items &amp; Fiscal Transactions</b>	<b>16,578,777</b>	<b>14,529,180</b>	<b>16,939,598</b>	<b>16,419,598</b>	<b>15,441,934</b>	<b>800,000</b>	<b>16,241,934</b>	<b>(1,497,664)</b>	<b>-8.8%</b>	<b>(697,664)</b>	<b>-4.1%</b>	
<b>Boards and Agencies</b>												
Conservation Authorities	7,705,521	8,016,916	8,382,873	8,382,873	8,803,109	-	8,803,109	420,236	5.0%	420,236	5.0%	
RBG and Special Grants	714,198	725,266	736,295	736,295	747,963	-	747,963	11,668	1.6%	11,668	1.6%	
<b>Total Boards and Agencies</b>	<b>8,419,719</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>431,904</b>	<b>4.7%</b>	
<b>Total Administration &amp; Finance</b>	<b>26,579,596</b>	<b>24,172,145</b>	<b>28,250,077</b>	<b>26,783,077</b>	<b>27,305,241</b>	<b>800,000</b>	<b>28,105,241</b>	<b>(944,836)</b>	<b>-3.3%</b>	<b>(144,836)</b>	<b>-0.5%</b>	
<b>Net Regional Impact Expenditure</b>	<b>\$ 370,894,686</b>	<b>\$ 381,943,015</b>	<b>\$ 405,721,018</b>	<b>\$ 404,340,018</b>	<b>\$ 419,224,919</b>	<b>\$ 4,812,337</b>	<b>\$ 424,037,256</b>	<b>\$ 13,503,901</b>	<b>3.3%</b>	<b>\$ 18,316,238</b>	<b>4.5%</b>	
<b>Halton Regional Police Service</b>												
<b>Total Halton Regional Police Service</b>	<b>126,599,468</b>	<b>126,928,139</b>	<b>134,807,701</b>	<b>133,807,701</b>	<b>139,133,438</b>	<b>581,262</b>	<b>139,714,700</b>	<b>4,325,737</b>	<b>3.2%</b>	<b>4,906,999</b>	<b>3.6%</b>	
<b>Net Regional Levy &amp; Rate Requirement</b>	<b>\$ 497,494,154</b>	<b>\$ 508,871,154</b>	<b>\$ 540,528,719</b>	<b>\$ 538,147,719</b>	<b>\$ 558,358,357</b>	<b>\$ 5,393,599</b>	<b>\$ 563,751,956</b>	<b>\$ 17,829,638</b>	<b>3.3%</b>	<b>\$ 23,223,237</b>	<b>4.3%</b>	



# Corporate Administration Costs

In accordance with OMBI, the Region allocates corporate support costs to program delivery departments. This table includes details of the Corporate Administration expenditures that are reallocated through corporate support.

	Total Expenditures					Allocated Recoveries & External Revenues					Net Expenditures / Corporate Support				
	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change	
				2016 Requested to 2015 Approved					2016 Requested to 2015 Approved					2016 Requested to 2015 Approved	
<b>Finance</b>															
Administration	\$ 408,908	\$ 340,280	\$ 455,760	\$ 115,480	33.9%	\$ -	\$ -	\$ -	\$ -		\$ 408,908	\$ 340,280	\$ 455,760	\$ 115,480	33.9%
Financial Planning & Budgets	4,486,110	4,850,665	4,814,545	(36,120)	-0.7%	(3,524,450)	(3,709,690)	(3,757,980)	(48,290)	1.3%	961,660	1,140,975	1,056,565	(84,410)	-7.4%
Financial, Purchasing & Payroll Services	4,760,883	5,031,910	5,187,390	155,480	3.1%	(552,615)	(727,575)	(626,040)	101,535	-14.0%	4,208,268	4,304,335	4,561,350	257,015	6.0%
Information Technology	12,723,401	13,625,926	14,284,219	658,293	4.8%	(2,045,250)	(2,333,474)	(2,506,378)	(172,904)	7.4%	10,678,151	11,292,451	11,777,841	485,390	4.3%
<b>Total Finance</b>	<b>22,379,302</b>	<b>23,848,781</b>	<b>24,741,914</b>	<b>893,133</b>	<b>3.7%</b>	<b>(6,122,315)</b>	<b>(6,770,740)</b>	<b>(6,890,398)</b>	<b>(119,658)</b>	<b>1.8%</b>	<b>16,256,987</b>	<b>17,078,041</b>	<b>17,851,516</b>	<b>773,475</b>	<b>4.5%</b>
<b>Office of the CAO:</b>															
Chief Administrative Officer	461,765	510,275	517,635	7,360	1.4%	-	-	-	-		461,765	510,275	517,635	7,360	1.4%
Policy Integration & Communications	5,167,080	6,104,936	6,264,709	159,773	2.6%	(834,612)	(1,328,214)	(1,326,234)	1,980	-0.1%	4,332,468	4,776,722	4,938,475	161,753	3.4%
Internal Audit	463,973	564,885	574,165	9,280	1.6%	-	-	-	-		463,973	564,885	574,165	9,280	1.6%
Business Planning & Corp Initiatives	1,016,638	2,323,817	2,146,940	(176,877)	-7.6%	(3,672)	-	-	-		1,012,966	2,323,817	2,146,940	(176,877)	-7.6%
Human Resource Services	2,517,697	3,476,627	4,046,157	569,530	16.4%	(73,758)	(280,860)	(101,070)	179,790	-64.0%	2,443,939	3,195,767	3,945,087	749,320	23.4%
<b>Total Office of the CAO</b>	<b>9,627,154</b>	<b>12,980,540</b>	<b>13,549,606</b>	<b>569,066</b>	<b>4.4%</b>	<b>(912,042)</b>	<b>(1,609,074)</b>	<b>(1,427,304)</b>	<b>181,770</b>	<b>-11.3%</b>	<b>8,715,112</b>	<b>11,371,466</b>	<b>12,122,302</b>	<b>750,836</b>	<b>6.6%</b>
<b>Office of the Chair &amp; Regional Council:</b>															
Office of the Chair	249,160	268,708	273,618	4,910	1.8%	-	-	-	-		249,160	268,708	273,618	4,910	1.8%
Regional Council	1,205,747	1,245,960	1,303,270	57,310	4.6%	107	-	-	-		1,205,854	1,245,960	1,303,270	57,310	4.6%
<b>Total Office of the Chair &amp; Regional Council</b>	<b>1,454,907</b>	<b>1,514,668</b>	<b>1,576,888</b>	<b>62,220</b>	<b>4.1%</b>	<b>107</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>1,455,014</b>	<b>1,514,668</b>	<b>1,576,888</b>	<b>62,220</b>	<b>4.1%</b>
<b>Legislative &amp; Planning Services:</b>															
LPS Administration	451,022	413,330	417,030	3,700	0.9%	(185)	-	-	-		450,837	413,330	417,030	3,700	0.9%
Asset Management	18,194,759	20,674,294	20,826,578	152,284	0.7%	(9,124,312)	(11,535,559)	(11,466,638)	68,921	-0.6%	9,070,447	9,138,736	9,359,940	221,205	2.4%
Legal Services	6,509,743	5,636,800	5,708,710	71,910	1.3%	(4,167,799)	(3,462,000)	(3,500,630)	(38,630)	1.1%	2,341,944	2,174,800	2,208,080	33,280	1.5%
Regional Clerks & Council Services	1,495,862	1,748,170	1,763,310	15,140	0.9%	(3,041)	(3,450)	(3,200)	250	-7.2%	1,492,821	1,744,720	1,760,110	15,390	0.9%
<b>Total Legislative &amp; Planning Services</b>	<b>26,651,385</b>	<b>28,472,594</b>	<b>28,715,628</b>	<b>243,034</b>	<b>0.9%</b>	<b>(13,295,337)</b>	<b>(15,001,009)</b>	<b>(14,970,468)</b>	<b>30,541</b>	<b>-0.2%</b>	<b>13,356,049</b>	<b>13,471,586</b>	<b>13,745,160</b>	<b>273,575</b>	<b>2.0%</b>
<b>Total Corporate Administration</b>	<b>\$ 60,112,748</b>	<b>\$ 66,816,582</b>	<b>\$ 68,584,036</b>	<b>\$ 1,767,454</b>	<b>2.6%</b>	<b>\$ (20,329,586)</b>	<b>\$ (23,380,822)</b>	<b>\$ (23,288,170)</b>	<b>\$ 92,652</b>	<b>-0.4%</b>	<b>\$ 39,783,162</b>	<b>\$ 43,435,760</b>	<b>\$ 45,295,866</b>	<b>\$ 1,860,106</b>	<b>4.3%</b>



# Gross Expenditures & Revenues by Program

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

Gross Expenditures & Revenues By Program														
\$000s	Total Direct Costs				Other Expenditures				Capital Expenditures					
	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved		
<b>Tax Supported Services</b>														
<b>Health Department</b>														
Public Health Resources	\$ 3,233,243	\$ 3,825,190	\$ 3,864,144	\$ 38,954 1.0%	\$ 244,592	\$ 533,582	\$ 606,115	\$ 72,533 13.6%	\$ 140,000	\$ 114,000	\$ -	\$ (114,000) -100.0%		
Healthy Environments & Communicable Disease	9,591,421	8,918,426	9,179,504	261,078 2.9%	3,075,586	2,866,609	2,954,816	88,207 3.1%	375,000	300,000	195,000	(105,000) -35.0%		
Healthy Families	9,812,081	10,205,766	10,345,516	139,750 1.4%	2,771,109	3,027,652	3,169,867	142,215 4.7%	-	-	-	-		
Clinical Health Services	8,176,755	8,409,754	8,386,595	(23,159) -0.3%	1,648,687	1,875,473	1,969,265	93,792 5.0%	7,000	7,000	7,000	-		0.0%
<b>Total Public Health</b>	<b>30,813,500</b>	<b>31,359,136</b>	<b>31,775,759</b>	<b>416,623 1.3%</b>	<b>7,739,975</b>	<b>8,303,316</b>	<b>8,700,063</b>	<b>396,747 4.8%</b>	<b>522,000</b>	<b>421,000</b>	<b>202,000</b>	<b>(219,000) -52.0%</b>		
Paramedic Services	23,944,686	24,876,176	26,576,303	1,700,127 6.8%	4,115,558	4,139,789	3,761,204	(378,585) -9.1%	2,470,934	2,482,899	2,677,305	194,407 7.8%		
<b>Total Health</b>	<b>54,758,187</b>	<b>56,235,312</b>	<b>58,352,062</b>	<b>2,116,750 3.8%</b>	<b>11,855,532</b>	<b>12,443,105</b>	<b>12,461,267</b>	<b>18,162 0.1%</b>	<b>2,992,934</b>	<b>2,903,899</b>	<b>2,879,305</b>	<b>(24,593) -0.8%</b>		
<b>Social &amp; Community Services</b>														
Children's Services	42,279,709	43,187,605	48,931,635	5,744,030 13.3%	3,117,907	2,292,057	2,426,399	134,342 5.9%	50,000	50,000	50,000	-		0.0%
Employment & Social Services	23,667,508	24,658,642	25,455,499	796,857 3.2%	2,677,886	2,648,596	2,803,047	154,451 5.8%	-	-	-	-		
Housing	36,918,592	37,257,580	43,406,886	6,149,306 16.5%	1,430,104	966,667	(1,765,725)	(2,732,392) -282.7%	12,204,853	7,550,000	7,800,000	250,000 3.3%		
Quality & Service Integration	3,992,072	4,220,521	4,819,271	598,750 14.2%	713,607	884,735	935,808	51,073 5.8%	-	-	-	-		
Services for Seniors	51,523,247	51,410,279	52,325,269	914,990 1.8%	9,297,026	9,567,900	9,964,670	396,769 4.1%	2,211,323	2,221,323	2,331,323	110,000 5.0%		
<b>Total Social &amp; Community Services</b>	<b>158,381,129</b>	<b>160,734,627</b>	<b>174,938,560</b>	<b>14,203,933 8.8%</b>	<b>17,236,530</b>	<b>16,359,955</b>	<b>14,364,199</b>	<b>(1,995,757) -12.2%</b>	<b>14,466,176</b>	<b>9,821,323</b>	<b>10,181,323</b>	<b>360,000 3.7%</b>		
<b>Legislative &amp; Planning Services</b>														
Planning Services	7,529,526	6,407,510	6,906,700	499,190 7.8%	1,020,407	3,148,063	3,162,876	14,813 0.5%	1,084,457	1,076,100	1,802,100	726,000 67.5%		
Asset Management	13,767,307	16,298,993	16,262,193	(36,800) -0.2%	(16,742,116)	(17,419,584)	(17,638,960)	(219,376) 1.3%	3,438,824	3,582,263	3,755,363	173,100 4.8%		
Economic Development	1,801,844	1,763,500	1,856,760	93,260 5.3%	553,794	646,061	669,475	23,414 3.6%	-	-	-	-		
Regional Clerk & Council Services	1,537,317	1,728,270	1,744,610	16,340 0.9%	(1,752,951)	(1,724,820)	(1,741,410)	(16,590) 1.0%	-	-	-	-		
LPS Administration	450,726	411,830	415,830	4,000 1.0%	(376,154)	(411,830)	(415,830)	(4,000) 1.0%	-	-	-	-		
Legal Services	5,552,214	5,567,100	5,642,610	75,510 1.4%	(5,189,369)	(5,331,500)	(5,406,910)	(75,410) 1.4%	862,650	-	-	-		
<b>Total Legislative &amp; Planning Services</b>	<b>30,638,934</b>	<b>32,177,203</b>	<b>32,828,703</b>	<b>651,500 2.0%</b>	<b>(22,486,388)</b>	<b>(21,093,610)</b>	<b>(21,370,759)</b>	<b>(277,149) 1.3%</b>	<b>5,385,931</b>	<b>4,658,363</b>	<b>5,557,463</b>	<b>899,100 19.3%</b>		
<b>Public Works</b>														
Road Operations	16,979,351	18,059,040	19,925,524	1,866,484 10.3%	565,434	702,349	2,404,513	1,702,164 242.4%	27,617,725	27,620,715	27,621,372	657 0.0%		
Waste Management	36,132,859	34,788,376	37,225,405	2,437,029 7.0%	5,678,865	5,186,587	4,412,510	(774,077) -14.9%	6,766,300	6,786,300	6,826,200	39,900 0.6%		
<b>Total Public Works</b>	<b>53,112,210</b>	<b>52,847,416</b>	<b>57,150,929</b>	<b>4,303,513 8.1%</b>	<b>6,244,299</b>	<b>5,888,936</b>	<b>6,817,022</b>	<b>928,087 15.8%</b>	<b>34,384,025</b>	<b>34,407,015</b>	<b>34,447,572</b>	<b>40,557 0.1%</b>		
<b>Finance</b>														
Administration	408,841	339,480	455,360	115,880 34.1%	(334,633)	(339,480)	(455,360)	(115,880) 34.1%	-	-	-	-		
Financial Planning & Budgets	4,449,206	4,812,615	4,811,495	(1,120) 0.0%	(4,090,598)	(4,312,515)	(4,234,395)	78,120 -1.8%	40,000	40,000	-	(40,000) -100.0%		
Financial, Purchasing & Payroll Services	4,752,631	5,025,230	5,185,090	159,860 3.2%	(4,503,247)	(4,920,280)	(5,080,540)	(160,260) 3.3%	-	-	-	-		
Information Technology	9,688,512	10,845,663	11,406,186	560,523 5.2%	(12,549,129)	(13,250,886)	(13,902,711)	(651,825) 4.9%	2,887,207	2,633,715	2,735,325	101,610 3.9%		
<b>Total Finance</b>	<b>\$ 19,299,189</b>	<b>\$ 21,022,988</b>	<b>\$ 21,858,131</b>	<b>\$ 835,143 4.0%</b>	<b>\$ (21,477,607)</b>	<b>\$ (22,823,161)</b>	<b>\$ (23,673,006)</b>	<b>\$ (849,845) 3.7%</b>	<b>\$ 2,927,207</b>	<b>\$ 2,673,715</b>	<b>\$ 2,735,325</b>	<b>\$ 61,610 2.3%</b>		



Gross Expenditures & Revenues By Program															
\$000s	Total Direct Costs				Other Expenditures					Capital Expenditures					
	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved	
<b>Office of the CAO</b>															
Chief Administrative Officer	461,375	509,825	517,485	7,660	1.5%	(503,852)	(509,825)	(517,485)	(7,660)	1.5%	-	-	-	-	-
Policy Integration & Communications	5,160,361	6,061,936	6,210,076	148,140	2.4%	(5,069,351)	(6,043,767)	(6,191,907)	(148,140)	2.5%	-	-	-	-	-
Internal Audit	463,951	563,635	574,115	10,480	1.9%	(436,333)	(563,635)	(574,115)	(10,480)	1.9%	-	-	-	-	-
Business Planning & Corporate Initiatives	1,009,129	2,185,642	2,113,002	(72,640)	-3.3%	(1,850,025)	(2,289,642)	(2,113,002)	176,640	-7.7%	4,000	104,000	-	(104,000)	-100.0%
Human Resource Services	3,210,006	4,280,997	4,847,057	566,060	13.2%	(3,384,628)	(4,280,997)	(4,847,057)	(566,060)	13.2%	-	-	-	-	-
<b>Total Office of the CAO</b>	<b>10,304,822</b>	<b>13,602,035</b>	<b>14,261,735</b>	<b>659,700</b>	<b>4.9%</b>	<b>(11,244,189)</b>	<b>(13,687,866)</b>	<b>(14,243,566)</b>	<b>(555,700)</b>	<b>4.1%</b>	<b>4,000</b>	<b>104,000</b>	<b>-</b>	<b>(104,000)</b>	<b>-100.0%</b>
<b>Office of the Chair &amp; Regional Council</b>															
Office of the Chair	241,394	256,560	261,410	4,850	1.9%	(258,552)	(256,560)	(261,410)	(4,850)	1.9%	-	-	-	-	-
Regional Council	1,199,482	1,290,960	1,303,270	12,310	1.0%	(1,274,277)	(1,290,960)	(1,303,270)	(12,310)	1.0%	-	-	-	-	-
<b>Total Office of the Chair &amp; Regional Council</b>	<b>1,440,875</b>	<b>1,547,520</b>	<b>1,564,680</b>	<b>17,160</b>	<b>1.1%</b>	<b>(1,532,830)</b>	<b>(1,547,520)</b>	<b>(1,564,680)</b>	<b>(17,160)</b>	<b>1.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Boards &amp; Agencies</b>															
Conservation Authorities	8,016,916	8,382,873	8,803,109	420,236	5.0%	-	-	-	-	-	-	-	-	-	-
RBG & Special Grants	725,266	736,295	747,963	11,668	1.6%	-	-	-	-	-	-	-	-	-	-
<b>Total Boards &amp; Agencies</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Halton Regional Police Services</b>															
Halton Region Police Services	129,480,331	137,024,892	141,244,106	4,219,214	3.1%	2,013,125	1,672,056	1,762,203	90,147	5.4%	5,141,128	6,156,189	6,755,741	599,552	9.7%
<b>Non-Program Items &amp; Financial Transactions</b>															
Supplementary Tax Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax Policy Expenditures	293,214	298,000	298,000	-	0.0%	-	-	-	-	-	-	-	-	-	-
Assessment Services	8,372,065	8,528,700	8,656,100	127,400	1.5%	-	-	-	-	-	-	-	-	-	-
General Expenditures	2,543,446	6,467,655	4,667,655	(1,800,000)	-27.8%	3,127,064	3,203,800	4,628,736	1,424,936	44.5%	15,725,028	19,763,941	20,486,195	722,254	3.7%
Net Interest Earnings	(8,078)	-	-	-	-	55,718,326	43,632,200	43,632,200	-	0.0%	-	-	-	-	-
Provincial Offences Act	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments-in-Lieu of Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-Way Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax Write-Off Provision	4,206,070	4,365,000	4,415,000	50,000	1.1%	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Program Items &amp; Financial Transactions</b>	<b>15,406,717</b>	<b>19,659,355</b>	<b>18,036,755</b>	<b>(1,622,600)</b>	<b>-8.3%</b>	<b>58,845,390</b>	<b>46,836,000</b>	<b>48,260,936</b>	<b>1,424,936</b>	<b>3.0%</b>	<b>15,725,028</b>	<b>19,763,941</b>	<b>20,486,195</b>	<b>722,254</b>	<b>3.7%</b>
<b>Net Regional Tax Levy</b>	<b>\$ 481,564,577</b>	<b>\$ 503,970,516</b>	<b>\$ 529,786,732</b>	<b>\$ 25,816,216</b>	<b>5.1%</b>	<b>\$ 39,453,862</b>	<b>\$ 24,047,895</b>	<b>\$ 22,813,616</b>	<b>\$ (1,234,279)</b>	<b>-5.1%</b>	<b>\$ 81,026,429</b>	<b>\$ 80,488,445</b>	<b>\$ 83,042,924</b>	<b>\$ 2,554,480</b>	<b>3.2%</b>



Gross Expenditures & Revenues By Program																
\$000s	Total Gross Expenditures				Total Revenue				Net Program Expenditures							
	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget		
				2016 Requested to 2015 Approved					2016 Requested to 2015 Approved					2016 Requested to 2015 Approved		
<b>Tax Supported Services</b>																
<b>Health Department</b>																
Public Health Resources	\$ 3,617,835	\$ 4,472,772	\$ 4,470,259	\$ (2,513)	-0.1%	\$ (2,173,339)	\$ (2,709,478)	\$ (2,475,701)	\$ 233,777	-8.6%	\$ 1,444,496	\$ 1,763,294	\$ 1,994,558	\$ 231,264	13.1%	
Healthy Environments & Communicable Disease	13,042,007	12,085,035	12,329,320	244,285	2.0%	(9,408,166)	(7,885,061)	(7,609,384)	275,677	-3.5%	3,633,841	4,199,974	4,719,936	519,962	12.4%	
Healthy Families	12,583,191	13,233,418	13,515,383	281,965	2.1%	(7,757,640)	(8,652,707)	(8,709,205)	(56,498)	0.7%	4,825,551	4,580,711	4,806,178	225,467	4.9%	
Clinical Health Services	9,832,442	10,292,227	10,362,860	70,633	0.7%	(5,774,865)	(5,699,730)	(5,436,184)	263,546	-4.6%	4,057,577	4,592,497	4,926,676	334,179	7.3%	
<b>Total Public Health</b>	<b>39,075,475</b>	<b>40,083,452</b>	<b>40,677,822</b>	<b>594,370</b>	<b>1.5%</b>	<b>(25,114,010)</b>	<b>(24,946,976)</b>	<b>(24,230,474)</b>	<b>716,502</b>	<b>-2.9%</b>	<b>13,961,465</b>	<b>15,136,476</b>	<b>16,447,348</b>	<b>1,310,872</b>	<b>8.7%</b>	
Paramedic Services	30,531,178	31,498,864	33,014,813	1,515,949	4.8%	(14,584,367)	(15,279,454)	(16,097,922)	(818,468)	5.4%	15,946,811	16,219,410	16,916,891	697,481	4.3%	
<b>Total Health</b>	<b>69,606,653</b>	<b>71,582,316</b>	<b>73,692,635</b>	<b>2,110,319</b>	<b>2.9%</b>	<b>(39,698,377)</b>	<b>(40,226,430)</b>	<b>(40,328,396)</b>	<b>(101,966)</b>	<b>0.3%</b>	<b>29,908,276</b>	<b>31,355,886</b>	<b>33,364,239</b>	<b>2,008,353</b>	<b>6.4%</b>	
<b>Social &amp; Community Services</b>																
Children's Services	45,447,616	45,529,662	51,408,034	5,878,372	12.9%	(32,716,639)	(32,667,487)	(39,905,517)	(7,238,030)	22.2%	12,730,977	12,862,175	11,502,517	(1,359,658)	-10.6%	
Employment & Social Services	26,345,395	27,307,238	28,258,546	951,308	3.5%	(19,926,399)	(20,231,325)	(21,237,069)	(1,005,744)	5.0%	6,418,996	7,075,913	7,021,477	(54,436)	-0.8%	
Housing	50,553,549	45,774,247	49,441,161	3,666,914	8.0%	(16,759,803)	(10,692,731)	(13,596,020)	(2,903,289)	27.2%	33,793,746	35,081,516	35,845,141	763,625	2.2%	
Quality & Service Integration	4,705,679	5,105,256	5,755,079	649,823	12.7%	(107)	-	-	-	-	4,705,573	5,105,256	5,755,079	649,823	12.7%	
Services for Seniors	63,031,596	63,199,502	64,621,262	1,421,759	2.2%	(45,125,674)	(45,536,212)	(47,038,662)	(1,502,450)	3.3%	17,905,922	17,663,290	17,582,600	(80,691)	-0.5%	
<b>Total Social &amp; Community Services</b>	<b>190,083,835</b>	<b>186,915,905</b>	<b>199,484,081</b>	<b>12,568,176</b>	<b>6.7%</b>	<b>(114,528,621)</b>	<b>(109,127,755)</b>	<b>(121,777,268)</b>	<b>(12,649,513)</b>	<b>11.6%</b>	<b>75,555,214</b>	<b>77,788,150</b>	<b>77,706,814</b>	<b>(81,337)</b>	<b>-0.1%</b>	
<b>Legislative &amp; Planning Services</b>																
Planning Services	9,634,390	10,631,673	11,871,676	1,240,003	11.7%	(1,098,023)	(1,307,116)	(1,183,438)	123,678	-9.5%	8,536,367	9,324,557	10,688,238	1,363,681	14.6%	
Asset Management	464,015	2,461,672	2,378,596	(83,076)	-3.4%	(464,015)	(2,461,672)	(2,378,596)	83,076	-3.4%	-	(0)	0	0	-150.0%	
Economic Development	2,355,638	2,409,561	2,526,235	116,674	4.8%	(230,540)	(218,250)	(214,000)	4,250	-1.9%	2,125,098	2,191,311	2,312,235	120,924	5.5%	
Regional Clerk & Council Services	(215,634)	3,450	3,200	(250)	-7.2%	(3,595)	(3,450)	(3,200)	250	-7.2%	(219,229)	-	-	-	-	
LPS Administration	74,572	-	-	-	-	(185)	-	-	-	-	74,387	-	-	-	-	
Legal Services	1,225,496	235,600	235,700	100	0.0%	(1,013,422)	(235,600)	(235,700)	(100)	0.0%	212,074	-	-	-	-	
<b>Total Legislative &amp; Planning Services</b>	<b>13,538,476</b>	<b>15,741,956</b>	<b>17,015,407</b>	<b>1,273,451</b>	<b>8.1%</b>	<b>(2,809,779)</b>	<b>(4,226,088)</b>	<b>(4,014,934)</b>	<b>211,154</b>	<b>-5.0%</b>	<b>10,728,697</b>	<b>11,515,868</b>	<b>13,000,473</b>	<b>1,484,605</b>	<b>12.9%</b>	
<b>Public Works</b>																
Road Operations	45,162,509	46,382,104	49,951,409	3,569,305	7.7%	(737,478)	(289,300)	(343,400)	(54,100)	18.7%	44,425,031	46,092,804	49,608,009	3,515,205	7.6%	
Waste Management	48,578,025	46,761,263	48,464,114	1,702,851	3.6%	(9,801,588)	(7,225,303)	(7,122,903)	102,400	-1.4%	38,776,437	39,535,960	41,341,211	1,805,251	4.6%	
<b>Total Public Works</b>	<b>93,740,534</b>	<b>93,143,367</b>	<b>98,415,523</b>	<b>5,272,157</b>	<b>5.7%</b>	<b>(10,539,066)</b>	<b>(7,514,603)</b>	<b>(7,466,303)</b>	<b>48,300</b>	<b>-0.6%</b>	<b>83,201,468</b>	<b>85,628,764</b>	<b>90,949,220</b>	<b>5,320,457</b>	<b>6.2%</b>	
<b>Finance</b>																
Administration	74,208	-	-	-	-	-	-	-	-	-	74,208	-	-	-	-	
Financial Planning & Budgets	398,607	540,100	577,100	37,000	6.9%	(551,807)	(540,100)	(577,100)	(37,000)	6.9%	(153,199)	-	-	-	-	
Financial, Purchasing & Payroll Services	249,384	104,950	104,550	(400)	-0.4%	(243,461)	(104,950)	(104,550)	400	-0.4%	5,923	-	-	-	-	
Information Technology	26,590	228,492	238,800	10,308	4.5%	(214,125)	(228,492)	(238,800)	(10,308)	4.5%	(187,535)	(0)	0	0	-110.5%	
<b>Total Finance</b>	<b>\$ 748,790</b>	<b>\$ 873,542</b>	<b>\$ 920,450</b>	<b>\$ 46,908</b>	<b>5.4%</b>	<b>\$ (1,009,393)</b>	<b>\$ (873,542)</b>	<b>\$ (920,450)</b>	<b>\$ (46,908)</b>	<b>5.4%</b>	<b>\$ (260,603)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>-110.5%</b>	



Gross Expenditures & Revenues By Program														
\$000s	Total Gross Expenditures					Total Revenue					Net Program Expenditures			
	2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget		2014 Actuals	2015 Approved Budget	2016 Requested Budget	Change in Budget 2016 Requested to 2015 Approved
				2016 Requested to 2015 Approved					2016 Requested to 2015 Approved					
<b>Office of the CAO</b>														
Chief Administrative Officer	(42,477)	-	-	-	-	-	-	-	-	(42,477)	-	-	-	-
Policy Integration & Communications	91,010	18,169	18,169	-	0.0%	(1,964)	(18,169)	(18,169)	-	0.0%	89,046	-	-	-
Internal Audit	27,618	-	-	-	-	-	-	-	-	-	27,618	-	-	-
Business Planning & Corporate Initiatives	(836,896)	-	-	-	-	(1,658)	-	-	-	-	(838,555)	-	-	-
Human Resource Services	(174,622)	-	-	-	-	-	-	-	-	-	(174,622)	-	-	-
<b>Total Office of the CAO</b>	<b>(935,367)</b>	<b>18,169</b>	<b>18,169</b>	<b>-</b>	<b>0.0%</b>	<b>(3,622)</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>-</b>	<b>0.0%</b>	<b>(938,989)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Office of the Chair &amp; Regional Council</b>														
Office of the Chair	(17,159)	-	-	-	-	-	-	-	-	-	(17,159)	-	-	-
Regional Council	(74,796)	-	-	-	-	-	-	-	-	-	(74,796)	-	-	-
<b>Total Office of the Chair &amp; Regional Council</b>	<b>(91,955)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(91,955)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Boards &amp; Agencies</b>														
Conservation Authorities	8,016,916	8,382,873	8,803,109	420,236	5.0%	-	-	-	-	-	8,016,916	8,382,873	8,803,109	420,236 5.0%
RBG & Special Grants	725,266	736,295	747,963	11,668	1.6%	-	-	-	-	-	725,266	736,295	747,963	11,668 1.6%
<b>Total Boards &amp; Agencies</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>431,904 4.7%</b>
<b>Halton Regional Police Services</b>														
Halton Region Police Services	136,634,584	144,853,137	149,762,050	4,908,913	3.4%	(9,706,445)	(10,045,436)	(10,047,349)	(1,912)	0.0%	126,928,139	134,807,701	139,714,701	4,907,000 3.6%
<b>Non-Program Items &amp; Financial Transactions</b>														
Supplementary Tax Revenue	-	-	-	-	-	(6,272,813)	(7,600,000)	(7,600,000)	-	0.0%	(6,272,813)	(7,600,000)	(7,600,000)	- 0.0%
Tax Policy Expenditures	293,214	298,000	298,000	-	0.0%	-	-	-	-	-	293,214	298,000	298,000	- 0.0%
Assessment Services	8,372,065	8,528,700	8,656,100	127,400	1.5%	-	-	-	-	-	8,372,065	8,528,700	8,656,100	127,400 1.5%
General Expenditures	21,395,538	29,435,396	29,782,586	347,190	1.2%	(96,202)	(5,136,698)	(5,858,952)	(722,254)	14.1%	21,299,336	24,298,698	23,923,634	(375,064) -1.5%
Net Interest Earnings	55,710,248	43,632,200	43,632,200	-	0.0%	(63,461,048)	(51,383,000)	(51,383,000)	-	0.0%	(7,750,800)	(7,750,800)	(7,750,800)	- 0.0%
Provincial Offences Act	-	-	-	-	-	(1,374,394)	(1,400,000)	(1,900,000)	(500,000)	35.7%	(1,374,394)	(1,400,000)	(1,900,000)	(500,000) 35.7%
Payments-in-Lieu of Taxes	-	-	-	-	-	(2,995,680)	(2,450,000)	(2,450,000)	-	0.0%	(2,995,680)	(2,450,000)	(2,450,000)	- 0.0%
Right-of-Way Taxes	-	-	-	-	-	(1,247,819)	(1,350,000)	(1,350,000)	-	0.0%	(1,247,819)	(1,350,000)	(1,350,000)	- 0.0%
Tax Write-Off Provision	4,206,070	4,365,000	4,415,000	50,000	1.1%	-	-	-	-	-	4,206,070	4,365,000	4,415,000	50,000 1.1%
<b>Total Non-Program Items &amp; Financial Transactions</b>	<b>89,977,135</b>	<b>86,259,296</b>	<b>86,783,886</b>	<b>524,590</b>	<b>0.6%</b>	<b>(75,447,955)</b>	<b>(69,319,698)</b>	<b>(70,541,952)</b>	<b>(1,222,254)</b>	<b>1.8%</b>	<b>14,529,180</b>	<b>16,939,598</b>	<b>16,241,934</b>	<b>(697,664) -4.1%</b>
<b>Net Regional Tax Levy</b>	<b>\$ 602,044,868</b>	<b>\$ 608,506,856</b>	<b>\$ 635,643,273</b>	<b>\$ 27,136,417</b>	<b>4.5%</b>	<b>\$ (253,743,258)</b>	<b>\$ (241,351,721)</b>	<b>\$ (255,114,820)</b>	<b>\$ (13,763,099)</b>	<b>5.7%</b>	<b>\$ 348,301,609</b>	<b>\$ 367,155,134</b>	<b>\$ 380,528,452</b>	<b>\$ 13,373,318 3.6%</b>
<b>Net Regional Tax Levy excl Police Ser</b>	<b>\$ 465,410,284</b>	<b>\$ 463,653,718</b>	<b>\$ 485,881,223</b>	<b>\$ 22,227,504</b>	<b>4.8%</b>	<b>\$ (244,036,813)</b>	<b>\$ (231,306,285)</b>	<b>\$ (245,067,472)</b>	<b>\$ (13,761,187)</b>	<b>5.9%</b>	<b>\$ 221,373,470</b>	<b>\$ 232,347,433</b>	<b>\$ 240,813,751</b>	<b>\$ 8,466,318 3.6%</b>



# Budget and Business Plan 2016

## Health



# Health Department

## Departmental Goals

The Health Department provides a complete range of accessible, affordable, and effective public health, mental health and paramedic services programs which are designed to:

- Promote physical and mental health and well-being of children, youth, families and older adults.
- Increase the length and quality of life by reducing the morbidity and mortality associated with chronic diseases, injuries and substance misuse.
- Reduce health inequities among population groups by addressing the social determinants of health.
- Prevent or reduce adverse health outcomes from exposure to infectious diseases and environmental health hazards.
- Provide a comprehensive and cost effective Paramedic Services.
- Prepare health status monitoring reports to ensure Health Department programs meet the needs of Halton residents.
- Respond to public health issues of a crisis nature.

## External Factors Influencing Activities & Outcomes

- Provincial legislative, policy and funding decisions.
- Significant population growth, increasing diversity in population ethnicity and the increasing proportion of older adults.
- Requirements of the Ontario Public Health Standards and the Accountability Agreements with funding partners.
- Initiatives of the Local Health Integration Networks (LHINs).
- Emerging health issues and service delivery priorities requiring reallocation of resources.
- Demand issues of a crisis nature for which prior planning is difficult such as an infectious disease outbreak.
- Changing communication environments, e.g., social media.

## Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Healthy Environments & Communicable Disease	Tobacco Use Prevention	# of weeks wait (average) for Smoking Cessation Clinic services	1	2	2	2	2	
		% of Tobacco retailers inspected once per year for compliance with display, handling and promotion sections of the Smoke-Free Ontario Act (SFOA)	n/a	n/a	100%	100%	100%	
		% of Tobacco vendors in compliance with youth access legislation at the time of last inspection	96%	99%	99%	99%	99%	
		# of Client appointments Smoking Cessation Clinic	688	680	791	800	820	
	Food Safety Inspections	# of Food Handlers certified	1,395	2,071	2,667	2,000	2,000	
		% of Required inspections of high risk food premises completed	100%	100%	100%	100%	100%	
		# of Inspections of high risk food premises completed	1,738	1,812	1,841	1,850	1,899	100% of required inspections completed
		# of Inspections of food premises completed	5,614	5,732	5,806	5,600	4,890	Due to the new approach to Risk Categorization in Ontario, multiple unit premises have been collapsed into one unit. As a result, 374 moderate risk units were eliminated due to this new approach. However, all areas of what were formerly multi-unit food premises are still included during routine inspections.
	Health Hazard Prevention & Control	% of Health Hazard complaints responded to within 24 hrs. of receipt	99%	99%	99%	100%	100%	
	Food, Water and Vector Borne Disease Prevention	% of Required inspections of high risk personal service settings completed	100%	100%	99%	100%	100%	
		# of Inspections of personal service settings completed	575	634	661	692	720	

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Healthy Families	Early Years Health Promotion	% of new families screened at hospital discharge using the new HBHC screen	N/A	99%	99%	90%	90%	Prior to 2015, the completion rate was calculated based on the number of screens received; it is now calculated based on the number of births.
		# of Healthy Babies Healthy Children in-depth assessments completed	187	515	640	650	650	Revised Healthy Babies Healthy Children protocol has greatly increased the number of in-depth assessments that must be completed
	School Years Health Promotion	# of Parents of Children & Youth Receiving Parenting Information	15,026	15,029	16,000	18,500	19,000	Includes information provided by phone, email and face-to-face (e.g. parenting groups). Applies to Early Years and School Years Health Promotion services.
		# of Consultations provided to school staff, students and parents related to promoting health in the school aged child	N/A	N/A	12,000	12,500	12,500	Consultations include advice, education, community meetings facilitated to all schools

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Clinical Health Services	Sexual Health Treatment	# of Weeks wait (average) for Sexual Health Clinic Services	1	1	1	1	1	
		# of Client appointments - Sexual Health Clinics	5,615	4,764	4,666	4,700	4,600	
	Mental Health Treatment	# of Registered clients – North Halton Mental Health Clinic	1,756	1,864	1,849	1,800	1,800	
		# of Weeks wait (average) for North Halton Child and Youth Psychiatry Program	6	5	13	15	16	Referrals continue to increase creating longer wait times
		# of Weeks wait (average) for North Halton Mental Health Clinic initial service response	2	2	3	3	3	
	Immunizations	# of Doses Influenza Vaccine Distributed to Community Partners	118,000	140,452	157,530	160,000	160,000	
		% of Immunization coverage for school-aged children (Immunization of School Pupils Act (ISPA))	81%	78%	Unable to report due to transition to Panorama provincial reporting system	61%	65%	Beginning in July 2014, meningococcal vaccines are included in the immunization requirements for school aged children. Coverage rates for 2015 will be lower than previous years as students that were previously considered fully vaccinated are now not considered fully vaccinated as many were not vaccinated for meningococcal disease as it was not mandatory (catch up clinics being offered to get those students vaccinated).
	Oral Health	# of Children screened for oral health in elementary schools (calendar year)	15,707	16,941	17,546	16,000	18,000	2015 projected reflects anticipated decrease in students screened between Sept and Dec due to strike situations with the school boards.
		# of Persons provided Dental Care Counts financial assistance	353	439	448	500	550	
		# of Weeks wait (average) for Oral Health Clinic Services	3	2	2	3	3	

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Paramedic Services	Paramedic Care	Number of Patient Transports	24,206	25,575	26,784	27,133	28,183	
		Total Call Volume	36,142	38,400	40,664	41,330	42,983	
		% of Arrivals of defibrillator on the scene of sudden cardiac arrest (SCA) within 6 minutes	52.2%	64.4%	52.9%	55.0%	55.0%	
		% of Paramedic arrival at life threatening calls within 8 minutes	76.5%	79.5%	73.5%	75.0%	75.0%	
		% of CTAS 2 Arrivals of paramedics within 10 minutes	85.6%	79.5%	88.0%	88.0%	88.0%	
		% of CTAS 3 Arrivals of paramedics within 15 minutes	95.3%	97.9%	98.3%	97.0%	97.0%	
		% of CTAS 4 Arrivals of paramedics within 20 minutes	98.3%	99.6%	99.7%	99.0%	99.0%	
		% of CTAS 5 Arrivals of paramedics within 25 minutes	100.0%	100.0%	100.0%	99.0%	99.0%	

# Departmental Summary

Health Department	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 45,255,425	\$ 47,550,290	\$ 48,312,840	\$ 49,057,840	\$ 49,241,420	\$ 635,200	\$ 49,876,620	\$ 928,580	1.9%	\$ 1,563,780	3.2%
Materials & Supplies	2,914,762	2,843,882	3,195,741	2,984,357	3,222,736	21,100	3,243,836	26,995	0.8%	48,095	1.5%
Purchased Services	3,808,340	3,573,546	3,865,461	3,687,516	3,782,656	594,600	4,377,256	(82,805)	-2.1%	511,795	13.2%
Financial and Rent Expenses	490,134	592,265	637,670	611,544	638,750	-	638,750	1,080	0.2%	1,080	0.2%
Grants & Assistance	45,361	198,204	223,600	223,600	215,600	-	215,600	(8,000)	-3.6%	(8,000)	-3.6%
<b>Total Direct Costs</b>	<b>52,514,022</b>	<b>54,758,187</b>	<b>56,235,312</b>	<b>56,564,857</b>	<b>57,101,162</b>	<b>1,250,900</b>	<b>58,352,062</b>	<b>865,850</b>	<b>1.5%</b>	<b>2,116,750</b>	<b>3.8%</b>
Allocated Charges / Recoveries	1,284,611	1,430,438	1,622,540	1,622,540	1,639,024	-	1,639,024	16,484	1.0%	16,484	1.0%
Corporate Support	10,129,352	10,425,095	10,820,565	10,820,565	11,416,843	-	11,416,843	596,278	5.5%	596,278	5.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	(594,600)	(594,600)	-	0.0%	(594,600)	0.0%
<b>Gross Operating Expenditures</b>	<b>63,927,985</b>	<b>66,613,720</b>	<b>68,678,417</b>	<b>69,007,962</b>	<b>70,157,029</b>	<b>656,300</b>	<b>70,813,329</b>	<b>1,478,612</b>	<b>2.2%</b>	<b>2,134,912</b>	<b>3.1%</b>
Transfer to Reserves - Capital	2,744,000	2,625,500	2,622,539	2,622,539	2,500,377	178,645	2,679,022	(122,162)	-4.7%	56,483	2.2%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	368,129	367,434	281,360	281,360	200,283	-	200,283	(81,076)	-28.8%	(81,076)	-28.8%
<b>Capital Expenditures</b>	<b>3,112,129</b>	<b>2,992,934</b>	<b>2,903,899</b>	<b>2,903,899</b>	<b>2,700,660</b>	<b>178,645</b>	<b>2,879,305</b>	<b>(203,238)</b>	<b>-7.0%</b>	<b>(24,593)</b>	<b>-0.8%</b>
<b>Total Gross Expenditures</b>	<b>67,040,114</b>	<b>69,606,654</b>	<b>71,582,316</b>	<b>71,911,861</b>	<b>72,857,690</b>	<b>834,945</b>	<b>73,692,635</b>	<b>1,275,374</b>	<b>1.8%</b>	<b>2,110,319</b>	<b>2.9%</b>
Subsidy Revenue	(37,528,848)	(38,937,973)	(39,993,760)	(39,744,305)	(39,776,903)	(316,463)	(40,093,366)	216,857	-0.5%	(99,606)	0.2%
Other Revenue	(642,375)	(760,405)	(232,670)	(307,670)	(235,030)	-	(235,030)	(2,360)	1.0%	(2,360)	1.0%
<b>Total Revenue</b>	<b>(38,171,224)</b>	<b>(39,698,378)</b>	<b>(40,226,430)</b>	<b>(40,051,975)</b>	<b>(40,011,933)</b>	<b>(316,463)</b>	<b>(40,328,396)</b>	<b>214,497</b>	<b>-0.5%</b>	<b>(101,966)</b>	<b>0.3%</b>
<b>Net Program Expenditures</b>	<b>\$ 28,868,890</b>	<b>\$ 29,908,276</b>	<b>\$ 31,355,886</b>	<b>\$ 31,859,886</b>	<b>\$ 32,845,757</b>	<b>\$ 518,482</b>	<b>\$ 33,364,239</b>	<b>\$ 1,489,871</b>	<b>4.8%</b>	<b>\$ 2,008,353</b>	<b>6.4%</b>

Health Department	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>453.8</b>		<b>453.8</b>	<b>5.8</b>	<b>459.6</b>	<b>0.1</b>	<b>0.0%</b>	<b>5.9</b>	<b>1.3%</b>



# Public Health Resources

## Divisional Summary

Public Health Resources	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 2,290,637	\$ 2,328,473	\$ 2,477,550	\$ 2,477,550	\$ 2,482,800	\$ -	\$ 2,482,800	\$ 5,250	0.2%	\$ 5,250	0.2%
Materials & Supplies	119,437	149,752	160,170	160,170	165,174	-	165,174	5,004	3.1%	5,004	3.1%
Purchased Services	285,756	276,607	687,470	687,470	697,170	-	697,170	9,700	1.4%	9,700	1.4%
Financial and Rent Expenses	380,230	472,553	485,300	485,300	504,300	-	504,300	19,000	3.9%	19,000	3.9%
Grants & Assistance	3,250	5,857	14,700	14,700	14,700	-	14,700	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>3,079,310</b>	<b>3,233,243</b>	<b>3,825,190</b>	<b>3,825,190</b>	<b>3,864,144</b>	<b>-</b>	<b>3,864,144</b>	<b>38,954</b>	<b>1.0%</b>	<b>38,954</b>	<b>1.0%</b>
Allocated Charges / Recoveries	(134,374)	(161,368)	(148,619)	(148,619)	(154,156)	-	(154,156)	(5,537)	3.7%	(5,537)	3.7%
Corporate Support	396,160	405,961	682,201	682,201	760,271	-	760,271	78,070	11.4%	78,070	11.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>3,341,096</b>	<b>3,477,835</b>	<b>4,358,772</b>	<b>4,358,772</b>	<b>4,470,259</b>	<b>-</b>	<b>4,470,259</b>	<b>111,487</b>	<b>2.6%</b>	<b>111,487</b>	<b>2.6%</b>
Transfer to Reserves - Capital	250,000	140,000	114,000	114,000	-	-	-	(114,000)	-100.0%	(114,000)	-100.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>250,000</b>	<b>140,000</b>	<b>114,000</b>	<b>114,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(114,000)</b>	<b>-100.0%</b>	<b>(114,000)</b>	<b>-100.0%</b>
<b>Total Gross Expenditures</b>	<b>3,591,096</b>	<b>3,617,835</b>	<b>4,472,772</b>	<b>4,472,772</b>	<b>4,470,259</b>	<b>-</b>	<b>4,470,259</b>	<b>(2,513)</b>	<b>-0.1%</b>	<b>(2,513)</b>	<b>-0.1%</b>
Subsidy Revenue	(2,105,094)	(2,154,982)	(2,697,478)	(2,697,478)	(2,463,701)	-	(2,463,701)	233,777	-8.7%	233,777	-8.7%
Other Revenue	(15,285)	(18,357)	(12,000)	(12,000)	(12,000)	-	(12,000)	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(2,120,378)</b>	<b>(2,173,339)</b>	<b>(2,709,478)</b>	<b>(2,709,478)</b>	<b>(2,475,701)</b>	<b>-</b>	<b>(2,475,701)</b>	<b>233,777</b>	<b>-8.6%</b>	<b>233,777</b>	<b>-8.6%</b>
<b>Net Program Expenditures</b>	<b>\$ 1,470,717</b>	<b>\$ 1,444,496</b>	<b>\$ 1,763,294</b>	<b>\$ 1,763,294</b>	<b>\$ 1,994,558</b>	<b>\$ -</b>	<b>\$ 1,994,558</b>	<b>\$ 231,264</b>	<b>13.1%</b>	<b>\$ 231,264</b>	<b>13.1%</b>

Public Health Resources	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>20.6</b>		<b>21.0</b>	<b>-</b>	<b>21.0</b>	<b>0.4</b>	<b>1.9%</b>	<b>0.4</b>	<b>1.9%</b>

## Budget Change Report

Public Health Resources	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 2,477,550	\$ 2,477,550	\$ 2,482,800	\$ -	\$ 2,482,800	\$ 5,250	0.2%	
Materials & Supplies	160,170	160,170	165,174	-	165,174	5,004	3.1%	Increase for a new laptop, software and phone costs due to demand
Purchased Services	687,470	687,470	697,170	-	697,170	9,700	1.4%	
Financial and Rent Expenses	485,300	485,300	504,300	-	504,300	19,000	3.9%	Increase to rent per lease agreements
Grants & Assistance	14,700	14,700	14,700	-	14,700	-	0.0%	
<b>Total Direct Costs</b>	<b>3,825,190</b>	<b>3,825,190</b>	<b>3,864,144</b>	<b>-</b>	<b>3,864,144</b>	<b>38,954</b>	<b>1.0%</b>	
Allocated Charges/Recoveries	(148,619)	(148,619)	(154,156)	-	(154,156)	(5,537)	3.7%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	682,201	682,201	760,271	-	760,271	78,070	11.4%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>4,358,772</b>	<b>4,358,772</b>	<b>4,470,259</b>	<b>-</b>	<b>4,470,259</b>	<b>111,487</b>	<b>2.6%</b>	
Transfer to Reserves - Capital	114,000	114,000	-	-	-	(114,000)	-100.0%	Decrease due to full payback for the Georgetown Multi-use health clinic facility in 2015
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>114,000</b>	<b>114,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(114,000)</b>	<b>-100.0%</b>	
<b>Total Gross Expenditures</b>	<b>4,472,772</b>	<b>4,472,772</b>	<b>4,470,259</b>	<b>-</b>	<b>4,470,259</b>	<b>(2,513)</b>	<b>-0.1%</b>	
Subsidy Revenue	(2,697,478)	(2,697,478)	(2,463,701)	-	(2,463,701)	233,777	-8.7%	Subsidy reduction to reflect the 2015 funding approved by the province and a 0% increase assumption
Other Revenue	(12,000)	(12,000)	(12,000)	-	(12,000)	-	0.0%	
<b>Total Revenue</b>	<b>(2,709,478)</b>	<b>(2,709,478)</b>	<b>(2,475,701)</b>	<b>-</b>	<b>(2,475,701)</b>	<b>233,777</b>	<b>-8.6%</b>	
<b>Net Program Expenditures</b>	<b>\$ 1,763,294</b>	<b>\$ 1,763,294</b>	<b>\$ 1,994,558</b>	<b>\$ -</b>	<b>\$ 1,994,558</b>	<b>\$ 231,264</b>	<b>13.1%</b>	

# Healthy Environments & Communicable Disease

## Divisional Summary

Healthy Environments & Communicable Disease	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 8,354,512	\$ 8,596,656	\$ 8,052,520	\$ 8,052,520	\$ 8,105,530	\$ -	\$ 8,105,530	\$ 53,010	0.7%	\$ 53,010	0.7%
Materials & Supplies	521,966	493,224	392,295	392,295	395,485	-	395,485	3,190	0.8%	3,190	0.8%
Purchased Services	543,667	497,399	470,611	420,611	675,489	-	675,489	204,878	43.5%	204,878	43.5%
Financial and Rent Expenses	649	2,307	3,000	3,000	3,000	-	3,000	-	0.0%	-	0.0%
Grants & Assistance	300	1,836	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>9,421,094</b>	<b>9,591,422</b>	<b>8,918,426</b>	<b>8,868,426</b>	<b>9,179,504</b>	<b>-</b>	<b>9,179,504</b>	<b>261,078</b>	<b>2.9%</b>	<b>261,078</b>	<b>2.9%</b>
Allocated Charges / Recoveries	51,589	(6,074)	74,256	74,256	71,693	-	71,693	(2,563)	-3.5%	(2,563)	-3.5%
Corporate Support	2,994,194	3,081,660	2,792,353	2,792,353	2,883,123	-	2,883,123	90,770	3.3%	90,770	3.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>12,466,877</b>	<b>12,667,008</b>	<b>11,785,035</b>	<b>11,735,035</b>	<b>12,134,320</b>	<b>-</b>	<b>12,134,320</b>	<b>349,285</b>	<b>3.0%</b>	<b>349,285</b>	<b>3.0%</b>
Transfer to Reserves - Capital	435,500	375,000	300,000	300,000	195,000	-	195,000	(105,000)	-35.0%	(105,000)	-35.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>435,500</b>	<b>375,000</b>	<b>300,000</b>	<b>300,000</b>	<b>195,000</b>	<b>-</b>	<b>195,000</b>	<b>(105,000)</b>	<b>-35.0%</b>	<b>(105,000)</b>	<b>-35.0%</b>
<b>Total Gross Expenditures</b>	<b>12,902,377</b>	<b>13,042,008</b>	<b>12,085,035</b>	<b>12,035,035</b>	<b>12,329,320</b>	<b>-</b>	<b>12,329,320</b>	<b>244,285</b>	<b>2.0%</b>	<b>244,285</b>	<b>2.0%</b>
Subsidy Revenue	(9,033,064)	(9,094,531)	(7,829,961)	(7,829,961)	(7,552,984)	-	(7,552,984)	276,977	-3.5%	276,977	-3.5%
Other Revenue	(304,871)	(313,635)	(55,100)	(55,100)	(56,400)	-	(56,400)	(1,300)	2.4%	(1,300)	2.4%
<b>Total Revenue</b>	<b>(9,337,935)</b>	<b>(9,408,166)</b>	<b>(7,885,061)</b>	<b>(7,885,061)</b>	<b>(7,609,384)</b>	<b>-</b>	<b>(7,609,384)</b>	<b>275,677</b>	<b>-3.5%</b>	<b>275,677</b>	<b>-3.5%</b>
<b>Net Program Expenditures</b>	<b>\$ 3,564,442</b>	<b>\$ 3,633,842</b>	<b>\$ 4,199,974</b>	<b>\$ 4,149,974</b>	<b>\$ 4,719,936</b>	<b>\$ -</b>	<b>\$ 4,719,936</b>	<b>\$ 519,962</b>	<b>12.4%</b>	<b>\$ 519,962</b>	<b>12.4%</b>

Healthy Environments & Communicable Disease	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>77.4</b>		<b>76.2</b>	<b>-</b>	<b>76.2</b>	<b>(1.2)</b>	<b>-1.6%</b>	<b>(1.2)</b>	<b>-1.6%</b>

# Budget Change Report

Healthy Environments and Communicable Disease	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 8,052,520	\$ 8,052,520	\$ 8,105,530	\$ -	\$ 8,105,530	\$ 53,010	0.7%	Increase of \$105,000 for Air Quality moved from the capital budget, which is fully offset by a decrease in transfer to capital reserves; increase of \$100,000 for E-Cigarettes, Smoke Free Ontario and Vector Borne Disease which is fully offset by subsidy
Materials & Supplies	392,295	392,295	395,485	-	395,485	3,190	0.8%	
Purchased Services	470,611	420,611	675,489	-	675,489	204,878	43.5%	
Financial and Rent Expenses	3,000	3,000	3,000	-	3,000	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>8,918,426</b>	<b>8,868,426</b>	<b>9,179,504</b>	<b>-</b>	<b>9,179,504</b>	<b>261,078</b>	<b>2.9%</b>	
Allocated Charges/Recoveries	74,256	74,256	71,693	-	71,693	(2,563)	-3.5%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Corporate Support	2,792,353	2,792,353	2,883,123	-	2,883,123	90,770	3.3%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>11,785,035</b>	<b>11,735,035</b>	<b>12,134,320</b>	<b>-</b>	<b>12,134,320</b>	<b>349,285</b>	<b>3.0%</b>	
Transfer to Reserves - Capital	300,000	300,000	195,000	-	195,000	(105,000)	-35.0%	Decrease for Air Quality as noted above
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>300,000</b>	<b>300,000</b>	<b>195,000</b>	<b>-</b>	<b>195,000</b>	<b>(105,000)</b>	<b>-35.0%</b>	
<b>Total Gross Expenditures</b>	<b>12,085,035</b>	<b>12,035,035</b>	<b>12,329,320</b>	<b>-</b>	<b>12,329,320</b>	<b>244,285</b>	<b>2.0%</b>	
Subsidy Revenue	(7,829,961)	(7,829,961)	(7,552,984)	-	(7,552,984)	276,977	-3.5%	Subsidy reduction to reflect the 2015 funding approved by the province and a 0% increase assumption, offset by \$66,000 increase for new E-Cigarette program
Other Revenue	(55,100)	(55,100)	(56,400)	-	(56,400)	(1,300)	2.4%	Increase in user fees to reflect cost of supplies
<b>Total Revenue</b>	<b>(7,885,061)</b>	<b>(7,885,061)</b>	<b>(7,609,384)</b>	<b>-</b>	<b>(7,609,384)</b>	<b>275,677</b>	<b>-3.5%</b>	
<b>Net Program Expenditures</b>	<b>\$ 4,199,974</b>	<b>\$ 4,149,974</b>	<b>\$ 4,719,936</b>	<b>\$ -</b>	<b>\$ 4,719,936</b>	<b>\$ 519,962</b>	<b>12.4%</b>	

# Healthy Families

## Divisional Summary

Healthy Families	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 8,997,756	\$ 9,236,349	\$ 9,528,500	\$ 9,478,500	\$ 9,672,370	\$ -	\$ 9,672,370	\$ 143,870	1.5%	\$ 143,870	1.5%
Materials & Supplies	294,054	256,210	284,556	222,556	280,436	-	280,436	(4,120)	-1.4%	(4,120)	-1.4%
Purchased Services	302,069	267,412	322,210	216,210	322,210	-	322,210	-	0.0%	-	0.0%
Financial and Rent Expenses	500	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	41,811	52,111	70,500	70,500	70,500	-	70,500	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>9,636,190</b>	<b>9,812,081</b>	<b>10,205,766</b>	<b>9,987,766</b>	<b>10,345,516</b>	<b>-</b>	<b>10,345,516</b>	<b>139,750</b>	<b>1.4%</b>	<b>139,750</b>	<b>1.4%</b>
Allocated Charges / Recoveries	(54,769)	(47,335)	119,954	119,954	116,741	-	116,741	(3,213)	-2.7%	(3,213)	-2.7%
Corporate Support	2,823,308	2,818,444	2,907,698	2,907,698	3,053,126	-	3,053,126	145,428	5.0%	145,428	5.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>12,404,729</b>	<b>12,583,191</b>	<b>13,233,418</b>	<b>13,015,418</b>	<b>13,515,383</b>	<b>-</b>	<b>13,515,383</b>	<b>281,965</b>	<b>2.1%</b>	<b>281,965</b>	<b>2.1%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>12,404,729</b>	<b>12,583,191</b>	<b>13,233,418</b>	<b>13,015,418</b>	<b>13,515,383</b>	<b>-</b>	<b>13,515,383</b>	<b>281,965</b>	<b>2.1%</b>	<b>281,965</b>	<b>2.1%</b>
Subsidy Revenue	(7,753,976)	(7,749,654)	(8,652,707)	(8,652,707)	(8,709,205)	-	(8,709,205)	(56,498)	0.7%	(56,498)	0.7%
Other Revenue	(70,517)	(7,986)	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(7,824,493)</b>	<b>(7,757,640)</b>	<b>(8,652,707)</b>	<b>(8,652,707)</b>	<b>(8,709,205)</b>	<b>-</b>	<b>(8,709,205)</b>	<b>(56,498)</b>	<b>0.7%</b>	<b>(56,498)</b>	<b>0.7%</b>
<b>Net Program Expenditures</b>	<b>\$ 4,580,236</b>	<b>\$ 4,825,551</b>	<b>\$ 4,580,711</b>	<b>\$ 4,362,711</b>	<b>\$ 4,806,178</b>	<b>\$ -</b>	<b>\$ 4,806,178</b>	<b>\$ 225,467</b>	<b>4.9%</b>	<b>\$ 225,467</b>	<b>4.9%</b>

Healthy Families	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>95.0</b>		<b>95.4</b>	<b>-</b>	<b>95.4</b>	<b>0.3</b>	<b>0.4%</b>	<b>0.3</b>	<b>0.4%</b>

# Budget Change Report

Healthy Families	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 9,528,500	\$ 9,478,500	\$ 9,672,370	\$ -	\$ 9,672,370	\$ 143,870	1.5%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications
Materials & Supplies	284,556	222,556	280,436	-	280,436	(4,120)	-1.4%	
Purchased Services	322,210	216,210	322,210	-	322,210	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	70,500	70,500	70,500	-	70,500	-	0.0%	
<b>Total Direct Costs</b>	<b>10,205,766</b>	<b>9,987,766</b>	<b>10,345,516</b>	-	<b>10,345,516</b>	<b>139,750</b>	<b>1.4%</b>	
Allocated Charges/Recoveries	119,954	119,954	116,741	-	116,741	(3,213)	-2.7%	
Corporate Support	2,907,698	2,907,698	3,053,126	-	3,053,126	145,428	5.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>13,233,418</b>	<b>13,015,418</b>	<b>13,515,383</b>	-	<b>13,515,383</b>	<b>281,965</b>	<b>2.1%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>13,233,418</b>	<b>13,015,418</b>	<b>13,515,383</b>	-	<b>13,515,383</b>	<b>281,965</b>	<b>2.1%</b>	
Subsidy Revenue	(8,652,707)	(8,652,707)	(8,709,205)	-	(8,709,205)	(56,498)	0.7%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>(8,652,707)</b>	<b>(8,652,707)</b>	<b>(8,709,205)</b>	-	<b>(8,709,205)</b>	<b>(56,498)</b>	<b>0.7%</b>	
<b>Net Program Expenditures</b>	<b>\$ 4,580,711</b>	<b>\$ 4,362,711</b>	<b>\$ 4,806,178</b>	<b>\$ -</b>	<b>\$ 4,806,178</b>	<b>\$ 225,467</b>	<b>4.9%</b>	

# Clinical Health Services

## Divisional Summary

Clinical Health Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 5,656,480	\$ 6,099,128	\$ 6,624,400	\$ 6,624,400	\$ 6,911,490	\$ -	\$ 6,911,490	\$ 287,090	4.3%	\$ 287,090	4.3%
Materials & Supplies	314,845	264,146	372,161	338,161	370,765	-	370,765	(1,396)	-0.4%	(1,396)	-0.4%
Purchased Services	1,742,534	1,658,220	1,254,093	1,406,093	951,240	-	951,240	(302,853)	-24.1%	(302,853)	-24.1%
Financial and Rent Expenses	17,005	16,861	20,700	20,700	22,700	-	22,700	2,000	9.7%	2,000	9.7%
Grants & Assistance	-	138,400	138,400	138,400	130,400	-	130,400	(8,000)	-5.8%	(8,000)	-5.8%
<b>Total Direct Costs</b>	<b>7,730,864</b>	<b>8,176,756</b>	<b>8,409,754</b>	<b>8,527,754</b>	<b>8,386,595</b>	<b>-</b>	<b>8,386,595</b>	<b>(23,159)</b>	<b>-0.3%</b>	<b>(23,159)</b>	<b>-0.3%</b>
Allocated Charges / Recoveries	231,695	319,893	147,090	147,090	134,953	-	134,953	(12,137)	-8.3%	(12,137)	-8.3%
Corporate Support	1,267,040	1,328,794	1,728,383	1,728,383	1,834,312	-	1,834,312	105,929	6.1%	105,929	6.1%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>9,229,600</b>	<b>9,825,443</b>	<b>10,285,227</b>	<b>10,403,227</b>	<b>10,355,860</b>	<b>-</b>	<b>10,355,860</b>	<b>70,633</b>	<b>0.7%</b>	<b>70,633</b>	<b>0.7%</b>
Transfer to Reserves - Capital	5,000	7,000	7,000	7,000	7,000	-	7,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>5,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>9,234,600</b>	<b>9,832,443</b>	<b>10,292,227</b>	<b>10,410,227</b>	<b>10,362,860</b>	<b>-</b>	<b>10,362,860</b>	<b>70,633</b>	<b>0.7%</b>	<b>70,633</b>	<b>0.7%</b>
Subsidy Revenue	(5,254,885)	(5,628,896)	(5,544,560)	(5,544,560)	(5,280,114)	-	(5,280,114)	264,446	-4.8%	264,446	-4.8%
Other Revenue	(147,043)	(145,970)	(155,170)	(155,170)	(156,070)	-	(156,070)	(900)	0.6%	(900)	0.6%
<b>Total Revenue</b>	<b>(5,401,928)</b>	<b>(5,774,866)</b>	<b>(5,699,730)</b>	<b>(5,699,730)</b>	<b>(5,436,184)</b>	<b>-</b>	<b>(5,436,184)</b>	<b>263,546</b>	<b>-4.6%</b>	<b>263,546</b>	<b>-4.6%</b>
<b>Net Program Expenditures</b>	<b>\$ 3,832,672</b>	<b>\$ 4,057,577</b>	<b>\$ 4,592,497</b>	<b>\$ 4,710,497</b>	<b>\$ 4,926,676</b>	<b>\$ -</b>	<b>\$ 4,926,676</b>	<b>\$ 334,179</b>	<b>7.3%</b>	<b>\$ 334,179</b>	<b>7.3%</b>

Clinical Health Services	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>71.4</b>		<b>71.9</b>	<b>-</b>	<b>71.9</b>	<b>0.5</b>	<b>0.7%</b>	<b>0.5</b>	<b>0.7%</b>

# Budget Change Report

Clinical Health Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 6,624,400	\$ 6,624,400	\$ 6,911,490	\$ -	\$ 6,911,490	\$ 287,090	4.3%	Decrease of \$240,000 for Healthy Smiles Ontario and \$98,000 for Children In Need of Dental Treatment due to the provincial upload, offset by decreases in subsidy. Also included is an increase of \$30,000 for Dental Care Counts costs due to demand
Materials & Supplies	372,161	338,161	370,765	-	370,765	(1,396)	-0.4%	
Purchased Services	1,254,093	1,406,093	951,240	-	951,240	(302,853)	-24.1%	
Financial and Rent Expenses	20,700	20,700	22,700	-	22,700	2,000	9.7%	Increase in rent per lease agreements
Grants & Assistance	138,400	138,400	130,400	-	130,400	(8,000)	-5.8%	Grants of \$8,000 moved to purchased services above to better reflect the type of program expenditure
<b>Total Direct Costs</b>	<b>8,409,754</b>	<b>8,527,754</b>	<b>8,386,595</b>	<b>-</b>	<b>8,386,595</b>	<b>(23,159)</b>	<b>-0.3%</b>	
Allocated Charges/Recoveries	147,090	147,090	134,953	-	134,953	(12,137)	-8.3%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Corporate Support	1,728,383	1,728,383	1,834,312	-	1,834,312	105,929	6.1%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>10,285,227</b>	<b>10,403,227</b>	<b>10,355,860</b>	<b>-</b>	<b>10,355,860</b>	<b>70,633</b>	<b>0.7%</b>	
Transfer to Reserves - Capital	7,000	7,000	7,000	-	7,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>10,292,227</b>	<b>10,410,227</b>	<b>10,362,860</b>	<b>-</b>	<b>10,362,860</b>	<b>70,633</b>	<b>0.7%</b>	
Subsidy Revenue	(5,544,560)	(5,544,560)	(5,280,114)	-	(5,280,114)	264,446	-4.8%	Decrease mainly driven by \$240,000 for Healthy Smiles Ontario and \$98,000 for Children In Need of Dental Treatment due to provincial upload, offset by decrease in professional services
Other Revenue	(155,170)	(155,170)	(156,070)	-	(156,070)	(900)	0.6%	
<b>Total Revenue</b>	<b>(5,699,730)</b>	<b>(5,699,730)</b>	<b>(5,436,184)</b>	<b>-</b>	<b>(5,436,184)</b>	<b>263,546</b>	<b>-4.6%</b>	
<b>Net Program Expenditures</b>	<b>\$ 4,592,497</b>	<b>\$ 4,710,497</b>	<b>\$ 4,926,676</b>	<b>\$ -</b>	<b>\$ 4,926,676</b>	<b>\$ 334,179</b>	<b>7.3%</b>	

# Paramedic Services

## Divisional Summary

Paramedic Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 19,956,040	\$ 21,289,684	\$ 21,629,870	\$ 22,424,870	\$ 22,069,230	\$ 635,200	\$ 22,704,430	\$ 439,360	2.0%	\$ 1,074,560	5.0%
Materials & Supplies	1,664,460	1,680,550	1,986,559	1,871,175	2,010,876	21,100	2,031,976	24,317	1.2%	45,417	2.3%
Purchased Services	934,315	873,908	1,131,077	957,132	1,136,547	594,600	1,731,147	5,470	0.5%	600,070	53.1%
Financial and Rent Expenses	91,750	100,544	128,670	102,544	108,750	-	108,750	(19,920)	-15.5%	(19,920)	-15.5%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>22,646,564</b>	<b>23,944,686</b>	<b>24,876,176</b>	<b>25,355,721</b>	<b>25,325,403</b>	<b>1,250,900</b>	<b>26,576,303</b>	<b>449,227</b>	<b>1.8%</b>	<b>1,700,127</b>	<b>6.8%</b>
Allocated Charges / Recoveries	1,190,469	1,325,322	1,429,859	1,429,859	1,469,793	-	1,469,793	39,934	2.8%	39,934	2.8%
Corporate Support	2,648,650	2,790,236	2,709,930	2,709,930	2,886,011	-	2,886,011	176,081	6.5%	176,081	6.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	(594,600)	(594,600)	-	0.0%	(594,600)	
<b>Gross Operating Expenditures</b>	<b>26,485,684</b>	<b>28,060,244</b>	<b>29,015,965</b>	<b>29,495,510</b>	<b>29,681,207</b>	<b>656,300</b>	<b>30,337,507</b>	<b>665,242</b>	<b>2.3%</b>	<b>1,321,542</b>	<b>4.6%</b>
Transfer to Reserves - Capital	2,053,500	2,103,500	2,201,539	2,201,539	2,298,377	178,645	2,477,022	96,838	4.4%	275,483	12.5%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	368,129	367,434	281,360	281,360	200,283	-	200,283	(81,076)	-28.8%	(81,076)	-28.8%
<b>Capital Expenditures</b>	<b>2,421,629</b>	<b>2,470,934</b>	<b>2,482,899</b>	<b>2,482,899</b>	<b>2,498,660</b>	<b>178,645</b>	<b>2,677,305</b>	<b>15,762</b>	<b>0.6%</b>	<b>194,407</b>	<b>7.8%</b>
<b>Total Gross Expenditures</b>	<b>28,907,313</b>	<b>30,531,178</b>	<b>31,498,864</b>	<b>31,978,409</b>	<b>32,179,868</b>	<b>834,945</b>	<b>33,014,813</b>	<b>681,004</b>	<b>2.2%</b>	<b>1,515,949</b>	<b>4.8%</b>
Subsidy Revenue	(13,381,830)	(14,309,911)	(15,269,054)	(15,019,599)	(15,770,899)	(316,463)	(16,087,362)	(501,845)	3.3%	(818,308)	5.4%
Other Revenue	(104,659)	(274,456)	(10,400)	(85,400)	(10,560)	-	(10,560)	(160)	1.5%	(160)	1.5%
<b>Total Revenue</b>	<b>(13,486,489)</b>	<b>(14,584,367)</b>	<b>(15,279,454)</b>	<b>(15,104,999)</b>	<b>(15,781,459)</b>	<b>(316,463)</b>	<b>(16,097,922)</b>	<b>(502,005)</b>	<b>3.3%</b>	<b>(818,468)</b>	<b>5.4%</b>
<b>Net Program Expenditures</b>	<b>\$ 15,420,824</b>	<b>\$ 15,946,811</b>	<b>\$ 16,219,410</b>	<b>\$ 16,873,410</b>	<b>\$ 16,398,409</b>	<b>\$ 518,482</b>	<b>\$ 16,916,891</b>	<b>\$ 178,999</b>	<b>1.1%</b>	<b>\$ 697,481</b>	<b>4.3%</b>

Paramedic Services	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>189.4</b>		<b>189.4</b>	<b>5.8</b>	<b>195.2</b>	<b>0.0</b>	<b>0.0%</b>	<b>5.8</b>	<b>3.1%</b>



# Budget Change Report

Paramedic Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 21,629,870	\$ 22,424,870	\$ 22,069,230	\$ 635,200	\$ 22,704,430	\$ 1,074,560	5.0%	Includes an additional \$635,000 relating to 5.8 FTE Paramedics proposed through SIF, partially offset by \$316,000 of subsidy Increase for additional materials and supplies for the additional 5.8 FTE Paramedics, and increased cost related to oxygen and medical supplies Due to additional \$595,000 Dedicated Offload Nursing proposed through SIF to be funded from tax stabilization reserve Decrease due to lower than anticipated lease cost for Davis Road rental station Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications Increase in transfer from tax stabilization reserve to finance the additional \$595,000 for Dedicated Offload Nursing Program Increase mainly driven by capital financing for power stretchers through SIF (\$179,000), increased capital financing for state of good repair of the stations (\$81,000), and increases for the purchase of new and replacement vehicles Decrease relates to fully amortized debt that was issued in 2005 for the West Burlington (\$55K) and Campbellville (\$30K) Ambulance Stations Increase in provincial subsidy of \$502,000 to support program growth and \$316,000 to support SIF (5.8 FTEs), based on the ministry approved 2015 funding
Materials & Supplies	1,986,559	1,871,175	2,010,876	21,100	2,031,976	45,417	2.3%	
Purchased Services	1,131,077	957,132	1,136,547	594,600	1,731,147	600,070	53.1%	
Financial and Rent Expenses	128,670	102,544	108,750	-	108,750	(19,920)	-15.5%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>24,876,176</b>	<b>25,355,721</b>	<b>25,325,403</b>	<b>1,250,900</b>	<b>26,576,303</b>	<b>1,700,127</b>	<b>6.8%</b>	
Allocated Charges/Recoveries	1,429,859	1,429,859	1,469,793	-	1,469,793	39,934	2.8%	
Corporate Support	2,709,930	2,709,930	2,886,011	-	2,886,011	176,081	6.5%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	(594,600)	(594,600)	(594,600)	0.0%	
<b>Gross Operating Expenditures</b>	<b>29,015,965</b>	<b>29,495,510</b>	<b>29,681,207</b>	<b>656,300</b>	<b>30,337,507</b>	<b>1,321,542</b>	<b>4.6%</b>	
Transfer to Reserves - Capital	2,201,539	2,201,539	2,298,377	178,645	2,477,022	275,483	12.5%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	281,360	281,360	200,283	-	200,283	(81,076)	-28.8%	
<b>Capital Expenditures</b>	<b>2,482,899</b>	<b>2,482,899</b>	<b>2,498,660</b>	<b>178,645</b>	<b>2,677,305</b>	<b>194,407</b>	<b>7.8%</b>	
<b>Total Gross Expenditures</b>	<b>31,498,864</b>	<b>31,978,409</b>	<b>32,179,868</b>	<b>834,945</b>	<b>33,014,813</b>	<b>1,515,949</b>	<b>4.8%</b>	
Subsidy Revenue	(15,269,054)	(15,019,599)	(15,770,899)	(316,463)	(16,087,362)	(818,308)	5.4%	
Other Revenue	(10,400)	(85,400)	(10,560)	-	(10,560)	(160)	1.5%	
<b>Total Revenue</b>	<b>(15,279,454)</b>	<b>(15,104,999)</b>	<b>(15,781,459)</b>	<b>(316,463)</b>	<b>(16,097,922)</b>	<b>(818,468)</b>	<b>5.4%</b>	
<b>Net Program Expenditures</b>	<b>\$ 16,219,410</b>	<b>\$ 16,873,410</b>	<b>\$ 16,398,409</b>	<b>\$ 518,482</b>	<b>\$ 16,916,891</b>	<b>\$ 697,481</b>	<b>4.3%</b>	

# Strategic Investment

## Dedicated Offload Nurse Program

<b>Funding Source</b>	Tax
-----------------------	-----

### Program Details

Department	Health
Division	Paramedic Services
Program	Dedicated Offload Nursing
Cost Centre	440000

### Complement Details

Position Title	
FTE Impact	
Personnel Group	

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	594,600	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>594,600</b>	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(594,600)	-
<b>Gross Operating Expenditures</b>	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

### Business Case

**Recommendation:**  
Approve one-time Regional tax supported funding of \$594,600 in 2016 to address the shortfall in Provincial funding of dedicated offload nurse staffing to alleviate hospital offload delay pressures as an interim measure. The funding for this initiative will be transferred from the tax capital reserve.

**Need:**  
Staff have identified a requirement for 21,900 hours of dedicated offload nurse staffing (24/7 at Joseph Brant and Oakville Trafalgar and 12/7 at Milton District) at an estimated cost of \$1.1 million (Report No. MO-23-15). The 2015-2016 Ministry of Health and Long-Term Care (MOHLTC) one-time grant funding allocation of \$500,400 provides only 10,000 hours of dedicated offload nurse staffing which has been unchanged from 2014-2015. There is a requirement to provide Regional funding in 2016 to limit the impact of offload delay while advocacy efforts continue with the MOHLTC to fully fund the dedicated offload nurse position or implement alternative solutions to resolve offload delays. The funding requested in 2016 will increase staffing to 24/7 at Oakville Trafalgar and introduce 12/7 at Milton District. Joseph Brant will remain the same at 24/7 service. This service enhancement assumes that the MOHLTC will continue to provide the same level of grant funding in 2016 as was approved for 2015.

The dedicated offload nurse initiative has had a positive impact on ambulance offload delay. Cost for the dedicated offload nurse position is \$50 per hour compared to \$200 per hour for an ambulance and paramedics. It is anticipated in 2016 an additional 1,500 patients can be accommodated with this funding.

**Implications:**  
The Paramedic Services Division's ability to meet surge capacity situations and maintain response times will be limited without the investment in the Dedicated Offload Nurse Program.

**Alternatives:**  
Continue with 10,000 hours of offload nurse staffing utilizing MOHLTC grant funding of \$500,400, which will maintain current staffing at Joseph Brant (24/7) and Oakville Trafalgar (12/7) and exclude Milton District from the offload nurse program.

**Reference:**  
Report No. MO-23-15

# Strategic Investment

## Paramedics

<b>Funding Source</b>	Tax
-----------------------	-----

## Program Details

Department	Health
Division	Paramedic Services
Program	Operations
Cost Centre	440300

## Complement Details

Position Title	Paramedics
FTE Impact	5.8
Personnel Group	OPSEU (EMS)

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 635,200	\$ 635,200
Materials & Supplies	21,100	3,600
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>656,300</b>	<b>638,800</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>656,300</b>	<b>638,800</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	\$ (316,463)	\$ (308,024)
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>(316,463)</b>	<b>(308,024)</b>
<b>Net Program Expenditures</b>	<b>\$ 339,837</b>	<b>\$ 330,776</b>

## Business Case

### Recommendation:

Approve the addition of 5.8 permanent FTE Paramedics (2.9 FTE Advanced Care Paramedics and 2.9 FTE Primary Care Paramedics) to provide an additional 12-hours per day, 7-days a week staffing to address pressures related to increasing call volume (growth) and hospital offload delay and to maintain response times.

### Need:

Enhanced staffing will be used to convert the 12-hour peak ambulance approved in the 2015 budget to 24/7. This 24/7 ambulance is required for the new Southwest Oakville station planned for construction in 2016. In the interim, the vehicle will be deployed by the provincial communications centre to all areas of the Region as required as a component of the Paramedic Services Division's comprehensive deployment strategy.

This additional staffing is intended to address system pressures related to increasing call volume, maintenance of response times to life threatening emergency calls, population and employment growth, an ageing population, hospital off load delays, paramedic workload (including missed meal breaks) and other pressures. This recommendation is based on a review of call volume, the number of times there are 4 or less ambulances available in Halton Region to service emergency calls, the Paramedic Services Division's lack of resources to address surge capacity during periods of high demand, and recommendations contained in the approved Paramedic Services Master Plan (Report No. MO-14-15). Call volume in 2014 increased by 5.9% and staff anticipate a further increase of 4% in 2015 and 4% in 2016. These costs are anticipated to be offset by \$316,000 in additional subsidy for a net tax impact of \$340,000.

### Implications:

The Paramedic Services Division's ability to meet surge capacity situations and maintain response times will be limited. Paramedic workload will increase and there is the potential for an impact on the Division's ability to provide paramedics with their legislated meal breaks.

### Alternatives:

The new Southwest Oakville station will only be staffed 12/7 when construction is completed in 2016 if this strategic investment for an additional 5.8 Paramedics is not approved.

### Reference:

Report No. MO-15-15

# Strategic Investment

## Paramedic Services Power Stretchers

<b>Funding Source</b>	Tax
-----------------------	-----

### Program Details

Department	Health
Division	Paramedic Services
Program	Logistics
Cost Centre	440220

### Complement Details

Position Title	
FTE Impact	
Personnel Group	

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	178,645	367,181
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>178,645</b>	<b>367,181</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 178,645</b>	<b>\$ 367,181</b>

### Business Case

**Recommendation:**  
Approve funding of \$178,645 in 2016 and \$367,181 in 2017 to replace the current manual stretcher system and that the ambulance fleet be equipped with power stretchers and power loading devices to decrease the rates of work-related musculoskeletal (MSK) injuries in paramedics.

**Need:**  
As set out in Report No. MO-37-15 (re: Paramedic Services Conveyance Equipment), Paramedics repeatedly lift and move heavy weight throughout their shifts and this is contributing to injuries, worker's compensation and accommodated work costs. MSK injuries are the leading cause of injuries amongst paramedics, primarily due to strain associated with repetitive lifting. Costs associated with paramedic workplace injuries are substantial. Between January 2012 and June 2015 the cost of paramedic workplace injuries was \$676,578, with \$138,884 of these costs directly attributed to injuries associated with lifting, lowering or loading the cot.

Many areas of healthcare, primarily nursing, have successfully reduced workplace MSK injuries through the implementation of ergonomic interventions such as lift assist equipment. Stretchers that put less strain and reduce the ergonomic hazards on paramedics are now available. A power cot utilizes a battery powered motor to raise and lower the cot. There is also a power loading device that is installed in the ambulance and loads the cot into the ambulance. These two devices significantly reduce manual lifting of the cot. Similar equipment has already been successfully introduced into other Ontario paramedic services including the City of Hamilton, Niagara Region, Windsor-Essex, London-Middlesex, Thunder Bay, and York Region.

Power cots/loading systems are estimated at \$43,000 per vehicle, there are 32 ambulances in the current Paramedics fleet and some required spares, for a total estimated cost of \$1.469 million. The 2016 capital budget and forecast will include funding required to purchase the power cot and lift systems over the next two years, at a cost of \$715,000 in 2016 and \$754,000 in 2017. The purchase will be initially financed from the Regional Tax Capital reserve, which will be replenished by increased contributions from the Operating Budget over time. The additional Operating Contributions required are \$178,645 in 2016 and \$367,181 in 2017.

**Implications:**  
On June 24, 2015, the Paramedic Services Division Joint Health and Safety Committee made a recommendation that the division implement power cots/lifting devices for use in all ambulances as soon as possible to decrease the rate of work related MSK injuries in paramedics. As this equipment is becoming industry standard there is a risk that without this equipment preventable MSK injuries will continue to occur and potentially increase as the paramedic workforce grows.

**Alternatives:**  
Proceed with a multi-year implementation of power stretchers and power loading systems converting 5 vehicles per year, along with all new additions to the fleet. There will be an inequity among the affected staff with a phased implementation.

**Reference:**  
Report No. MO-37-15



# Budget and Business Plan 2016

## Social & Community Services





# Social & Community Services Department

## Departmental Goals

Building communities where everyone has an opportunity to thrive - Through continuous improvement, innovation and service excellence we work together to meet our communities' ongoing and changing needs.

Social & Community Services staff provide a range of supports to all age groups. Policies and strategies are designed from a systems and client-centred service perspective.

Social and Community Services:

- Identifies and responds to the current and evolving needs of the people of Halton Region.
- Collaborates and provides leadership in community services by partnering with the broader community to deliver human services.
- Provides accessible and affordable social services for children, youth, families, adults and seniors.
- Improves the quality of life and security of residents of Halton in need.
- Plans & evaluates policies & programs to ensure the highest quality service.
- Manages in a fiscally accountable and responsible manner.

## External Factors Influencing Activities & Outcomes

- Population growth, demographic changes (aging population, greater diversity, economic environment which impacts employment and income).
- Funding levels for social infrastructure are keeping pace with demand for services.
- Capacity and stability issues for community agencies providing services.
- Redesign of key sectors such as older adult services, social services, housing and child care.
- Impact of provincial policy directions such as social assistance reform/Social Assistance Management System, Premiers Community Hubs Framework, and Long Term Affordable Housing Strategy.

## Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Children's Services	Community Support	# of regulated child care spaces in Halton per 1,000 children under 12	207	239	242	239	239	
		% of child care centres in Halton enrolled in the Quality First program for child care	85.0%	81.0%	79.0%	80.0%	85.0%	
	Child Care Subsidy	Average # of Fee Subsidy Spaces	1,978	2,119	2,174	2,258	2,268	
		% of spaces that are subsidized	8.7	8.3	7.7	7.7	7.7	
	Special Needs Child Development	Number of children in licensed child care with special needs who receive service through Regional funding (1 to 12 years)	666	814	660	821	821	
Employment & Social Services	Employment Assistance Support	Clients Directly Placed into Job Vacancies by Employment Halton Staff	126	259	234	97	215	With a new service delivery model implemented in September 2015 and the introduction of the Youth Job Connection Program, the direct placement actuals for 2016 are expected to rebound.
	Ontario Works	Ontario Works – Average Monthly Caseload	2,078	1,921	1,878	1,870	1,900	
		Regional monthly social assistance administration and benefit cost per case	\$1,112	\$1,093	\$1,007	\$1,025	\$1,018	Regional cost per case continues to decrease due to increase in provincial share of costs. Province will fund 100% of costs of benefits effective 2018.
		Monthly social assistance case load per 100,000 households	1,131	1,013	1,000	968	977	
	Low Income Financial Benefits	\$ spent on subsidized passes for low income transit	N/A	\$260,443	\$425,000	\$425,000	\$630,000	Ongoing promotion of this initiative for Low Income residents will continue in 2016.

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Housing Services	Assisted Housing	# of social housing units per 1,000 households	23.9	23.1	22.5	22.7	23.2	
		% of social housing wait list placed annually	12.7%	9.4%	11.0%	9.6%	12.2%	
		# of Housing Wait List Applicants Housed - Annual	430	394	375	425	425	
		# of Applicants on the HATCH Waitlist	3,398	4,179	3,906	3,500	3,400	
		% of HATCH waitlist who are Halton Residents	N/A	49.2%	51.0%	44.0%	42.0%	Halton Information Providers (HIP) and Halton Rental Assistance Program (HRAP) (Halton only programs) have attributed to the reduced overall number of Halton applicants on the Halton Access to Community Housing (HATCH) waitlist. Halton residents are the large majority of clients housed in 2014 and so far in 2015. This trend is expected to continue in 2016.
		New Assisted Opportunities in Halton (cumulative total opportunities)	759	894	986	1,132	1,323	
		Total annual social housing cost per social housing unit	\$5,784	\$5,741	\$6,130	\$6,379	\$6,471	
	Affordable Housing	30% affordable housing in new developments	26.1%	34.1%	30.3%	30.0%	30.0%	
Quality & Service Integration	Community Development	Halton Region Community Investment Fund Spending	\$702,691	\$702,691	\$702,691	\$827,691	\$1,427,691	
		Halton Region Community Investment Fund (HRCIF) - One Time Grants	16	16	20	13	13	
Services for Seniors	Long Term Care Homes	% of population over 75 years of age that can be served from all Long-Term Care homes beds in Halton Region	7.7%	8.0%	8.0%	8.0%	8.0%	
	Adult Day Programs	# of clients served by the Day Program	11,170	11,170	11,170	11,170	11,170	Operating 3 locations at 100% capacity

# Departmental Summary

Social & Community Services Department	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 62,305,312	\$ 64,825,944	\$ 61,987,120	\$ 63,341,060	\$ 63,291,520	\$ 147,350	\$ 63,438,870	\$ 1,304,400	2.1%	\$ 1,451,750	2.3%
Materials & Supplies	4,402,189	4,637,300	4,636,299	4,743,545	4,737,162	2,420	4,739,582	100,863	2.2%	103,283	2.2%
Purchased Services	23,418,187	23,406,462	25,516,638	24,941,079	25,712,481	-	25,712,481	195,843	0.8%	195,843	0.8%
Financial and Rent Expenses	764,918	681,730	712,086	712,086	703,915	-	703,915	(8,171)	-1.1%	(8,171)	-1.1%
Grants & Assistance	62,900,842	64,829,694	67,882,484	73,506,162	79,743,712	600,000	80,343,712	11,861,228	17.5%	12,461,228	18.4%
<b>Total Direct Costs</b>	<b>153,791,448</b>	<b>158,381,129</b>	<b>160,734,627</b>	<b>167,243,932</b>	<b>174,188,790</b>	<b>749,770</b>	<b>174,938,560</b>	<b>13,454,163</b>	<b>8.4%</b>	<b>14,203,933</b>	<b>8.8%</b>
Allocated Charges / Recoveries	5,531,802	5,349,641	5,610,941	5,769,469	5,701,240	-	5,701,240	90,298	1.6%	90,298	1.6%
Corporate Support	11,412,459	11,536,336	11,359,514	11,359,514	12,111,959	-	12,111,959	752,445	6.6%	752,445	6.6%
Transfers to Reserves-Operating	493,772	1,558,287	111,000	1,111,000	111,000	-	111,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(1,125,132)	(1,207,734)	(721,500)	(621,500)	(3,560,000)	-	(3,560,000)	(2,838,500)	393.4%	(2,838,500)	393.4%
<b>Gross Operating Expenditures</b>	<b>170,104,349</b>	<b>175,617,659</b>	<b>177,094,582</b>	<b>184,862,415</b>	<b>188,552,988</b>	<b>749,770</b>	<b>189,302,758</b>	<b>11,458,406</b>	<b>6.5%</b>	<b>12,208,176</b>	<b>6.9%</b>
Transfer to Reserves - Capital	14,142,051	14,466,176	9,821,323	10,359,323	10,181,323	-	10,181,323	360,000	3.7%	360,000	3.7%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>14,142,051</b>	<b>14,466,176</b>	<b>9,821,323</b>	<b>10,359,323</b>	<b>10,181,323</b>	<b>-</b>	<b>10,181,323</b>	<b>360,000</b>	<b>3.7%</b>	<b>360,000</b>	<b>3.7%</b>
<b>Total Gross Expenditures</b>	<b>184,246,400</b>	<b>190,083,835</b>	<b>186,915,905</b>	<b>195,221,738</b>	<b>198,734,311</b>	<b>749,770</b>	<b>199,484,081</b>	<b>11,818,406</b>	<b>6.3%</b>	<b>12,568,176</b>	<b>6.7%</b>
Subsidy Revenue	(90,480,829)	(94,675,889)	(92,474,945)	(101,090,929)	(104,811,994)	-	(104,811,994)	(12,337,049)	13.3%	(12,337,049)	13.3%
Other Revenue	(19,590,840)	(19,852,733)	(16,652,810)	(16,988,131)	(16,965,274)	-	(16,965,274)	(312,464)	1.9%	(312,464)	1.9%
<b>Total Revenue</b>	<b>(110,071,669)</b>	<b>(114,528,621)</b>	<b>(109,127,755)</b>	<b>(118,079,060)</b>	<b>(121,777,268)</b>	<b>-</b>	<b>(121,777,268)</b>	<b>(12,649,513)</b>	<b>11.6%</b>	<b>(12,649,513)</b>	<b>11.6%</b>
<b>Net Program Expenditures</b>	<b>\$ 74,174,731</b>	<b>\$ 75,555,214</b>	<b>\$ 77,788,150</b>	<b>\$ 77,142,678</b>	<b>\$ 76,957,044</b>	<b>\$ 749,770</b>	<b>\$ 77,706,814</b>	<b>\$ (831,107)</b>	<b>-1.1%</b>	<b>\$ (81,337)</b>	<b>-0.1%</b>

Social & Community Services Department	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>736.9</b>		<b>738.9</b>	<b>1.6</b>	<b>740.5</b>	<b>2.0</b>	<b>0.3%</b>	<b>3.6</b>	<b>0.5%</b>



# Children's Services

## Divisional Summary

Children's Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 9,144,810	\$ 9,307,665	\$ 9,509,320	\$ 9,460,260	\$ 9,925,010	\$ 147,350	\$ 10,072,360	\$ 415,690	4.4%	\$ 563,040	5.9%
Materials & Supplies	334,173	369,002	385,730	413,895	398,685	2,420	401,105	12,955	3.4%	15,375	4.0%
Purchased Services	17,531,593	17,250,464	17,928,257	17,690,899	17,956,417	-	17,956,417	28,160	0.2%	28,160	0.2%
Financial and Rent Expenses	129,195	256,900	267,581	267,581	267,443	-	267,443	(138)	-0.1%	(138)	-0.1%
Grants & Assistance	14,127,402	15,095,678	15,096,717	21,408,395	20,234,310	-	20,234,310	5,137,593	34.0%	5,137,593	34.0%
<b>Total Direct Costs</b>	<b>41,267,173</b>	<b>42,279,709</b>	<b>43,187,605</b>	<b>49,241,030</b>	<b>48,781,865</b>	<b>149,770</b>	<b>48,931,635</b>	<b>5,594,260</b>	<b>13.0%</b>	<b>5,744,030</b>	<b>13.3%</b>
Allocated Charges / Recoveries	152,313	154,329	246,330	246,330	245,392	-	245,392	(938)	-0.4%	(938)	-0.4%
Corporate Support	2,028,953	2,107,422	2,120,727	2,120,727	2,256,007	-	2,256,007	135,280	6.4%	135,280	6.4%
Transfers to Reserves-Operating	-	1,939,159	25,000	1,025,000	25,000	-	25,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(1,000,000)	(1,083,003)	(100,000)	-	(100,000)	-	(100,000)	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>42,448,438</b>	<b>45,397,616</b>	<b>45,479,662</b>	<b>52,633,087</b>	<b>51,208,264</b>	<b>149,770</b>	<b>51,358,034</b>	<b>5,728,602</b>	<b>12.6%</b>	<b>5,878,372</b>	<b>12.9%</b>
Transfer to Reserves - Capital	95,000	50,000	50,000	50,000	50,000	-	50,000	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>95,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>42,543,438</b>	<b>45,447,616</b>	<b>45,529,662</b>	<b>52,683,087</b>	<b>51,258,264</b>	<b>149,770</b>	<b>51,408,034</b>	<b>5,728,602</b>	<b>12.6%</b>	<b>5,878,372</b>	<b>12.9%</b>
Subsidy Revenue	(29,413,436)	(31,752,627)	(31,978,787)	(39,467,212)	(39,159,917)	-	(39,159,917)	(7,181,130)	22.5%	(7,181,130)	22.5%
Other Revenue	(988,744)	(964,012)	(688,700)	(1,018,700)	(745,600)	-	(745,600)	(56,900)	8.3%	(56,900)	8.3%
<b>Total Revenue</b>	<b>(30,402,180)</b>	<b>(32,716,639)</b>	<b>(32,667,487)</b>	<b>(40,485,912)</b>	<b>(39,905,517)</b>	<b>-</b>	<b>(39,905,517)</b>	<b>(7,238,030)</b>	<b>22.2%</b>	<b>(7,238,030)</b>	<b>22.2%</b>
<b>Net Program Expenditures</b>	<b>\$ 12,141,258</b>	<b>\$ 12,730,977</b>	<b>\$ 12,862,175</b>	<b>\$ 12,197,175</b>	<b>\$ 11,352,747</b>	<b>\$ 149,770</b>	<b>\$ 11,502,517</b>	<b>\$ (1,509,428)</b>	<b>-11.7%</b>	<b>\$ (1,359,658)</b>	<b>-10.6%</b>

Children's Services	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>100.6</b>		<b>102.6</b>	<b>1.6</b>	<b>104.2</b>	<b>2.0</b>	<b>2.0%</b>	<b>3.6</b>	<b>3.6%</b>



# Budget Change Report

Children's Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 9,509,320	\$ 9,460,260	\$ 9,925,010	\$ 147,350	\$ 10,072,360	\$ 563,040	5.9%	Includes one Occupational Therapist and one Developmental Consultant per SS-07-15 and 1.6 FTE from the 2016 Strategic Investment forms (SIF)
Materials & Supplies	385,730	413,895	398,685	2,420	401,105	15,375	4.0%	
Purchased Services	17,928,257	17,690,899	17,956,417	-	17,956,417	28,160	0.2%	Increase in external audit fees
Financial and Rent Expenses	267,581	267,581	267,443	-	267,443	(138)	-0.1%	
Grants & Assistance	15,096,717	21,408,395	20,234,310	-	20,234,310	5,137,593	34.0%	Increase driven by New Provincial Wage Enhancement Grant (\$5.3 million) per SS-07-15
<b>Total Direct Costs</b>	<b>43,187,605</b>	<b>49,241,030</b>	<b>48,781,865</b>	<b>149,770</b>	<b>48,931,635</b>	<b>5,744,030</b>	<b>13.3%</b>	
Allocated Charges/Recoveries	246,330	246,330	245,392	-	245,392	(938)	-0.4%	
Corporate Support	2,120,727	2,120,727	2,256,007	-	2,256,007	135,280	6.4%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	25,000	1,025,000	25,000	-	25,000	-	0.0%	
Transfer from Reserves - Operating	(100,000)	-	(100,000)	-	(100,000)	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>45,479,662</b>	<b>52,633,087</b>	<b>51,208,264</b>	<b>149,770</b>	<b>51,358,034</b>	<b>5,878,372</b>	<b>12.9%</b>	
Transfer to Reserves - Capital	50,000	50,000	50,000	-	50,000	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>45,529,662</b>	<b>52,683,087</b>	<b>51,258,264</b>	<b>149,770</b>	<b>51,408,034</b>	<b>5,878,372</b>	<b>12.9%</b>	
Subsidy Revenue	(31,978,787)	(39,467,212)	(39,159,917)	-	(39,159,917)	(7,181,130)	22.5%	Increase in 100% subsidy from the Ministry of Education of \$7.2 million per SS-07-15 to support children with Special Needs, Child Care Fee Subsidy and the new Provincial Wage Enhancement Grant
Other Revenue	(688,700)	(1,018,700)	(745,600)	-	(745,600)	(56,900)	8.3%	Increase in Cross Jurisdictional Child Care Fees (\$40,000) and Regional Child Care Centre Fees (\$17,000)
<b>Total Revenue</b>	<b>(32,667,487)</b>	<b>(40,485,912)</b>	<b>(39,905,517)</b>	<b>-</b>	<b>(39,905,517)</b>	<b>(7,238,030)</b>	<b>22.2%</b>	
<b>Net Program Expenditures</b>	<b>\$ 12,862,175</b>	<b>\$ 12,197,175</b>	<b>\$ 11,352,747</b>	<b>\$ 149,770</b>	<b>\$ 11,502,517</b>	<b>\$ (1,359,658)</b>	<b>-10.6%</b>	

# Strategic Investment

## Child Care Services Support and Coordination

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	Social & Community Services
Division	Children's Services
Program	WEG / Program Support / Fee Subsidy
Cost Centre	310411

## Complement Details

Position Title	Representative / Consultant / Representative
FTE Impact	1.6
Personnel Group	OCT/MMMSG

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 147,350	\$ 147,350
Materials & Supplies	2,420	1,200
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>149,770</b>	<b>148,550</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>149,770</b>	<b>148,550</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 149,770</b>	<b>\$ 148,550</b>

## Business Case

### Recommendation:

Approve 1.6 permanent FTE to provide child care services support and coordinated response to significant growth in the before and after school programs and additional reporting required for the new provincial Wage Enhancement Grant (WEG).

### Need:

The implementation of Full Day Kindergarten (FDK), the links within our school community and growth in Halton have created a huge growth in the demand for before and after school child care spaces. Over 50% of the licenced child care sector in Halton is before and after school child care for school aged children and demand has increased by 32% over the last 3 years. In addition, the number of cases waiting for placements has been increasing due to insufficient administrative resources to process the applications.

A 0.6 Program Support Consultant (PSC) is required to support the 25,000 licenced child care spaces in the Early Learning and Child Care System in Halton. The 0.6 permanent FTE will be combined with a vacant 0.4 permanent FTE to equal a 1.0 FTE Program Support Consultant and will primarily support the significant growth in the licenced before and after school programs.

A permanent 0.5 Child Care Representative is also required for the administration of Fee Subsidies for families in financial need with the cost of child care. This additional resource will help to ensure families in financial need do not wait for fee subsidy supports in the Halton community when funding is available and will assist in maintaining a 1:240 caseload ratio.

In addition, a 0.5 Child Care Coordinator is required for the administration of the new provincial Wage Enhancement Grant (WEG) program to support approximately 2,000 licenced child care staff working directly with children with wage increases and the increased administrative requirements of delivering this program. Currently, a 0.5 FTE Child Care Coordinator is responsible for the General Operating Grant (GOG). An additional 0.5 FTE Child Care Coordinator is needed to administer and coordinate both of these provincial programs. The Coordinator will be blended into a 1 FTE and be responsible for the General Operating Grant at \$9.0 million in addition to the new Wage Enhancement Grant of \$5.3 million while continuing to coordinate existing funding to Special Needs and Resource Centres.

### Implications:

Continue to administer the program within current resource constraints, resulting in longer wait times for families in need and increased caseloads for Child Care Representatives.

### Alternatives:

Without these additional resources, service demand will not be met in a timely manner and licenced child care programs will wait over 3 months for necessary supports for program delivery.

### Reference:

Report SS-07-15

# Employment & Social Services

## Divisional Summary

Employment & Social Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 5,045,106	\$ 5,200,946	\$ 4,679,250	\$ 4,679,250	\$ 4,763,730	\$ -	\$ 4,763,730	\$ 84,480	1.8%	\$ 84,480	1.8%
Materials & Supplies	159,634	157,428	180,505	200,586	181,101	-	181,101	596	0.3%	596	0.3%
Purchased Services	821,730	507,748	947,909	813,328	959,684	-	959,684	11,775	1.2%	11,775	1.2%
Financial and Rent Expenses	519,120	299,441	317,158	317,158	324,125	-	324,125	6,967	2.2%	6,967	2.2%
Grants & Assistance	17,409,100	17,501,945	18,533,820	18,383,820	19,226,859	-	19,226,859	693,039	3.7%	693,039	3.7%
<b>Total Direct Costs</b>	<b>23,954,690</b>	<b>23,667,508</b>	<b>24,658,642</b>	<b>24,394,142</b>	<b>25,455,499</b>	<b>-</b>	<b>25,455,499</b>	<b>796,857</b>	<b>3.2%</b>	<b>796,857</b>	<b>3.2%</b>
Allocated Charges / Recoveries	542,642	571,045	533,522	533,522	561,420	-	561,420	27,898	5.2%	27,898	5.2%
Corporate Support	2,015,423	2,106,841	2,115,074	2,115,074	2,241,627	-	2,241,627	126,553	6.0%	126,553	6.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>26,512,755</b>	<b>26,345,395</b>	<b>27,307,238</b>	<b>27,042,738</b>	<b>28,258,546</b>	<b>-</b>	<b>28,258,546</b>	<b>951,308</b>	<b>3.5%</b>	<b>951,308</b>	<b>3.5%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>26,512,755</b>	<b>26,345,395</b>	<b>27,307,238</b>	<b>27,042,738</b>	<b>28,258,546</b>	<b>-</b>	<b>28,258,546</b>	<b>951,308</b>	<b>3.5%</b>	<b>951,308</b>	<b>3.5%</b>
Subsidy Revenue	(18,666,683)	(19,137,374)	(19,357,925)	(19,593,425)	(20,387,769)	-	(20,387,769)	(1,029,844)	5.3%	(1,029,844)	5.3%
Other Revenue	(804,484)	(789,024)	(873,400)	(873,400)	(849,300)	-	(849,300)	24,100	-2.8%	24,100	-2.8%
<b>Total Revenue</b>	<b>(19,471,167)</b>	<b>(19,926,399)</b>	<b>(20,231,325)</b>	<b>(20,466,825)</b>	<b>(21,237,069)</b>	<b>-</b>	<b>(21,237,069)</b>	<b>(1,005,744)</b>	<b>5.0%</b>	<b>(1,005,744)</b>	<b>5.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 7,041,588</b>	<b>\$ 6,418,996</b>	<b>\$ 7,075,913</b>	<b>\$ 6,575,913</b>	<b>\$ 7,021,477</b>	<b>\$ -</b>	<b>\$ 7,021,477</b>	<b>\$ (54,436)</b>	<b>-0.8%</b>	<b>\$ (54,436)</b>	<b>-0.8%</b>

Employment & Social Services	2015		2016			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>49.9</b>		<b>49.9</b>	<b>-</b>	<b>49.9</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Employment & Social Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 4,679,250	\$ 4,679,250	\$ 4,763,730	\$ -	\$ 4,763,730	\$ 84,480	1.8%	Increase in rent per lease agreements Increase of \$495,000 for OW benefit based on 2% increase for caseload and 1% increase for rate, \$276,000 related to Youth Job Connection (SS-30-15), and \$16,000 related to Employment Assistance. Offset by decrease of \$49,000 related to LEAP program no longer administered by the Region and \$42,000 related to Youth Employment Fund contract ended in 2015. All are offset by changes to subsidy as noted below
Materials & Supplies	180,505	200,586	181,101	-	181,101	596	0.3%	
Purchased Services	947,909	813,328	959,684	-	959,684	11,775	1.2%	
Financial and Rent Expenses	317,158	317,158	324,125	-	324,125	6,967	2.2%	
Grants & Assistance	18,533,820	18,383,820	19,226,859	-	19,226,859	693,039	3.7%	
<b>Total Direct Costs</b>	<b>24,658,642</b>	<b>24,394,142</b>	<b>25,455,499</b>	<b>-</b>	<b>25,455,499</b>	<b>796,857</b>	<b>3.2%</b>	
Allocated Charges/Recoveries	533,522	533,522	561,420	-	561,420	27,898	5.2%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Corporate Support	2,115,074	2,115,074	2,241,627	-	2,241,627	126,553	6.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>27,307,238</b>	<b>27,042,738</b>	<b>28,258,546</b>	<b>-</b>	<b>28,258,546</b>	<b>951,308</b>	<b>3.5%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>27,307,238</b>	<b>27,042,738</b>	<b>28,258,546</b>	<b>-</b>	<b>28,258,546</b>	<b>951,308</b>	<b>3.5%</b>	
Subsidy Revenue	(19,357,925)	(19,593,425)	(20,387,769)	-	(20,387,769)	(1,029,844)	5.3%	Increase of \$875,000 for OW Benefits, which includes \$498,000 for upload savings and \$377,000 related to increase in caseload and rate. There is also an increase of \$411,000 for Youth Job Connection (SS-30-15). The increase is offset by a decrease of \$123,000 for a Newcomer Strategy contract that ends Mar 31/16, \$47,000 for the Youth Employment Fund contract ended in 2015, and \$86,000 due to OW Cost of Admin subsidy based on updated provincial funding formula to reflect lower caseload experienced in Halton between 2012 and 2014 Decrease of \$49,000 due to LEAP Burlington and Halton Hills programs that are no longer administered by Halton, offset by \$25,000 increase in OW repayments and reimbursements
Other Revenue	(873,400)	(873,400)	(849,300)	-	(849,300)	24,100	-2.8%	
<b>Total Revenue</b>	<b>(20,231,325)</b>	<b>(20,466,825)</b>	<b>(21,237,069)</b>	<b>-</b>	<b>(21,237,069)</b>	<b>(1,005,744)</b>	<b>5.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ 7,075,913</b>	<b>\$ 6,575,913</b>	<b>\$ 7,021,477</b>	<b>\$ -</b>	<b>\$ 7,021,477</b>	<b>\$ (54,436)</b>	<b>-0.8%</b>	

# Housing

## Divisional Summary

Housing	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 4,665,809	\$ 5,203,969	\$ 3,834,090	\$ 3,834,090	\$ 4,038,830	\$ -	\$ 4,038,830	\$ 204,740	5.3%	\$ 204,740	5.3%
Materials & Supplies	142,046	169,908	117,229	117,229	116,229	-	116,229	(1,000)	-0.9%	(1,000)	-0.9%
Purchased Services	312,693	315,078	392,005	392,005	321,975	-	321,975	(70,030)	-17.9%	(70,030)	-17.9%
Financial and Rent Expenses	14,186	15,290	15,000	15,000	-	-	-	(15,000)	-100.0%	(15,000)	-100.0%
Grants & Assistance	30,044,303	31,214,348	32,899,256	32,361,256	38,929,852	-	38,929,852	6,030,596	18.3%	6,030,596	18.3%
<b>Total Direct Costs</b>	<b>35,179,037</b>	<b>36,918,592</b>	<b>37,257,580</b>	<b>36,719,580</b>	<b>43,406,886</b>	<b>-</b>	<b>43,406,886</b>	<b>6,149,306</b>	<b>16.5%</b>	<b>6,149,306</b>	<b>16.5%</b>
Allocated Charges / Recoveries	379,808	370,607	401,446	401,446	429,004	-	429,004	27,558	6.9%	27,558	6.9%
Corporate Support	1,447,398	1,501,368	1,100,721	1,100,721	1,179,271	-	1,179,271	78,550	7.1%	78,550	7.1%
Transfers to Reserves-Operating	477,672	(380,872)	86,000	86,000	86,000	-	86,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(61,000)	(61,000)	(621,500)	(621,500)	(3,460,000)	-	(3,460,000)	(2,838,500)	456.7%	(2,838,500)	456.7%
<b>Gross Operating Expenditures</b>	<b>37,422,915</b>	<b>38,348,696</b>	<b>38,224,247</b>	<b>37,686,247</b>	<b>41,641,161</b>	<b>-</b>	<b>41,641,161</b>	<b>3,416,914</b>	<b>8.9%</b>	<b>3,416,914</b>	<b>8.9%</b>
Transfer to Reserves - Capital	5,095,728	12,204,853	7,550,000	8,088,000	7,800,000	-	7,800,000	250,000	3.3%	250,000	3.3%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>5,095,728</b>	<b>12,204,853</b>	<b>7,550,000</b>	<b>8,088,000</b>	<b>7,800,000</b>	<b>-</b>	<b>7,800,000</b>	<b>250,000</b>	<b>3.3%</b>	<b>250,000</b>	<b>3.3%</b>
<b>Total Gross Expenditures</b>	<b>42,518,642</b>	<b>50,553,549</b>	<b>45,774,247</b>	<b>45,774,247</b>	<b>49,441,161</b>	<b>-</b>	<b>49,441,161</b>	<b>3,666,914</b>	<b>8.0%</b>	<b>3,666,914</b>	<b>8.0%</b>
Subsidy Revenue	(11,967,831)	(11,847,131)	(8,981,721)	(8,981,721)	(11,837,709)	-	(11,837,709)	(2,855,988)	31.8%	(2,855,988)	31.8%
Other Revenue	(4,903,176)	(4,912,672)	(1,711,010)	(1,711,010)	(1,758,311)	-	(1,758,311)	(47,301)	2.8%	(47,301)	2.8%
<b>Total Revenue</b>	<b>(16,871,007)</b>	<b>(16,759,803)</b>	<b>(10,692,731)</b>	<b>(10,692,731)</b>	<b>(13,596,020)</b>	<b>-</b>	<b>(13,596,020)</b>	<b>(2,903,289)</b>	<b>27.2%</b>	<b>(2,903,289)</b>	<b>27.2%</b>
<b>Net Program Expenditures</b>	<b>\$ 25,647,635</b>	<b>\$ 33,793,746</b>	<b>\$ 35,081,516</b>	<b>\$ 35,081,516</b>	<b>\$ 35,845,141</b>	<b>\$ -</b>	<b>\$ 35,845,141</b>	<b>\$ 763,625</b>	<b>2.2%</b>	<b>\$ 763,625</b>	<b>2.2%</b>

Housing	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Total	39.0		40.0	-	40.0	1.0	2.6%	1.0	2.6%

# Budget Change Report

Housing	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 3,834,090	\$ 3,834,090	\$ 4,038,830	\$ -	\$ 4,038,830	\$ 204,740	5.3%	Includes permanent position secured for Housing IAH program, using IAH funding
Materials & Supplies	117,229	117,229	116,229	-	116,229	(1,000)	-0.9%	
Purchased Services	392,005	392,005	321,975	-	321,975	(70,030)	-17.9%	Reduced temporary agencies costs related to IAH program reflected in personnel services above
Financial and Rent Expenses	15,000	15,000	-	-	-	(15,000)	-100.0%	Rent for Dorval apartment no longer required to reflect actual costs
Grants & Assistance	32,899,256	32,361,256	38,929,852	-	38,929,852	6,030,596	18.3%	Increase of \$2,950,000 for Investment in Affordable Housing (IAH) per SS-13-15, \$2,400,000 subsidy to HCHC for OSCR (Oakville Senior Citizens Residence) (capital projects) funded from reserve, \$585,000 for Housing Rental Assistance Program (HRAP), \$78,000 increase in commercial rent supplement. Partially offset by a reduction of (\$120,000) in DHEFI by removing one-time funding in 2015 and (\$26,000) reduction in Housing Allowance-DOOR due to reduction in units
<b>Total Direct Costs</b>	<b>37,257,580</b>	<b>36,719,580</b>	<b>43,406,886</b>	<b>-</b>	<b>43,406,886</b>	<b>6,149,306</b>	<b>16.5%</b>	
Allocated Charges/Recoveries	401,446	401,446	429,004	-	429,004	27,558	6.9%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	1,100,721	1,100,721	1,179,271	-	1,179,271	78,550	7.1%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	86,000	86,000	86,000	-	86,000	-	0.0%	
Transfer from Reserves - Operating	(621,500)	(621,500)	(3,460,000)	-	(3,460,000)	(2,838,500)	456.7%	Increase due to \$2,400,000 transfer from Housing Capital Needs reserve for OSCR, \$585,000 transfer from Housing New Units Reserve for HRAP, offset by the removal of one-time \$120,000 funding provided in 2015 for Dom Hostels
<b>Gross Operating Expenditures</b>	<b>38,224,247</b>	<b>37,686,247</b>	<b>41,641,161</b>	<b>-</b>	<b>41,641,161</b>	<b>3,416,914</b>	<b>8.9%</b>	
Transfer to Reserves - Capital	7,550,000	8,088,000	7,800,000	-	7,800,000	250,000	3.3%	Increase to fund new affordable/assisted housing units per the CHS
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>7,550,000</b>	<b>8,088,000</b>	<b>7,800,000</b>	<b>-</b>	<b>7,800,000</b>	<b>250,000</b>	<b>3.3%</b>	
<b>Total Gross Expenditures</b>	<b>45,774,247</b>	<b>45,774,247</b>	<b>49,441,161</b>	<b>-</b>	<b>49,441,161</b>	<b>3,666,914</b>	<b>8.0%</b>	
Subsidy Revenue	(8,981,721)	(8,981,721)	(11,837,709)	-	(11,837,709)	(2,855,988)	31.8%	Increase of \$2,950,000 in IAH partially offset by a reduction in federal block funding of (\$100,000)
Other Revenue	(1,711,010)	(1,711,010)	(1,758,311)	-	(1,758,311)	(47,301)	2.8%	Increase in administration fees for HCHC-Halton Community Housing Corporation to reflect program support costs
<b>Total Revenue</b>	<b>(10,692,731)</b>	<b>(10,692,731)</b>	<b>(13,596,020)</b>	<b>-</b>	<b>(13,596,020)</b>	<b>(2,903,289)</b>	<b>27.2%</b>	
<b>Net Program Expenditures</b>	<b>\$ 35,081,516</b>	<b>\$ 35,081,516</b>	<b>\$ 35,845,141</b>	<b>\$ -</b>	<b>\$ 35,845,141</b>	<b>\$ 763,625</b>	<b>2.2%</b>	

# Quality & Service Integration

## Divisional Summary

Quality & Service Integration	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 3,021,733	\$ 2,816,814	\$ 2,347,730	\$ 2,347,730	\$ 2,346,480	\$ -	\$ 2,346,480	\$ (1,250)	-0.1%	\$ (1,250)	-0.1%
Materials & Supplies	64,837	54,445	70,450	70,450	70,450	-	70,450	-	0.0%	-	0.0%
Purchased Services	134,520	103,091	449,150	349,150	449,150	-	449,150	-	0.0%	-	0.0%
Financial and Rent Expenses	710	-	500	500	500	-	500	-	0.0%	-	0.0%
Grants & Assistance	1,320,037	1,017,723	1,352,691	1,352,691	1,352,691	600,000	1,952,691	-	0.0%	600,000	44.4%
<b>Total Direct Costs</b>	<b>4,541,838</b>	<b>3,992,072</b>	<b>4,220,521</b>	<b>4,120,521</b>	<b>4,219,271</b>	<b>600,000</b>	<b>4,819,271</b>	<b>(1,250)</b>	<b>0.0%</b>	<b>598,750</b>	<b>14.2%</b>
Allocated Charges / Recoveries	(113,414)	(114,267)	(128,323)	(128,323)	(129,652)	-	(129,652)	(1,329)	1.0%	(1,329)	1.0%
Corporate Support	1,016,247	891,605	1,013,058	1,013,058	1,065,460	-	1,065,460	52,402	5.2%	52,402	5.2%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(64,132)	(63,731)	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>5,380,539</b>	<b>4,705,679</b>	<b>5,105,256</b>	<b>5,005,256</b>	<b>5,155,079</b>	<b>600,000</b>	<b>5,755,079</b>	<b>49,823</b>	<b>1.0%</b>	<b>649,823</b>	<b>12.7%</b>
Transfer to Reserves - Capital	6,800,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>6,800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>12,180,539</b>	<b>4,705,679</b>	<b>5,105,256</b>	<b>5,005,256</b>	<b>5,155,079</b>	<b>600,000</b>	<b>5,755,079</b>	<b>49,823</b>	<b>1.0%</b>	<b>649,823</b>	<b>12.7%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	(107)	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>(107)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 12,180,539</b>	<b>\$ 4,705,573</b>	<b>\$ 5,105,256</b>	<b>\$ 5,005,256</b>	<b>\$ 5,155,079</b>	<b>\$ 600,000</b>	<b>\$ 5,755,079</b>	<b>\$ 49,823</b>	<b>1.0%</b>	<b>\$ 649,823</b>	<b>12.7%</b>

Quality & Service Integration	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>24.0</b>		<b>23.0</b>	<b>-</b>	<b>23.0</b>	<b>(1.0)</b>	<b>-4.2%</b>	<b>(1.0)</b>	<b>-4.2%</b>



# Budget Change Report

Quality & Service Integration	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 2,347,730	\$ 2,347,730	\$ 2,346,480	\$ -	\$ 2,346,480	\$ (1,250)	-0.1%	HRCIF Strategic Investment Form  In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Materials & Supplies	70,450	70,450	70,450	-	70,450	-	0.0%	
Purchased Services	449,150	349,150	449,150	-	449,150	-	0.0%	
Financial and Rent Expenses	500	500	500	-	500	-	0.0%	
Grants & Assistance	1,352,691	1,352,691	1,352,691	600,000	1,952,691	600,000	44.4%	
<b>Total Direct Costs</b>	<b>4,220,521</b>	<b>4,120,521</b>	<b>4,219,271</b>	<b>600,000</b>	<b>4,819,271</b>	<b>598,750</b>	<b>14.2%</b>	
Allocated Charges/Recoveries	(128,323)	(128,323)	(129,652)	-	(129,652)	(1,329)	1.0%	
Corporate Support	1,013,058	1,013,058	1,065,460	-	1,065,460	52,402	5.2%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>5,105,256</b>	<b>5,005,256</b>	<b>5,155,079</b>	<b>600,000</b>	<b>5,755,079</b>	<b>649,823</b>	<b>12.7%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>5,105,256</b>	<b>5,005,256</b>	<b>5,155,079</b>	<b>600,000</b>	<b>5,755,079</b>	<b>649,823</b>	<b>12.7%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ 5,105,256</b>	<b>\$ 5,005,256</b>	<b>\$ 5,155,079</b>	<b>\$ 600,000</b>	<b>\$ 5,755,079</b>	<b>\$ 649,823</b>	<b>12.7%</b>	

# Strategic Investment

## HRCIF Fund Increase

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	Social & Community Services
Division	Quality & Service Integration
Program	Halton Region Community Investment Fund
Cost Centre	524400

<b>Complement Details</b>	
Position Title	
FTE Impact	
Personnel Group	

<b>Funding Impact</b>		
<b>Operating</b>	<b>2016 Impact</b>	<b>2017 Impact</b>
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	600,000	600,000
<b>Total Direct Costs</b>	<b>600,000</b>	<b>600,000</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>600,000</b>	<b>600,000</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>

## Business Case

### Recommendation:

That the Halton Region Community Investment Fund (HRCIF) is increased by \$600,000, from \$828,000 to \$1,428,000.

### Need:

The HRCIF supports non-profit community health and social service programs through one-year (Category One) and multi-year (Category Two) grants. The 2015 budget provided an additional \$125,000 increasing the HRCIF budget to \$828,000. Continued growth of the HRCIF is part of Regional Council's 2015-2018 Strategic Action Plan to support the health and well-being of all Halton residents and strengthen connections with partners in the community.

The HRCIF provides funding to a wide range of programs that support the health and well-being of Halton residents. In 2015, this included funding to programs that increased access to food for families; assistance to programs that support single parent families and young pregnant women; support for older adults through initiatives that address dementia, self-neglect and speech loss and assistance to organizations that provide services to children and adults with a developmental disability.

Between 2012-2015, the HRCIF received 305 applications requesting \$16.3 million that were eligible to be considered for funding. During this timeframe, the HRCIF funded a total of 89 projects/programs with approved funding/commitments totaling \$3.7 million. This is a ratio of approximately \$1 provided for every \$4 requested. As identified in report SS-11-14, the multi-year grant stream of HRCIF transitioned to an annual proposal call to create more opportunities to apply for funding. An increase is needed to respond to the growth in applications that is expected to result from this change.

Council has also identified the need to create greater access to safe, nutritious food in partnership with Halton's non-profit and community organizations through the 2015-2018 Strategic Action Plan. In 2015, approximately 20% of HRCIF funding was allocated to food security programs. One of the recommended focuses of the \$600,000 increase will be to establish a stream of funding specific to food security programs. The remainder of the additional funding will be targeted to addressing key priorities in the community.

### Implications:

This investment will support non-profit agencies to deliver human service programs to Halton residents that face social, economic or health vulnerabilities. A funding category dedicated to food security will also position the Region to support greater coordination and collaboration in the food security sector.

### Alternatives:

Maintain the program at 2015 funding levels. Continue to require food security program to apply to one-year and multi-year funding.

### Reference:

Report No. SS-22-15 and SS-11-14

# Services for Seniors

## Divisional Summary

Services For Seniors	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 40,427,855	\$ 42,296,550	\$ 41,616,730	\$ 43,019,730	\$ 42,217,470	\$ -	\$ 42,217,470	\$ 600,740	1.4%	\$ 600,740	1.4%
Materials & Supplies	3,701,499	3,886,518	3,882,385	3,941,385	3,970,697	-	3,970,697	88,312	2.3%	88,312	2.3%
Purchased Services	4,617,651	5,230,080	5,799,317	5,695,697	6,025,255	-	6,025,255	225,938	3.9%	225,938	3.9%
Financial and Rent Expenses	101,707	110,098	111,847	111,847	111,847	-	111,847	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>48,848,711</b>	<b>51,523,247</b>	<b>51,410,279</b>	<b>52,768,659</b>	<b>52,325,269</b>	<b>-</b>	<b>52,325,269</b>	<b>914,990</b>	<b>1.8%</b>	<b>914,990</b>	<b>1.8%</b>
Allocated Charges / Recoveries	4,570,453	4,367,927	4,557,966	4,716,494	4,595,076	-	4,595,076	37,109	0.8%	37,109	0.8%
Corporate Support	4,904,439	4,929,099	5,009,934	5,009,934	5,369,594	-	5,369,594	359,660	7.2%	359,660	7.2%
Transfers to Reserves-Operating	16,100	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>58,339,702</b>	<b>60,820,273</b>	<b>60,978,179</b>	<b>62,495,087</b>	<b>62,289,939</b>	<b>-</b>	<b>62,289,939</b>	<b>1,311,759</b>	<b>2.2%</b>	<b>1,311,759</b>	<b>2.2%</b>
Transfer to Reserves - Capital	2,151,323	2,211,323	2,221,323	2,221,323	2,331,323	-	2,331,323	110,000	5.0%	110,000	5.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>2,151,323</b>	<b>2,211,323</b>	<b>2,221,323</b>	<b>2,221,323</b>	<b>2,331,323</b>	<b>-</b>	<b>2,331,323</b>	<b>110,000</b>	<b>5.0%</b>	<b>110,000</b>	<b>5.0%</b>
<b>Total Gross Expenditures</b>	<b>60,491,025</b>	<b>63,031,596</b>	<b>63,199,502</b>	<b>64,716,410</b>	<b>64,621,262</b>	<b>-</b>	<b>64,621,262</b>	<b>1,421,759</b>	<b>2.2%</b>	<b>1,421,759</b>	<b>2.2%</b>
Subsidy Revenue	(30,432,879)	(31,938,756)	(32,156,512)	(33,048,571)	(33,426,599)	-	(33,426,599)	(1,270,087)	3.9%	(1,270,087)	3.9%
Other Revenue	(12,894,436)	(13,186,918)	(13,379,700)	(13,385,021)	(13,612,063)	-	(13,612,063)	(232,363)	1.7%	(232,363)	1.7%
<b>Total Revenue</b>	<b>(43,327,315)</b>	<b>(45,125,674)</b>	<b>(45,536,212)</b>	<b>(46,433,592)</b>	<b>(47,038,662)</b>	<b>-</b>	<b>(47,038,662)</b>	<b>(1,502,450)</b>	<b>3.3%</b>	<b>(1,502,450)</b>	<b>3.3%</b>
<b>Net Program Expenditures</b>	<b>\$ 17,163,711</b>	<b>\$ 17,905,922</b>	<b>\$ 17,663,290</b>	<b>\$ 18,282,818</b>	<b>\$ 17,582,600</b>	<b>\$ -</b>	<b>\$ 17,582,600</b>	<b>\$ (80,691)</b>	<b>-0.5%</b>	<b>\$ (80,691)</b>	<b>-0.5%</b>

Services For Seniors	2015		2016			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>523.4</b>		<b>523.4</b>	<b>-</b>	<b>523.4</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Services for Seniors	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 41,616,730	\$ 43,019,730	\$ 42,217,470	\$ -	\$ 42,217,470	\$ 600,740	1.4%	
Materials & Supplies	3,882,385	3,941,385	3,970,697	-	3,970,697	88,312	2.3%	Increase in food supplies due to inflationary increases in food costs
Purchased Services	5,799,317	5,695,697	6,025,255	-	6,025,255	225,938	3.9%	Inflationary and contract renewals increases partially offset by increases in subsidy
Financial and Rent Expenses	111,847	111,847	111,847	-	111,847	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>51,410,279</b>	<b>52,768,659</b>	<b>52,325,269</b>	<b>-</b>	<b>52,325,269</b>	<b>914,990</b>	<b>1.8%</b>	
Allocated Charges/Recoveries	4,557,966	4,716,494	4,595,076	-	4,595,076	37,109	0.8%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	5,009,934	5,009,934	5,369,594	-	5,369,594	359,660	7.2%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and payroll
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>60,978,179</b>	<b>62,495,087</b>	<b>62,289,939</b>	<b>-</b>	<b>62,289,939</b>	<b>1,311,759</b>	<b>2.2%</b>	
Transfer to Reserves - Capital	2,221,323	2,221,323	2,331,323	-	2,331,323	110,000	5.0%	Increase in capital financing for LTC equipment replacement based on a financing plan
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>2,221,323</b>	<b>2,221,323</b>	<b>2,331,323</b>	<b>-</b>	<b>2,331,323</b>	<b>110,000</b>	<b>5.0%</b>	
<b>Total Gross Expenditures</b>	<b>63,199,502</b>	<b>64,716,410</b>	<b>64,621,262</b>	<b>-</b>	<b>64,621,262</b>	<b>1,421,759</b>	<b>2.2%</b>	
Subsidy Revenue	(32,156,512)	(33,048,971)	(33,426,599)	-	(33,426,599)	(1,270,087)	3.9%	Subsidy increases due to change in Case Mix Index (\$542,000), per diem inflationary increases (\$441,000), PSW wage enhancement (\$147,000), Adult Day Program Enhancement (\$113,000) and increase in Physiotherapy Services (\$27,000). These increases in subsidies are offset by additional expenditures in purchased services
Other Revenue	(13,379,700)	(13,385,021)	(13,612,063)	-	(13,612,063)	(232,363)	1.7%	Increase in basic resident accommodation revenue (\$225,000) as mandated by the province
<b>Total Revenue</b>	<b>(45,536,212)</b>	<b>(46,433,992)</b>	<b>(47,038,662)</b>	<b>-</b>	<b>(47,038,662)</b>	<b>(1,502,450)</b>	<b>3.3%</b>	
<b>Net Program Expenditures</b>	<b>\$ 17,663,290</b>	<b>\$ 18,282,418</b>	<b>\$ 17,582,600</b>	<b>\$ -</b>	<b>\$ 17,582,600</b>	<b>\$ (80,691)</b>	<b>-0.5%</b>	

# Budget and Business Plan 2016

## Legislative & Planning Services





# Legislative & Planning Services Department

## Departmental Goals

- Provide comprehensive legal support to the Regional Corporation, Regional Council and the Halton Community Housing Corporation (HCHC) and ensure that Halton responds to new Federal and Provincial legislative/regulatory requirements.
- Provide the statutory functions of the Municipal Clerk as well as administrative support services to the entire corporation including records and information management, privacy training and advice pursuant to applicable privacy laws, accessibility and inclusion, print shop, mail and courier services.
- Implement Sustainable Halton within the Regional area and deliver Regional Council's vision for managed and sustainable growth in Halton. Ensure the Official Plan is kept up to date.
- Implement the 2014 – 2024 Comprehensive Housing Strategy to meet the needs of Halton residents throughout all stages of their lives.
- Ensure corporate and community sustainability is achieved, through the use of sustainability practices and the implementation of plans and programs.
- Deliver the Region's environmental, conservation and natural heritage objectives through plans and programs to enhance the Natural Heritage System, Regional Forests and Waterfront Parks.
- Implement the Halton Heritage Centre which supports Halton's heritage network by providing a centralized resource with curatorial, educational and marketing expertise.
- Support agriculture in Halton through the development and delivery of a Comprehensive Rural Agricultural strategy and ensure the marketing and promotion of local agricultural products within Halton's communities.
- Maintain a comprehensive public entity insurance/risk management program for the Regional Corporation, HRPS and HCHC.
- Implement the 2012 – 2021 Economic Development Strategy in partnership with the Local Municipalities.
- Achieve sustainable economic prosperity by providing services to entrepreneurs, including youth and New Canadian entrepreneurs to help them start-up and grow, support the development and redevelopment of employment areas and promote Halton as one of the best locations in Canada for business investment.
- Promote Halton's tourism experience by highlighting agri-tourism, sports tourism, the escarpment and the waterfront.
- Provide effective asset management support services to HCHC which currently has a portfolio of 1,961 social housing units across Halton Region.
- Implement effective asset management strategies for the Region's fleet, buildings and land assets which maximize asset lifecycles and minimize costs.
- On behalf of the Halton Regional Police Services provide Project Management services for the construction of the new HRPS Headquarters building.

## External Factors Influencing Activities & Outcomes

- Provincial and Federal legislation / regulations and other initiatives.
- Development pressures for the approval of servicing/allocation in both Oakville and Milton.
- The pace of recovery from recessionary conditions, the strength of the U.S. economy and the value of the Canadian dollar.

## Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments	
Legal Services	Real Estate Acquisition & Disposition	Number of Property Acquisitions (lease or buy)	87	90	95	110	110		
	Professional & Legal Support	Legal Operating Cost per Lawyer Hour	\$ 181.91	\$ 185.42	\$ 189.09	\$ 189.09	\$ 189.09		
		Number of OMB Hearings	10	10	13	11	10	Projection is based on the anticipated and scheduled hearings before the Ontario Municipal Board for 2016.	
		Number of Legal agreements	512	662	477	480	532		
		Number of Legal Files	301	382	305	300	300		
Planning Services	Development Approval	Number of Development Applications	955	900	529	795	795	Includes residential and non-residential	
	Halton Region Museum	# of day visits to the Halton Museum	5,390	4,590	5,300	5,500	6,000	Modest increase owing to new exhibit and increased level of exhibit-related programming.	
	Planning Policy Development & Implementation	50% of Region maintained in Natural Heritage System			yes	yes	yes	yes	
		% of growth in intensification areas	37%	32%	38%	40%	40%		
		Number of hectares in the agricultural land use designation	31,479	31,479	31,479	31,479	31,479		
		Number of Residential Building Permits Issued	3,105	1,854	2,455	2,600	2,500		
Number of Residential units created from building permits issued		4,230	2,544	3,352	3,740	3,500			

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Economic Development	Business Attraction & Retention	Absorption of employment lands (net hectares)	131	99	76	80	70	The 2016 Target of 70 net hectares is reflective of the fact that large scale industrial opportunities could be more limited in north Halton in 2016, with Milton's phase 1 business park nearly built out and the Derry Green business park not coming on stream until 2017.
	Business Attraction & Retention	Amount of Non-Residential Gross Floor Area Built in Halton (sq. ft. millions)	7.2	2.1	2.5	3	3.3	The 2016 target of 3.3 million sq.ft. is reflective of ongoing economic growth which will see strong activity across the industrial, office and retail asset classes.
		Citizen satisfaction with Regional economic development (I-R survey)	78%	N/A	79%	80%	81%	2016 forecast calls for ongoing incremental improvement in citizen satisfaction.
	Small & Medium Enterprise Development	% of new and small business consultations held within 7 business days of request	92%	99%	96%	75%	100%	2015 Projected Actual is estimated at 75% due to one of the Small Business Consultants being reassigned to work on a customer relationship management system for the small business centre in the first and second quarters of 2015.
		Number of Small Business Consultations Conducted Annually	1,112	1,293	1,148	1,250	1,300	2015 Projected Actual reflects that one of the Small Business Consultants was not available for consultations for much of first and second quarters. 2016 Forecast is based generally on historic trends.
		Number of Small Business seminars/workshops held	81	66	77	80	80	2016 Forecast is based on general historic trends and budget and staff resources.

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Regional Clerk & Council Services	Inclusion & Accessibility Support	Number of Proposals Sent to Accessibility Advisory Committee for Input	3	4	5	6	5	Proposals dependent on number of projects requiring accessibility input.
	Printing & Mail Collection and Delivery	Cost of Postage (\$000's)	\$239	\$230	\$222	\$245	\$275	Postage increases have affected the cost of postage which is partially offset by the decline in quantity.
		Number of outbound Pieces of Mail processed (000's)	325	310	215	285	285	Increase in electronic transmission has led to modest reduction in paper mail; however, many items still sent by regular mail service.
	Records and Freedom of Information	Percent of Regular Formal Freedom of Information Requests Handled Within 30 Days	85.7%	97.3%	94.4%	90.0%	90.0%	
	Regional Council Support	Meetings Supported by Corporate Secretariat	116	108	86	100	120	Number has declined because of Council going to one meeting cycle per month. Fewer advisory committees held in 2014/15 because of election year and startup delays (interview and appointment of new members, etc.) 2016 will be first full year for advisory committee meetings.

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Asset Management	Facility Management	Asset Management State of Good Repair Spending (\$ millions)	\$1.6	\$3.1	\$2.7	\$3.0	\$3.1	Annual increase in projected costs to maintain facilities is based on a 2% CPI, general historic trends and budget and staff resources.
		Asset Management total kWh energy consumption per square foot	38.9	40.0	37.7	38.9	38.9	Projection based on mid-year actual amounts reflecting a zero kWh increase for 2016 forecast.
		Asset Management total service area in square feet (millions)	3.4	3.4	3.4	3.5	3.5	
	Fleet Management	# of vehicle repair incidents	8,851	8,833	8,793	8,828	8,826	Marginal decrease based on rolling avg. repair incidents/year. Main drivers are size/age of fleet and magnitude of backlog. Historically these drivers have remained balanced.
		Fleet operating cost/KM	\$ 0.60	\$ 0.50	\$ 0.45	\$ 0.48	\$ 0.50	Excludes Halton Regional Police Service (HRPS) Fleets. Initial cost savings achieved through reduction in avg. age of fleet (2012-2014, 12%). Projected increases attributed to growth in hourly rate due to (2015-2016, 8.5%).

## Departmental Summary

Legislative & Planning Services Department	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 14,577,537	\$ 15,712,350	\$ 17,551,290	\$ 17,520,990	\$ 17,837,360	\$ 287,370	\$ 18,124,730	\$ 286,070	1.6%	\$ 573,440	3.3%
Materials & Supplies	3,951,164	5,729,586	4,417,027	4,487,027	4,346,677	7,590	4,354,267	(70,350)	-1.6%	(62,760)	-1.4%
Purchased Services	6,427,229	6,721,226	7,365,095	6,849,245	7,533,415	-	7,533,415	168,320	2.3%	168,320	2.3%
Financial and Rent Expenses	2,244,722	2,193,189	2,748,791	2,221,291	2,721,291	-	2,721,291	(27,500)	-1.0%	(27,500)	-1.0%
Grants & Assistance	323,130	282,583	95,000	195,000	95,000	-	95,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>27,523,782</b>	<b>30,638,934</b>	<b>32,177,203</b>	<b>31,273,553</b>	<b>32,533,743</b>	<b>294,960</b>	<b>32,828,703</b>	<b>356,540</b>	<b>1.1%</b>	<b>651,500</b>	<b>2.0%</b>
Allocated Charges / Recoveries	(11,111,676)	(11,106,325)	(10,867,189)	(10,836,389)	(10,982,467)	-	(10,982,467)	(115,278)	1.1%	(115,278)	1.1%
Corporate Support	(10,296,710)	(10,725,569)	(10,734,567)	(10,734,567)	(10,902,292)	-	(10,902,292)	(167,725)	1.6%	(167,725)	1.6%
Transfers to Reserves-Operating	968,021	1,524,019	708,146	1,240,346	714,000	-	714,000	5,854	0.8%	5,854	0.8%
Transfer from Reserves - Operating	(214,451)	(2,178,514)	(200,000)	35,000	(200,000)	-	(200,000)	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>6,868,967</b>	<b>8,152,545</b>	<b>11,083,593</b>	<b>10,977,943</b>	<b>11,162,984</b>	<b>294,960</b>	<b>11,457,944</b>	<b>79,391</b>	<b>0.7%</b>	<b>374,351</b>	<b>3.4%</b>
Transfer to Reserves - Capital	5,286,531	5,385,931	4,658,363	4,658,363	4,806,463	751,000	5,557,463	148,100	3.2%	899,100	19.3%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>5,286,531</b>	<b>5,385,931</b>	<b>4,658,363</b>	<b>4,658,363</b>	<b>4,806,463</b>	<b>751,000</b>	<b>5,557,463</b>	<b>148,100</b>	<b>3.2%</b>	<b>899,100</b>	<b>19.3%</b>
<b>Total Gross Expenditures</b>	<b>12,155,498</b>	<b>13,538,476</b>	<b>15,741,956</b>	<b>15,636,306</b>	<b>15,969,447</b>	<b>1,045,960</b>	<b>17,015,407</b>	<b>227,491</b>	<b>1.4%</b>	<b>1,273,451</b>	<b>8.1%</b>
Subsidy Revenue	(182,661)	(283,770)	(222,986)	(293,486)	(222,986)	-	(222,986)	-	0.0%	-	0.0%
Other Revenue	(1,822,047)	(2,526,009)	(4,003,102)	(4,012,952)	(3,791,948)	-	(3,791,948)	211,154	-5.3%	211,154	-5.3%
<b>Total Revenue</b>	<b>(2,004,709)</b>	<b>(2,809,779)</b>	<b>(4,226,088)</b>	<b>(4,306,438)</b>	<b>(4,014,934)</b>	<b>-</b>	<b>(4,014,934)</b>	<b>211,154</b>	<b>-5.0%</b>	<b>211,154</b>	<b>-5.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 10,150,789</b>	<b>\$ 10,728,697</b>	<b>\$ 11,515,868</b>	<b>\$ 11,329,868</b>	<b>\$ 11,954,513</b>	<b>\$ 1,045,960</b>	<b>\$ 13,000,473</b>	<b>\$ 438,645</b>	<b>3.8%</b>	<b>\$ 1,484,605</b>	<b>12.9%</b>

Legislative & Planning Services Department	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>173.5</b>		<b>173.0</b>	<b>3.0</b>	<b>176.0</b>	<b>(0.5)</b>	<b>-0.3%</b>	<b>2.5</b>	<b>1.4%</b>

## Divisional Summary

LPS Administration	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 357,996	\$ 402,758	\$ 350,930	\$ 380,030	\$ 354,930	\$ -	\$ 354,930	\$ 4,000	1.1%	\$ 4,000	1.1%
Materials & Supplies	3,138	2,405	7,800	7,800	7,800	-	7,800	-	0.0%	-	0.0%
Purchased Services	9,001	45,563	53,100	45,600	53,100	-	53,100	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>370,136</b>	<b>450,726</b>	<b>411,830</b>	<b>433,430</b>	<b>415,830</b>	<b>-</b>	<b>415,830</b>	<b>4,000</b>	<b>1.0%</b>	<b>4,000</b>	<b>1.0%</b>
Allocated Charges / Recoveries	3,120	295	1,500	1,500	1,200	-	1,200	(300)	-20.0%	(300)	-20.0%
Corporate Support	(370,690)	(376,450)	(413,330)	(381,730)	(417,030)	-	(417,030)	(3,700)	0.9%	(3,700)	0.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>2,565</b>	<b>74,572</b>	<b>-</b>	<b>53,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>2,565</b>	<b>74,572</b>	<b>-</b>	<b>53,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,410)	(185)	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(1,410)</b>	<b>(185)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 1,155</b>	<b>\$ 74,387</b>	<b>\$ -</b>	<b>\$ 53,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

LPS Administration	2015	2016	Change			
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

LPS Administration	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 350,930	\$ 380,030	\$ 354,930	\$ -	\$ 354,930	\$ 4,000	1.1%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Materials & Supplies	7,800	7,800	7,800	-	7,800	-	0.0%	
Purchased Services	53,100	45,600	53,100	-	53,100	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>411,830</b>	<b>433,430</b>	<b>415,830</b>	<b>-</b>	<b>415,830</b>	<b>4,000</b>	<b>1.0%</b>	
Allocated Charges/Recoveries	1,500	1,500	1,200	-	1,200	(300)	-20.0%	
Corporate Support	(413,330)	(381,730)	(417,030)	-	(417,030)	(3,700)	0.9%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>53,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>53,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ 53,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Planning Services

## Divisional Summary

Planning Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 4,705,983	\$ 5,118,840	\$ 5,399,260	\$ 5,311,360	\$ 5,533,490	\$ 287,370	\$ 5,820,860	\$ 134,230	2.5%	\$ 421,600	7.8%
Materials & Supplies	169,108	1,849,031	106,050	176,050	139,550	7,590	147,140	33,500	31.6%	41,090	38.7%
Purchased Services	284,228	342,569	749,900	557,900	813,900	-	813,900	64,000	8.5%	64,000	8.5%
Financial and Rent Expenses	126,869	126,503	95,300	117,800	67,800	-	67,800	(27,500)	-28.9%	(27,500)	-28.9%
Grants & Assistance	122,309	92,583	57,000	57,000	57,000	-	57,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>5,408,496</b>	<b>7,529,526</b>	<b>6,407,510</b>	<b>6,220,110</b>	<b>6,611,740</b>	<b>294,960</b>	<b>6,906,700</b>	<b>204,230</b>	<b>3.2%</b>	<b>499,190</b>	<b>7.8%</b>
Allocated Charges / Recoveries	(55,341)	277,228	492,859	492,859	414,533	-	414,533	(78,326)	-15.9%	(78,326)	-15.9%
Corporate Support	1,979,409	2,086,010	2,200,458	2,200,458	2,287,743	-	2,287,743	87,285	4.0%	87,285	4.0%
Transfers to Reserves-Operating	669,314	657,569	654,746	654,746	660,600	-	660,600	5,854	0.9%	5,854	0.9%
Transfer from Reserves - Operating	(73,022)	(2,000,400)	(200,000)	(200,000)	(200,000)	-	(200,000)	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>7,928,856</b>	<b>8,549,933</b>	<b>9,555,573</b>	<b>9,368,173</b>	<b>9,774,616</b>	<b>294,960</b>	<b>10,069,576</b>	<b>219,043</b>	<b>2.3%</b>	<b>514,003</b>	<b>5.4%</b>
Transfer to Reserves - Capital	1,270,413	1,084,457	1,076,100	1,076,100	1,051,100	751,000	1,802,100	(25,000)	-2.3%	726,000	67.5%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>1,270,413</b>	<b>1,084,457</b>	<b>1,076,100</b>	<b>1,076,100</b>	<b>1,051,100</b>	<b>751,000</b>	<b>1,802,100</b>	<b>(25,000)</b>	<b>-2.3%</b>	<b>726,000</b>	<b>67.5%</b>
<b>Total Gross Expenditures</b>	<b>9,199,269</b>	<b>9,634,390</b>	<b>10,631,673</b>	<b>10,444,273</b>	<b>10,825,716</b>	<b>1,045,960</b>	<b>11,871,676</b>	<b>194,043</b>	<b>1.8%</b>	<b>1,240,003</b>	<b>11.7%</b>
Subsidy Revenue	(64,411)	(105,344)	(60,986)	(60,986)	(60,986)	-	(60,986)	-	0.0%	-	0.0%
Other Revenue	(908,903)	(992,679)	(1,246,130)	(1,297,730)	(1,122,452)	-	(1,122,452)	123,678	-9.9%	123,678	-9.9%
<b>Total Revenue</b>	<b>(973,314)</b>	<b>(1,098,023)</b>	<b>(1,307,116)</b>	<b>(1,358,716)</b>	<b>(1,183,438)</b>	<b>-</b>	<b>(1,183,438)</b>	<b>123,678</b>	<b>-9.5%</b>	<b>123,678</b>	<b>-9.5%</b>
<b>Net Program Expenditures</b>	<b>\$ 8,225,955</b>	<b>\$ 8,536,367</b>	<b>\$ 9,324,557</b>	<b>\$ 9,085,557</b>	<b>\$ 9,642,278</b>	<b>\$ 1,045,960</b>	<b>\$ 10,688,238</b>	<b>\$ 317,721</b>	<b>3.4%</b>	<b>\$ 1,363,681</b>	<b>14.6%</b>

Planning Services	2015	2016			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>50.0</b>	<b>50.0</b>	<b>3.0</b>	<b>53.0</b>	<b>-</b>	<b>0.0%</b>
					<b>3.0</b>	<b>6.0%</b>



# Budget Change Report

Planning Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 5,399,260	\$ 5,311,360	\$ 5,533,490	\$ 287,370	\$ 5,820,860	\$ 421,600	7.8%	Includes additional staff resources (3.0 FTE) to enable the Region to meet its obligations under the Regional Plan, GTA and Provincial Transportation/high order transit initiatives and in support of GIS data processing needs
Materials & Supplies	106,050	176,050	139,550	7,590	147,140	41,090	38.7%	
Purchased Services	749,900	557,900	813,900	-	813,900	64,000	8.5%	
Financial and Rent Expenses	95,300	117,800	67,800	-	67,800	(27,500)	-28.9%	
Grants & Assistance	57,000	57,000	57,000	-	57,000	-	0.0%	
<b>Total Direct Costs</b>	<b>6,407,510</b>	<b>6,220,110</b>	<b>6,611,740</b>	<b>294,960</b>	<b>6,906,700</b>	<b>499,190</b>	<b>7.8%</b>	
Allocated Charges/Recoveries	492,859	492,859	414,533	-	414,533	(78,326)	-15.9%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Corporate Support	2,200,458	2,200,458	2,287,743	-	2,287,743	87,285	4.0%	
Transfer to Reserves - Operating	654,746	654,746	660,600	-	660,600	5,854	0.9%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications
Transfer from Reserves - Operating	(200,000)	(200,000)	(200,000)	-	(200,000)	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>9,555,573</b>	<b>9,368,173</b>	<b>9,774,616</b>	<b>294,960</b>	<b>10,069,576</b>	<b>514,003</b>	<b>5.4%</b>	
Transfer to Reserves - Capital	1,076,100	1,076,100	1,051,100	751,000	1,802,100	726,000	67.5%	Increase mainly due to capital financing for the Burlington Beach Regional Waterfront Park Master Plan implementation, offset by a reduction of capital financing for non TCA forestry costs moved to the operating budget from capital
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>1,076,100</b>	<b>1,076,100</b>	<b>1,051,100</b>	<b>751,000</b>	<b>1,802,100</b>	<b>726,000</b>	<b>67.5%</b>	
<b>Total Gross Expenditures</b>	<b>10,631,673</b>	<b>10,444,273</b>	<b>10,825,716</b>	<b>1,045,960</b>	<b>11,871,676</b>	<b>1,240,003</b>	<b>11.7%</b>	
Subsidy Revenue	(60,986)	(60,986)	(60,986)	-	(60,986)	-	0.0%	Museum facility rental revenue removed as per the Museum master plan
Other Revenue	(1,246,130)	(1,297,730)	(1,122,452)	-	(1,122,452)	123,678	-9.9%	
<b>Total Revenue</b>	<b>(1,307,116)</b>	<b>(1,358,716)</b>	<b>(1,183,438)</b>	<b>-</b>	<b>(1,183,438)</b>	<b>123,678</b>	<b>-9.5%</b>	
<b>Net Program Expenditures</b>	<b>\$ 9,324,557</b>	<b>\$ 9,085,557</b>	<b>\$ 9,642,278</b>	<b>\$ 1,045,960</b>	<b>\$ 10,688,238</b>	<b>\$ 1,363,681</b>	<b>14.6%</b>	

# Strategic Investment

## Environmental Planner

<b>Funding Source</b>	Tax
-----------------------	-----

## Program Details

Department	Legislative & Planning Services
Division	Planning Services
Program	Sustainable Planning
Cost Centre	210010

## Complement Details

Position Title	Environmental Planner
FTE Impact	1.0
Personnel Group	OCT/MMSG

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 90,280	\$ 90,280
Materials & Supplies	3,195	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>93,475</b>	<b>90,280</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>93,475</b>	<b>90,280</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 93,475</b>	<b>\$ 90,280</b>

## Business Case

### Recommendation:

Approve one permanent FTE for an environmental planner to enable the Region to meet its obligations under the 2009 Regional Official Plan (ROPA 38). Through the Sustainable Halton process and ROPA 38, the Region established the first Natural Heritage System in the Province. This position would assist the current environmental planner in fulfilling our obligations under the Provincial Policy Statement and the Regional Official Plan.

### Need:

The Region's role in providing environmental technical review continues to increase in terms of both geography and scope. The Regional Natural Heritage System (RNHS) covers over 50% of the land mass of Halton Region compared to the previous Greenlands System which covered 21% of the Region. The RNHS policies create new development review responsibilities within 120 metres of RNHS features. The requirement to accommodate growth is accompanied by the requirement for environmental protection in both urbanizing and agricultural areas.

The Region's commitment to environmental technical review is supported by the Regional Forester, the Ecologist, the Hydrologist and one Environmental Planner. The sheer volume of development continues to increase and this poses significant workload challenges for the existing environmental planner. Their portfolio includes co-ordination of environmental technical reviews for development and aggregate applications, environmental studies and sub-watershed studies associated with Area Specific/Secondary Plans and the Greenlands Securement Program, the Cootes to Escarpment and the Niagara Parks and Open Space System initiatives. Additionally, attendance at hearings in defence of the RNHS is required.

An additional Environmental Planner is needed to respond to the development review workload, the co-ordination of environmental review relating to small and medium-scale developments, and the development of streamlining tools and guideline materials to support application reviews. This position will enable the Region to meet its technical environmental protection commitments through the development approvals process in a timely and cost efficient fashion.

### Implications:

Without an additional environmental planner, the delivery of Council's vision for the safeguarding of the RNHS, as contained in the 2015-2018 Strategic Action Plan and the 2009 Regional Official Plan will be significantly impacted. Policy plan approvals, development application review and the preparation/review of environmental studies will not be completed in a timely fashion due to workload. The Region will be unable to meet its commitment to support the Local Municipalities in implementing the RNHS through the review of development applications, secondary plans, Official Plans, Zoning by-laws which could cause delays in the approvals process at the local level.

### Alternatives:

The Region would have to rely on external consultant resources in order to implement the Region's environmental policies and provide the expected level of support to the local municipalities in implementing the RNHS. This would be more costly and inefficient and could lead to inconsistent results in many instances.

### Reference:

Halton Region Strategic Action Plan 2015-2018, the 2009 Regional Official Plan (ROPA 38), and the Legislative and Planning Services Department Business Plan 2015-2019.

# Strategic Investment

## Senior Project Manager Transportation

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	Legislative & Planning Services
Division	Planning Services
Program	Planning Administration
Cost Centre	210001

<b>Complement Details</b>	
Position Title	Senior Project Manager - Transportation
FTE Impact	1.0
Personnel Group	OCT/MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2016 Impact</b>	<b>2017 Impact</b>
Personnel Services	\$ 123,890	\$ 123,890
Materials & Supplies	2,425	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>126,315</b>	<b>123,890</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>126,315</b>	<b>123,890</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 126,315</b>	<b>\$ 123,890</b>

## Business Case

### Recommendation:

Approve one permanent FTE for a Senior Project Manager Transportation to enable the Region to meet its obligations with respect to Regional, GTA and Provincial transportation / high order transit initiatives. Examples include GTA West, Western Golden Horseshoe Municipal Network, Niagara to GTA, Metrolinx Regional Transportation/Transit Plan, and Ministry of Transportation GTAH Transportation Strategy.

### Need:

There are a significant number of planning-focused strategic transportation/transit initiatives that have been commenced by the Provincial government through the Ministry of Transportation and Metrolinx. These initiatives are in support of planning for people and goods movement throughout the Greater Toronto Area and Hamilton (GTAH). These strategic initiatives are predominantly growth driven and the success of the Growth Plan and implementation of the Regional Official Plan depends upon the effective and timely delivery of this transportation and high order transit infrastructure. The Senior Project Manager - Transportation will provide direct support to the Director of Planning Services in the area of transportation planning, providing oversight, policy advice and technical expertise on these various Provincial matters that would have a direct impact on the successful implementation of transit and transportation infrastructure in accommodating growth in the Region.

There are a number of significant Provincial and GTA centred initiatives that will impact the Region including: GTA West corridor Environmental Assessment, Niagara to GTA Environmental Assessment, Metrolinx Regional Transit Plan update, Metrolinx Regional Rail Electrification (RER), Metrolinx Station optimization study, Ministry of Transportation GTAH Transportation Strategy, Milton all day two-way GO service, Milton to Cambridge Go Service, the "Missing Link" transportation/transit/goods movement strategy, the HPBATS corridor, etc. which require the Region's participation to ensure Halton's interests are advanced and protected.

### Implications:

The significant number of strategic growth related transportation/ high order transit initiatives have the potential to impact service delivery and the ability to accommodate growth throughout the Region. This position will ensure the interests of the Region are identified early in the process and that the potential implications these strategic transportation and transit initiatives are properly assessed and managed. The risk of not having a significant involvement in these initiatives could mean that the necessary transportation/transit infrastructure is not advanced or will be advanced without proper consideration of the Region's growth management strategy.

### Alternatives:

Outside consultants could be retained to represent the Regional interest. This would be an extremely costly option given the number of initiatives and the inter-relationships between the various initiatives. Additionally, the timing and coordination of activities may be compromised.

The Region could also choose to provide limited involvement or oversight of these initiatives. If the Region is not significantly engaged there is a risk that the necessary infrastructure would not be well planned and not delivered in a timely and effective manner.

### Reference:

Halton Region Strategic Action Plan 2015-2018, the 2009 Regional Official Plan, Metrolinx, GTA West EA, Niagara to GTA EA, Western Golden Horseshoe Municipal Network.

# Strategic Investment

## GIS Technician

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	Legislative & Planning Services
Division	Planning Services
Program	Sustainable Planning - GIS
Cost Centre	210010

<b>Complement Details</b>	
Position Title	GIS Technician
FTE Impact	1.0
Personnel Group	OCT/MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2016 Impact</b>	<b>2017 Impact</b>
Personnel Services	\$ 73,200	\$ 73,200
Materials & Supplies	1,970	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>75,170</b>	<b>73,200</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>75,170</b>	<b>73,200</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 75,170</b>	<b>\$ 73,200</b>

## Business Case

### Recommendation:

Approve one permanent FTE for a GIS Technician to support current GIS staff in maintaining corporate and departmental GIS databases and mapping products to support complex analysis of planning and other data in spatial/geographic formats.

### Need:

Web mapping technology and applications, particularly Geo-Viewers, are becoming increasingly commonplace across municipal and planning organizations. The availability of integrated land use planning and other business data/information in real time is an expectation of the public and a necessary tool for Regional staff. Geo-Viewers that integrate development characteristics/profiles/proposals, Regional and other policies, land use information, and environmental and socio-economic data can effectively reduce staff's requirements and time when conducting analyses, responding to inquiries and commenting on development applications. Geo-viewers provide staff with information at their finger tips. Web mapping applications such as the Allocation Geo-viewer and the DC By-Law Geo-viewer are accessible to and serve Planning, Legal, Finance, and Public Works.

The multiple layers of information attached to geography in these viewers require constant maintenance and data enhancement to suit the many users. A GIS Technician is needed to continue to procure and augment data, establish and constantly maintain databases (including the contaminated sites database for the Public Sector Accounting Board reporting purposes) to enable much-needed spatial analysis. This work will enable staff to advance web mapping currently provided by Planning Services and readily deliver user-friendly, smart and interactive web maps and ensure that planning business data and corporate spatial data are accessible through a one-window service. The GIS Technician will support the existing GIS application developers in Planning Services in data base, program development and monitoring and maintenance support and build in-house expertise at the least cost.

### Implications:

Current and up-to-date data is critical for analysis and decision-making in increasingly complex planning environments. Without this resource, staff will not be able to access current data and geographic information from multiple sources in a timely fashion. Current and relevant data is critical to the successful implementation and defence of the Regional Official Plan and Regional staff need access to the best data available.

### Alternatives:

Limited alternatives are available. Without additional resources, current staff will only be able to maintain existing data sets and applications. There will be no ability to expand capabilities, either in identifying viewer requirements or in viewer development. Retention of consultant services will be costly, given the time necessary to understand and identify the business requirements of the organization.

### Reference:

Halton Region Strategic Action Plan 2015-2018, the 2009 Regional Official Plan (ROPA 38), and the Legislative and Planning Services Department Business Plan 2015-2019.

# Strategic Investment

## Burlington Waterfront Master plan

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	Legislative & Planning Services
Division	Planning Services
Program	Waterfront
Cost Centre	210070

<b>Complement Details</b>	
Position Title	
FTE Impact	
Personnel Group	

<b>Funding Impact</b>		
<b>Operating</b>	<b>2016 Impact</b>	<b>2017 Impact</b>
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	-	-
Transfer to Reserves - Capital	751,000	1,273,000
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>751,000</b>	<b>1,273,000</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 751,000</b>	<b>\$ 1,273,000</b>

## Business Case

**Recommendation:**  
Approve additional funding to implement the updated Burlington Waterfront Master Plan as set out in Report No. LPS-54-15 (re: The Burlington Beach Regional Waterfront Park – 2015 Master Plan).

**Need:**  
Council adopted the updated Master Plan for the Burlington Beach Regional Waterfront Park through Report No. LPS-54-15 on May 27, 2015. The plan develops a unified vision and long-term direction for the development of a vibrant and world class year-round waterfront park that will draw visitors from the Region and beyond. Implementation will take place incrementally over a number of years, requiring the Region's investments in the areas of the environmental restoration and protection of natural heritage features; a range of recreational, educational, cultural and tourist opportunities; the relocation of the Hydro Towers; and land acquisition of those properties remaining in private ownership.

The proposed Master Plan currently estimates that a total of \$51.8 million is capital expenditures from 2015 to 2026, \$35.0 million of which is required within the next five years (2016-2020) of the forecast. The capital requirement for the beach areas and hydro tower relocations will be funded from the Regional Tax Capital reserve and land acquisitions from Green Fund reserve as set out in LPS59-15. In addition, the Region has submitted an application for a \$652,000 subsidy from the Canada 150 Community Infrastructure Fund, which will be used to reduce the Regional impact. The Regional reserves will be replenished over time through increased contributions from the Operating Budget.

Based on the above, increased Operating Budget contributions of \$751,000 in 2016 and \$1.3 million in 2017 are required, in order to provide sustainable funding through the Regional reserves. The annual contributions are expected to increase gradually over the forecast period, reaching \$3.6 million by 2025 as capital expenditures incur in accordance with the proposed Master Plan.

**Implications:**  
This work is necessary to implement the preferred strategy for the Burlington Waterfront Master plan

**Alternatives:**

**Reference:**  
Report No. LPS-54-15 (re: The Burlington Beach Regional Waterfront Park – 2015 Master Plan)

# Economic Development

## Divisional Summary

Economic Development	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 1,113,310	\$ 1,248,635	\$ 1,244,500	\$ 1,269,400	\$ 1,269,760	\$ -	\$ 1,269,760	\$ 25,260	2.0%	\$ 25,260	2.0%
Materials & Supplies	36,227	34,546	31,150	31,150	36,150	-	36,150	5,000	16.1%	5,000	16.1%
Purchased Services	259,908	328,586	424,850	353,350	487,850	-	487,850	63,000	14.8%	63,000	14.8%
Financial and Rent Expenses	124	77	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
Grants & Assistance	200,822	190,000	38,000	138,000	38,000	-	38,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>1,610,390</b>	<b>1,801,843</b>	<b>1,763,500</b>	<b>1,816,900</b>	<b>1,856,760</b>	<b>-</b>	<b>1,856,760</b>	<b>93,260</b>	<b>5.3%</b>	<b>93,260</b>	<b>5.3%</b>
Allocated Charges / Recoveries	57,581	76,557	109,500	109,500	114,350	-	114,350	4,850	4.4%	4,850	4.4%
Corporate Support	458,621	477,238	536,561	536,561	555,125	-	555,125	18,564	3.5%	18,564	3.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>2,126,592</b>	<b>2,355,638</b>	<b>2,409,561</b>	<b>2,462,961</b>	<b>2,526,235</b>	<b>-</b>	<b>2,526,235</b>	<b>116,674</b>	<b>4.8%</b>	<b>116,674</b>	<b>4.8%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>2,126,592</b>	<b>2,355,638</b>	<b>2,409,561</b>	<b>2,462,961</b>	<b>2,526,235</b>	<b>-</b>	<b>2,526,235</b>	<b>116,674</b>	<b>4.8%</b>	<b>116,674</b>	<b>4.8%</b>
Subsidy Revenue	(118,250)	(178,426)	(162,000)	(232,500)	(162,000)	-	(162,000)	-	0.0%	-	0.0%
Other Revenue	(39,128)	(52,113)	(56,250)	(56,250)	(52,000)	-	(52,000)	4,250	-7.6%	4,250	-7.6%
<b>Total Revenue</b>	<b>(157,378)</b>	<b>(230,539)</b>	<b>(218,250)</b>	<b>(288,750)</b>	<b>(214,000)</b>	<b>-</b>	<b>(214,000)</b>	<b>4,250</b>	<b>-1.9%</b>	<b>4,250</b>	<b>-1.9%</b>
<b>Net Program Expenditures</b>	<b>\$ 1,969,214</b>	<b>\$ 2,125,099</b>	<b>\$ 2,191,311</b>	<b>\$ 2,174,211</b>	<b>\$ 2,312,235</b>	<b>\$ -</b>	<b>\$ 2,312,235</b>	<b>\$ 120,924</b>	<b>5.5%</b>	<b>\$ 120,924</b>	<b>5.5%</b>

Economic Development	2015		2016			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>12.0</b>		<b>12.0</b>	<b>-</b>	<b>12.0</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Economic Development	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 1,244,500	\$ 1,269,400	\$ 1,269,760	\$ -	\$ 1,269,760	\$ 25,260	2.0%	Increased electronic subscriptions for small business centre and more travel and telephone usage in support of key sectors  Increase of \$68,000 for funding of the New Foreign Direct Investment Agency replacing the GTMA (LPS78-15), and partially offset by reduced need for external printing due to further use of social media  Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR  In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Communications  Decrease in program revenue from discontinued Small Business Events - E-Week program
Materials & Supplies	31,150	31,150	36,150	-	36,150	5,000	16.1%	
Purchased Services	424,850	353,350	487,850	-	487,850	63,000	14.8%	
Financial and Rent Expenses	25,000	25,000	25,000	-	25,000	-	0.0%	
Grants & Assistance	38,000	138,000	38,000	-	38,000	-	0.0%	
<b>Total Direct Costs</b>	<b>1,763,500</b>	<b>1,816,900</b>	<b>1,856,760</b>	<b>-</b>	<b>1,856,760</b>	<b>93,260</b>	<b>5.3%</b>	
Allocated Charges/Recoveries	109,500	109,500	114,350	-	114,350	4,850	4.4%	
Corporate Support	536,561	536,561	555,125	-	555,125	18,564	3.5%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>2,409,561</b>	<b>2,462,961</b>	<b>2,526,235</b>	<b>-</b>	<b>2,526,235</b>	<b>116,674</b>	<b>4.8%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>2,409,561</b>	<b>2,462,961</b>	<b>2,526,235</b>	<b>-</b>	<b>2,526,235</b>	<b>116,674</b>	<b>4.8%</b>	
Subsidy Revenue	(162,000)	(232,500)	(162,000)	-	(162,000)	-	0.0%	
Other Revenue	(56,250)	(56,250)	(52,000)	-	(52,000)	4,250	-7.6%	
<b>Total Revenue</b>	<b>(218,250)</b>	<b>(288,750)</b>	<b>(214,000)</b>	<b>-</b>	<b>(214,000)</b>	<b>4,250</b>	<b>-1.9%</b>	
<b>Net Program Expenditures</b>	<b>\$ 2,191,311</b>	<b>\$ 2,174,211</b>	<b>\$ 2,312,235</b>	<b>\$ -</b>	<b>\$ 2,312,235</b>	<b>\$ 120,924</b>	<b>5.5%</b>	

# Legal Services

## Divisional Summary

Legal Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 2,505,309	\$ 2,494,366	\$ 2,663,320	\$ 2,725,220	\$ 2,703,910	\$ -	\$ 2,703,910	\$ 40,590	1.5%	\$ 40,590	1.5%
Materials & Supplies	75,641	68,046	80,500	80,500	80,500	-	80,500	-	0.0%	-	0.0%
Purchased Services	2,540,733	2,989,802	2,823,280	2,603,080	2,858,200	-	2,858,200	34,920	1.2%	34,920	1.2%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>5,121,683</b>	<b>5,552,214</b>	<b>5,567,100</b>	<b>5,408,800</b>	<b>5,642,610</b>	<b>-</b>	<b>5,642,610</b>	<b>75,510</b>	<b>1.4%</b>	<b>75,510</b>	<b>1.4%</b>
Allocated Charges / Recoveries	(2,856,916)	(3,100,185)	(3,169,900)	(3,169,900)	(3,212,030)	-	(3,212,030)	(42,130)	1.3%	(42,130)	1.3%
Corporate Support	(2,082,180)	(2,129,870)	(2,174,800)	(2,174,800)	(2,208,080)	-	(2,208,080)	(33,280)	1.5%	(33,280)	1.5%
Transfers to Reserves-Operating	256,957	175,301	13,200	13,200	13,200	-	13,200	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(141,429)	(134,614)	-	235,000	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>298,114</b>	<b>362,846</b>	<b>235,600</b>	<b>312,300</b>	<b>235,700</b>	<b>-</b>	<b>235,700</b>	<b>100</b>	<b>0.0%</b>	<b>100</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	862,650	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>862,650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>298,114</b>	<b>1,225,496</b>	<b>235,600</b>	<b>312,300</b>	<b>235,700</b>	<b>-</b>	<b>235,700</b>	<b>100</b>	<b>0.0%</b>	<b>100</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(325,340)	(1,013,422)	(235,600)	(235,600)	(235,700)	-	(235,700)	(100)	0.0%	(100)	0.0%
<b>Total Revenue</b>	<b>(325,340)</b>	<b>(1,013,422)</b>	<b>(235,600)</b>	<b>(235,600)</b>	<b>(235,700)</b>	<b>-</b>	<b>(235,700)</b>	<b>(100)</b>	<b>0.0%</b>	<b>(100)</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (27,226)</b>	<b>\$ 212,074</b>	<b>\$ -</b>	<b>\$ 76,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Legal Services	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>24.0</b>		<b>24.0</b>	<b>-</b>	<b>24.0</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Legal Services	2015		2016			Change in Budget		Comments	
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved			
Personnel Services	\$ 2,663,320	\$ 2,725,220	\$ 2,703,910	\$ -	\$ 2,703,910	\$ 40,590	1.5%	Increased insurance deductibles based on actual claims experience	
Materials & Supplies	80,500	80,500	80,500	-	80,500	-	0.0%		
Purchased Services	2,823,280	2,603,080	2,858,200	-	2,858,200	34,920	1.2%		
Financial and Rent Expenses	-	-	-	-	-	-	0.0%		
Grants & Assistance	-	-	-	-	-	-	0.0%		
<b>Total Direct Costs</b>	<b>5,567,100</b>	<b>5,408,800</b>	<b>5,642,610</b>	<b>-</b>	<b>5,642,610</b>	<b>75,510</b>	<b>1.4%</b>		
Allocated Charges/Recoveries	(3,169,900)	(3,169,900)	(3,212,030)	-	(3,212,030)	(42,130)	1.3%		Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR In accordance with corporate support allocation framework reflecting program support costs
Corporate Support	(2,174,800)	(2,174,800)	(2,208,080)	-	(2,208,080)	(33,280)	1.5%		
Transfer to Reserves - Operating	13,200	13,200	13,200	-	13,200	-	0.0%		
Transfer from Reserves - Operating	-	235,000	-	-	-	-	0.0%		
<b>Gross Operating Expenditures</b>	<b>235,600</b>	<b>312,300</b>	<b>235,700</b>	<b>-</b>	<b>235,700</b>	<b>100</b>	<b>0.0%</b>		
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%		
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%		
Debt Charges	-	-	-	-	-	-	0.0%		
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>		
<b>Total Gross Expenditures</b>	<b>235,600</b>	<b>312,300</b>	<b>235,700</b>	<b>-</b>	<b>235,700</b>	<b>100</b>	<b>0.0%</b>		
Subsidy Revenue	-	-	-	-	-	-	0.0%		
Other Revenue	(235,600)	(235,600)	(235,700)	-	(235,700)	(100)	0.0%		
<b>Total Revenue</b>	<b>(235,600)</b>	<b>(235,600)</b>	<b>(235,700)</b>	<b>-</b>	<b>(235,700)</b>	<b>(100)</b>	<b>0.0%</b>		
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ 76,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>		

# Regional Clerk & Council Services

## Divisional Summary

Regional Clerk & Council Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 1,015,072	\$ 1,120,727	\$ 1,186,070	\$ 1,119,670	\$ 1,210,110	\$ -	\$ 1,210,110	\$ 24,040	2.0%	\$ 24,040	2.0%
Materials & Supplies	241,415	231,269	317,050	317,050	317,050	-	317,050	-	0.0%	-	0.0%
Purchased Services	164,450	185,321	225,150	200,500	217,450	-	217,450	(7,700)	-3.4%	(7,700)	-3.4%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>1,420,937</b>	<b>1,537,317</b>	<b>1,728,270</b>	<b>1,637,220</b>	<b>1,744,610</b>	<b>-</b>	<b>1,744,610</b>	<b>16,340</b>	<b>0.9%</b>	<b>16,340</b>	<b>0.9%</b>
Allocated Charges / Recoveries	1,044	2,599	19,900	50,700	18,700	-	18,700	(1,200)	-6.0%	(1,200)	-6.0%
Corporate Support	(1,451,451)	(1,712,050)	(1,744,720)	(1,744,720)	(1,760,110)	-	(1,760,110)	(15,390)	0.9%	(15,390)	0.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	(43,500)	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(29,470)</b>	<b>(215,634)</b>	<b>3,450</b>	<b>(56,800)</b>	<b>3,200</b>	<b>-</b>	<b>3,200</b>	<b>(250)</b>	<b>-7.2%</b>	<b>(250)</b>	<b>-7.2%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(29,470)</b>	<b>(215,634)</b>	<b>3,450</b>	<b>(56,800)</b>	<b>3,200</b>	<b>-</b>	<b>3,200</b>	<b>(250)</b>	<b>-7.2%</b>	<b>(250)</b>	<b>-7.2%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(4,136)	(3,595)	(3,450)	(3,000)	(3,200)	-	(3,200)	250	-7.2%	250	-7.2%
<b>Total Revenue</b>	<b>(4,136)</b>	<b>(3,595)</b>	<b>(3,450)</b>	<b>(3,000)</b>	<b>(3,200)</b>	<b>-</b>	<b>(3,200)</b>	<b>250</b>	<b>-7.2%</b>	<b>250</b>	<b>-7.2%</b>
<b>Net Program Expenditures</b>	<b>\$ (33,606)</b>	<b>\$ (219,229)</b>	<b>\$ -</b>	<b>\$ (59,800)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Regional Clerk & Council Services	2015	2016			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>13.0</b>	<b>13.0</b>	<b>-</b>	<b>13.0</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Regional Clerk & Council Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 1,186,070	\$ 1,119,670	\$ 1,210,110	\$ -	\$ 1,210,110	\$ 24,040	2.0%	Reduced captioning costs based on shorter duration of Standing Committee & Council meetings
Materials & Supplies	317,050	317,050	317,050	-	317,050	-	0.0%	
Purchased Services	225,150	200,500	217,450	-	217,450	(7,700)	-3.4%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>1,728,270</b>	<b>1,637,220</b>	<b>1,744,610</b>	<b>-</b>	<b>1,744,610</b>	<b>16,340</b>	<b>0.9%</b>	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Allocated Charges/Recoveries	19,900	50,700	18,700	-	18,700	(1,200)	-6.0%	
Corporate Support	(1,744,720)	(1,744,720)	(1,760,110)	-	(1,760,110)	(15,390)	0.9%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>3,450</b>	<b>(56,800)</b>	<b>3,200</b>	<b>-</b>	<b>3,200</b>	<b>(250)</b>	<b>-7.2%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>3,450</b>	<b>(56,800)</b>	<b>3,200</b>	<b>-</b>	<b>3,200</b>	<b>(250)</b>	<b>-7.2%</b>	Reduced revenue from Agenda subscriptions
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(3,450)	(3,000)	(3,200)	-	(3,200)	250	-7.2%	
<b>Total Revenue</b>	<b>(3,450)</b>	<b>(3,000)</b>	<b>(3,200)</b>	<b>-</b>	<b>(3,200)</b>	<b>250</b>	<b>-7.2%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (59,800)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Asset Management

## Divisional Summary

Asset Management Excl Hchc	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 4,879,867	\$ 5,327,024	\$ 6,707,210	\$ 6,715,310	\$ 6,765,160	\$ -	\$ 6,765,160	\$ 57,950	0.9%	\$ 57,950	0.9%
Materials & Supplies	3,425,636	3,544,289	3,874,477	3,874,477	3,765,627	-	3,765,627	(108,850)	-2.8%	(108,850)	-2.8%
Purchased Services	3,168,909	2,829,385	3,088,815	3,088,815	3,102,915	-	3,102,915	14,100	0.5%	14,100	0.5%
Financial and Rent Expenses	2,117,729	2,066,609	2,628,491	2,078,491	2,628,491	-	2,628,491	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>13,592,141</b>	<b>13,767,307</b>	<b>16,298,993</b>	<b>15,757,093</b>	<b>16,262,193</b>	<b>-</b>	<b>16,262,193</b>	<b>(36,800)</b>	<b>-0.2%</b>	<b>(36,800)</b>	<b>-0.2%</b>
Allocated Charges / Recoveries	(8,261,163)	(8,362,819)	(8,321,048)	(8,321,048)	(8,319,220)	-	(8,319,220)	1,828	0.0%	1,828	0.0%
Corporate Support	(8,830,419)	(9,070,447)	(9,138,736)	(9,170,336)	(9,359,940)	-	(9,359,940)	(221,204)	2.4%	(221,204)	2.4%
Transfers to Reserves-Operating	41,750	691,150	40,200	572,400	40,200	-	40,200	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(3,457,691)</b>	<b>(2,974,809)</b>	<b>(1,120,591)</b>	<b>(1,161,891)</b>	<b>(1,376,767)</b>	<b>-</b>	<b>(1,376,767)</b>	<b>(256,176)</b>	<b>22.9%</b>	<b>(256,176)</b>	<b>22.9%</b>
Transfer to Reserves - Capital	4,016,118	3,438,824	3,582,263	3,582,263	3,755,363	-	3,755,363	173,100	4.8%	173,100	4.8%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>4,016,118</b>	<b>3,438,824</b>	<b>3,582,263</b>	<b>3,582,263</b>	<b>3,755,363</b>	<b>-</b>	<b>3,755,363</b>	<b>173,100</b>	<b>4.8%</b>	<b>173,100</b>	<b>4.8%</b>
<b>Total Gross Expenditures</b>	<b>558,427</b>	<b>464,015</b>	<b>2,461,672</b>	<b>2,420,372</b>	<b>2,378,596</b>	<b>-</b>	<b>2,378,596</b>	<b>(83,076)</b>	<b>-3.4%</b>	<b>(83,076)</b>	<b>-3.4%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(543,131)	(464,015)	(2,461,672)	(2,420,372)	(2,378,596)	-	(2,378,596)	83,076	-3.4%	83,076	-3.4%
<b>Total Revenue</b>	<b>(543,131)</b>	<b>(464,015)</b>	<b>(2,461,672)</b>	<b>(2,420,372)</b>	<b>(2,378,596)</b>	<b>-</b>	<b>(2,378,596)</b>	<b>83,076</b>	<b>-3.4%</b>	<b>83,076</b>	<b>-3.4%</b>
<b>Net Program Expenditures</b>	<b>\$ 15,296</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Asset Management Excl Hchc	2015	2016			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>72.5</b>	<b>72.0</b>	<b>-</b>	<b>72.0</b>	<b>(0.5)</b>	<b>-0.7%</b>

# Budget Change Report

Asset Management	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 6,707,210	\$ 6,715,310	\$ 6,765,160	\$ -	\$ 6,765,160	\$ 57,950	0.9%	Savings from price reductions in gas, diesel and natural gas
Materials & Supplies	3,874,477	3,874,477	3,765,627	-	3,765,627	(108,850)	-2.8%	
Purchased Services	3,088,815	3,088,815	3,102,915	-	3,102,915	14,100	0.5%	
Financial and Rent Expenses	2,628,491	2,078,491	2,628,491	-	2,628,491	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>16,298,993</b>	<b>15,757,093</b>	<b>16,262,193</b>	<b>-</b>	<b>16,262,193</b>	<b>(36,800)</b>	<b>-0.2%</b>	
Allocated Charges/Recoveries	(8,321,048)	(8,321,048)	(8,319,220)	-	(8,319,220)	1,829	0.0%	In accordance with corporate support allocation framework driven by state-of-good repair needs of facilities
Corporate Support	(9,138,736)	(9,170,336)	(9,359,940)	-	(9,359,940)	(221,204)	2.4%	
Transfer to Reserves - Operating	40,200	572,400	40,200	-	40,200	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>(1,120,591)</b>	<b>(1,161,891)</b>	<b>(1,376,767)</b>	<b>-</b>	<b>(1,376,767)</b>	<b>(256,176)</b>	<b>22.9%</b>	
Transfer to Reserves - Capital	3,582,263	3,582,263	3,755,363	-	3,755,363	173,100	4.8%	Planned increase to support corporate and program specific building maintenance/rehabilitation capital requirements
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>3,582,263</b>	<b>3,582,263</b>	<b>3,755,363</b>	<b>-</b>	<b>3,755,363</b>	<b>173,100</b>	<b>4.8%</b>	
<b>Total Gross Expenditures</b>	<b>2,461,672</b>	<b>2,420,372</b>	<b>2,378,596</b>	<b>-</b>	<b>2,378,596</b>	<b>(83,076)</b>	<b>-3.4%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	Revenue reduced by the removal of used equipment sales
Other Revenue	(2,461,672)	(2,420,372)	(2,378,596)	-	(2,378,596)	83,076	-3.4%	
<b>Total Revenue</b>	<b>(2,461,672)</b>	<b>(2,420,372)</b>	<b>(2,378,596)</b>	<b>-</b>	<b>(2,378,596)</b>	<b>83,076</b>	<b>-3.4%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Budget and Business Plan 2016

## Public Works - Tax





# Public Works Department – Tax

## Departmental Goals

The Public Works Department – The Public Works Tax Supported programs provides Road Operations and Waste Management Services which are designed to:

- Implement the key waste diversion initiatives as identified in the 2012-2016 Solid Waste Management Strategy to increase diversion and prolong the landfill life by an additional four years.
- Minimize the impact of solid waste on the environment by increasing waste diversion through reduce, reuse and recycle.
- Align with Halton Region's Strategic Plan in terms of delivering solid waste management service to the community while demonstrating leadership in waste management, environment protection service and efficient use of energy.
- Reduce traffic congestion through construction of significant capital projects on Regional roads.
- Enhance the operation and maintenance of the Regional road systems.
- Advocate to the Province on road and transportation matters.
- Align with Region's Strategic plan in terms of strengthening the transportation system for all modes of travel (walking, cycling and automobiles) and managing growth while protecting and enhancing our natural environment in a fiscally responsible manner.
- Delivering Road Operations and Waste Management services to the community and managing growth while protecting and enhancing our natural environment in a fiscally responsible manner.
- Amend as necessary the 2016 Road Operations and Waste Management Budget as a result of finalization of Halton Region's 2015-2018 Action Plan by the Regional Council.
- Maintain service levels as well as enhancing customers' service experience.

## External Factors Influencing Activities & Outcomes

- Legislative - Provincial and Federal legislation / regulations and other initiatives.
- General economic conditions.
- Population growth and weather conditions.
- Meeting the needs of Regional growth through the planning, construction and maintenance of infrastructure.

## Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Waste Management	Collection & Processing / Transfer	Residential solid waste diversion rate	54.9%	55.8%	58.2%	60.0%	60.0%	Includes multi and single residential. Target for single residential only is 62%
		Kg Total Waste per Household	920	905	887	850	828	
	Collection	# of resident complaints received regarding the collection of garbage and recycled materials per 1,000 households	62	76	66	66	65	
	Residual Management	Market Price of recycled materials per tonne	\$ 118	\$ 107	\$ 117	\$ 110	\$ 112	
		Landfill Tip Fee per tonne	\$ 143	\$ 153	\$ 154	\$ 157	\$ 165	
Collection & Processing / Transfer & Residual Management	Waste Management Tonnages	168,908	171,074	172,852	170,114	170,000		
Transportation	Operations & Maintenance	Lane Kilometers	980	1,014	1,048	1,073	1,110	
		Number of additional new road lane kilometres	17	34	34	25	28	
		Number of streetlights and traffic signals	5,033	5,341	5,439	6,390	6,800	
		Vehicle kilometres travelled per lane kilometre (000s)	1,852	1,798	1,828	1,720	1,727	
		Pavement quality index of regional roads	78.6%	80.4%	79.0%	81.5%	82.0%	

# Departmental Summary

Public Works Department - Tax	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 6,948,055	\$ 7,022,860	\$ 4,746,990	\$ 4,603,390	\$ 4,796,590	\$ 349,650	\$ 5,146,240	\$ 49,600	1.0%	\$ 399,250	8.4%
Materials & Supplies	2,652,298	2,127,066	2,338,725	2,407,625	3,233,210	32,357	3,265,567	894,485	38.2%	926,842	39.6%
Purchased Services	36,950,470	43,624,758	45,328,701	44,766,901	47,494,122	826,000	48,320,122	2,165,421	4.8%	2,991,421	6.6%
Financial and Rent Expenses	180,310	111,270	200,000	165,000	175,000	-	175,000	(25,000)	-12.5%	(25,000)	-12.5%
Grants & Assistance	238,529	226,256	233,000	233,000	244,000	-	244,000	11,000	4.7%	11,000	4.7%
<b>Total Direct Costs</b>	<b>46,969,661</b>	<b>53,112,210</b>	<b>52,847,417</b>	<b>52,175,917</b>	<b>55,942,922</b>	<b>1,208,007</b>	<b>57,150,929</b>	<b>3,095,505</b>	<b>5.9%</b>	<b>4,303,512</b>	<b>8.1%</b>
Allocated Charges / Recoveries	(1,842,555)	(1,335,717)	2,869,270	2,869,270	3,014,828	20,000	3,034,828	145,558	5.1%	165,558	5.8%
Corporate Support	5,048,765	5,209,737	4,494,720	4,494,720	4,779,221	-	4,779,221	284,501	6.3%	284,501	6.3%
Transfers to Reserves-Operating	1,115,557	3,322,280	4,392,860	5,026,960	5,486,760	773,000	6,259,760	1,093,900	24.9%	1,866,900	42.5%
Transfer from Reserves - Operating	(796,800)	(952,000)	(5,867,915)	(5,867,915)	(6,352,837)	(903,950)	(7,256,787)	(484,922)	8.3%	(1,388,872)	23.7%
<b>Gross Operating Expenditures</b>	<b>50,494,629</b>	<b>59,356,509</b>	<b>58,736,353</b>	<b>58,698,953</b>	<b>62,870,894</b>	<b>1,097,057</b>	<b>63,967,951</b>	<b>4,134,541</b>	<b>7.0%</b>	<b>5,231,598</b>	<b>8.9%</b>
Transfer to Reserves - Capital	37,311,300	33,881,925	33,902,566	33,902,566	33,944,321	-	33,944,321	41,755	0.1%	41,755	0.1%
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	-	0.0%
Debt Charges	859,866	859,408	861,758	861,758	860,560	-	860,560	(1,198)	-0.1%	(1,198)	-0.1%
<b>Capital Expenditures</b>	<b>37,813,858</b>	<b>34,384,025</b>	<b>34,407,015</b>	<b>34,407,015</b>	<b>34,447,572</b>	<b>-</b>	<b>34,447,572</b>	<b>40,557</b>	<b>0.1%</b>	<b>40,557</b>	<b>0.1%</b>
<b>Total Gross Expenditures</b>	<b>88,308,486</b>	<b>93,740,534</b>	<b>93,143,368</b>	<b>93,105,968</b>	<b>97,318,466</b>	<b>1,097,057</b>	<b>98,415,523</b>	<b>4,175,099</b>	<b>4.5%</b>	<b>5,272,156</b>	<b>5.7%</b>
Subsidy Revenue	(9,919)	(2,911,541)	(80,000)	(100,000)	(100,000)	-	(100,000)	(20,000)	25.0%	(20,000)	25.0%
Other Revenue	(7,318,927)	(7,627,525)	(7,434,603)	(7,540,203)	(7,366,303)	-	(7,366,303)	68,300	-0.9%	68,300	-0.9%
<b>Total Revenue</b>	<b>(7,328,846)</b>	<b>(10,539,066)</b>	<b>(7,514,603)</b>	<b>(7,640,203)</b>	<b>(7,466,303)</b>	<b>-</b>	<b>(7,466,303)</b>	<b>48,300</b>	<b>-0.6%</b>	<b>48,300</b>	<b>-0.6%</b>
<b>Net Program Expenditures</b>	<b>\$ 80,979,640</b>	<b>\$ 83,201,468</b>	<b>\$ 85,628,765</b>	<b>\$ 85,465,765</b>	<b>\$ 89,852,163</b>	<b>\$ 1,097,057</b>	<b>\$ 90,949,220</b>	<b>\$ 4,223,399</b>	<b>4.9%</b>	<b>\$ 5,320,456</b>	<b>6.2%</b>

Public Works Department - Tax	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>49.6</b>		<b>49.6</b>	<b>3.0</b>	<b>52.6</b>	<b>-</b>	<b>0.0%</b>	<b>3.0</b>	<b>6.0%</b>



# Road Operations

## Divisional Summary

Road Operations	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 3,365,528	\$ 3,423,304	\$ 1,020,360	\$ 932,160	\$ 1,125,980	\$ 271,700	\$ 1,397,680	\$ 105,620	10.4%	\$ 377,320	37.0%
Materials & Supplies	1,021,799	1,197,277	1,137,850	1,217,050	1,300,650	32,357	1,333,007	162,800	14.3%	195,157	17.2%
Purchased Services	8,697,695	12,358,578	15,900,830	15,789,030	16,421,837	773,000	17,194,837	521,007	3.3%	1,294,007	8.1%
Financial and Rent Expenses	963	192	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>13,085,984</b>	<b>16,979,351</b>	<b>18,059,040</b>	<b>17,938,240</b>	<b>18,848,467</b>	<b>1,077,057</b>	<b>19,925,524</b>	<b>789,427</b>	<b>4.4%</b>	<b>1,866,484</b>	<b>10.3%</b>
Allocated Charges / Recoveries	(3,075,390)	(2,467,368)	1,565,437	1,565,437	1,969,148	20,000	1,989,148	403,711	25.8%	423,711	27.1%
Corporate Support	1,572,636	1,745,157	908,327	908,327	977,802	-	977,802	69,475	7.6%	69,475	7.6%
Transfers to Reserves-Operating	83,182	2,239,645	4,096,500	4,096,500	4,990,400	773,000	5,763,400	893,900	21.8%	1,666,900	40.7%
Transfer from Reserves - Operating	-	(952,000)	(5,867,915)	(5,867,915)	(5,552,837)	(773,000)	(6,325,837)	315,078	-5.4%	(457,922)	7.8%
<b>Gross Operating Expenditures</b>	<b>11,666,412</b>	<b>17,544,785</b>	<b>18,761,389</b>	<b>18,640,589</b>	<b>21,232,980</b>	<b>1,097,057</b>	<b>22,330,037</b>	<b>2,471,591</b>	<b>13.2%</b>	<b>3,568,648</b>	<b>19.0%</b>
Transfer to Reserves - Capital	30,615,000	27,115,625	27,116,266	27,116,266	27,118,121	-	27,118,121	1,855	0.0%	1,855	0.0%
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	-	0.0%
Debt Charges	859,866	859,408	861,758	861,758	860,560	-	860,560	(1,198)	-0.1%	(1,198)	-0.1%
<b>Capital Expenditures</b>	<b>31,117,558</b>	<b>27,617,725</b>	<b>27,620,715</b>	<b>27,620,715</b>	<b>27,621,372</b>	<b>-</b>	<b>27,621,372</b>	<b>657</b>	<b>0.0%</b>	<b>657</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>42,783,970</b>	<b>45,162,509</b>	<b>46,382,104</b>	<b>46,261,304</b>	<b>48,854,352</b>	<b>1,097,057</b>	<b>49,951,409</b>	<b>2,472,248</b>	<b>5.3%</b>	<b>3,569,305</b>	<b>7.7%</b>
Subsidy Revenue	(111,631)	(449,808)	(80,000)	(100,000)	(100,000)	-	(100,000)	(20,000)	25.0%	(20,000)	25.0%
Other Revenue	(223,260)	(287,670)	(209,300)	(231,500)	(243,400)	-	(243,400)	(34,100)	16.3%	(34,100)	16.3%
<b>Total Revenue</b>	<b>(334,891)</b>	<b>(737,478)</b>	<b>(289,300)</b>	<b>(331,500)</b>	<b>(343,400)</b>	<b>-</b>	<b>(343,400)</b>	<b>(54,100)</b>	<b>18.7%</b>	<b>(54,100)</b>	<b>18.7%</b>
<b>Net Program Expenditures</b>	<b>\$ 42,449,079</b>	<b>\$ 44,425,031</b>	<b>\$ 46,092,804</b>	<b>\$ 45,929,804</b>	<b>\$ 48,510,952</b>	<b>\$ 1,097,057</b>	<b>\$ 49,608,009</b>	<b>\$ 2,418,148</b>	<b>5.2%</b>	<b>\$ 3,515,205</b>	<b>7.6%</b>

Road Operations	2015	2016			Change			
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>10.0</b>	<b>11.0</b>	<b>3.0</b>	<b>14.0</b>	<b>1.0</b>	<b>10.0%</b>	<b>4.0</b>	<b>40.0%</b>



# Budget Change Report

Road Operations	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 1,020,360	\$ 932,160	\$ 1,125,980	\$ 271,700	\$ 1,397,680	\$ 377,320	37.0%	Includes the proposal for 4 additional FTE as part of the 2016 Strategic Investments. One FTE transfer from waste management division Green Cart Program Coordinator to transportation as Roads Operations Coordinator, one FTE as a Road Patrol Officer, one FTE as a Traffic Technician and one FTE as Roads Operations Safety Inspector
Materials & Supplies	1,137,850	1,217,050	1,300,650	32,357	1,333,007	195,157	17.2%	Hydro cost increases of \$155,000 for street lighting and traffic signals and \$32,000 for information technology costs for new FTEs
Purchased Services	15,900,830	15,789,030	16,421,837	773,000	17,194,837	1,294,007	8.1%	Increased Regional and local road maintenance costs of \$521,000 and \$773,000 to support the road resurfacing component of the Active Transportation Master Plan Implementation
Financial and Rent Expenses							0.0%	
Grants & Assistance							0.0%	
<b>Total Direct Costs</b>	<b>18,059,040</b>	<b>17,938,240</b>	<b>18,848,467</b>	<b>1,077,057</b>	<b>19,925,524</b>	<b>1,866,484</b>	<b>10.3%</b>	
Allocated Charges/Recoveries	1,565,437	1,565,437	1,969,148	20,000	1,989,148	423,711	27.1%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	908,327	908,327	977,802	-	977,802	69,475	7.6%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	4,096,500	4,096,500	4,990,400	773,000	5,763,400	1,666,900	40.7%	Increased reserve transfer of \$902,000 to support the updated road resurfacing program on growing regional road network and \$773,000 to support the implementation of the Active Transportation Master Plan as noted above
Transfer from Reserves - Operating	(5,867,915)	(5,867,915)	(5,552,837)	(773,000)	(6,325,837)	(457,922)	7.8%	Reflecting operating reserve transfer to fund road resurfacing and Active Transportation Plan
<b>Gross Operating Expenditures</b>	<b>18,761,389</b>	<b>18,640,589</b>	<b>21,232,980</b>	<b>1,097,057</b>	<b>22,330,037</b>	<b>3,568,648</b>	<b>19.0%</b>	
Transfer to Reserves - Capital	27,116,266	27,116,266	27,118,121	-	27,118,121	1,855	0.0%	
Transfer from Reserves - Capital	(357,309)	(357,309)	(357,309)	-	(357,309)	-	0.0%	
Debt Charges	861,758	861,758	860,560	-	860,560	(1,198)	-0.1%	
<b>Capital Expenditures</b>	<b>27,620,715</b>	<b>27,620,715</b>	<b>27,621,372</b>	<b>-</b>	<b>27,621,372</b>	<b>657</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>46,382,104</b>	<b>46,261,304</b>	<b>48,854,352</b>	<b>1,097,057</b>	<b>49,951,409</b>	<b>3,569,305</b>	<b>7.7%</b>	
Subsidy Revenue	(80,000)	(100,000)	(100,000)	-	(100,000)	(20,000)	25.0%	Increase based on actual trends
Other Revenue	(209,300)	(231,500)	(243,400)	-	(243,400)	(34,100)	16.3%	Increased recoveries from external parties for Regional property damages
<b>Total Revenue</b>	<b>(289,300)</b>	<b>(331,500)</b>	<b>(343,400)</b>	<b>-</b>	<b>(343,400)</b>	<b>(54,100)</b>	<b>18.7%</b>	
<b>Net Program Expenditures</b>	<b>\$ 46,092,804</b>	<b>\$ 45,929,804</b>	<b>\$ 48,510,952</b>	<b>\$ 1,097,057</b>	<b>\$ 49,608,009</b>	<b>\$ 3,515,205</b>	<b>7.6%</b>	

# Strategic Investment

## Road Patrol Operator

### Funding Source

Program Details	
Department	Public Works
Division	Waste Management & Road Operations
Program	Roads Operations
Cost Centre	258200

### Complement Details

Position Title	Road Patrol Operator
FTE Impact	1.0
Personnel Group	OCT/MMSG

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 80,350	\$ 80,350
Materials & Supplies	3,419	1,704
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>83,769</b>	<b>82,054</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>83,769</b>	<b>82,054</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 83,769</b>	<b>\$ 82,054</b>

### Business Case

#### Recommendation:

Approve one permanent in-house Road Patrol Operator to meet the requirements of the Minimum Maintenance Standards for Municipal Highways (Ontario Reg. 239/02) for the Regional road network for year round maintenance activities. It is recommended that a Road Patrol Operator be added as complement within the Road Operations and Maintenance section to ensure that basic needs of the existing road network system are monitored on a consistent basis within the requirements of the provincial regulations.

#### Need:

The Region's transportation network system is in a state of accelerated growth, expansion and transition and has led to a significant increase in operational activities related to transportation asset maintenance and requests from internal/external stakeholders. Many roads are being widened and urbanized which creates a need for more frequent and thorough inspections. The number of Regional lane kilometres has increased by 19% (85 km) and the number of work orders through the maintenance agreement with the local municipalities has grown 200% over the last five years without concurrent growth in operating staff resources.

This position would be responsible for the coordination and oversight of more intensive maintenance works including repairs to the road surface, traffic signal maintenance, guiderail maintenance, crack sealing, fence and retaining wall repairs, tree maintenance, as well as responding to resident concerns and other miscellaneous field work and inspection, as needed. This position would also focus on the daily flow of traffic within the Regional Road Network System to ensure that traffic problems within these main corridors are responded to in proactive and affective manner in an effort to keep traffic moving. This position would monitor the capital construction projects on Regional Roads to ensure that the travelled portion of the roadway remains safe and free from any obstacles that may impede the flow of traffic that arise from these projects. This would require coordination between maintenance crews and capital construction contractors to ensure safe operation of the roadway through the construction zone.

#### Implications:

Significant knowledge and experience is required by staff responsible for performing these routine patrols and the higher potential for turnover resulting from a contract position can put a strain on resources. Authority is required to maintain the roads in a safe operating condition. Significant knowledge and experience is required by staff responsible for performing these routine patrols and the higher potential for turnover resulting from a contract position can put a strain on resources.

#### Alternatives:

Using contracted services or a contract employee for this position is not sustainable in the long term due to the need to have consistent road patrol activities performed on a regular basis and the need to be in compliance with Provincial standards.

#### Reference:

PW-25-15 (re: Transportation Progress Report)

# Strategic Investment

## Traffic Technician

## Funding Source

## Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Roads Operations
Cost Centre	258500

## Complement Details

Position Title	Traffic Technician
FTE Impact	1.0
Personnel Group	OCT/MMSG

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 90,280	\$ 90,280
Materials & Supplies	14,469	1,704
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>104,749</b>	<b>91,984</b>
Allocated Charges/Recoveries	10,000	10,000
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>114,749</b>	<b>101,984</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 114,749</b>	<b>\$ 101,984</b>

## Business Case

### Recommendation:

Approve a Traffic Technician with a vehicle at a cost of \$114,749 to ensure Halton continues to operate Road Network system at appropriate levels of service and maintain the system in a state of good repair. It is recommended that a Traffic Technician be added as complement within the Road Operations and Maintenance section to address increases in Transportation Road Operations activities and program demands arising out of the growth in the Region's transportation assets.

### Need:

The position will support the administration of the Regional Roads Maintenance Agreement with the local municipalities and provide customer service support to Halton Road Operations. This position would also assist in reviewing permit applications (excavation, road occupancy, oversize load, and special events), maintain traffic and parking by-laws, coordinate the pavement marking, spot repair and other maintenance programs, assist with Road Patrol, the bridge and culvert program, and other field work and inspections as needed.

Growth in the Regional Road Network has led to a significant increase in operational activities related to transportation asset maintenance and requests from internal/external stakeholders. To keep the roads in a state of good repair and comply with provincial minimum standards, additional staff are required to ensure successful delivery of the traffic and roads maintenance programs. Since 2010, the Region's transportation network system has been in a state of accelerated growth with an increase in lane kilometers of 19% over the last 5 years and the number of work orders through the Maintenance Agreement has increased by 200%. Work orders are issued to direct the activities of the local municipalities on regional roads under the road maintenance agreement.

### Implications:

Resources are required to adequately review and oversee permit works, as well as other maintenance works, to maintain appropriate levels of service and maintain the system in a state of good repair. The high volume of permit reviews and related inspections has resulted in a backlog of approvals and inspections.

### Alternatives:

The alternative is to reduce service level expectations. Additional overtime is not a viable long-term strategy. Using contracted services is less effective due to the lack of infrastructure and road network knowledge, and the lack of familiarity with design guidelines and policies to be effective at reviewing and approving road related infrastructure operational matters.

### Reference:

PW-25-15 (re: Transportation Progress Report)

# Strategic Investment

## Road Operations Safety Inspector

### Funding Source

### Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Roads Operations
Cost Centre	258500

### Complement Details

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

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 101,070	\$ 101,070
Materials & Supplies	14,469	1,704
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>115,539</b>	<b>102,774</b>
Allocated Charges/Recoveries	10,000	10,000
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>125,539</b>	<b>112,774</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 125,539</b>	<b>\$ 112,774</b>

### Business Case

#### Recommendation:

Approve one Road Operations Safety Inspector with a vehicle at a cost of \$125,539 to ensure Halton continues to operate Road Network system at appropriate levels of service and maintain the system in a state of good repair. It is recommended that a Roads Operations Safety Inspector be added as complement within the Roads Operations and Maintenance Section to address on road operational matters and demands arising out of the growth in the Region's transportation assets.

#### Need:

Growth in the Regional Road Network has led to a significant increase in operational activities related to transportation asset maintenance and requests from internal/external stakeholders. Since 2010, the Region transportation network system has been in a state of accelerated growth with an increase in lane kilometers of 19% over the last 5 years without concurrent growth in operating staff resources. Regional lane kilometers have increased by 85 km in the last 4 years and the number of work orders through the Maintenance Agreement has increased by 200% since 2011.

This position would be responsible for the coordination and oversight of more intensive maintenance works including repairs to the road surface, traffic signal maintenance, guiderail maintenance, crack sealing, fence and retaining wall repairs, tree maintenance, as well as responding to resident concerns and other miscellaneous field work and inspection, as needed. This position would also focus on the daily flow of traffic within the Regional Road Network System to ensure that traffic problems within these main corridors are responded to in proactive and affective manner in an effort to keep traffic moving. This position would monitor the capital construction projects on Regional Roads to ensure that the travelled portion of the roadway remains safe and free from any obstacles that may impede the flow of traffic that arise from these projects. This would require coordination between maintenance crews and Capital construction contractors to ensure safe operation of the roadway through the construction zone.

#### Implications:

Without this dedicated FTE, staff resources are reallocated from other road patrol activities to assist in this work which is less effective as it does not provide for consistent or adequate oversight of either of these duties.

#### Alternatives:

The alternative is to reduce service level expectations or increase use of the contracted services. Using contracted services, however, is less effective due to the lack of infrastructure and road network knowledge and the lack of familiarity with regional policies.

#### Reference:

PW-25-15 (re: Transportation Progress Report)

# Strategic Investment

## Active Transportation Master plan - Road Resurfacing

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	Public Works
Division	Waste Management & Road Operations
Program	Roads Operations
Cost Centre	258000

<b>Complement Details</b>	
Position Title	
FTE Impact	
Personnel Group	

<b>Funding Impact</b>		
<b>Operating</b>	<b>2016 Impact</b>	<b>2017 Impact</b>
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	-	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	773,000	773,000
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>773,000</b>	<b>773,000</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 773,000</b>	<b>\$ 773,000</b>

## Business Case

### Recommendation:

Approve annual funding of \$773,000 in support of the road resurfacing component of the Active Transportation Master Plan as set out in Report No. PW-17-15 (re: Active Transportation Master Plan).

### Need:

Following the recommendation of the 2011 Region's Transportation Master Plan, a detailed Region-wide Active Transportation Master Plan (ATMP) has been developed (PW-17-15). The Region's Transportation Master Plan (TMP) recommended that a detailed Region-wide Active Transportation Master Plan be developed to establish a strategy and infrastructure improvements (e.g. exclusive bicycle lanes) to promote increased non-motorized travel throughout the Region. Active transportation has several environmental, health, and economical benefits including increased levels of physical activity, lower levels of obesity and other chronic diseases, and improved air quality.

The implementation of the ATMP requires a total of \$108 million over the next 16 years (2016-2031) of which \$96 million relates to the road capital program and \$12 million relates to road resurfacing. Of the \$96 million (road capital), \$50 million will be funded from residential development charges, \$30 million will be interim funded by the Regional reserve for non-residential development that will be recovered from future DCs, and \$16 million will be funded from gas tax revenue for the portion that benefits the existing community. The road resurfacing cost of \$12 million will be financed from an additional contribution from operating to the Road Resurfacing Reserve of \$773,000 per year.

### Implications:

As part of the Transportation Master Plan, a mode share target for active transportation of five per cent of all afternoon peak hour trips by 2031 was established. This represents an almost seven-fold increase in afternoon peak hour trips made by cycling and walking to approximately 11,500 trips by 2031. In this way, the Transportation Master Plan will help promote an integrated, accessible multi-modal transportation network where active transportation may also help reduce motorized traffic congestion.

### Alternatives:

Not to proceed with the implementation of the Active Transportation Master Plan

### Reference:

Report No. PW-17-15 (re: Active Transportation Master Plan)

# Waste Management

## Divisional Summary

Waste Management	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 3,582,527	\$ 3,599,556	\$ 3,726,630	\$ 3,671,230	\$ 3,670,610	\$ 77,950	\$ 3,748,560	\$ (56,020)	-1.5%	\$ 21,930	0.6%
Materials & Supplies	1,630,499	929,789	1,200,875	1,190,575	1,932,560	-	1,932,560	731,685	60.9%	731,685	60.9%
Purchased Services	28,252,775	31,266,179	29,427,871	28,977,871	31,072,285	53,000	31,125,285	1,644,414	5.6%	1,697,414	5.8%
Financial and Rent Expenses	179,347	111,079	200,000	165,000	175,000	-	175,000	(25,000)	-12.5%	(25,000)	-12.5%
Grants & Assistance	238,529	226,256	233,000	233,000	244,000	-	244,000	11,000	4.7%	11,000	4.7%
<b>Total Direct Costs</b>	<b>33,883,677</b>	<b>36,132,859</b>	<b>34,788,376</b>	<b>34,237,676</b>	<b>37,094,455</b>	<b>130,950</b>	<b>37,225,405</b>	<b>2,306,079</b>	<b>6.6%</b>	<b>2,437,029</b>	<b>7.0%</b>
Allocated Charges / Recoveries	1,232,835	1,131,651	1,303,834	1,303,834	1,045,681	-	1,045,681	(258,153)	-19.8%	(258,153)	-19.8%
Corporate Support	3,476,129	3,464,580	3,586,393	3,586,393	3,801,419	-	3,801,419	215,026	6.0%	215,026	6.0%
Transfers to Reserves-Operating	1,032,375	1,082,635	296,360	930,460	496,360	-	496,360	200,000	67.5%	200,000	67.5%
Transfer from Reserves - Operating	(796,800)	-	-	-	(800,000)	(130,950)	(930,950)	(800,000)		(930,950)	
<b>Gross Operating Expenditures</b>	<b>38,828,216</b>	<b>41,811,725</b>	<b>39,974,963</b>	<b>40,058,363</b>	<b>41,637,914</b>	<b>-</b>	<b>41,637,914</b>	<b>1,662,951</b>	<b>4.2%</b>	<b>1,662,951</b>	<b>4.2%</b>
Transfer to Reserves - Capital	6,696,300	6,766,300	6,786,300	6,786,300	6,826,200	-	6,826,200	39,900	0.6%	39,900	0.6%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>6,696,300</b>	<b>6,766,300</b>	<b>6,786,300</b>	<b>6,786,300</b>	<b>6,826,200</b>	<b>-</b>	<b>6,826,200</b>	<b>39,900</b>	<b>0.6%</b>	<b>39,900</b>	<b>0.6%</b>
<b>Total Gross Expenditures</b>	<b>45,524,516</b>	<b>48,578,025</b>	<b>46,761,263</b>	<b>46,844,663</b>	<b>48,464,114</b>	<b>-</b>	<b>48,464,114</b>	<b>1,702,851</b>	<b>3.6%</b>	<b>1,702,851</b>	<b>3.6%</b>
Subsidy Revenue	101,712	(2,461,733)	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(7,095,667)	(7,339,855)	(7,225,303)	(7,308,703)	(7,122,903)	-	(7,122,903)	102,400	-1.4%	102,400	-1.4%
<b>Total Revenue</b>	<b>(6,993,955)</b>	<b>(9,801,588)</b>	<b>(7,225,303)</b>	<b>(7,308,703)</b>	<b>(7,122,903)</b>	<b>-</b>	<b>(7,122,903)</b>	<b>102,400</b>	<b>-1.4%</b>	<b>102,400</b>	<b>-1.4%</b>
<b>Net Program Expenditures</b>	<b>\$ 38,530,561</b>	<b>\$ 38,776,437</b>	<b>\$ 39,535,960</b>	<b>\$ 39,535,960</b>	<b>\$ 41,341,211</b>	<b>\$ -</b>	<b>\$ 41,341,211</b>	<b>\$ 1,805,251</b>	<b>4.6%</b>	<b>\$ 1,805,251</b>	<b>4.6%</b>

Waste Management	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Total	39.6		38.6	-	38.6	(1.0)	-2.5%	(1.0)	-2.5%

# Budget Change Report

Waste Management	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 3,726,630	\$ 3,671,230	\$ 3,670,610	\$ 77,950	\$ 3,748,560	\$ 21,930	0.6%	Includes increase in overtime costs of \$77,950 related to the Strategic Investment for the Landfill Sunday opening pilot project
Materials & Supplies	1,200,875	1,190,575	1,932,560	-	1,932,560	731,685	60.9%	Increase mainly due to the purchase of wheeled carts for implementation of waste collection service for Commercial and Business improvement Areas (Council Report PW 18-15) for \$800,000
Purchased Services	29,427,871	28,977,871	31,072,284	53,000	31,125,284	1,697,413	5.8%	Increase in new residential collection/disposal contract costs and front end garbage collection contract costs based on renewed contracts effective April 2016
Financial and Rent Expenses	200,000	165,000	175,000	-	175,000	(25,000)	-12.5%	Reduction in leased equipment cost to reflect actual trends
Grants & Assistance	233,000	233,000	244,000	-	244,000	11,000	4.7%	
<b>Total Direct Costs</b>	<b>34,788,376</b>	<b>34,237,676</b>	<b>37,094,454</b>	<b>130,950</b>	<b>37,225,404</b>	<b>2,437,028</b>	<b>7.0%</b>	
Allocated Charges/Recoveries	1,303,834	1,303,834	1,045,681	-	1,045,681	(258,154)	-19.8%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Corporate Support	3,586,393	3,586,393	3,801,419	-	3,801,419	215,026	6.0%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	296,360	930,460	496,360	-	496,360	200,000	67.5%	Pay back to Tax Stabilization Reserve Fund for purchase of wheeled carts to implement waste collection service for Commercial and BIA
Transfer from Reserves - Operating	-	-	(800,000)	(130,950)	(930,950)	(930,950)	0.0%	Tax Stabilization Reserve transfer to fund the purchase wheeled carts and Landfill Sunday opening pilot project
<b>Gross Operating Expenditures</b>	<b>39,974,963</b>	<b>40,058,363</b>	<b>41,637,914</b>	<b>-</b>	<b>41,637,914</b>	<b>1,662,951</b>	<b>4.2%</b>	
Transfer to Reserves - Capital	6,786,300	6,786,300	6,826,200	-	6,826,200	39,900	0.6%	Planned increase to support the purchase of new / replacement equipment
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>6,786,300</b>	<b>6,786,300</b>	<b>6,826,200</b>	<b>-</b>	<b>6,826,200</b>	<b>39,900</b>	<b>0.6%</b>	
<b>Total Gross Expenditures</b>	<b>46,761,263</b>	<b>46,844,663</b>	<b>48,464,114</b>	<b>-</b>	<b>48,464,114</b>	<b>1,702,851</b>	<b>3.6%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(7,225,303)	(7,308,703)	(7,122,903)	-	(7,122,903)	102,400	-1.4%	Waste Electrical and Electronic Equipment (WEEE) decrease of \$109,500 due to a decrease in the per tonne rate, \$82,000 decrease in Hazardous Household Waste (HHW) mainly due to change in provincial funding, and a \$45,000 decrease in container station revenue due to decreased tonnages and lower traffic counts. The decrease in revenues offset by increased recoveries from the school board due to increased waste collection costs
<b>Total Revenue</b>	<b>(7,225,303)</b>	<b>(7,308,703)</b>	<b>(7,122,903)</b>	<b>-</b>	<b>(7,122,903)</b>	<b>102,400</b>	<b>-1.4%</b>	
<b>Net Program Expenditures</b>	<b>\$ 39,535,960</b>	<b>\$ 39,535,960</b>	<b>\$ 41,341,211</b>	<b>\$ -</b>	<b>\$ 41,341,211</b>	<b>\$ 1,805,251</b>	<b>4.6%</b>	

# Strategic Investment

## Landfill Sunday Opening Pilot

### Funding Source

### Program Details

Department	Public Works
Division	Waste Management & Road Operations
Program	Waste Management
Cost Centre	257310

### Complement Details

Position Title	Landfill Sunday Opening Pilot
FTE Impact	
Personnel Group	OCT/MMSG

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 77,950	-
Materials & Supplies	-	-
Purchased Services	53,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>130,950</b>	-
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	(130,950)	-
<b>Gross Operating Expenditures</b>	-	-
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

### Business Case

**Recommendation:**  
Approval of an increase in Landfill Site operating hours for 4 hours (8:00 am- 12:00pm) on 13 Sundays from April 17 to July 10, 2016 to be funded from Tax Stabilization Reserve in 2016. Council through Report PW-20-15 approved the following resolution: "THAT the request for a three-month pilot project for partial Sunday openings of the Halton Waste Management Site be referred to the Planning and Public Works Committee Budget Meeting of December 2, 2015 for consideration."

**Need:**  
The pilot is designed to determine if a potential increase in customer service justifies the additional expenses and staff impacts.

Prior to the commencement of the pilot, Staff will present a report to Council in Quarter 1 of 2016 seeking approval to implement the pilot. The report will identify criteria that will be used to evaluate the pilot at the end of the 13 week period to determine if staff will recommend permanent Sunday operating hours.

**Implications:**  
The pilot project will provide an Increase in customer service, greater demands on overtime for existing staff, and an increase in HWMS operational costs of \$130,950. A permanent all-year program will have significantly higher costs due to the need to hire additional staff and renegotiate contracts. The estimated cost increase to provide year-round Sunday service would be approximately \$624,000/yr. with no additional revenue expected.

**Alternatives:**  
Extend the Site operating hours on one or two days from Monday to Saturday or not proceed with the pilot due to higher costs.

**Reference:**  
PW-20-15

# Budget and Business Plan 2016

## Finance



# Finance Department

## Departmental Goals

- Providing effective corporate support and financial planning services to the Regional Corporation, Regional Council, and the Halton Community Housing Corporation, including financial planning, budgeting, purchasing, accounting and information technology.
- Providing comprehensive short and long term financial plans that support the strategic directions of Council, protect the Region's AAA credit rating, and minimize the tax and user fee impact on residents.
- Implementing the development financing plan and the next development allocation program, based on the updated Regional Development Charges by-law, in order to support growth while minimizing impact on existing tax and rate payers.
- Maintaining the Region's financial records and preparing financial reporting that meets the requirements of an unqualified audit opinion by the Region's external auditors and the requirements of other Regional stakeholders.
- Ensuring the Corporation's purchasing practices result in fair and open competition in the marketplace and value to the Corporation in compliance with the Region's purchasing by-law.
- Delivering digital information technology solutions and services to support the business goals of all Regional programs.

## External Factors Influencing Activities & Outcomes

- Provincial and federal fiscal situation and implications for availability of funding from these orders of government.
- General economic conditions.
- Provincial legislative or regulatory changes.
- Impact of water consumption customer growth and assessment growth trends.
- The resolution of cost sharing arrangements for GO Transit capital budget funding.
- Timing of the Allocation Program.

# Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Financial Planning & Budgets	Financial Planning & Control	Credit rating	AAA	AAA	AAA	AAA	AAA	AAA credit rating has been achieved for the last 25 years
		Annual tax rate at or below the rate of inflation	Yes	Yes	Yes	Yes	Yes	
	Funds Management	Gross % realized return on the total internally managed investment portfolio (based on the average adjusted book value)	4.9%	4.5%	4.1%	3.8%	3.4%	The continued low interest rate environment along with net new cash inflows has kept downward pressure on the overall yield of the investment portfolio and subsequent returns.
Financial Reporting, Purchasing & Payroll	Transaction Processing	% of invoices paid after 60 days	7.7%	6.9%	7.2%	7.5%	7.5%	Typical delays in invoice payment result from the time required for verification of goods and services received from the vendor.
		Bad debt write off as a percentage of billed revenue	0.2%	0.2%	0.1%	0.2%	0.2%	
		GFOA Award for Financial Reporting	Yes	Yes	Pending	Yes	Yes	
	Procurement	Percent of goods and services purchased (operating and capital) through a procurement process	n/a	70.1%	74.6%	70.0%	70.0%	
		Average # of bids per procurement	5.9	5.8	5.1	5	5	
		Number of procurements per year	183	178	186	154	150	
	Payroll	# of pay deposits	93,039	94,993	98,447	96,500	97,500	The increase in 2014 was due to 27 pays in that year.
		# of T4's and T4A's issued	3,947	4,037	4,094	4,100	4,150	
	Information Technology	IT Consulting	Total cost of IT per municipal FTE	5,824	6,021	6,080	6,344	6,637
IT Solution Delivery		Enterprise software licenses served	3,649	3,695	3,837	4,094	4,482	2015 and 2016 adding IT access for Long Term Care Personal Support Workers
		Number of Online Transactional Services	9	11	22	42	55	Availability of online services has increased as an outcome of the Promote a culture of public accountability, transparency, and engagement Strategic Priority
IT Asset & Service Access		Number of Devices Supported	2,657	2,743	2,812	2,869	2,910	Growth in devices supported relates to increased mobile devices and growth in FTE
		Annual IT Service Desk Requests	31,572	32,254	28,833	32,064	35,700	Projection includes additional IT access for Long Term Care Personal Support Workers

# Departmental Summary

Finance Department	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 13,730,057	\$ 13,644,981	\$ 14,502,080	\$ 14,323,580	\$ 14,835,740	\$ -	\$ 14,835,740	\$ 333,660	2.3%	\$ 333,660	2.3%
Materials & Supplies	1,579,225	1,520,686	1,605,461	1,605,461	1,734,241	-	1,734,241	128,780	8.0%	128,780	8.0%
Purchased Services	3,476,820	3,814,433	4,576,947	4,675,447	4,912,650	-	4,912,650	335,703	7.3%	335,703	7.3%
Financial and Rent Expenses	326,067	318,868	338,500	355,500	375,500	-	375,500	37,000	10.9%	37,000	10.9%
Grants & Assistance	-	221	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>19,112,169</b>	<b>19,299,189</b>	<b>21,022,988</b>	<b>20,959,988</b>	<b>21,858,131</b>	<b>-</b>	<b>21,858,131</b>	<b>835,143</b>	<b>4.0%</b>	<b>835,143</b>	<b>4.0%</b>
Allocated Charges / Recoveries	(4,693,377)	(4,951,076)	(5,736,820)	(5,736,820)	(5,821,490)	-	(5,821,490)	(84,670)	1.5%	(84,670)	1.5%
Corporate Support	(16,240,013)	(16,517,590)	(17,078,041)	(17,078,041)	(17,851,516)	-	(17,851,516)	(773,475)	4.5%	(773,475)	4.5%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,940)	(8,940)	(8,300)	-	-	-	-	8,300	-100.0%	8,300	-100.0%
<b>Gross Operating Expenditures</b>	<b>(1,830,161)</b>	<b>(2,178,417)</b>	<b>(1,800,173)</b>	<b>(1,854,873)</b>	<b>(1,814,875)</b>	<b>-</b>	<b>(1,814,875)</b>	<b>(14,702)</b>	<b>0.8%</b>	<b>(14,702)</b>	<b>0.8%</b>
Transfer to Reserves - Capital	2,824,557	2,927,207	2,673,715	2,673,715	2,735,325	-	2,735,325	61,610	2.3%	61,610	2.3%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>2,824,557</b>	<b>2,927,207</b>	<b>2,673,715</b>	<b>2,673,715</b>	<b>2,735,325</b>	<b>-</b>	<b>2,735,325</b>	<b>61,610</b>	<b>2.3%</b>	<b>61,610</b>	<b>2.3%</b>
<b>Total Gross Expenditures</b>	<b>994,396</b>	<b>748,790</b>	<b>873,542</b>	<b>818,842</b>	<b>920,450</b>	<b>-</b>	<b>920,450</b>	<b>46,908</b>	<b>5.4%</b>	<b>46,908</b>	<b>5.4%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(934,821)	(1,009,393)	(873,542)	(945,142)	(920,450)	-	(920,450)	(46,908)	5.4%	(46,908)	5.4%
<b>Total Revenue</b>	<b>(934,821)</b>	<b>(1,009,393)</b>	<b>(873,542)</b>	<b>(945,142)</b>	<b>(920,450)</b>	<b>-</b>	<b>(920,450)</b>	<b>(46,908)</b>	<b>5.4%</b>	<b>(46,908)</b>	<b>5.4%</b>
<b>Net Program Expenditures</b>	<b>\$ 59,575</b>	<b>\$ (260,603)</b>	<b>\$ -</b>	<b>\$ (126,300)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Finance Department	2015	2016			Change			
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>139.9</b>	<b>140.4</b>	<b>-</b>	<b>140.4</b>	<b>0.5</b>	<b>0.4%</b>	<b>0.5</b>	<b>0.4%</b>



# Divisional Summary

Finance Administration	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 383,764	\$ 402,433	\$ 319,330	\$ 369,330	\$ 435,210	\$ -	\$ 435,210	\$ 115,880	36.3%	\$ 115,880	36.3%
Materials & Supplies	4,458	2,626	6,000	6,000	6,000	-	6,000	-	0.0%	-	0.0%
Purchased Services	8,751	3,781	14,150	14,150	14,150	-	14,150	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>396,973</b>	<b>408,841</b>	<b>339,480</b>	<b>389,480</b>	<b>455,360</b>	<b>-</b>	<b>455,360</b>	<b>115,880</b>	<b>34.1%</b>	<b>115,880</b>	<b>34.1%</b>
Allocated Charges / Recoveries	287	67	800	800	400	-	400	(400)	-50.0%	(400)	-50.0%
Corporate Support	(330,340)	(334,700)	(340,280)	(340,280)	(455,760)	-	(455,760)	(115,480)	33.9%	(115,480)	33.9%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>66,920</b>	<b>74,208</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>66,920</b>	<b>74,208</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 66,920</b>	<b>\$ 74,208</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Finance Administration	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>2.0</b>		<b>3.0</b>	<b>-</b>	<b>3.0</b>	<b>1.0</b>	<b>50.0%</b>	<b>1.0</b>	<b>50.0%</b>

# Budget Change Report

Finance Administration	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 319,330	\$ 369,330	\$ 435,210	\$ -	\$ 435,210	\$ 115,880	36.3%	Includes in-year position realignment within the department  Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR In accordance with corporate support allocation framework reflecting position realignment
Materials & Supplies	6,000	6,000	6,000	-	6,000	-	0.0%	
Purchased Services	14,150	14,150	14,150	-	14,150	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>339,480</b>	<b>389,480</b>	<b>455,360</b>	<b>-</b>	<b>455,360</b>	<b>115,880</b>	<b>34.1%</b>	
Allocated Charges/Recoveries	800	800	400	-	400	(400)	-50.0%	
Corporate Support	(340,280)	(340,280)	(455,760)	-	(455,760)	(115,480)	33.9%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Financial Planning & Budgets

## Divisional Summary

Financial Planning & Budgets	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 3,760,782	\$ 3,888,054	\$ 4,321,560	\$ 4,141,560	\$ 4,291,740	\$ -	\$ 4,291,740	\$ (29,820)	-0.7%	\$ (29,820)	-0.7%
Materials & Supplies	26,617	30,551	45,725	45,725	45,725	-	45,725	-	0.0%	-	0.0%
Purchased Services	198,071	368,901	275,330	262,030	267,030	-	267,030	(8,300)	-3.0%	(8,300)	-3.0%
Financial and Rent Expenses	174,377	161,699	170,000	187,000	207,000	-	207,000	37,000	21.8%	37,000	21.8%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>4,159,848</b>	<b>4,449,206</b>	<b>4,812,615</b>	<b>4,636,315</b>	<b>4,811,495</b>	<b>-</b>	<b>4,811,495</b>	<b>(1,120)</b>	<b>0.0%</b>	<b>(1,120)</b>	<b>0.0%</b>
Allocated Charges / Recoveries	(2,869,624)	(2,966,799)	(3,163,240)	(3,163,240)	(3,177,830)	-	(3,177,830)	(14,590)	0.5%	(14,590)	0.5%
Corporate Support	(1,258,363)	(1,114,859)	(1,140,975)	(1,140,975)	(1,056,565)	-	(1,056,565)	84,410	-7.4%	84,410	-7.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(8,940)	(8,940)	(8,300)	-	-	-	-	8,300	-100.0%	8,300	-100.0%
<b>Gross Operating Expenditures</b>	<b>22,921</b>	<b>358,608</b>	<b>500,100</b>	<b>332,100</b>	<b>577,100</b>	<b>-</b>	<b>577,100</b>	<b>77,000</b>	<b>15.4%</b>	<b>77,000</b>	<b>15.4%</b>
Transfer to Reserves - Capital	40,000	40,000	40,000	40,000	-	-	-	(40,000)	-100.0%	(40,000)	-100.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>	<b>(40,000)</b>	<b>-100.0%</b>
<b>Total Gross Expenditures</b>	<b>62,921</b>	<b>398,608</b>	<b>540,100</b>	<b>372,100</b>	<b>577,100</b>	<b>-</b>	<b>577,100</b>	<b>37,000</b>	<b>6.9%</b>	<b>37,000</b>	<b>6.9%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(432,945)	(551,807)	(540,100)	(577,100)	(577,100)	-	(577,100)	(37,000)	6.9%	(37,000)	6.9%
<b>Total Revenue</b>	<b>(432,945)</b>	<b>(551,807)</b>	<b>(540,100)</b>	<b>(577,100)</b>	<b>(577,100)</b>	<b>-</b>	<b>(577,100)</b>	<b>(37,000)</b>	<b>6.9%</b>	<b>(37,000)</b>	<b>6.9%</b>
<b>Net Program Expenditures</b>	<b>\$ (370,024)</b>	<b>\$ (153,199)</b>	<b>\$ -</b>	<b>\$ (205,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Financial Planning & Budgets	2015	2016			Change			
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>40.0</b>	<b>39.0</b>	<b>-</b>	<b>39.0</b>	<b>(1.0)</b>	<b>-2.5%</b>	<b>(1.0)</b>	<b>-2.5%</b>

# Budget Change Report

Financial Planning & Budgets	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 4,321,560	\$ 4,141,560	\$ 4,291,740	\$ -	\$ 4,291,740	\$ (29,820)	-0.7%	Includes in-year position realignment within the department
Materials & Supplies	45,725	45,725	45,725	-	45,725	-	0.0%	
Purchased Services	275,330	262,030	267,030	-	267,030	(8,300)	-3.0%	Reduction due to Gas Tax Audit Fee removed under the revised Gas Tax Agreement
Financial and Rent Expenses	170,000	187,000	207,000	-	207,000	37,000	21.8%	Increase due to higher bank charges based on actual cost experienced
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>4,812,615</b>	<b>4,636,315</b>	<b>4,811,495</b>	<b>-</b>	<b>4,811,495</b>	<b>(1,120)</b>	<b>0.0%</b>	
Allocated Charges/Recoveries	(3,163,240)	(3,163,240)	(3,177,830)	-	(3,177,830)	(14,590)	0.5%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	(1,140,975)	(1,140,975)	(1,056,565)	-	(1,056,565)	84,410	-7.4%	In accordance with corporate support allocation framework reflecting position realignment
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(8,300)	-	-	-	-	8,300	-100.0%	Reduction due to removal of Gas Tax audit fee
<b>Gross Operating Expenditures</b>	<b>500,100</b>	<b>332,100</b>	<b>577,100</b>	<b>-</b>	<b>577,100</b>	<b>77,000</b>	<b>15.4%</b>	
Transfer to Reserves - Capital	40,000	40,000	-	-	-	(40,000)	-100.0%	Reduction due to complete repayment to reserve for investment system upgrade
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>	<b>-100.0%</b>	
<b>Total Gross Expenditures</b>	<b>540,100</b>	<b>372,100</b>	<b>577,100</b>	<b>-</b>	<b>577,100</b>	<b>37,000</b>	<b>6.9%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(540,100)	(577,100)	(577,100)	-	(577,100)	(37,000)	6.9%	Increase in the portfolio management revenue from local municipalities based on actual trends
<b>Total Revenue</b>	<b>(540,100)</b>	<b>(577,100)</b>	<b>(577,100)</b>	<b>-</b>	<b>(577,100)</b>	<b>(37,000)</b>	<b>6.9%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (205,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Financial, Purchasing & Payroll Services

## Divisional Summary

Financial, Purchasing & Payroll Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 4,445,019	\$ 4,290,111	\$ 4,494,620	\$ 4,589,920	\$ 4,646,120	\$ -	\$ 4,646,120	\$ 151,500	3.4%	\$ 151,500	3.4%
Materials & Supplies	25,738	25,473	32,356	32,356	33,216	-	33,216	860	2.7%	860	2.7%
Purchased Services	502,907	436,826	498,254	578,054	505,754	-	505,754	7,500	1.5%	7,500	1.5%
Financial and Rent Expenses	67	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	221	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>4,973,730</b>	<b>4,752,631</b>	<b>5,025,230</b>	<b>5,200,330</b>	<b>5,185,090</b>	<b>-</b>	<b>5,185,090</b>	<b>159,860</b>	<b>3.2%</b>	<b>159,860</b>	<b>3.2%</b>
Allocated Charges / Recoveries	(303,859)	(300,901)	(615,945)	(615,945)	(519,190)	-	(519,190)	96,755	-15.7%	96,755	-15.7%
Corporate Support	(4,112,586)	(4,202,345)	(4,304,335)	(4,304,335)	(4,561,350)	-	(4,561,350)	(257,015)	6.0%	(257,015)	6.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>557,285</b>	<b>249,385</b>	<b>104,950</b>	<b>280,050</b>	<b>104,550</b>	<b>-</b>	<b>104,550</b>	<b>(400)</b>	<b>-0.4%</b>	<b>(400)</b>	<b>-0.4%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>557,285</b>	<b>249,385</b>	<b>104,950</b>	<b>280,050</b>	<b>104,550</b>	<b>-</b>	<b>104,550</b>	<b>(400)</b>	<b>-0.4%</b>	<b>(400)</b>	<b>-0.4%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(292,780)	(243,461)	(104,950)	(139,550)	(104,550)	-	(104,550)	400	-0.4%	400	-0.4%
<b>Total Revenue</b>	<b>(292,780)</b>	<b>(243,461)</b>	<b>(104,950)</b>	<b>(139,550)</b>	<b>(104,550)</b>	<b>-</b>	<b>(104,550)</b>	<b>400</b>	<b>-0.4%</b>	<b>400</b>	<b>-0.4%</b>
<b>Net Program Expenditures</b>	<b>\$ 264,505</b>	<b>\$ 5,924</b>	<b>\$ -</b>	<b>\$ 140,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Financial, Purchasing & Payroll Services	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Total	48.5		49.0	-	49.0	0.5	1.0%	0.5	1.0%

# Budget Change Report

Financial, Purchasing & Payroll Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 4,494,620	\$ 4,589,920	\$ 4,646,120	\$ -	\$ 4,646,120	\$ 151,500	3.4%	Includes an additional 0.5 FTE to support payroll reporting requirements Additional cell phone required Inflationary increase in contracted services for audit and payroll  Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR In accordance with corporate support allocation framework to reflect additional resources and program support costs
Materials & Supplies	32,356	32,356	33,216	-	33,216	860	2.7%	
Purchased Services	498,254	578,054	505,754	-	505,754	7,500	1.5%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>5,025,230</b>	<b>5,200,330</b>	<b>5,185,090</b>	<b>-</b>	<b>5,185,090</b>	<b>159,860</b>	<b>3.2%</b>	
Allocated Charges/Recoveries	(615,945)	(615,945)	(519,190)	-	(519,190)	96,755	-15.7%	
Corporate Support	(4,304,335)	(4,304,335)	(4,561,350)	-	(4,561,350)	(257,015)	6.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>104,950</b>	<b>280,050</b>	<b>104,550</b>	<b>-</b>	<b>104,550</b>	<b>(400)</b>	<b>-0.4%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>104,950</b>	<b>280,050</b>	<b>104,550</b>	<b>-</b>	<b>104,550</b>	<b>(400)</b>	<b>-0.4%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(104,950)	(139,550)	(104,550)	-	(104,550)	400	-0.4%	
<b>Total Revenue</b>	<b>(104,950)</b>	<b>(139,550)</b>	<b>(104,550)</b>	<b>-</b>	<b>(104,550)</b>	<b>400</b>	<b>-0.4%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ 140,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Information Technology

## Divisional Summary

Information Technology	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 5,140,492	\$ 5,064,383	\$ 5,366,570	\$ 5,222,770	\$ 5,462,670	\$ -	\$ 5,462,670	\$ 96,100	1.8%	\$ 96,100	1.8%
Materials & Supplies	1,522,412	1,462,035	1,521,380	1,521,380	1,649,300	-	1,649,300	127,920	8.4%	127,920	8.4%
Purchased Services	2,767,091	3,004,925	3,789,213	3,821,213	4,125,716	-	4,125,716	336,503	8.9%	336,503	8.9%
Financial and Rent Expenses	151,624	157,169	168,500	168,500	168,500	-	168,500	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>9,581,619</b>	<b>9,688,512</b>	<b>10,845,663</b>	<b>10,733,863</b>	<b>11,406,186</b>	<b>-</b>	<b>11,406,186</b>	<b>560,523</b>	<b>5.2%</b>	<b>560,523</b>	<b>5.2%</b>
Allocated Charges / Recoveries	(1,520,181)	(1,683,443)	(1,958,435)	(1,958,435)	(2,124,870)	-	(2,124,870)	(166,435)	8.5%	(166,435)	8.5%
Corporate Support	(10,538,724)	(10,865,686)	(11,292,451)	(11,292,451)	(11,777,841)	-	(11,777,841)	(485,390)	4.3%	(485,390)	4.3%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(2,477,287)</b>	<b>(2,860,617)</b>	<b>(2,405,223)</b>	<b>(2,517,023)</b>	<b>(2,496,525)</b>	<b>-</b>	<b>(2,496,525)</b>	<b>(91,302)</b>	<b>3.8%</b>	<b>(91,302)</b>	<b>3.8%</b>
Transfer to Reserves - Capital	2,784,557	2,887,207	2,633,715	2,633,715	2,735,325	-	2,735,325	101,610	3.9%	101,610	3.9%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>2,784,557</b>	<b>2,887,207</b>	<b>2,633,715</b>	<b>2,633,715</b>	<b>2,735,325</b>	<b>-</b>	<b>2,735,325</b>	<b>101,610</b>	<b>3.9%</b>	<b>101,610</b>	<b>3.9%</b>
<b>Total Gross Expenditures</b>	<b>307,271</b>	<b>26,590</b>	<b>228,492</b>	<b>116,692</b>	<b>238,800</b>	<b>-</b>	<b>238,800</b>	<b>10,308</b>	<b>4.5%</b>	<b>10,308</b>	<b>4.5%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(209,096)	(214,125)	(228,492)	(228,492)	(238,800)	-	(238,800)	(10,308)	4.5%	(10,308)	4.5%
<b>Total Revenue</b>	<b>(209,096)</b>	<b>(214,125)</b>	<b>(228,492)</b>	<b>(228,492)</b>	<b>(238,800)</b>	<b>-</b>	<b>(238,800)</b>	<b>(10,308)</b>	<b>4.5%</b>	<b>(10,308)</b>	<b>4.5%</b>
<b>Net Program Expenditures</b>	<b>\$ 98,175</b>	<b>\$ (187,535)</b>	<b>\$ -</b>	<b>\$ (111,800)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Information Technology	2015		2016			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>49.4</b>		<b>49.4</b>	<b>-</b>	<b>49.4</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Information Technology	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 5,366,570	\$ 5,222,770	\$ 5,462,670	\$ -	\$ 5,462,670	\$ 96,100	1.8%	Increase in telephone (\$100,000) and data lines (\$28,000) based on renewed contracts due to growth in number of networked sites, backup capacity and Wi-Fi services Increase in software maintenance contracts, computing services and hardware maintenances  Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR In accordance with corporate support allocation framework reflecting increased program support costs for telephone, datalines, software / hardware maintenance costs and computing services  Increases in Teranet / SAP recoveries from local municipalities based on land parcel growth and contract costs
Materials & Supplies	1,521,380	1,521,380	1,649,300	-	1,649,300	127,920	8.4%	
Purchased Services	3,789,213	3,821,213	4,125,716	-	4,125,716	336,503	8.9%	
Financial and Rent Expenses	168,500	168,500	168,500	-	168,500	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>10,845,663</b>	<b>10,733,863</b>	<b>11,406,186</b>	<b>-</b>	<b>11,406,186</b>	<b>560,523</b>	<b>5.2%</b>	
Allocated Charges/Recoveries	(1,958,435)	(1,958,435)	(2,124,870)	-	(2,124,870)	(166,435)	8.5%	
Corporate Support	(11,292,451)	(11,292,451)	(11,777,841)	-	(11,777,841)	(485,390)	4.3%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>(2,405,223)</b>	<b>(2,517,023)</b>	<b>(2,496,525)</b>	<b>-</b>	<b>(2,496,525)</b>	<b>(91,302)</b>	<b>3.8%</b>	
Transfer to Reserves - Capital	2,633,715	2,633,715	2,735,325	-	2,735,325	101,610	3.9%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>2,633,715</b>	<b>2,633,715</b>	<b>2,735,325</b>	<b>-</b>	<b>2,735,325</b>	<b>101,610</b>	<b>3.9%</b>	
<b>Total Gross Expenditures</b>	<b>228,492</b>	<b>116,692</b>	<b>238,800</b>	<b>-</b>	<b>238,800</b>	<b>10,308</b>	<b>4.5%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(228,492)	(228,492)	(238,800)	-	(238,800)	(10,308)	4.5%	
<b>Total Revenue</b>	<b>(228,492)</b>	<b>(228,492)</b>	<b>(238,800)</b>	<b>-</b>	<b>(238,800)</b>	<b>(10,308)</b>	<b>4.5%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (111,800)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	



# Budget and Business Plan 2016

## CAO's Office



# CAO's Office

## Departmental Goals

- Ensure effective and efficient administration of the organization and high quality service delivery to the citizens of Halton.
- Provide strategic leadership to the organization in order to direct the implementation of Regional Council policies and decisions.
- Provide sound corporate governance and a well-defined accountability structure as a foundation for organizational control.
- Ensure that Halton Region maintains a safe, healthy and skilled Regional workforce.
- Monitor and report on the progress of the Region's Strategic Action Plan.
- Promote the Region's position on issues and maintain strong relationships with other levels of government and organizations to share information and ensure Halton's interests are advanced.
- Ensure that Halton's growth management strategy and associated financial management plans achieve the appropriate balance between Halton's desire to grow and the need to create complete communities in keeping with Halton's Regional Official Plan.
- Co-ordinate emergency planning in Halton and raise public awareness of the need for personal emergency preparedness.
- Ensure that Halton responds appropriately to new legislative requirements.
- Ensure the implementation of a Regional best practice approach to policy development.
- Provide an appropriate Performance Management framework for the organization
- Ensure that the Region's operations continue to be effective and efficient.
- Ensure the development of effective communication strategies to raise awareness and understanding of Regional programs and services among Halton residents and key stakeholders.
- Ensure appropriate internal controls and processes are in place to manage the integrity, completeness, fairness and cost-effectiveness of the Region's business processes.

## External Factors Influencing Activities & Outcomes

- Provincial / Federal legislation, policy and funding priorities.
- Increasing costs to accommodate growth and meet community needs.
- Community priorities.
- Work in consultation with and support of the Local Municipal Governments.

## Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Business Planning & Corporate Initiatives	Emergency Management	Annual Emergency Exercises completed	7	10	6	7	7	
Human Resources	Human Resources	Number of FTE (excluding Police)	2,021.8	2,053.8	2,061.3	2,093.1	2,114.5	
		% of voluntary turnover for all permanent positions per year	3.7%	3.1%	4.7%	5.1%	4.8%	
		Average Days to Fill Staff Vacancies	50	52	54	53	52	
Internal Audit	Internal Audit	Number of Internal Audits Completed	8	7	12	7	7	2014 included 4 follow up audits which take less time to complete as well as one audit completed by a consultant.
Policy Integration & Communications	Service Delivery	# of calls received at Access Halton	289,857	304,354	314,400	303,200	302,400	
		# of visits to the Halton Website	1,971,383	2,533,903	2,614,153	2,750,000	2,805,000	
		% of customers who are overall satisfied with their call centre experience	92.0%	92.0%	93.0%	95.0%	95.0%	
		Number of services that can be accessed online	N/A	64	64	64	71	
		Average duration of calls by Access Halton (seconds)	132	140	147	148	150	

## Departmental Summary

CAO's Office	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 8,972,876	\$ 7,470,589	\$ 10,043,220	\$ 8,788,220	\$ 10,152,920	\$ 550,000	\$ 10,702,920	\$ 109,700	1.1%	\$ 659,700	6.6%
Materials & Supplies	294,153	289,341	377,215	362,215	389,340	-	389,340	12,125	3.2%	12,125	3.2%
Purchased Services	1,906,534	2,482,146	3,114,300	3,166,800	3,102,175	-	3,102,175	(12,125)	-0.4%	(12,125)	-0.4%
Financial and Rent Expenses	458	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	63,616	62,746	67,300	67,300	67,300	-	67,300	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>11,237,637</b>	<b>10,304,822</b>	<b>13,602,035</b>	<b>12,384,535</b>	<b>13,711,735</b>	<b>550,000</b>	<b>14,261,735</b>	<b>109,700</b>	<b>0.8%</b>	<b>659,700</b>	<b>4.9%</b>
Allocated Charges / Recoveries	(843,869)	(890,741)	(1,442,230)	(1,098,430)	(1,231,864)	-	(1,231,864)	210,366	-14.6%	210,366	-14.6%
Corporate Support	(9,866,792)	(9,654,101)	(11,371,466)	(11,379,166)	(11,572,302)	(550,000)	(12,122,302)	(200,836)	1.8%	(750,836)	6.6%
Transfers to Reserves-Operating	936,249	191,783	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(1,843,590)	(891,130)	(874,170)	(874,170)	(889,400)	-	(889,400)	(15,230)	1.7%	(15,230)	1.7%
<b>Gross Operating Expenditures</b>	<b>(380,365)</b>	<b>(939,367)</b>	<b>(85,831)</b>	<b>(967,231)</b>	<b>18,169</b>	<b>-</b>	<b>18,169</b>	<b>104,000</b>	<b>-121.2%</b>	<b>104,000</b>	<b>-121.2%</b>
Transfer to Reserves - Capital	204,000	4,000	104,000	104,000	-	-	-	(104,000)	-100.0%	(104,000)	-100.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>204,000</b>	<b>4,000</b>	<b>104,000</b>	<b>104,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(104,000)</b>	<b>-100.0%</b>	<b>(104,000)</b>	<b>-100.0%</b>
<b>Total Gross Expenditures</b>	<b>(176,365)</b>	<b>(935,367)</b>	<b>18,169</b>	<b>(863,231)</b>	<b>18,169</b>	<b>-</b>	<b>18,169</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	(48,000)	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(136,018)	(3,622)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(184,018)</b>	<b>(3,622)</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>-</b>	<b>(18,169)</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (360,383)</b>	<b>\$ (938,989)</b>	<b>\$ -</b>	<b>\$ (881,400)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

CAO's Office	2015	2016			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>98.4</b>	<b>98.4</b>	<b>-</b>	<b>98.4</b>	<b>-</b>	<b>0.0%</b>

## Divisional Summary

Chief Administrative Officer	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 580,947	\$ 419,278	\$ 444,150	\$ 444,150	\$ 451,810	\$ -	\$ 451,810	\$ 7,660	1.7%	\$ 7,660	1.7%
Materials & Supplies	16,524	14,141	17,000	21,200	17,000	-	17,000	-	0.0%	-	0.0%
Purchased Services	27,159	27,956	48,675	42,175	48,675	-	48,675	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	2,500	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>627,130</b>	<b>461,375</b>	<b>509,825</b>	<b>507,525</b>	<b>517,485</b>	<b>-</b>	<b>517,485</b>	<b>7,660</b>	<b>1.5%</b>	<b>7,660</b>	<b>1.5%</b>
Allocated Charges / Recoveries	1,884	390	450	450	150	-	150	(300)	-66.7%	(300)	-66.7%
Corporate Support	(659,345)	(504,242)	(510,275)	(511,475)	(517,635)	-	(517,635)	(7,360)	1.4%	(7,360)	1.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(30,331)</b>	<b>(42,477)</b>	<b>-</b>	<b>(3,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(30,331)</b>	<b>(42,477)</b>	<b>-</b>	<b>(3,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (30,331)</b>	<b>\$ (42,477)</b>	<b>\$ -</b>	<b>\$ (3,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Chief Administrative Officer	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>3.7</b>		<b>2.7</b>	<b>-</b>	<b>2.7</b>	<b>(1.1)</b>	<b>-28.1%</b>	<b>(1.1)</b>	<b>-28.1%</b>

# Budget Change Report

Chief Administrative Officer	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 444,150	\$ 444,150	\$ 451,810	\$ -	\$ 451,810	\$ 7,660	1.7%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Materials & Supplies	17,000	21,200	17,000	-	17,000	-	0.0%	
Purchased Services	48,675	42,175	48,675	-	48,675	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>509,825</b>	<b>507,525</b>	<b>517,485</b>	<b>-</b>	<b>517,485</b>	<b>7,660</b>	<b>1.5%</b>	
Allocated Charges/Recoveries	450	450	150	-	150	(300)	-66.7%	
Corporate Support	(510,275)	(511,475)	(517,635)	-	(517,635)	(7,360)	1.4%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>(3,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>(3,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (3,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Policy Integration & Communications

## Divisional Summary

Policy Integration & Communications	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 4,597,477	\$ 3,517,111	\$ 4,174,420	\$ 3,924,420	\$ 4,322,560	\$ -	\$ 4,322,560	\$ 148,140	3.5%	\$ 148,140	3.5%
Materials & Supplies	194,949	206,566	228,098	224,498	240,223	-	240,223	12,125	5.3%	12,125	5.3%
Purchased Services	892,363	1,385,184	1,607,918	1,611,318	1,595,793	-	1,595,793	(12,125)	-0.8%	(12,125)	-0.8%
Financial and Rent Expenses	458	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	51,500	51,500	51,500	51,500	51,500	-	51,500	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>5,736,746</b>	<b>5,160,361</b>	<b>6,061,936</b>	<b>5,811,736</b>	<b>6,210,076</b>	<b>-</b>	<b>6,210,076</b>	<b>148,140</b>	<b>2.4%</b>	<b>148,140</b>	<b>2.4%</b>
Allocated Charges / Recoveries	(731,254)	(825,929)	(1,267,045)	(1,267,045)	(1,253,432)	-	(1,253,432)	13,613	-1.1%	13,613	-1.1%
Corporate Support	(5,051,247)	(4,243,422)	(4,776,722)	(4,776,722)	(4,938,475)	-	(4,938,475)	(161,753)	3.4%	(161,753)	3.4%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(45,755)</b>	<b>91,010</b>	<b>18,169</b>	<b>(232,031)</b>	<b>18,169</b>	<b>-</b>	<b>18,169</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	200,000	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>154,245</b>	<b>91,010</b>	<b>18,169</b>	<b>(232,031)</b>	<b>18,169</b>	<b>-</b>	<b>18,169</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	(48,000)	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(2,732)	(1,964)	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(50,732)</b>	<b>(1,964)</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>-</b>	<b>(18,169)</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 103,514</b>	<b>\$ 89,046</b>	<b>\$ -</b>	<b>\$ (250,200)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Policy Integration & Communications	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Total	46.5		47.5	-	47.5	1.0	2.2%	1.0	2.2%

# Budget Change Report

Policy Integration & Communication	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 4,174,420	\$ 3,924,420	\$ 4,322,560	\$ -	\$ 4,322,560	\$ 148,140	3.5%	Reflects the realignment of resources within the CAO's Office
Materials & Supplies	228,098	224,498	240,223	-	240,223	12,125	5.3%	
Purchased Services	1,607,918	1,611,318	1,595,793	-	1,595,793	(12,125)	-0.8%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	51,500	51,500	51,500	-	51,500	-	0.0%	
<b>Total Direct Costs</b>	<b>6,061,936</b>	<b>5,811,736</b>	<b>6,210,076</b>	<b>-</b>	<b>6,210,076</b>	<b>148,140</b>	<b>2.4%</b>	
Allocated Charges/Recoveries	(1,267,045)	(1,267,045)	(1,253,432)	-	(1,253,432)	13,613	-1.1%	In accordance with corporate support cost allocation framework reflecting the realignment of resources within the CAO's Office
Corporate Support	(4,776,722)	(4,776,722)	(4,938,475)	-	(4,938,475)	(161,753)	3.4%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>18,169</b>	<b>(232,031)</b>	<b>18,169</b>	<b>-</b>	<b>18,169</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>18,169</b>	<b>(232,031)</b>	<b>18,169</b>	<b>-</b>	<b>18,169</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(18,169)	(18,169)	(18,169)	-	(18,169)	-	0.0%	
<b>Total Revenue</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>(18,169)</b>	<b>-</b>	<b>(18,169)</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (250,200)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Internal Audit

## Divisional Summary

Internal Audit	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 328,759	\$ 403,130	\$ 512,120	\$ 512,120	\$ 522,600	\$ -	\$ 522,600	\$ 10,480	2.0%	\$ 10,480	2.0%
Materials & Supplies	4,675	3,530	4,505	6,705	4,505	-	4,505	-	0.0%	-	0.0%
Purchased Services	35,825	57,291	47,010	47,010	47,010	-	47,010	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>369,259</b>	<b>463,951</b>	<b>563,635</b>	<b>565,835</b>	<b>574,115</b>	<b>-</b>	<b>574,115</b>	<b>10,480</b>	<b>1.9%</b>	<b>10,480</b>	<b>1.9%</b>
Allocated Charges / Recoveries	12	22	1,250	1,250	50	-	50	(1,200)	-96.0%	(1,200)	-96.0%
Corporate Support	(431,190)	(436,355)	(564,885)	(564,885)	(574,165)	-	(574,165)	(9,280)	1.6%	(9,280)	1.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(61,919)</b>	<b>27,618</b>	<b>-</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(61,919)</b>	<b>27,618</b>	<b>-</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (61,919)</b>	<b>\$ 27,618</b>	<b>\$ -</b>	<b>\$ 2,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Internal Audit	2015		2016			Change			
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
<b>Total</b>	<b>4.0</b>		<b>4.0</b>	<b>-</b>	<b>4.0</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Internal Audit	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 512,120	\$ 512,120	\$ 522,600	\$ -	\$ 522,600	\$ 10,480	2.0%	Adjusted program support costs to reflect actual demand and centralized corporate staff training through HR
Materials & Supplies	4,505	6,705	4,505	-	4,505	-	0.0%	
Purchased Services	47,010	47,010	47,010	-	47,010	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>563,635</b>	<b>565,835</b>	<b>574,115</b>	<b>-</b>	<b>574,115</b>	<b>10,480</b>	<b>1.9%</b>	
Allocated Charges/Recoveries	1,250	1,250	50	-	50	(1,200)	-96.0%	
Corporate Support	(564,885)	(564,885)	(574,165)	-	(574,165)	(9,280)	1.6%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ 2,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Business Planning & Corporate Initiatives

## Divisional Summary

Business Planning & Corporate Initiatives	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 1,023,754	\$ 842,328	\$ 1,834,340	\$ 1,154,340	\$ 1,761,700	\$ -	\$ 1,761,700	\$ (72,640)	-4.0%	\$ (72,640)	-4.0%
Materials & Supplies	24,953	18,565	35,952	25,952	35,952	-	35,952	-	0.0%	-	0.0%
Purchased Services	54,615	148,237	315,350	299,950	315,350	-	315,350	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>1,103,321</b>	<b>1,009,129</b>	<b>2,185,642</b>	<b>1,480,242</b>	<b>2,113,002</b>	<b>-</b>	<b>2,113,002</b>	<b>(72,640)</b>	<b>-3.3%</b>	<b>(72,640)</b>	<b>-3.3%</b>
Allocated Charges / Recoveries	1,578	1,496	34,175	288,575	33,938	-	33,938	(237)	-0.7%	(237)	-0.7%
Corporate Support	(1,186,850)	(1,851,521)	(2,323,817)	(2,330,317)	(2,146,940)	-	(2,146,940)	176,877	-7.6%	176,877	-7.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(81,951)</b>	<b>(840,896)</b>	<b>(104,000)</b>	<b>(561,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,000</b>	<b>-100.0%</b>	<b>104,000</b>	<b>-100.0%</b>
Transfer to Reserves - Capital	4,000	4,000	104,000	104,000	-	-	-	(104,000)	-100.0%	(104,000)	-100.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>4,000</b>	<b>4,000</b>	<b>104,000</b>	<b>104,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(104,000)</b>	<b>-100.0%</b>	<b>(104,000)</b>	<b>-100.0%</b>
<b>Total Gross Expenditures</b>	<b>(77,951)</b>	<b>(836,896)</b>	<b>-</b>	<b>(457,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(1,067)	(1,658)	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(1,067)</b>	<b>(1,658)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (79,018)</b>	<b>\$ (838,555)</b>	<b>\$ -</b>	<b>\$ (457,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Business Planning & Corporate Initiatives	2015	2016			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>13.8</b>	<b>13.8</b>	<b>-</b>	<b>13.8</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Business Planning & Corporate Initiatives	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 1,834,340	\$ 1,154,340	\$ 1,761,700	\$ -	\$ 1,761,700	\$ (72,640)	-4.0%	Reflects the realignment of resources within the CAO's Office
Materials & Supplies	35,952	25,952	35,952	-	35,952	-	0.0%	
Purchased Services	315,350	299,950	315,350	-	315,350	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>2,185,642</b>	<b>1,480,242</b>	<b>2,113,002</b>	<b>-</b>	<b>2,113,002</b>	<b>(72,640)</b>	<b>-3.3%</b>	
Allocated Charges/Recoveries	34,175	288,575	33,938	-	33,938	(237)	-0.7%	In accordance with corporate support cost allocation framework reflecting the realignment of resources within the CAO's Office and elimination of the reserve payback for 311 Telephone Capacity
Corporate Support	(2,323,817)	(2,330,317)	(2,146,940)	-	(2,146,940)	176,877	-7.6%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>(104,000)</b>	<b>(561,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,000</b>	<b>-100.0%</b>	
Transfer to Reserves - Capital	104,000	104,000	-	-	-	(104,000)	-100.0%	Elimination of one-time payback for 311 Telephone Capacity
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>104,000</b>	<b>104,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(104,000)</b>	<b>-100.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>(457,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (457,500)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Human Resource Services

## Divisional Summary

Human Resource Services	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 2,441,939	\$ 2,288,742	\$ 3,078,190	\$ 2,753,190	\$ 3,094,250	\$ 550,000	\$ 3,644,250	\$ 16,060	0.5%	\$ 566,060	18.4%
Materials & Supplies	53,053	46,539	91,660	83,860	91,660	-	91,660	-	0.0%	-	0.0%
Purchased Services	896,572	863,479	1,095,347	1,166,347	1,095,347	-	1,095,347	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	9,616	11,246	15,800	15,800	15,800	-	15,800	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>3,401,180</b>	<b>3,210,006</b>	<b>4,280,997</b>	<b>4,019,197</b>	<b>4,297,057</b>	<b>550,000</b>	<b>4,847,057</b>	<b>16,060</b>	<b>0.4%</b>	<b>566,060</b>	<b>13.2%</b>
Allocated Charges / Recoveries	(116,089)	(66,720)	(211,060)	(121,660)	(12,570)	-	(12,570)	198,490	-94.0%	198,490	-94.0%
Corporate Support	(2,538,160)	(2,618,561)	(3,195,767)	(3,195,767)	(3,395,087)	(550,000)	(3,945,087)	(199,320)	6.2%	(749,320)	23.4%
Transfers to Reserves-Operating	936,249	191,783	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(1,843,590)	(891,130)	(874,170)	(874,170)	(889,400)	-	(889,400)	(15,230)	1.7%	(15,230)	1.7%
<b>Gross Operating Expenditures</b>	<b>(160,410)</b>	<b>(174,622)</b>	<b>-</b>	<b>(172,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(160,410)</b>	<b>(174,622)</b>	<b>-</b>	<b>(172,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(132,219)	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>(132,219)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (292,629)</b>	<b>\$ (174,622)</b>	<b>\$ -</b>	<b>\$ (172,400)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Human Resource Services	2015		2016			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>30.4</b>		<b>30.4</b>	<b>-</b>	<b>30.4</b>	<b>-</b>	<b>0.0%</b>



## Budget Change Report

	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
<b>Human Resource Services</b>								
Personnel Services	\$ 3,078,190	\$ 2,753,190	\$ 3,094,250	\$ 550,000	\$ 3,644,250	\$ 566,060	18.4%	Increase due to Internship and Apprenticeship Program proposed in Strategic Investment
Materials & Supplies	91,660	83,860	91,660	-	91,660	-	0.0%	
Purchased Services	1,095,347	1,166,347	1,095,347	-	1,095,347	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	15,800	15,800	15,800	-	15,800	-	0.0%	
<b>Total Direct Costs</b>	<b>4,280,997</b>	<b>4,019,197</b>	<b>4,297,057</b>	<b>550,000</b>	<b>4,847,057</b>	<b>566,060</b>	<b>13.2%</b>	
Allocated Charges/Recoveries	(211,060)	(121,660)	(12,570)	-	(12,570)	198,490	-94.0%	Adjusted program support costs to reflect actual services provided
Corporate Support	(3,195,767)	(3,195,767)	(3,395,087)	(550,000)	(3,945,087)	(749,320)	23.4%	In accordance with corporate support allocation framework driven by corporate staff training program centralized through HR and the Internship and Apprenticeship Program
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	(874,170)	(874,170)	(889,400)	-	(889,400)	(15,230)	1.7%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>(172,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>(172,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (172,400)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Strategic Investment

## Internship and Apprenticeship Program

<b>Funding Source</b>	Tax
-----------------------	-----

### Program Details

Department	Office of the CAO
Division	Human Resource Services
Program	Talent Acquisition
Cost Centre	671200

### Complement Details

Position Title	
FTE Impact	
Personnel Group	

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 550,000	\$ 550,000
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>550,000</b>	<b>550,000</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>550,000</b>	<b>550,000</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 550,000</b>	<b>\$ 550,000</b>

### Business Case

#### Recommendation:

That an Internship and Apprenticeship Program be established at a cost of \$550,000 to provide paid temporary employment opportunities to new graduates and apprentices to address workload issues in Regional programs.

#### Need:

Human resource planning has been identified as a priority to respond to the changing demographics in the workplace as the baby boomers retire. Halton Region's approach is comprehensive and over the last 2 years has included the following initiatives:

- Leadership@Halton – a development program for all staff holding leadership positions designed to build strong internal leadership capabilities.
- Talent Management pilot – a pilot program being undertaken in Public Works to guide the design of a corporate development program targeted at the Region's high potential future leaders at all levels of the organization.
- Learning Management System – a system which assists employees to access on-line training resources, track training plans and record accomplishments.
- Recruiting – the introduction of new HR supports in recruiting to improve the quality of the recruiting process and attract the best internal and external candidates to available opportunities.
- Employee Engagement – enhanced internal communications and a focus on recognition.
- HR Access – a centralized HR resource to support staff and supervisors.
- Rejuvenation of HR Policies –revisions to outdated HR policies which reflect the current work environment, improve transparency, promote talent management and support a healthy workplace.

In 2016, there will be increased focus on building careers paths, including enhancing opportunities at the entry level. As part of this initiative, the 2016 Budget includes a provision for a new Internship/Apprenticeship program that would provide paid temporary employment opportunities to new graduates and apprentices to address workload issues in Regional programs. The program would introduce young talent to the public sector, the municipal sector and the Region while providing valuable resources to meet the demands for the Region's programs. The program also provides valuable opportunities for young people to get work experience. The Region will benefit from the additional resources, from new ideas and approaches and from increased opportunities to attract the brightest and best young talent on a permanent basis. The Region has had a successful internship program in Legal Services for many years. This initiative will expand the program across the Region.

The program will be led by Human Resources. The budget provides sufficient resources for approximately 10 new intern /apprentice positions.

#### Implications:

Attracting recent graduates with little to no work experience would be limited to current entry level positions without a formalized intern and apprenticeship program.

#### Alternatives:

Continue with the current talent acquisition processes which are limited for recent graduates.

#### Reference:

# Budget and Business Plan 2016

Office of the Chair &  
Regional Council





# Office of the Chair & Regional Council

## Functions & Objectives

- The Regional Chair is the head of Regional Council and the Chief Executive Officer of the Halton Region.
- Regional Council is comprised of 21 officials who have been elected to represent the residents of Halton for a four-year term and to consider their well-being and interests.
- Maintaining the financial integrity of the Region.
- Responsible for developing and evaluating policies and programs.
- Determining the strategic direction and priorities for provision of Halton services.
- Ensuring that there are administrative practices and procedures in place to implement Council decisions

## External Factors Influencing Activities & Outcomes

- Provincial and Federal legislation / regulations and other initiatives.
- General economic conditions.
- Increasing costs to accommodate growth and meet community needs.
- Community Priorities.

# Office of the Chair

## Divisional Summary

Office of the Chair	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 206,048	\$ 208,056	\$ 212,610	\$ 212,610	\$ 217,460	\$ -	\$ 217,460	\$ 4,850	2.3%	\$ 4,850	2.3%
Materials & Supplies	17,618	17,041	20,650	20,650	20,650	-	20,650	-	0.0%	-	0.0%
Purchased Services	12,048	16,296	20,300	20,300	20,300	-	20,300	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	3,000	3,000	3,000	-	3,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>235,714</b>	<b>241,394</b>	<b>256,560</b>	<b>256,560</b>	<b>261,410</b>	<b>-</b>	<b>261,410</b>	<b>4,850</b>	<b>1.9%</b>	<b>4,850</b>	<b>1.9%</b>
Allocated Charges / Recoveries	6,892	7,766	12,148	12,148	12,208	-	12,208	60	0.5%	60	0.5%
Corporate Support	(264,200)	(266,319)	(268,708)	(268,708)	(273,618)	-	(273,618)	(4,910)	1.8%	(4,910)	1.8%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(21,594)</b>	<b>(17,159)</b>	<b>(0)</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(21,594)</b>	<b>(17,159)</b>	<b>(0)</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (21,594)</b>	<b>\$ (17,159)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Office of the Chair	2015	2016			Change	
Staff Complement (F.T.E.)	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>	<b>1.0</b>	<b>-</b>	<b>0.0%</b>

# Budget Change Report

Office of the Chair	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 212,610	\$ 212,610	\$ 217,460	\$ -	\$ 217,460	\$ 4,850	2.3%	
Materials & Supplies	20,650	20,650	20,650	-	20,650	-	0.0%	
Purchased Services	20,300	20,300	20,300	-	20,300	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	3,000	3,000	3,000	-	3,000	-	0.0%	
<b>Total Direct Costs</b>	<b>256,560</b>	<b>256,560</b>	<b>261,410</b>	<b>-</b>	<b>261,410</b>	<b>4,850</b>	<b>1.9%</b>	
Allocated Charges/Recoveries	12,148	12,148	12,208	-	12,208	60	0.5%	
Corporate Support	(268,708)	(268,708)	(273,618)	-	(273,618)	(4,910)	1.8%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Regional Council

## Divisional Summary

Regional Council	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 1,048,973	\$ 1,052,908	\$ 1,076,010	\$ 1,076,010	\$ 1,100,820	\$ -	\$ 1,100,820	\$ 24,810	2.3%	\$ 24,810	2.3%
Materials & Supplies	25,001	9,537	40,200	40,200	25,200	-	25,200	(15,000)	-37.3%	(15,000)	-37.3%
Purchased Services	158,300	137,037	174,750	174,750	177,250	-	177,250	2,500	1.4%	2,500	1.4%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>1,232,275</b>	<b>1,199,482</b>	<b>1,290,960</b>	<b>1,290,960</b>	<b>1,303,270</b>	<b>-</b>	<b>1,303,270</b>	<b>12,310</b>	<b>1.0%</b>	<b>12,310</b>	<b>1.0%</b>
Allocated Charges / Recoveries	104	6,372	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	(1,253,710)	(1,280,650)	(1,245,960)	(1,245,960)	(1,303,270)	-	(1,303,270)	(57,310)	4.6%	(57,310)	4.6%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	(45,000)	(45,000)	-	-	-	45,000	-100.0%	45,000	-100.0%
<b>Gross Operating Expenditures</b>	<b>(21,332)</b>	<b>(74,796)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(21,332)</b>	<b>(74,796)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ (21,332)</b>	<b>\$ (74,796)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Regional Council	2015		2016			Change	
Staff Complement (F.T.E.)	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved	2016 Requested to 2015 Approved
Total	-		-	-	-	-	-

# Budget Change Report

Regional Council	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 1,076,010	\$ 1,076,010	\$ 1,100,820	\$ -	\$ 1,100,820	\$ 24,810	2.3%	Removal of one-time expenditures related to new Council in 2015
Materials & Supplies	40,200	40,200	25,200	-	25,200	(15,000)	-37.3%	
Purchased Services	174,750	174,750	177,250	-	177,250	2,500	1.4%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>1,290,960</b>	<b>1,290,960</b>	<b>1,303,270</b>	<b>-</b>	<b>1,303,270</b>	<b>12,310</b>	<b>1.0%</b>	
Allocated Charges/Recoveries	-	-	-	-	-	-	0.0%	In accordance with corporate support allocation framework reflecting program support costs
Corporate Support	(1,245,960)	(1,245,960)	(1,303,270)	-	(1,303,270)	(57,310)	4.6%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	Removal of transfer from reserve for one-time expenses for the election / new Council
Transfer from Reserves - Operating	(45,000)	(45,000)	-	-	-	45,000	-100.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	



# Budget and Business Plan 2016

## Halton Regional Police Service





# Halton Regional Police Service

## Departmental Summary

Halton Regional Police Service	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 115,484,287	\$ 116,164,344	\$ 123,289,379	\$ 122,289,379	\$ 126,675,455	\$ 482,985	\$ 127,158,440	\$ 3,386,077	2.7%	\$ 3,869,062	3.1%
Materials & Supplies	6,286,320	6,169,742	6,290,473	6,290,473	6,264,661	52,600	6,317,261	(25,812)	-0.4%	26,788	0.4%
Purchased Services	5,945,961	6,840,496	7,161,017	7,161,017	7,404,716	45,677	7,450,393	243,700	3.4%	289,377	4.0%
Financial and Rent Expenses	211,341	305,749	284,024	284,024	318,012	-	318,012	33,988	12.0%	33,988	12.0%
Grants & Assistance	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>127,927,909</b>	<b>129,480,331</b>	<b>137,024,892</b>	<b>136,024,892</b>	<b>140,662,844</b>	<b>581,262</b>	<b>141,244,106</b>	<b>3,637,952</b>	<b>2.7%</b>	<b>4,219,214</b>	<b>3.1%</b>
Allocated Charges / Recoveries	1,583,377	1,549,645	1,702,056	1,702,056	1,762,203	-	1,762,203	60,147	3.5%	60,147	3.5%
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	355,201	500,000	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	(422,433)	(36,520)	(30,000)	(30,000)	-	-	-	30,000	-100.0%	30,000	-100.0%
<b>Gross Operating Expenditures</b>	<b>129,444,054</b>	<b>131,493,456</b>	<b>138,696,948</b>	<b>137,696,948</b>	<b>142,425,047</b>	<b>581,262</b>	<b>143,006,309</b>	<b>3,728,099</b>	<b>2.7%</b>	<b>4,309,361</b>	<b>3.1%</b>
Transfer to Reserves - Capital	3,748,419	2,914,432	3,864,432	3,864,432	4,464,432	-	4,464,432	600,000	15.5%	600,000	15.5%
Transfer from Reserves - Capital	(1,216,000)	(1,265,000)	(3,596,703)	(3,596,703)	(4,448,468)	-	(4,448,468)	(851,765)	23.7%	(851,765)	23.7%
Debt Charges	3,491,296	3,491,697	5,888,460	5,888,460	6,739,776	-	6,739,776	851,316	14.5%	851,316	14.5%
<b>Capital Expenditures</b>	<b>6,023,715</b>	<b>5,141,128</b>	<b>6,156,189</b>	<b>6,156,189</b>	<b>6,755,740</b>	<b>-</b>	<b>6,755,740</b>	<b>599,551</b>	<b>9.7%</b>	<b>599,551</b>	<b>9.7%</b>
<b>Total Gross Expenditures</b>	<b>135,467,769</b>	<b>136,634,584</b>	<b>144,853,137</b>	<b>143,853,137</b>	<b>149,180,787</b>	<b>581,262</b>	<b>149,762,049</b>	<b>4,327,650</b>	<b>3.0%</b>	<b>4,908,912</b>	<b>3.4%</b>
Subsidy Revenue	(4,177,185)	(4,621,328)	(5,125,888)	(5,125,888)	(5,139,524)	-	(5,139,524)	(13,635)	0.3%	(13,635)	0.3%
Other Revenue	(4,691,116)	(5,085,117)	(4,919,548)	(4,919,548)	(4,907,825)	-	(4,907,825)	11,723	-0.2%	11,723	-0.2%
<b>Total Revenue</b>	<b>(8,868,301)</b>	<b>(9,706,445)</b>	<b>(10,045,436)</b>	<b>(10,045,436)</b>	<b>(10,047,349)</b>	<b>-</b>	<b>(10,047,349)</b>	<b>(1,912)</b>	<b>0.0%</b>	<b>(1,912)</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 126,599,468</b>	<b>\$ 126,928,139</b>	<b>\$ 134,807,701</b>	<b>\$ 133,807,701</b>	<b>\$ 139,133,438</b>	<b>\$ 581,262</b>	<b>\$ 139,714,700</b>	<b>\$ 4,325,737</b>	<b>3.2%</b>	<b>\$ 4,906,999</b>	<b>3.6%</b>



# Budget and Business Plan 2016

## Other Boards & Agencies





# Other Boards & Agencies

## Divisional Summary

Boards & Agencies	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Financial and Rent Expenses	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	8,419,719	8,742,182	9,119,168	9,119,168	9,551,072	-	9,551,072	431,904	4.7%	431,904	4.7%
<b>Total Direct Costs</b>	<b>8,419,719</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>431,904</b>	<b>4.7%</b>
Allocated Charges / Recoveries	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Corporate Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfers to Reserves-Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>8,419,719</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>431,904</b>	<b>4.7%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>8,419,719</b>	<b>8,742,182</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	<b>431,904</b>	<b>4.7%</b>
Subsidy Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Expenditures</b>	<b>\$ 8,419,719</b>	<b>\$ 8,742,182</b>	<b>\$ 9,119,168</b>	<b>\$ 9,119,168</b>	<b>\$ 9,551,072</b>	<b>\$ -</b>	<b>\$ 9,551,072</b>	<b>\$ 431,904</b>	<b>4.7%</b>	<b>\$ 431,904</b>	<b>4.7%</b>

# Budget Change Report

Boards & Agencies	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	Increased payments to Conservation Authorities based on preliminary budget requests
Materials & Supplies	-	-	-	-	-	-	0.0%	
Purchased Services	-	-	-	-	-	-	0.0%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	9,119,168	9,119,168	9,551,072	-	9,551,072	431,904	4.7%	
<b>Total Direct Costs</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	
Allocated Charges/Recoveries	-	-	-	-	-	-	0.0%	
Corporate Support	-	-	-	-	-	-	0.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>9,119,168</b>	<b>9,119,168</b>	<b>9,551,072</b>	<b>-</b>	<b>9,551,072</b>	<b>431,904</b>	<b>4.7%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	-	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ 9,119,168</b>	<b>\$ 9,119,168</b>	<b>\$ 9,551,072</b>	<b>\$ -</b>	<b>\$ 9,551,072</b>	<b>\$ 431,904</b>	<b>4.7%</b>	



# Budget and Business Plan 2016

## Non-Program (Fiscal)





# Non-Program (Fiscal)

## Divisional Summary

Non-Program (Fiscal)	2013	2014	2015		2016			Change			
	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ (6,235,959)	\$ (3,530,642)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%
Materials & Supplies	70,963	471	-	-	-	-	-	-	0.0%	-	0.0%
Purchased Services	10,091,111	10,969,562	12,495,355	12,475,355	12,622,755	-	12,622,755	127,400	1.0%	127,400	1.0%
Financial and Rent Expenses	6,589,732	4,491,206	4,663,000	4,663,000	4,663,000	250,000	4,913,000	-	0.0%	250,000	5.4%
Grants & Assistance	500,000	529,330	2,501,000	2,501,000	501,000	-	501,000	(2,000,000)	-80.0%	(2,000,000)	-80.0%
<b>Total Direct Costs</b>	<b>11,015,847</b>	<b>12,459,928</b>	<b>19,659,355</b>	<b>19,639,355</b>	<b>17,786,755</b>	<b>250,000</b>	<b>18,036,755</b>	<b>(1,872,600)</b>	<b>-9.5%</b>	<b>(1,622,600)</b>	<b>-8.3%</b>
Allocated Charges / Recoveries	1,700,585	1,863,431	1,590,370	1,590,370	1,555,610	-	1,555,610	(34,760)	-2.2%	(34,760)	-2.2%
Corporate Support	154,459	(87,912)	1,418,724	1,418,724	193,460	550,000	743,460	(1,225,264)	-86.4%	(675,264)	-47.6%
Transfers to Reserves-Operating	80,788,740	65,041,951	48,146,906	48,146,906	48,281,866	-	48,281,866	134,960	0.3%	134,960	0.3%
Transfer from Reserves - Operating	(3,962,527)	(5,025,564)	(4,320,000)	(4,320,000)	(2,320,000)	-	(2,320,000)	2,000,000	-46.3%	2,000,000	-46.3%
<b>Gross Operating Expenditures</b>	<b>89,697,105</b>	<b>74,251,834</b>	<b>66,495,355</b>	<b>66,475,355</b>	<b>65,497,691</b>	<b>800,000</b>	<b>66,297,691</b>	<b>(997,664)</b>	<b>-1.5%</b>	<b>(197,664)</b>	<b>-0.3%</b>
Transfer to Reserves - Capital	5,349,472	16,184,832	19,763,941	19,763,941	20,486,195	-	20,486,195	722,254	3.7%	722,254	3.7%
Transfer from Reserves - Capital	(898,000)	(459,804)	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Expenditures</b>	<b>4,451,472</b>	<b>15,725,028</b>	<b>19,763,941</b>	<b>19,763,941</b>	<b>20,486,195</b>	<b>-</b>	<b>20,486,195</b>	<b>722,254</b>	<b>3.7%</b>	<b>722,254</b>	<b>3.7%</b>
<b>Total Gross Expenditures</b>	<b>94,148,577</b>	<b>89,976,862</b>	<b>86,259,296</b>	<b>86,239,296</b>	<b>85,983,886</b>	<b>800,000</b>	<b>86,783,886</b>	<b>(275,410)</b>	<b>-0.3%</b>	<b>524,590</b>	<b>0.6%</b>
Subsidy Revenue	-	-	(5,044,256)	(5,044,256)	(5,770,156)	-	(5,770,156)	(725,900)	14.4%	(725,900)	14.4%
Other Revenue	(77,569,800)	(75,447,682)	(64,275,442)	(64,775,442)	(64,771,796)	-	(64,771,796)	(496,354)	0.8%	(496,354)	0.8%
<b>Total Revenue</b>	<b>(77,569,800)</b>	<b>(75,447,682)</b>	<b>(69,319,698)</b>	<b>(69,819,698)</b>	<b>(70,541,952)</b>	<b>-</b>	<b>(70,541,952)</b>	<b>(1,222,254)</b>	<b>1.8%</b>	<b>(1,222,254)</b>	<b>1.8%</b>
<b>Net Program Expenditures</b>	<b>\$ 16,578,777</b>	<b>\$ 14,529,180</b>	<b>\$ 16,939,598</b>	<b>\$ 16,419,598</b>	<b>\$ 15,441,934</b>	<b>\$ 800,000</b>	<b>\$ 16,241,934</b>	<b>\$ (1,497,664)</b>	<b>-8.8%</b>	<b>\$ (697,664)</b>	<b>-4.1%</b>

# Budget Change Report

Non Program	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Materials & Supplies	-	-	-	-	-	-	0.0%	
Purchased Services	12,495,355	12,475,355	12,622,755	-	12,622,755	127,400	1.0%	Increase for MPAC fees
Financial and Rent Expenses	4,663,000	4,663,000	4,663,000	250,000	4,913,000	250,000	5.4%	Seniors Tax Deferral (\$200,000) and Heritage Tax Rebate (\$50,000) programs to be implemented in 2016
Grants & Assistance	2,501,000	2,501,000	501,000	-	501,000	(2,000,000)	-80.0%	Reduction due to fulfillment of contribution to Randle Reef project
<b>Total Direct Costs</b>	<b>19,659,355</b>	<b>19,639,355</b>	<b>17,786,755</b>	<b>250,000</b>	<b>18,036,755</b>	<b>(1,622,600)</b>	<b>-8.3%</b>	
Allocated Charges/Recoveries	1,590,370	1,590,370	1,555,610	-	1,555,610	(34,760)	-2.2%	
Corporate Support	1,418,724	1,418,724	193,460	550,000	743,460	(675,264)	-47.6%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair; reflects Internship and Apprenticeship Program in HR
Transfer to Reserves - Operating	48,146,906	48,146,906	48,281,866	-	48,281,866	134,960	0.3%	Driven by increased contribution for the Retirement Benefit reserve
Transfer from Reserves - Operating	(4,320,000)	(4,320,000)	(2,320,000)	-	(2,320,000)	2,000,000	-46.3%	Reduction due to fulfillment of contribution to Randle Reef project
<b>Gross Operating Expenditures</b>	<b>66,495,355</b>	<b>66,475,355</b>	<b>65,497,691</b>	<b>800,000</b>	<b>66,297,691</b>	<b>(197,664)</b>	<b>-0.3%</b>	
Transfer to Reserves - Capital	19,763,941	19,763,941	20,486,195	-	20,486,195	722,254	3.7%	Increased Gas Tax funding to be used for capital infrastructure component of the Active Transportation Master Plan implementation
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>19,763,941</b>	<b>19,763,941</b>	<b>20,486,195</b>	<b>-</b>	<b>20,486,195</b>	<b>722,254</b>	<b>3.7%</b>	
<b>Total Gross Expenditures</b>	<b>86,259,296</b>	<b>86,239,296</b>	<b>85,983,886</b>	<b>800,000</b>	<b>86,783,886</b>	<b>524,590</b>	<b>0.6%</b>	
Subsidy Revenue	(5,044,256)	(5,044,256)	(5,770,156)	-	(5,770,156)	(725,900)	14.4%	Increased Gas Tax funding
Other Revenue	(64,275,442)	(64,775,442)	(64,771,796)	-	(64,771,796)	(496,354)	0.8%	
<b>Total Revenue</b>	<b>(69,319,698)</b>	<b>(69,819,698)</b>	<b>(70,541,952)</b>	<b>-</b>	<b>(70,541,952)</b>	<b>(1,222,254)</b>	<b>1.8%</b>	
<b>Net Program Expenditures</b>	<b>\$ 16,939,598</b>	<b>\$ 16,419,598</b>	<b>\$ 15,441,934</b>	<b>\$ 800,000</b>	<b>\$ 16,241,934</b>	<b>\$ (697,664)</b>	<b>-4.1%</b>	

# Strategic Investment

## Seniors Tax Deferral

<b>Funding Source</b>	Tax
-----------------------	-----

<b>Program Details</b>	
Department	
Division	Non-Program
Program	Municipal Requisitions
Cost Centre	603500

<b>Complement Details</b>	
Position Title	
FTE Impact	
Personnel Group	

<b>Funding Impact</b>		
<b>Operating</b>	<b>2016 Impact</b>	<b>2017 Impact</b>
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	200,000	200,000
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>200,000</b>	<b>200,000</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>200,000</b>	<b>200,000</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	-	-
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

## Business Case

### Recommendation:

That Halton Region develop a full tax deferral program for low income seniors for implementation in 2016 as set out in FN-20-15 re: "Tax Relief for Low Income Seniors". Further to the 2014 Tax Policy report, Regional staff have undertaken a review of tax relief options for low income seniors. The main objective of the review is to focus on helping seniors remain in their homes. There are several resources of financial assistance for seniors through the Province, municipal programs and the private sector. The cost of the program is \$200,000 in 2016.

### Need:

Approximately 13% of the population in Halton are age 65 and older, with a higher population of seniors in Oakville and Burlington. Halton Region is expected to grow to 780,000 by 2031 as set out in the Provincial Places to Grow plan. As identified in Report SS-23-15/MO-12-15 re: "Halton Region Older Adult Plan (HOAP)", Halton is home to approximately 67,000 older adults aged 65 years and older. By 2031 it is expected that this age group will double as people are living longer and healthier lives. The HOAP highlights the Region's commitment to Regional policies, programs, services and environments that support older adults.

In review of the policy options, staff have consulted with various stakeholders and experts for their input, including Halton's Older Adults Advisory Committee (OAAC), local municipalities' treasurers and tax working group as well as external and in-house experts in seniors' programs and taxation. Based on the consultation, it was noted that more seniors (age 65 or older) would require financial assistance due to pension insecurity, forced early retirement with outstanding debt. A full tax deferral program could be beneficial depending on eligibility criteria.

The seniors tax deferral program will provide financial support to low income seniors by enabling them to remain in their homes and complements the Halton Region Older Adult Plan (approved in Report No. SS-23-15/MO-12-15) that highlights the Region's commitment to Regional policies, programs, services and environments that support older adults. Once implemented, the benefiting seniors will have their property tax fully deferred and the interest cost would be supported by the Region during the deferral period by way of grants to the local municipalities. The cost to the Region to implement the senior tax deferral program, which includes funding to maintain the interest cost to the seniors under the program at zero percent, is estimated at \$200,000 per year.

### Implications:

The annual cost to the Region would be dependent on the take up in the program and on the value of the taxes being deferred. This program would result in an estimated annual cost to the Region of \$200,000 based on an interest rate of 0% to the applicant, the 2015 taxes for a typical household at \$400,000 CVA and 50 to 100 successful applicants.

### Alternatives:

Seniors could apply for financial assistance through current Regional programs such as the mandatory tax deferral program under Section 319 of the Act which provides a deferral for the tax increase only to low income seniors (aged 65 or older). However, under this program the amount of tax increase deferred is small relative to the annual taxes paid, and benefit received from this deferral is not worth the effort of applying for the program. As such, a full tax deferral program would be more helpful for seniors in financial needs than a deferral relating to only the increase in taxes.

### Reference:

FN-20-15

# Strategic Investment

## Heritage Tax Rebate

<b>Funding Source</b>	Tax
-----------------------	-----

## Program Details

Department	
Division	Non-Program
Program	
Cost Centre	603600/603500

## Complement Details

Position Title	
FTE Impact	
Personnel Group	

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	50,000	50,000
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>50,000</b>	<b>50,000</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>50,000</b>	<b>50,000</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

## Business Case

**Recommendation:**  
That Halton Region participates in the local Heritage Tax Rebate programs currently offered by The City of Burlington and the Town of Halton Hills and the other municipalities should they initiate similar programs under Section 365.2 of the *Municipal Act, 2001* as set out in Report FN-45-15 re: "Heritage Properties Tax Rebate Program". Regional staff have recommended in staff report FN-45-15 for the Region to consider participating in local Heritage Tax Rebate programs and passing a by-law to agree to cost share in the program at the percentage of rebate offered by the local to a maximum of 40%. The local Heritage Tax Rebate programs can only include the local and education portions of taxes. The tax rebates would be provided based on an annual application process.

**Need:**  
The Heritage Property Tax Rebate program is consistent with policies of the Provincial Policy Statement 2014 (PPS) as it promotes conserving cultural heritage resources. It is also consistent with the Region's Official Plan (2009) which contains policies pertaining to protection and stewardship of Halton Region's cultural heritage resources. Section 165 states that "the goal for cultural heritage resources is to protect the material, cultural and built heritage of Halton for present and future generations." Section 166(2) states that an objective of the Region is to "promote and facilitate public and private stewardship of Halton's heritage."

Section 365.2 of the *Municipal Act, 2001* allows local municipalities to establish tax rebates to owners of eligible heritage properties to offset some of the potential additional costs associated with maintaining their properties. An eligible property is defined in Section 365.2 as a property or portion of a property that is designated under Part IV of the Ontario Heritage Act or is part of a heritage conservation district under Part V of the Ontario Heritage Act. It is subject to an easement agreement with the local municipality in which it is located, under section 37 of the Ontario Heritage Act, an easement agreement with the Ontario Heritage Foundation, under section 22 of the Ontario Heritage Act, or an agreement with the local municipality in which it is located respecting the preservation and maintenance of the property. It must comply with any additional eligibility criteria set out in the local by-law passed under this section by the local municipality in which it is located.

Local municipalities can establish a tax rebate for a percentage between 10% and 40% of the municipal portion of the property tax bill. The portion of the property tax bill for education purposes is automatically cost shared by the province. In order for the upper-tier municipalities to cost share in the tax rebate program they must pass their own by-law once they have received notification from the lower-tier that a program has been established.

**Implications:**  
The estimated annual cost to provide for the Region's portion of the tax rebate programs as established by the City of Burlington and the Town of Halton Hills is approximately \$50,000. If the Region does not cost share in the programs then the property owners would need to continue to pay the Region's full tax bill.

**Alternatives:**  
Owners of eligible heritage properties continue to participate in the local tax rebate programs as established by the City of Burlington and the Town of Halton Hills.

**Reference:**  
FN-45-15



# Budget and Business Plan 2016

## Fees & Charges - Tax



# Fees & Charges

Department Division	Health Clinical Health Services					
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>North Halton Mental Health Clinic</b>						
Administration Fee for Medical Reports (chart review and medical report preparation)	4	\$ 50.00	\$ 50.00	Exempt	0.0%	
Administration Fee for Medical Reports (photocopies and short statement/paragraph preparation)	-	\$ 50.00	\$ 50.00	Exempt	0.0%	
Administration Fee for Medical Reports (full narrative typed report)	5	\$ 100.00	\$ 100.00	Exempt	0.0%	
Administration Fee for Medical Reports (complete and detailed report involving extensive chart review and report preparation)	5	\$ 150.00	\$ 150.00	Exempt	0.0%	
Administration fee to copy info from charts	600	\$ 0.15	\$ 0.15	HST	0.0%	
<b>Sexual Health Clinic Services Program</b>						
Intrauterine Devices	-	\$ 130.00	\$ 130.00	Exempt	0.0%	
Valacyclovir - Primary	-	N/A	N/A	Exempt	N/A	Replaced by herpes treatment fee.
Valacyclovir - Suppressive	-	N/A	N/A	Exempt	N/A	Replaced by herpes treatment fee.
Valacyclovir - Recurrent	-	N/A	N/A	Exempt	N/A	Replaced by herpes treatment fee.
**Herpes Treatment	108	\$6-\$60	\$6-\$60	Exempt	0.0%	
**Birth Control Contraceptives	4,817	\$ 10.00	\$ 10.00	Exempt	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes

Note: \*\*The program/service cost of vaccines, contraceptives and herpes treatment is subject to change during the year. User fees are adjusted accordingly to recover majority of cost. It is exclusive of applicable taxes.

Department Division		Health Clinical Health Services				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Travel Health Services Program</b>						
Travel Service - Single	-	\$ 60.18	N/A	HST	N/A	As of January 1, 2016 this service is no longer offered.
Travel Service - Couple	-	\$ 79.65	N/A	HST	N/A	As of January 1, 2016 this service is no longer offered.
Travel Service - Family	-	\$ 100.00	N/A	HST	N/A	As of January 1, 2016 this service is no longer offered.
Immunization Service Fee for Non-Publicly Funded Vaccine	-	\$ 14.00	N/A	Exempt	N/A	As of January 1, 2016 this service is no longer offered.
TB Skin Test Service Fee	-	\$ 18.00	\$ 18.00	Exempt	0.0%	
**Non-publically funded vaccines	-	\$9-\$195	N/A	Exempt	N/A	As of January 1, 2016 this service is no longer offered.
<b>Immunization Program</b>						
Immunization Service Fee for Non-Publicly Funded Vaccine	-	\$ 14.00	N/A	Exempt	N/A	As of January 1, 2016 this service is no longer offered.
**Non-publically funded vaccines	82	\$9-\$195	\$9-\$195	Exempt	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes

Note: \*\*The program/service cost of vaccines, contraceptives and herpes treatment is subject to change during the year. User fees are adjusted accordingly to recover majority of cost. It is exclusive of applicable taxes.

Department Division		Health Healthy Environments and Communicable Disease				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Food Safety and Environmental Health Services Program</b>						
Food Safety Education Publications	25	\$ 23.89	\$ 23.89	HST	0.0%	
Food Handler Training Courses	700	\$ 46.02	\$ 46.90	HST	1.9%	Fee is based on cost of service.
Food Handler Exam Only	1,300	\$ 8.85	\$ 8.85	HST	0.0%	
Reports to Lawyers re Outstanding Work Orders	130	\$ 100.00	\$ 102.65	HST	2.7%	Increase in compensation and operating costs.
Lot Assessments - Severances	9	\$ 115.93	\$ 115.93	HST	0.0%	
Lot Assessments - Minor Variance	9	\$ 115.93	\$ 115.93	HST	0.0%	
Pool Operator Training Course	60	\$ 22.12	\$ 22.12	HST	0.0%	
Thermometers	50	\$ 59.29	\$ 59.29	HST	0.0%	
Air Quality Education Publications	41	\$ 11.90	\$ 11.90	5%	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes

Department Division		Health Paramedic Services				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Administration Fee for Call Reports	40	\$ 65.49	\$ 69.03	HST	5.4%	Increase in compensation rates.
Transport to Non-Billing Facility	1	\$ 45.00	\$ 45.00	Exempt	0.0%	
Transport of Un-Insured Patient	1	\$ 240.00	\$ 240.00	Exempt	0.0%	
Basic Life Support / Healthcare Provider Training (BLS/HCP)	10	\$ 50.44	\$ 52.21	HST	3.5%	Increase in compensation rates.
HeartSaver BLS Level C Training	40	\$ 33.63	\$ 35.40	HST	5.3%	Increase in compensation rates.
Modified Course Level E (CPR, Automated External Defibrillator Training)	40	\$ 27.43	\$ 29.20	HST	6.5%	Increase in compensation rates.
CPR for Family and Friends Kit	50	\$ 30.09	\$ 30.09	HST	0.0%	
Special Events - Admin Fee	1	\$ 103.54	\$ 226.55	HST	118.8%	Rate increase due to 2 additional hours required by Public Safety Education Coordinator to organize details, contract and supplies.
Special Events Coverage - One Paramedic - regular hourly rate. Contracts would be 4.5 hours minimum charge.	4	\$ 85.84	\$ 86.73	HST	1.0%	Increase in compensation rates.
Special Events Coverage - Two Paramedics - regular hourly rate. Contracts would be 4.5 hours minimum charge.	4	\$ 144.25	\$ 146.02	HST	1.2%	Increase in compensation rates.
Special Events Coverage - One Paramedic - Statutory Holiday rate. Contracts would be 4.5 hours minimum charge.	4	\$ 105.31	\$ 106.19	HST	0.8%	Increase in compensation rates.
Special Events Coverage - Two Paramedics - Statutory Holiday rate. Contracts would be 4.5 hours minimum charge.	4	\$ 184.07	\$ 186.73	HST	1.4%	Increase in compensation rates.
Interview Paramedic	1	\$ 242.48	\$ 248.67	HST	2.6%	Increase in compensation rates.
Public Access Defibrillation Program - Site Assessment	1	\$ 307.96	\$ 320.35	HST	4.0%	Increase in compensation rates.

Department Division						
Social & Community Services Children's Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Children's Services</b>						
Publications	0	\$1.77 - \$88.50	\$1.77 - \$88.50	HST	0.0%	
Seminar / Workshop registration	190	\$4.42 - \$88.50	\$4.42 - \$88.50	HST	0.0%	
<b>Regional Child Care Centres</b>						
Toddler Half Day	522	\$ 33.07	\$ 33.90	Exempt	2.5%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Toddler Full Day	8352	\$ 48.31	\$ 49.52	Exempt	2.5%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Preschool Half Day	3132	\$ 31.78	\$ 32.57	Exempt	2.5%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Preschool Full Day	18531	\$ 44.52	\$ 45.63	Exempt	2.5%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.
Preschool Nursery School	0	\$ 16.71	\$ 17.13	Exempt	2.5%	Inflation plus closing the gap between the Market rate and the Regional Child Care Centre rate.

\* 2016 Proposed fee exclusive of applicable taxes

Department Division						
Social & Community Services Services for Seniors						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Adult Day Program</b>						
Milton Place & Friends Landing - Daily Fee	7,088	\$ 19.67	\$ 20.06	Exempt	2.0%	Inflation
Silver Creek Place - Daily Fee	3,681	\$ 19.67	\$ 20.06	Exempt	2.0%	Inflation
<b>Wellington Terrace</b>						
Nurse Call Monitoring (monthly)	400	\$ 45.00	\$ 45.00	Exempt	0.0%	
<b>Nutrition Services</b>						
Meals On Wheels-per meal	14,878	\$ 6.27	\$ 6.40	Exempt	2.0%	Inflation
Entrée (+soup+Dessert) (7 or more)	260	\$ 39.64	\$ 40.43	Exempt	2.0%	Inflation
Entrée (+soup or Dessert) (7 or more)	150	\$ 36.51	\$ 37.24	Exempt	2.0%	Inflation
Entrée Only (7 or More)	100	\$ 35.21	\$ 35.91	Exempt	2.0%	Inflation
Entrée (Individual)	61	\$ 5.25	\$ 5.36	Exempt	2.0%	Inflation
Sandwich Meals	710	\$ 5.41	\$ 5.52	Exempt	2.0%	Inflation
Soup or Salad	4,100	\$ 1.09	\$ 1.11	Exempt	2.0%	Inflation
Container Billing (each)	20,281	\$ 0.65	\$ 0.66	Exempt	2.0%	Inflation
<b>Resident Basic Fees (daily)</b>						
Basic Max (as of 7/1/2015)		\$ 56.93	\$ 58.35	Exempt	2.5%	MOHLTC rate
Basic Average		\$ 53.79	\$ 55.23	Exempt	2.7%	MOHLTC rate

Department Division						
Social & Community Services Services for Seniors						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Preferred Surcharge (daily)</b>						
Semi-Private before 6/30/2012		\$ 8.00	\$ 8.00	Exempt	0.0%	
Semi-Private 7/1/2012		\$ 9.00	\$ 9.00	Exempt	0.0%	
Semi-Private 7/1/2013		\$ 10.00	\$ 10.00	Exempt	0.0%	
Semi-Private 9/1/2014		\$ 11.00	\$ 11.00	Exempt	0.0%	
Semi-Private 7/1/2015		N/A	\$ 12.00	Exempt	N/A	
Private before 6/30/2012		\$ 18.00	\$ 18.00	Exempt	0.0%	
Private 7/1/2012		\$ 19.75	\$ 19.75	Exempt	0.0%	
Private 7/1/2013		\$ 21.50	\$ 21.50	Exempt	0.0%	
Private 9/1/2014		\$ 23.25	\$ 23.25	Exempt	0.0%	
Private 7/1/2015		N/A	\$ 25.00	Exempt	N/A	

\* 2016 Proposed fee exclusive of applicable taxes

Department Division						
Legislative and Planning Services Planning Services - Heritage Services**						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Education Programs</b>						
School One Hour - Per Child*	20	\$ 6.00	\$ 6.00	Exempt	2.0%	Inflation
School Two Hours - Per Child*	250	\$ 7.00	\$ 7.00	Exempt	2.0%	Inflation
School Three Hours - Per Child*	450	\$ 8.00	\$ 8.00	Exempt	2.0%	Inflation
School Four Hours - Per Child*	550	\$ 9.00	\$ 9.00	Exempt	2.0%	Inflation
Adult program Per Adult - 1 hour	75	\$ 6.00	\$ 6.00	HST	2.0%	Inflation
Adult program Per Adult - 2 hours	75	\$ 7.00	\$ 7.00	HST	2.0%	Inflation
Adult program Per Adult - 3 hours	75	\$ 8.00	\$ 8.00	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

\*\*As per Report LPS55-10 - Halton Region Museum Policy Manual

The Manager of Heritage Services, be authorized to execute any and all agreements as may be required from time to time for the purposes of administering the operations of the Museum, as documented in the Halton Region Museum Policy Manual.

Note: Museum room rental service has been discontinued.

Department Division						
Legislative and Planning Services Planning and Development Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Regional Official Plan (2009)	2		\$ 58.23	HST		New fee
Regional Official Plan (2006)	2	\$ 57.09	\$ 58.23	HST	2.0%	Inflation
Regional Official Plan (1980)	0	\$ 62.56	\$ 63.81	HST	2.0%	Inflation
Maps (Official Plan 1980)	0	\$ 5.62	\$ 5.73	HST	2.0%	Inflation
Regional Plan Updates Subscription	0	\$ 13.38	\$ 13.65	HST	2.0%	Inflation
Reports (\$.05/pg. min \$3.00)	500	\$ 0.05	\$ 0.06	HST	2.0%	Inflation
Special Data Requests (at cost)	5	Actual Cost	Actual Cost	HST		
Halton Region's Database Search for Environmental Source Information	30	\$ 142.70	\$ 145.55	HST	2.0%	Inflation
Aquifer Management Plan	0	\$ 83.42	\$ 85.09	HST	2.0%	Inflation
MOU HUSP	0	\$ 46.09	\$ 47.01	HST	2.0%	Inflation
MOU HASR	0	\$ 85.61	\$ 87.32	HST	2.0%	Inflation
Photocopy (\$.38/pg. min \$3.00)	250	\$ 0.41	\$ 0.42	HST	2.0%	Inflation
General - Development Assessments	1	\$ 171.22	\$ 174.64	HST	2.0%	Inflation
General - Development Research	1	\$ 171.22	\$ 174.64	HST	2.0%	Inflation
General - DATS Computer Analysis	1	\$ 171.22	\$ 174.64	HST	2.0%	Inflation
General - DATS Continuing Reports per hour	1	\$ 32.77	\$ 33.43	HST	2.0%	Inflation
General - Old File Retrieval	4	\$ 17.57	\$ 17.92	HST	2.0%	Inflation
Subdivision – Application Fee <sup>1</sup>	9	\$ 8,336.21	\$ 8,502.93	HST	2.0%	Inflation
Subdivision - Plan Revision (pre Draft Approval) <sup>1</sup>	0	\$ 599.26	\$ 611.25	HST	2.0%	Inflation
Subdivision - Plan Revision (post Draft Approval) Applicant Initiated <sup>1</sup>	5	\$ 1,713.33	\$ 1,747.60	HST	2.0%	Inflation
Subdivision - Emergency Extension (3 months) <sup>1</sup>	0	\$ 239.31	\$ 244.09	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

Note 1: Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

Note 2: Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.

Department Division						
Legislative and Planning Services Planning and Development Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Subdivision - Draft Approval Extension (One Year) <sup>1</sup>	6	\$ 684.92	\$ 698.62	HST	2.0%	Inflation
Subdivision - Registration <sup>1</sup>	14	\$ 1,713.33	\$ 1,747.60	HST	2.0%	Inflation
Subdivision - Phased Draft Approval <sup>1</sup>	0	\$ 8,213.27	\$ 8,377.54	HST	2.0%	Inflation
Subdivision - Phase Revision Requiring Circulation (50% of Phased Draft Approval Fee) <sup>1</sup>	0	\$ 4,107.16	\$ 4,189.30	HST	2.0%	Inflation
Subdivision - Sub-Phasing Requiring Circulation (30% of Phased Draft Approval Fee) <sup>1</sup>	0	\$ 2,464.10	\$ 2,513.39	HST	2.0%	Inflation
Subdivision - Phase Revision and Sub-Phasing Not Requiring Circulation (Pre Draft-Approval) <sup>1</sup>	0	\$ 599.26	\$ 611.25	HST	2.0%	Inflation
Condominium – Application Fee <sup>1</sup>	15	\$ 2,409.26	\$ 2,457.44	HST	2.0%	Inflation
Condominium – Exemption Fee <sup>1</sup>	6	\$ 399.52	\$ 407.51	HST	2.0%	Inflation
Condominium – Vacant Land or Common Element <sup>1</sup>	0	\$ 354.53	\$ 361.62	HST	2.0%	Inflation
Condominium - Revision <sup>1</sup>	0	\$ 360.01	\$ 367.21	HST	2.0%	Inflation
Condominium – Emergency Extension (3 Months) <sup>1</sup>	0	\$ 239.31	\$ 244.09	HST	2.0%	Inflation
Condominium – Draft Approval Extension (One Year) <sup>1</sup>	0	\$ 239.31	\$ 244.09	HST	2.0%	Inflation
Condominium - Final Approval <sup>1</sup>	3	\$ 582.79	\$ 594.44	HST	2.0%	Inflation
Condominium Conversion <sup>1</sup>	0	\$ 1,141.50	\$ 1,164.33	HST	2.0%	Inflation
Consent – Application Fee <sup>1</sup>	50	\$ 913.23	\$ 931.49	HST	2.0%	Inflation
Consent - Revision <sup>1</sup>	0	\$ 239.31	\$ 244.09	HST	2.0%	Inflation
Validation of Title <sup>1</sup>	0	\$ 239.31	\$ 244.09	Exempt	2.0%	Inflation
Part Lot Control Bylaw – Application Fee	25	\$ 456.62	\$ 465.75	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

Note 1: Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

Note 2: Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.



Department Division						
Legislative and Planning Services Planning and Development Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Local Official Plan Amendment – Applicant - initiated <sup>1,2</sup>	14	\$ 6,851.13	\$ 6,988.16	HST	2.0%	Inflation
Local Official Plan Amendment – Applicant - initiated Revision <sup>1,2</sup>	6	\$ 3,425.57	\$ 3,494.08	HST	2.0%	Inflation
Local Official Plan Amendment Requiring Regional Approval– Applicant initiated <sup>1,2</sup>	0	\$ 6,851.19	\$ 6,988.21	HST	2.0%	Inflation
Zoning Bylaw Amendment – Applicant-initiated <sup>1,2</sup>	33	\$ 913.19	\$ 931.45	Exempt	2.0%	Inflation
Holding Provision Removal <sup>1</sup>	10	\$ 285.40	\$ 291.10	HST	2.0%	Inflation
Temporary Use By-law Permits and Renewals <sup>1</sup>	3	\$ 456.62	\$ 465.75	HST	2.0%	Inflation
Zoning By-law Amendment - Revisions to Application <sup>1,2</sup>	4	\$ 456.62	\$ 465.75	Exempt	2.0%	Inflation
Minor Variance - Application Fee <sup>1</sup>	265	\$ 28.57	\$ 29.14	HST	2.0%	Inflation
Site Plan - Application Fee - Applicant Initiated <sup>1</sup>	82	\$ 913.23	\$ 931.49	HST	2.0%	Inflation
Site Plan – Revision - Applicant Initiated <sup>1</sup>	12	\$ 571.85	\$ 583.28	HST	2.0%	Inflation
Site Plan – Minor Development/ Minor Modification <sup>1</sup>	12		\$ 583.28	HST		New fee
Parkway Belt West Plan Amendment - Applicant Initiated	3	\$ 2,284.08	\$ 2,329.76	HST	2.0%	Inflation
Niagara Escarpment Plan Amendment - Major Files	0	\$ 8,107.91	\$ 8,270.06	HST	2.0%	Inflation
Niagara Escarpment Plan Amendment - Minor Files	0	\$ 2,284.08	\$ 2,329.76	HST	2.0%	Inflation
Regional Official Plan Amendment Application Fee <sup>1,2</sup>	0	\$ 8,107.91	\$ 8,270.06	HST	2.0%	Inflation
Pits and Quarries Regional Official Plan Amendment Application Fee	0	\$ 114,191.23	\$ 116,475.05	HST	2.0%	Inflation
ROPA Public Meeting Advertising Fee	0	Actual Cost	Actual Cost	HST		
Review of Applications Requiring Planning Act Approval in Bordering Municipalities	0	\$ 17,129.03	\$ 17,471.62	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

Note 1: Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

Note 2: Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.

Department Division						
Legislative and Planning Services Planning and Development Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Green Energy Act Application Reviews	0	\$ 913.19	\$ 931.45	HST	2.0%	Inflation
Ontario Power Authority Project Applications	0	\$ 913.19	\$ 931.45	HST	2.0%	Inflation
Engineering and Inspection Fees - Land Development Agreements (based on total cost of water and wastewater works)						
\$0 - \$100,000.00	0	greater of 10% or \$5,000.00	greater of 10% or \$5,000.00	HST	0.0%	As per Report LPS77-13
\$100,000.00 - \$250,000.00		7%	7%			
\$250,000.00.01 - \$500,000.00		6%	6%			
over \$500,000.00		5% to a max of \$100,000.00	5% to a max of \$100,000.00			

\* 2016 Proposed fee exclusive of applicable taxes

Note 1: Applications for Assisted Housing projects are exempt from Regional Development Application fees. Proposals that incorporate an Assisted Housing component may be eligible for a pro-rated reduction in Regional fees. Projects must conform to the "Assisted Housing" definition in the current Regional Official Plan. Approval is at the sole discretion of the Chief Planning Official of the Region of Halton".

Note 2: Municipal initiated ROPAs, LOPAs and Rezoning are exempt from Regional Development Application fees.

Department Division						
Legislative and Planning Services Economic Development						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Small Business Seminars	250	\$ 25.50	\$ 25.50	HST	0.0%	
Other Small Business Events	105	\$ 25.90	\$ 30.97	HST	19.6%	Inflation and increased event costs
Tourism Education Seminars	50	\$ 25.50	\$ 25.50	HST	0.0%	
Tourism Consumer Events	600	\$ 25.50	\$ 26.51	HST	4.0%	Inflation and increased event costs
Tourism Product Development - Business Participation	30	\$ 254.80	\$ 254.80	HST	0.0%	
Tourism Exemption Application under the Retail Business Holidays Act	1	\$ 1,551.40	\$ 1,551.40	Exempt	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes

Note: Small Business Events - E-Week service has been discontinued.

Department Division		Legislative and Planning Services Legal Services				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>MUNICIPAL ENQUIRIES</b>						
Municipal Enquiries (reply by regular mail)	275	\$ 79.60	\$ 81.19	HST	2.0%	Inflation
Municipal Enquiries (reply by fax)	10	\$ 114.10	\$ 116.38	HST	2.0%	Inflation
<b>WASTE RELATED AGREEMENTS</b>						
Sewer Discharge	1	\$ 2,395.30	\$ 2,443.21	HST	2.0%	Inflation
Other- Waste Related Agreements	2	\$ 340.00	\$ 346.80	HST	2.0%	Inflation
<b>GENERAL AGREEMENTS</b>						
Encroachment	4	\$ 340.00	\$ 346.80	HST	2.0%	Inflation
Lease/License/Easement	2	\$ 340.00	\$ 346.80	HST	2.0%	Inflation
Other- General Agreements	10	\$ 340.00	\$ 346.80	HST	2.0%	Inflation
<b>ELECTRONIC REGISTRATION</b>						
Search of parcel Register (per P.I.N.)	24	\$ 40.90	\$ 41.72	HST	2.0%	Inflation
Corporate Searches	2	\$ 40.90	\$ 41.72	HST	2.0%	Inflation
Electronic Document Preparation/Amendment (per document)	12	\$ 96.80	\$ 98.74	HST	2.0%	Inflation
Electronic Registration and Administration (per document)	8	\$ 177.60	\$ 181.15	HST	2.0%	Inflation
Registration of Plan - No Agreement Required	5	\$ 278.70	\$ 284.27	HST	2.0%	Inflation
<b>MINOR RESIDENTIAL SERVICING AGREEMENTS</b>						
1 lot/unit	6	\$ 991.10	\$ 1,010.92	HST	2.0%	Inflation
Other Minor Residential Service	1	\$ 991.10	\$ 1,010.92	HST	2.0%	Inflation
<b>MINOR DEVELOPMENT NON-SERVICING AGREEMENTS</b>						
Site Plan	9	\$ 478.90	\$ 488.48	HST	2.0%	Inflation
Plan Registration for Common Element Condominium	1	\$ 340.00	\$ 346.80	HST	2.0%	Inflation
Consent Application	2	\$ 478.90	\$ 488.48	HST	2.0%	Inflation
Other - Minor Development Non-servicing Agreements	2	\$ 340.00	\$ 346.80	HST	2.0%	Inflation

Department Division						
Legislative and Planning Services Legal Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>MAJOR DEVELOPMENT AGREEMENTS</b>						
Development/Development Charge	6	\$ 2,840.80	\$ 2,897.62	HST	2.0%	Inflation
Residential/Comm/Ind/rural Subdiv/Condo (per plan)	36	\$ 2,840.80	\$ 2,897.62	HST	2.0%	Inflation
Residential (2lots/units or more) Comm/Ind/Inst Servicing	14	\$ 1,615.20	\$ 1,647.50	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

Department Division						
Legislative and Planning Services Regional Clerk and Council Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Council (Agenda/Minutes)	3	\$ 244.80	\$ 249.69	HST	2.0%	Inflation
Standing Committee (1)	4	\$ 130.60	\$ 133.21	HST	2.0%	Inflation
Standing Committee (3)	1	\$ 267.80	\$ 273.15	HST	2.0%	Inflation
Sub-Committees (each)	1	\$ 130.60	\$ 133.21	HST	2.0%	Inflation
Application Fee Under MFIPPA	35	\$ 5.00	\$ 5.00	Exempt	0.0%	
Record Search Time/15 Minutes	40	\$ 7.50	\$ 7.50	Exempt	0.0%	
Record Preparation/15 Minutes	8	\$ 7.50	\$ 7.50	Exempt	0.0%	
Photocopying MFIPPA (per page)	5000	\$ 0.20	\$ 0.20	Exempt	0.0%	
Computer Programming/15 Minutes	0	\$ 15.00	\$ 15.00	Exempt	0.0%	
Computer Disks (CDs)	1	\$ 10.00	\$ 10.00	Exempt	0.0%	
Photocopies (per page)	0	\$ 0.20	\$ 0.20	HST	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes

Department Division							Legislative and Planning Services Asset Management						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase							
Auditorium 1/2 - Minimum Room Rental	1	\$ 261.78	\$ 267.01	HST	2.0%	Inflation							
Auditorium 1/2 - Room Rental Incremental /Hr	1	\$ 30.61	\$ 31.23	HST	2.0%	Inflation							
Auditorium Full - Minimum Room Rental	5	\$ 323.11	\$ 329.57	HST	2.0%	Inflation							
Auditorium Full - Room Rental Incremental /Hr	3	\$ 30.61	\$ 31.23	HST	2.0%	Inflation							
Small Meeting Room - Minimum Room Rental	1	\$ 83.51	\$ 85.18	HST	2.0%	Inflation							
Small Meeting Room - Room Rental Incremental /Hr	0	\$ 8.86	\$ 9.03	HST	2.0%	Inflation							
Large Meeting Room - Minimum Room Rental	1	\$ 167.12	\$ 170.47	HST	2.0%	Inflation							
Large Meeting Room - Room Rental Incremental /Hr	1	\$ 16.67	\$ 17.00	HST	2.0%	Inflation							
Cafeteria - Evening Room Rental - Minimum	3	\$ 167.12	\$ 170.47	HST	2.0%	Inflation							
Cafeteria - Evening Room Rental - Incremental /Hr	1	\$ 16.67	\$ 17.00	HST	2.0%	Inflation							
Fee For Service - Security (Reg /hr)	20	\$ 16.87	\$ 16.87	HST	0.0%								
Fee For Service - Maintenance (Reg /hr)	1	\$ 40.79	\$ 41.61	HST	2.0%	Inflation							
Fee For Service - Contracted Cleaning of Auditorium or Cafeteria Areas includes Common Area	667	\$ 16.28	\$ 16.28	HST	0.0%								
Fee For Service - Contracted Cleaning of Additional Small Meeting Room(s) used with Cafeteria or Auditorium (single add on price)	25	\$ 16.28	\$ 16.28	HST	0.0%								
Fee For Service - Contracted Cleaning of Additional Large Meeting Room(s) used with Cafeteria or Auditorium (single add on price)	25	\$ 16.28	\$ 16.28	HST	0.0%								
During Event - Day Porter/Matron - Weekend rate per hour	25	\$ 16.28	\$ 16.28	HST	0.0%								
During Event - Day Porter/Matron - Weekday rate per hour - 5:00 pm to 7:00 am	25	\$ 16.28	\$ 16.28	HST	0.0%								

\* 2016 Proposed fee exclusive of applicable taxes

Department Division		Public Works Road Operations				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Permanent Entrance Permit:</b>						
* Cut Curb & Installation Permit by Applicant (minimum 2 inspections)						
* Culvert Installation Permit (minimum 3 inspections)						
Inspections (each)	45	\$ 116.00	\$ 118.00	HST	2.0%	Inflation
Permit Administration Fee	65	\$ 86.03	\$ 87.75	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
Culvert Cost (including headwalls/rip rap) (Per meter)						
12" 300mm	3	\$ 195.22	\$ 199.12	Exempt	2.0%	Inflation
15" 375mm	3	\$ 204.03	\$ 208.11	Exempt	2.0%	Inflation
18" 450mm	3	\$ 208.46	\$ 212.63	Exempt	2.0%	Inflation
24" 600mm	3	\$ 226.07	\$ 230.59	Exempt	2.0%	Inflation
30" 750mm	2	\$ 244.86	\$ 249.76	Exempt	2.0%	Inflation
<b>Temporary Entrance Permit:</b>						
* Permit Includes Inspection of Culvert Installed by Owner (minimum 3 inspections)						
Inspections (each)	45	\$ 116.00	\$ 118.00	HST	2.0%	Inflation
Permit Administration Fee	65	\$ 86.03	\$ 87.75	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
<b>Excavation Permit: (minimum two inspections)</b>						
* Permit includes minimum 2 inspections						
Inspections (each)	30	\$ 116.00	\$ 118.00	HST	2.0%	Inflation
Permit Administration Fee	65	\$ 86.03	\$ 87.75	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
<b>Road Occupancy Permit: (minimum two inspections)</b>						
* Permit includes minimum 2 inspections						
Inspections (each)	20	\$ 116.00	\$ 118.00	HST	2.0%	Inflation
Permit Administration Fee	65	\$ 86.03	\$ 87.75	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	

Department Division		Public Works Road Operations				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Special Event Permit</b>						
Permit Administration Fee	5	\$ 258.57	\$ 263.74	Exempt	2.0%	Inflation
<b>Oversize / Overweight Vehicles Operation Permit:</b>						
Single event move Permit (includes 2 inspections)						
Inspections (each)	50	\$ 116.00	\$ 118.00	HST	2.0%	Inflation
Permit Administration Fee	65	\$ 86.03	\$ 87.75	Exempt	2.0%	Inflation
Security Deposit (refundable)		\$ 5,306.00	\$ 5,306.00	Exempt	0.0%	
Annual Oversized Vehicle Permit (applicant required to submit an annual report on its fleet's operation on Regional Roads, including location & frequency of use)	150	\$ 229.40	\$ 233.99	Exempt	2.0%	Inflation
<b>Tourism-Oriented Destination Signage (TODS):</b>						
Application	5	\$ 56.24	\$ 57.36	Exempt	2.0%	Inflation
Installation – Small Signs	10	\$ 391.56	\$ 399.39	Exempt	2.0%	Inflation
Installation – Medium signs	10	\$ 560.30	\$ 571.51	Exempt	2.0%	Inflation
Installation – Large signs	15	\$ 784.27	\$ 799.96	Exempt	2.0%	Inflation
Annual maintenance – Small signs	50	\$ 67.30	\$ 68.65	Exempt	2.0%	Inflation
Annual maintenance – Medium signs	150	\$ 89.35	\$ 91.14	Exempt	2.0%	Inflation
Annual maintenance – Large signs	225	\$ 112.46	\$ 114.71	Exempt	2.0%	Inflation
<b>Transportation Data:</b>						
Intersection Traffic Movement (TM) Count (8-hr)	2	\$ 67.30	\$ 68.65	HST	2.0%	Inflation
Automatic Traffic Recorder (ATR) Count (24-hr)	60	\$ 46.32	\$ 47.25	HST	2.0%	Inflation
Automatic Traffic Recorder (ATR) Book	2	\$ 170.96	\$ 174.38	HST	2.0%	Inflation
Traffic Signal Timing	20	\$ 57.38	\$ 58.53	HST	2.0%	Inflation
Collision Data	2	\$ 137.88	\$ 140.64	HST	2.0%	Inflation
Modelling Data	10	\$ 143.37	\$ 146.24	HST	2.0%	Inflation

Department Division						
Public Works Road Operations						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
<b>Noise Abatement (Retrofit):</b>						
Installation of noise barriers  (Actual costs include engineering fees shared by land owners on a lineal metre basis)	200 m	25% of the lesser of Engineering Cost Estimate or Actual Cost	25% of the lesser of Engineering Cost Estimate or Actual Cost	HST		as per Staff Report CS-69-06 Noise Attenuation Policy Update
<b>Municipal Access Agreements for New Service Providers:</b>						
Administrative and Legal Costs		\$ 2,295.72	\$ 2,341.63	HST	2.0%	Inflation
Agreement preparation		\$ 17,212.85	\$ 17,557.11	HST	2.0%	Inflation
Annual Letter of credit (security)		\$ 28,687.02	\$ 29,260.76	Exempt	2.0%	Inflation
<b>Municipal Access Agreements for Telecommunication Carriers:</b>						
Telecommunication Carriers Annual Fee		\$ 5,171.43	\$ 5,274.86	HST	2.0%	PW-30-11 By-Law No 18-11
Telecommunication Development Agreement Fee		\$ 5,171.43	\$ 5,274.86	HST	2.0%	PW-30-11 By-Law No 18-11

\* 2016 Proposed fee exclusive of applicable taxes

Department Division						
Public Works Waste Management						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Tipping Fee (per tonne)	700	\$ 157.00	\$ 165.00	Exempt	5.1%	Inflation and increased disposal costs
Appliances (per unit)	400	\$ 5.00	\$ 5.00	Exempt	0.0%	
Asbestos (per tonne starting from 0; requires prior approval)		\$ 314.00	\$ 330.00	Exempt	5.1%	Inflation and increased disposal costs
Brick and Rubble (< wheel barrow)		\$ 5.00	\$ 5.00	Exempt	0.0%	
Brick and Rubble (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year). Commercial loads not accepted			\$ 10.00	Exempt		New, added for clarification of existing fee
Container Station Fee (< 50 kg )	61,000	\$ 5.00	\$ 5.00	Exempt	0.0%	
Container Station Fee (51 - 150 kg)	20,000	\$ 10.00	\$ 10.00	Exempt	0.0%	
Container Station Fee (>150 kg) (per tonne, starting from 0)	7,300	\$ 157.00	\$ 165.00	Exempt	5.1%	Inflation and increased disposal costs
Commercial Blue Box Recyclables (per tonne, starting from 0)		\$ 157.00	\$ 165.00	Exempt	5.1%	Inflation and increased disposal costs
De-commissioned Soil (per tonne, starting from 0, requires prior approval, accepted on a case by case basis)		\$ 35.00	\$ 35.00	Exempt	0.0%	
Fill (< wheel barrow)		\$ 5.00	\$ 5.00	Exempt	0.0%	
Fill (> wheel barrow, equivalent to a pick-up truck, maximum 3 loads per year). Commercial loads not accepted		\$ 10.00	\$ 10.00	Exempt	0.0%	
Leaf and Yard (per load) - residential loads	4,500	\$ 5.00	\$ 5.00	Exempt	0.0%	
Leaf and Yard (per tonne, starting from 0) - commercial loads			\$ 165.00	Exempt		New, added for clarification of existing fee
Vacuumed Leaves (per tonne)		\$ 25.00	\$ 25.00	Exempt	0.0%	
Woodchips (150 kg or less) per load		\$ 5.00	\$ 5.00	Exempt	0.0%	
Woodchips (> 150 kg) per load		\$ 10.00	\$ 10.00	Exempt	0.0%	

Department Division						
Public Works Waste Management						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Blue Boxes - 16 gallon		\$ 4.42	\$ 4.42	HST	0.0%	
Blue Boxes - 22 gallon	500	\$ 4.42	\$ 4.42	HST	0.0%	
Composters	150	\$ 13.27	\$ 13.27	HST	0.0%	
Garbage Tags (5 per sheet)	15,000	\$ 10.00	\$ 10.00	Exempt	0.0%	
Green Carts - 13 gallon	75	\$ 13.27	\$ 13.27	HST	0.0%	
Security Deposit-Bin Rental (refundable) 11 - 20 bins		\$ 100.00	\$ 100.00	Exempt	0.0%	
Security Deposit-Bin Rental (refundable) 21 - 50 bins		\$ 200.00	\$ 200.00	Exempt	0.0%	
Security Deposit-Bin Rental (refundable) 51 or more bins		\$ 500.00	\$ 500.00	Exempt	0.0%	
Cost per damaged / missing bin		\$ 75.00	\$ 75.00	HST	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes

Department Division		Finance Financial Planning and Budgets				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee *	Applicable Taxes (HST or Exempt)	2016/2015 Fee % Increase	Basis for Fee Increase
Residential Administration Fee - per unit - Subdivision or Servicing Agreement	2500-3000	\$ 138.58	\$ 141.36	HST	2.0%	Inflation
Minor agreements (e.g., Servicing Agreements with no DCs, Deferral, Temporary Bldg. or any amendments to DC or Financial Agreements)	20	\$ 341.37	\$ 348.19	HST	2.0%	Inflation
Financial Agreements - (e.g., DC Prepayments or Capital Financing)	5	\$ 2,467.00	\$ 2,516.34	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

Department Division						
Finance Financial, Purchasing and Payroll Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Handling Fee-Couriered Documents	45	\$ 11.40	\$ 11.63	HST	2.0%	Inflation
Download Fee-Bid Documents	1570	\$ 11.40	\$ 11.63	HST	2.0%	Inflation
Bid documents < \$100,000	30	\$ 16.90	\$ 17.24	HST	2.0%	Inflation
Bid documents > \$100,000	80	\$ 28.40	\$ 28.97	HST	2.0%	Inflation
New - Download Construction Tender and Drawings less than 50 sheets	76	\$ 47.70	\$ 48.65	HST	2.0%	Inflation
New - Download Construction Tender and Drawings greater than 50 sheets	76	\$ 95.40	\$ 97.31	HST	2.0%	Inflation
NSF Cheque Charge	55	\$ 22.90	\$ 23.36	Exempt	2.0%	Inflation
Administration Charge	0	\$ 11.40	\$ 11.63	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes

Department Division						
CAO Policy Integration & Communication						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016/2015 Fee % Increase	Basis for Fee Increase
Travel Mugs	100	\$ 13.55	\$ 13.82	HST	2.0%	Inflation
Travel Mug Set	50	\$ 14.70	\$ 14.99	HST	2.0%	Inflation
Coffee Mugs	150	\$ 14.20	\$ 14.48	HST	2.0%	Inflation
Water Bottles	200	\$ 2.65	\$ 2.70	HST	2.0%	Inflation
Pens	200	\$ 14.70	\$ 14.99	HST	2.0%	Inflation
Wallet	35	\$ 25.20	\$ 25.70	HST	2.0%	Inflation
Golf Balls	40	\$ 10.45	\$ 10.66	HST	2.0%	Inflation
Umbrella	10	\$ 12.05	\$ 12.29	HST	2.0%	Inflation
Ladies Watch	20	\$ 37.75	\$ 38.51	HST	2.0%	Inflation
Men's Watch	20	\$ 40.80	\$ 41.62	HST	2.0%	Inflation
Halton Pins	209	\$ 1.75	\$ 1.79	HST	2.0%	Inflation
Business Card Holder	20	\$ 6.30	\$ 6.43	HST	2.0%	Inflation
Tote Bag	75	\$ 6.30	\$ 6.43	HST	2.0%	Inflation
Brief Case	25	\$ 28.35	\$ 28.92	HST	2.0%	Inflation
Inukshuks	40	\$ 32.55	\$ 33.20	HST	2.0%	Inflation
Men's golf shirts	40	\$ 27.30	\$ 27.85	HST	2.0%	Inflation
Men's sweat shirts	20	\$ 27.30	\$ 27.85	HST	2.0%	Inflation
Men's jackets	10	\$ 55.60	\$ 56.71	HST	2.0%	Inflation
Men's T-shirts	50	\$ 10.50	\$ 10.71	HST	2.0%	Inflation
Ladies Shirt	25	\$ 10.50	\$ 10.71	HST	2.0%	Inflation
Women's T-shirts	25	\$ 10.50	\$ 10.71	HST	2.0%	Inflation
Ladies Sweat Shirts	30	\$ 30.40	\$ 31.01	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes



# Budget and Business Plan 2016

## Water & Wastewater Details





# Public Works Department - Rate

## Departmental Goals

The Public Works Department – The Rate Supported program provides Water and Wastewater Systems and Treatment Services, Engineering and Infrastructure Planning & Policy Services with the following objectives:

- Providing reliable, efficient and safe water services which meet or exceed the expectations of Halton's customers, regulators, and stakeholders.
- Providing reliable wastewater services ensuring that high quality effluent, which meets or exceeds the regulatory requirements as well as the expectations of Halton residents, is returned to the natural environment.
- Promoting water efficiency and conservation, and protection of our natural resources.
- Alignment with Halton Region's Strategic Plan and its associated key initiatives and actions in terms of planning, constructing and maintaining infrastructure to ensure water and wastewater infrastructure is in a state of good repair, and able to meet existing and future growth demands, security of supply and service, and operational flexibility.
- Planning and implementation of a water and wastewater strategy to meet the needs of the community and growth demands.
- The Planning & Policy Services division provides key support services enabling customer service excellence and effective, consistent and timely delivery of public works programs and services. This includes quality control/assurance oversight to public works programs through development of standards, review and maintenance of asset data/information, standardization of processes and management of public works permits.
- Planning & Policy Services ensures alignment with Halton Region's Strategic Plan and that all program areas are effectively supported enabling their core services to be reliable and efficient while meeting the expectations of Halton's customers, regulators, and stakeholders.

## External Factors Influencing Activities & Outcomes

- Provincial & Federal legislation and regulations.
- Meeting the needs of Regional growth through the planning, construction, and maintenance of infrastructure.
- Changing economic conditions; dependence on materials and services with fluctuating costs.
- Changing water consumption trends due to water conservation initiatives, also due to changing climate conditions.

## Performance Measures

Division	Services	Performance Measures	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Target	Comments
Wastewater	Wastewater Treatment	Wastewater treated (000 m <sup>3</sup> )	81,065	86,085	84,346	77,716	82,951	
		Megalitres of treated wastewater per 100,000 serviced population	16,778	17,426	16,538	15,225	16,251	
		Biosolids Haulage Costs per 1,000 m <sup>3</sup> wastewater flows	\$ 60.35	\$ 55.67	\$ 55.69	\$ 66.47	\$ 57.13	
	Wastewater Collection	% of wastewater flow by-passed	0.00%	0.13%	0.17%	0.00%	0.00%	
		wastewater flushing km of pipe	433,469	288,304	274,851	484,393	500,000	
		# of locates	23,378	21,936	29,752	35,175	35,000	
	Wastewater Treatment & Collection	kWh of hydro (000)	54,778	56,555	56,320	57,384	56,555	
Water	Water Treatment	Water treated (000 m <sup>3</sup> )	66,803	61,669	61,148	61,818	61,818	
		Average Water Consumption per Residential Customer (m <sup>3</sup> )	280	254	245	252	255	Water efficiency initiatives (i.e.. Rain barrel sales, toilet rebates) and Building Code changes, in addition to public education, are resulting in reductions in consumption patterns. Wet weather can also impact outdoor water use consumption.
		Megalitres of treated water per 100,000 serviced population	13,825	12,484	12,042	12,111	12,111	
	Water Distribution	# of locates	14,411	17,392	25,308	51,224	51,000	
		New water meter installations	3,062	3,063	2,342	2,807	2,437	
		Replacement water meter installations	1,088	2,249	1,860	1,950	2,000	
	Water Treatment and Collection	kWh of hydro (000)	50,786	47,816	47,088	47,602	48,563	
	Water Distribution	annual # of water main breaks	114	108	136	125	110	2014/15 breaks unusually high due to extreme cold weather.
		# of breaks in water mains per 100 kilometres of water pipe in a year	5.0	4.8	6.2	5.6	4.8	Increased # of breaks in 2014/15 due to an extremely cold winter.

**Regional Water & Wastewater Services**

Rate Supported Services	2015		2016			Change in Budget				
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved		
Treatment	\$ 65,024,738	\$ 64,115,854	\$ 66,172,820	\$ 116,945	\$ 66,289,765	\$ 1,148,082	1.8%	\$ 1,265,027	1.9%	
System Services	44,204,659	45,894,827	47,931,595	484,123	48,415,718	3,726,936	8.4%	4,211,059	9.5%	
Infrastructure Planning & Policy	3,779,229	3,509,229	3,632,262	-	3,632,262	(146,966)	-3.9%	(146,966)	-3.9%	
Engineering & Construction	11,485,146	10,590,325	11,873,738	-	11,873,738	388,592	3.4%	388,592	3.4%	
Public Works Administration	105,000	105,000	100,000	-	100,000	(5,000)	-4.8%	(5,000)	-4.8%	
Recoveries from Capital Projects	(16,714,822)	(15,625,678)	(16,982,940)	-	(16,982,940)	(268,118)	1.6%	(268,118)	1.6%	
<b>Gross Operating Expenditures</b>	<b>107,883,949</b>	<b>108,589,557</b>	<b>112,727,476</b>	<b>601,068</b>	<b>113,328,544</b>	<b>4,843,526</b>	<b>4.5%</b>	<b>5,444,594</b>	<b>5.0%</b>	
<b>Capital Expenses</b>										
Debt Charges	39,761,709	37,511,709	38,290,916	-	38,290,916	(1,470,793)	-3.7%	(1,470,793)	-3.7%	
Transfers to Reserve	43,288,001	43,288,001	48,526,789	-	48,526,789	5,238,788	12.1%	5,238,788	12.1%	
Transfers to Vehicle Reserve	1,154,000	1,154,000	1,303,500	-	1,303,500	149,500	13.0%	149,500	13.0%	
Transfers to Gas Tax Reserve	9,481,778	9,481,778	9,482,000	-	9,482,000	222	0.0%	222	0.0%	
Transfers from Reserve	(10,237,660)	(10,237,660)	(9,610,207)	-	(9,610,207)	627,453	-6.1%	627,453	-6.1%	
<b>Capital Expenditures</b>	<b>83,447,828</b>	<b>81,197,828</b>	<b>87,992,999</b>	<b>-</b>	<b>87,992,999</b>	<b>4,545,171</b>	<b>5.4%</b>	<b>4,545,171</b>	<b>5.4%</b>	
<b>Total Gross Expenditures</b>	<b>191,331,777</b>	<b>189,787,385</b>	<b>200,720,475</b>	<b>601,068</b>	<b>201,321,543</b>	<b>9,388,697</b>	<b>4.9%</b>	<b>9,989,765</b>	<b>5.2%</b>	
Subsidy Revenue	(9,481,789)	(9,481,789)	(9,482,000)	-	(9,482,000)	(211)	0.0%	(211)	0.0%	
Other Revenues:										
Bulk Water Charges	(629,400)	(629,400)	(660,800)	-	(660,800)	(31,400)	5.0%	(31,400)	5.0%	
Fees for Service	(3,348,312)	(3,274,911)	(3,378,238)	-	(3,378,238)	(29,926)	0.9%	(29,926)	0.9%	
Sewer Discharge Agreements	(881,692)	(1,122,700)	(960,000)	-	(960,000)	(78,308)	8.9%	(78,308)	8.9%	
Interest Earnings	(3,617,000)	(3,617,000)	(3,617,000)	-	(3,617,000)	-	0.0%	-	0.0%	
<b>Total Revenue</b>	<b>(17,958,193)</b>	<b>(18,125,800)</b>	<b>(18,098,038)</b>	<b>-</b>	<b>(18,098,038)</b>	<b>(139,845)</b>	<b>0.8%</b>	<b>(139,845)</b>	<b>0.8%</b>	
<b>Net Program Impact</b>	<b>\$ 173,373,585</b>	<b>\$ 174,161,585</b>	<b>\$ 182,622,437</b>	<b>\$ 601,068</b>	<b>\$ 183,223,505</b>	<b>\$ 9,248,852</b>	<b>5.3%</b>	<b>\$ 9,849,920</b>	<b>5.7%</b>	
<b>Growth Impact:</b>										
Consumption Growth									-	0.0%
Customer Growth									(1,181,200)	0.7%
<b>Net Increase Requirement</b>									<b>\$ 8,668,720</b>	<b>5.0%</b>



**Gross Expenditures & Revenue by Program**

\$000s	Total Direct Costs					Other Expenditures					Capital Expenditures				
	2014	2015	2016	Change in Budget		2014	2015	2016	Change in Budget		2014	2015	2016	Change in Budget	
	Actual*	Approved Budget	Requested Budget	2016 Requested to 2015 Approved		Actual*	Approved Budget	Requested Budget	2016 Requested to 2015 Approved		Actual*	Approved Budget	Requested Budget	2016 Requested to 2015 Approved	
Treatment	\$ 55,423	\$ 56,716	\$ 57,520	\$ 805	1.4%	\$ 5,769	\$ 6,286	\$ 6,690	\$ 404	6.4%	\$ -	\$ -	\$ -	\$ -	-
System Services	32,775	33,539	37,417	3,878	11.6%	9,788	10,665	10,998	333	3.1%	-	-	-	-	-
Infrastructure Planning & Policy	5,445	5,572	5,597	25	0.5%	(4,837)	(4,964)	(4,960)	4	-0.1%	-	-	-	-	-
Engineering & Construction	8,627	8,828	9,131	302	3.4%	(8,627)	(8,828)	(9,131)	(302)	3.4%	-	-	-	-	-
Public Works Administration	4,486	4,590	4,691	101	2.2%	(4,422)	(4,520)	(4,626)	(106)	2.3%	-	-	-	-	-
Capital Financing	-	-	-	-	-	-	-	-	-	-	74,027	83,448	87,993	4,545	5.4%
<b>Total Water &amp; Wastewater Systems</b>	<b>106,756</b>	<b>109,246</b>	<b>114,357</b>	<b>5,111</b>	<b>4.7%</b>	<b>(2,329)</b>	<b>(1,362)</b>	<b>(1,028)</b>	<b>333</b>	<b>-24.5%</b>	<b>74,027</b>	<b>83,448</b>	<b>87,993</b>	<b>4,545</b>	<b>5.4%</b>
<b>Water &amp; Wastewater Rate Revenues</b>															
Subsidy Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk Water Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees for Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sewer Discharge Agreements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Rate Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Rate Impact</b>	<b>\$ 106,756</b>	<b>\$ 109,246</b>	<b>\$ 114,357</b>	<b>\$ 5,111</b>	<b>4.7%</b>	<b>\$ (2,329)</b>	<b>\$ (1,362)</b>	<b>\$ (1,028)</b>	<b>\$ 333</b>	<b>-24.5%</b>	<b>\$ 74,027</b>	<b>\$ 83,448</b>	<b>\$ 87,993</b>	<b>\$ 4,545</b>	<b>5.4%</b>

\* 2014 Actuals have been aligned with the 2015 Public Works Reorganization

Gross Expenditures & Revenue by Program															
\$000s	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2015		2016	Change in Budget		2015		2016	Change in Budget		2015		2016	Change in Budget	
	2014 Actual*	Approved Budget	Requested Budget	2016 Requested to 2015 Approved	%	2014 Actual*	Approved Budget	Requested Budget	2016 Requested to 2015 Approved	%	2014 Actual*	Approved Budget	Requested Budget	2016 Requested to 2015 Approved	%
Treatment	\$ 61,192	\$ 63,001	\$ 64,211	\$ 1,209	1.9%	\$ -	\$ -	\$ -	\$ -	-	\$ 61,192	\$ 63,001	\$ 64,211	\$ 1,209	1.9%
System Services	42,563	44,205	48,416	4,211	9.5%	-	-	-	-	-	42,563	44,205	48,416	4,211	9.5%
Infrastructure Planning & Policy	608	608	637	29	4.8%	-	-	-	-	-	608	608	637	29	4.8%
Engineering & Construction	-	-	-	-	0.0%	-	-	-	-	-	-	-	-	-	0.0%
Public Works Administration	64	70	65	(5)	-7.1%	-	-	-	-	-	64	70	65	(5)	-7.1%
Capital Financing	74,027	83,448	87,993	4,545	5.4%	-	-	-	-	-	74,027	83,448	87,993	4,545	5.4%
<b>Total Water &amp; Wastewater Systems</b>	<b>178,454</b>	<b>191,332</b>	<b>201,322</b>	<b>9,990</b>	<b>5.2%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>178,454</b>	<b>191,332</b>	<b>201,322</b>	<b>9,990</b>	<b>5.2%</b>
<b>Water &amp; Wastewater Rate Revenues</b>															
Subsidy Revenue	-	-	-	-	-	(9,482)	(9,482)	(9,482)	(0)	0.0%	(9,482)	(9,482)	(9,482)	(0)	0.0%
Bulk Water Charges	-	-	-	-	-	(523)	(629)	(661)	(31)	5.0%	(523)	(629)	(661)	(31)	5.0%
Fees for Service	-	-	-	-	-	(3,248)	(3,348)	(3,378)	(30)	0.9%	(3,248)	(3,348)	(3,378)	(30)	0.9%
Sewer Discharge Agreements	-	-	-	-	-	(1,015)	(882)	(960)	(78)	8.9%	(1,015)	(882)	(960)	(78)	8.9%
Interest Earnings	-	-	-	-	-	(3,617)	(3,617)	(3,617)	-	0.0%	(3,617)	(3,617)	(3,617)	-	0.0%
<b>Total Rate Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(17,885)</b>	<b>(17,958)</b>	<b>(18,098)</b>	<b>(140)</b>	<b>0.8%</b>	<b>(17,885)</b>	<b>(17,958)</b>	<b>(18,098)</b>	<b>(140)</b>	<b>0.8%</b>
<b>Total Rate Impact</b>	<b>\$ 178,454</b>	<b>\$ 191,332</b>	<b>\$ 201,322</b>	<b>\$ 9,990</b>	<b>5.2%</b>	<b>\$ (17,885)</b>	<b>\$ (17,958)</b>	<b>\$ (18,098)</b>	<b>\$ (140)</b>	<b>0.8%</b>	<b>\$ 160,570</b>	<b>\$ 173,374</b>	<b>\$ 183,224</b>	<b>\$ 9,850</b>	<b>5.7%</b>

\* 2014 Actuals have been aligned with the 2015 Public Works Reorganization

## Departmental Summary

Rate Supported Services	2015		2016			Change			
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 46,234,160	\$ 44,274,779	\$ 47,288,300	\$ 546,480	\$ 47,834,780	\$ 1,054,140	2.3%	\$ 1,600,620	3.5%
Materials & Supplies	24,500,664	24,300,643	25,017,958	33,588	25,051,546	517,294	2.1%	550,882	2.2%
Purchased Services	38,052,200	39,456,219	38,792,197	1,000	38,793,197	739,997	1.9%	740,997	1.9%
Financial & Rent Expenses	241,530	241,870	210,195	-	210,195	(31,335)	-13.0%	(31,335)	-13.0%
Grants & Assistance	217,000	622,000	2,467,000	-	2,467,000	2,250,000	1036.9%	2,250,000	1036.9%
<b>Total Direct Costs</b>	<b>109,245,554</b>	<b>108,895,511</b>	<b>113,775,649</b>	<b>581,068</b>	<b>114,356,717</b>	<b>4,530,095</b>	<b>4.1%</b>	<b>5,111,163</b>	<b>4.7%</b>
Allocated Charges / Recoveries	(13,143,824)	(12,088,173)	(13,626,689)	20,000	(13,606,689)	(482,865)	3.7%	(462,865)	3.5%
Corporate Support	11,724,219	11,724,219	12,520,515	-	12,520,515	796,296	6.8%	796,296	6.8%
Transfer to Reserves - Operating	58,000	58,000	58,000	-	58,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>107,883,949</b>	<b>108,589,557</b>	<b>112,727,476</b>	<b>601,068</b>	<b>113,328,544</b>	<b>4,843,526</b>	<b>4.5%</b>	<b>5,444,594</b>	<b>5.0%</b>
Transfer to Reserves - Capital	44,442,001	44,442,001	49,830,289	-	49,830,289	5,388,288	12.1%	5,388,288	12.1%
Transfer to Gas Tax Reserve	9,481,778	9,481,778	9,482,000	-	9,482,000	222	0.0%	222	0.0%
Transfer from Reserves - Capital	(10,237,660)	(10,237,660)	(9,610,207)	-	(9,610,207)	627,453	-6.1%	627,453	-6.1%
Debt Charges	39,761,709	37,511,709	38,290,916	-	38,290,916	(1,470,793)	-3.7%	(1,470,793)	-3.7%
<b>Capital Financing Expenditures</b>	<b>83,447,828</b>	<b>81,197,828</b>	<b>87,992,999</b>	<b>-</b>	<b>87,992,999</b>	<b>4,545,171</b>	<b>5.4%</b>	<b>4,545,171</b>	<b>5.4%</b>
<b>Total Gross Expenditures</b>	<b>191,331,777</b>	<b>189,787,385</b>	<b>200,720,475</b>	<b>601,068</b>	<b>201,321,543</b>	<b>9,388,697</b>	<b>4.9%</b>	<b>9,989,765</b>	<b>5.2%</b>
Subsidy Revenue	(9,481,789)	(9,481,789)	(9,482,000)	-	(9,482,000)	(211)	0.0%	(211)	0.0%
Other Revenue	(8,476,404)	(8,644,011)	(8,616,038)	-	(8,616,038)	(139,634)	1.6%	(139,634)	1.6%
<b>Total Revenue</b>	<b>(17,958,193)</b>	<b>(18,125,800)</b>	<b>(18,098,038)</b>	<b>-</b>	<b>(18,098,038)</b>	<b>(139,845)</b>	<b>0.8%</b>	<b>(139,845)</b>	<b>0.8%</b>
<b>Net Program Impact</b>	<b>\$ 173,373,585</b>	<b>\$ 174,161,585</b>	<b>\$ 182,622,437</b>	<b>\$ 601,068</b>	<b>\$ 183,223,505</b>	<b>\$ 9,248,852</b>	<b>5.3%</b>	<b>\$ 9,849,920</b>	<b>5.7%</b>

Staff Complement (F.T.E.)	2015		2016			Change			
	Approved Budget		Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
FTE	440.0		440.0	6.0	446.0	0.0	0.0%	6.0	1.4%

# Budget Change Report

Rate Supported Services	2015		2016			Change		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested Budget to 2015 Approved Budget		
Personnel Services	\$ 46,234,160	\$ 44,274,779	\$ 47,288,300	\$ 546,480	\$ 47,834,780	\$ 1,600,620	3.5%	Includes Strategic Investments for 6 FTE: 3 Water Distribution Operators, a Systems and Outreach Administrator and a Project Coordinator for the Extraneous Flow Reduction Program, and a Maintenance Expeditor
Materials & Supplies	24,500,664	24,300,643	25,017,958	33,588	25,051,546	550,882	2.2%	Increase driven by hydro increase of \$274,000 due to a rate increase, chemical increase of \$103,000 based on inflationary price increases and increased quantities, increases in unshrinkable fill of \$48,000 and an inflationary increase in plant maintenance materials of \$28,000
Purchased Services	38,052,200	39,456,219	38,792,197	1,000	38,793,197	740,997	1.9%	Inflationary increase in maintenance of meters, pumping stations and plants of \$931,000, plus increases in water billing charges per the agreement for \$206,000 and higher contractor assistance required for locates and One Call service for \$170,000, offset by lower renewed contract price for biosolids haulage of \$427,000 and decreased consulting/special project fees based on completed projects of \$238,000
Financial and Rent Expenses	241,530	241,870	210,195	-	210,195	(31,335)	-13.0%	Reduction in equipment rentals / leases based on actual expenditures
Grants & Assistance	217,000	622,000	2,467,000	-	2,467,000	2,250,000	1036.9%	Increase for the Extraneous Flow Reduction Program for weeping tile and downspout disconnects as per PW22-15 cost \$2,250,000 which will be funded with equivalent debt charge savings
<b>Total Direct Costs</b>	<b>109,245,554</b>	<b>108,895,511</b>	<b>113,775,649</b>	<b>581,068</b>	<b>114,356,717</b>	<b>5,111,163</b>	<b>4.7%</b>	
Allocated Charges/Recoveries	(13,143,824)	(12,088,173)	(13,626,689)	20,000	(13,606,689)	(462,865)	3.5%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	11,724,219	11,724,219	12,520,515	-	12,520,515	796,296	6.8%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	58,000	58,000	58,000	-	58,000	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>107,883,949</b>	<b>108,589,557</b>	<b>112,727,476</b>	<b>601,068</b>	<b>113,328,544</b>	<b>5,444,594</b>	<b>5.0%</b>	
Transfer to Reserves - Capital	53,923,779	53,923,779	59,312,289	-	59,312,289	5,388,510	10.0%	Increase due to a \$5,200,000 increase to support growing State of Good Repair Capital Program and \$150,000 for new/replacement vehicles
Transfer from Reserves - Capital	(10,237,660)	(10,237,660)	(9,610,207)	-	(9,610,207)	627,453	-6.1%	Decrease in DC contributions for growth-related debt due to cancellation of debt
Debt Charges	39,761,709	37,511,709	38,290,916	-	38,290,916	(1,470,793)	-3.7%	Decrease due to retired debt and cancelled debt based on project closures
<b>Capital Expenditures</b>	<b>83,447,828</b>	<b>81,197,828</b>	<b>87,992,999</b>	<b>-</b>	<b>87,992,999</b>	<b>4,545,171</b>	<b>5.4%</b>	
<b>Total Gross Expenditures</b>	<b>191,331,777</b>	<b>189,787,385</b>	<b>200,720,475</b>	<b>601,068</b>	<b>201,321,543</b>	<b>9,989,765</b>	<b>5.2%</b>	
Subsidy Revenue	(9,481,789)	(9,481,789)	(9,482,000)	-	(9,482,000)	(211)	0.0%	
Other Revenue	(8,476,404)	(8,644,011)	(8,616,038)	-	(8,616,038)	(139,634)	1.6%	Increase mainly driven by higher program and permit revenues of \$142,000 based on higher demand for services plus increase in sewer discharge agreement for \$78,000 and bulk water sales of \$31,000, offset by lower revenue from the meter installations of \$131,000
<b>Total Revenue</b>	<b>(17,958,193)</b>	<b>(18,125,800)</b>	<b>(18,098,038)</b>	<b>-</b>	<b>(18,098,038)</b>	<b>(139,845)</b>	<b>0.8%</b>	
<b>Net Program Expenditures</b>	<b>\$ 173,373,585</b>	<b>\$ 174,161,585</b>	<b>\$ 182,622,437</b>	<b>\$ 601,068</b>	<b>\$ 183,223,505</b>	<b>\$ 9,849,920</b>	<b>5.7%</b>	

## Divisional Summary

Public Works Administration	2015		2016			Change			
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 3,384,750	\$ 3,384,750	\$ 3,484,950	\$ -	\$ 3,484,950	\$ 100,200	3.0%	\$ 100,200	3.0%
Materials & Supplies	508,260	508,260	468,350	-	468,350	(39,910)	-7.9%	(39,910)	-7.9%
Purchased Services	695,248	695,248	735,867	-	735,867	40,619	5.8%	40,619	5.8%
Financial & Rent Expenses	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	2,000	2,000	2,000	-	2,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>4,590,258</b>	<b>4,590,258</b>	<b>4,691,167</b>	<b>-</b>	<b>4,691,167</b>	<b>100,909</b>	<b>2.2%</b>	<b>100,909</b>	<b>2.2%</b>
Allocated Charges / Recoveries	(5,250,945)	(5,250,945)	(5,405,253)	-	(5,405,253)	(154,308)	2.9%	(154,308)	2.9%
Corporate Support	730,687	730,687	779,086	-	779,086	48,399	6.6%	48,399	6.6%
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>70,000</b>	<b>70,000</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>	<b>(5,000)</b>	<b>-7.1%</b>	<b>(5,000)</b>	<b>-7.1%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Financing Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>70,000</b>	<b>70,000</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>	<b>(5,000)</b>	<b>-7.1%</b>	<b>(5,000)</b>	<b>-7.1%</b>
Subsidy Revenue	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(70,000)	(70,000)	(65,000)	-	(65,000)	5,000	-7.1%	5,000	-7.1%
<b>Total Revenue</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(65,000)</b>	<b>-</b>	<b>(65,000)</b>	<b>5,000</b>	<b>-7.1%</b>	<b>5,000</b>	<b>-7.1%</b>
<b>Net Program Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

# Budget Change Report

Public Works Administration	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 3,384,750	\$ 3,384,750	\$ 3,484,950	\$ -	\$ 3,484,950	\$ 100,200	3.0%	Savings due to the elimination of one-time lab equipment requirements from the 2015 budget  Increase of \$40,000 for temporary assistance for compliance reports and projects plus \$24,000 for site maintenance for the new lab, offset by a \$25,000 reduction in equipment maintenance that is no longer required  Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR  In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Materials & Supplies	508,260	508,260	468,350	-	468,350	(39,910)	-7.9%	
Purchased Services	695,248	695,248	735,867	-	735,867	40,619	5.8%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	2,000	2,000	2,000	-	2,000	-	0.0%	
<b>Total Direct Costs</b>	<b>4,590,258</b>	<b>4,590,258</b>	<b>4,691,167</b>	<b>-</b>	<b>4,691,167</b>	<b>100,909</b>	<b>2.2%</b>	
Allocated Charges/Recoveries	(5,250,945)	(5,250,945)	(5,405,253)	-	(5,405,253)	(154,308)	2.9%	
Corporate Support	730,687	730,687	779,086	-	779,086	48,399	6.6%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>70,000</b>	<b>70,000</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>	<b>(5,000)</b>	<b>-7.1%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>70,000</b>	<b>70,000</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>	<b>(5,000)</b>	<b>-7.1%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	Industrial waste audit and compliance revenues reduction based on actual trends
Other Revenue	(70,000)	(70,000)	(65,000)	-	(65,000)	5,000	-7.1%	
<b>Total Revenue</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(65,000)</b>	<b>-</b>	<b>(65,000)</b>	<b>5,000</b>	<b>-7.1%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Water & Wastewater Treatment

## Divisional Summary

Water & Wastewater Treatment	2015		2016			Change			
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 17,067,130	\$ 16,498,984	\$ 17,447,510	\$ 114,680	\$ 17,562,190	\$ 380,380	2.2%	\$ 495,060	2.9%
Materials & Supplies	16,626,168	16,804,806	16,966,870	2,265	16,969,135	340,702	2.0%	342,967	2.1%
Purchased Services	22,984,171	22,496,353	22,950,241	-	22,950,241	(33,930)	-0.1%	(33,930)	-0.1%
Financial & Rent Expenses	13,260	13,600	13,900	-	13,900	640	4.8%	640	4.8%
Grants & Assistance	25,000	25,000	25,000	-	25,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>56,715,729</b>	<b>55,838,743</b>	<b>57,403,522</b>	<b>116,945</b>	<b>57,520,467</b>	<b>687,793</b>	<b>1.2%</b>	<b>804,738</b>	<b>1.4%</b>
Allocated Charges / Recoveries	2,405,102	2,567,328	2,527,211	-	2,527,211	122,109	5.1%	122,109	5.1%
Corporate Support	3,870,548	3,870,548	4,152,937	-	4,152,937	282,389	7.3%	282,389	7.3%
Transfer to Reserves - Operating	10,000	10,000	10,000	-	10,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>63,001,379</b>	<b>62,286,619</b>	<b>64,093,670</b>	<b>116,945</b>	<b>64,210,615</b>	<b>1,092,291</b>	<b>1.7%</b>	<b>1,209,236</b>	<b>1.9%</b>
Transfer to Reserves - Capital	22,221,001	22,221,001	26,040,144	-	26,040,144	3,819,144	17.2%	3,819,144	17.2%
Transfer to Gas Tax Reserve	4,740,889	4,740,889	4,741,000	-	4,741,000	111	0.0%	111	0.0%
Transfer from Reserves - Capital	(5,118,830)	(5,118,830)	(4,805,103)	-	(4,805,103)	313,727	-6.1%	313,727	-6.1%
Debt Charges	19,880,855	17,630,855	19,145,458	-	19,145,458	(735,396)	-3.7%	(735,396)	-3.7%
<b>Capital Financing Expenditures</b>	<b>41,723,914</b>	<b>39,473,914</b>	<b>45,121,499</b>	-	<b>45,121,499</b>	<b>3,397,585</b>	<b>8.1%</b>	<b>3,397,585</b>	<b>8.1%</b>
<b>Total Gross Expenditures</b>	<b>104,725,293</b>	<b>101,760,533</b>	<b>109,215,169</b>	<b>116,945</b>	<b>109,332,114</b>	<b>4,489,876</b>	<b>4.3%</b>	<b>4,606,821</b>	<b>4.4%</b>
Subsidy Revenue	(4,740,895)	(4,740,895)	(4,741,000)	-	(4,741,000)	(106)	0.0%	(106)	0.0%
Other Revenue	(2,915,192)	(3,210,900)	(3,007,300)	-	(3,007,300)	(92,108)	3.2%	(92,108)	3.2%
<b>Total Revenue</b>	<b>(7,656,087)</b>	<b>(7,951,795)</b>	<b>(7,748,300)</b>	-	<b>(7,748,300)</b>	<b>(92,214)</b>	<b>1.2%</b>	<b>(92,214)</b>	<b>1.2%</b>
<b>Net Program Impact</b>	<b>\$ 97,069,207</b>	<b>\$ 93,808,739</b>	<b>\$ 101,466,869</b>	<b>\$ 116,945</b>	<b>\$ 101,583,814</b>	<b>\$ 4,397,663</b>	<b>4.5%</b>	<b>\$ 4,514,608</b>	<b>4.7%</b>

# Budget Change Report

Water & Wastewater Treatment	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 17,067,130	\$ 16,498,984	\$ 17,447,510	\$ 114,680	\$ 17,562,190	\$ 495,060	2.9%	Includes one additional FTE as a Maintenance Expeditor in the 2016 Strategic Investments
Materials & Supplies	16,626,168	16,804,806	16,966,870	2,265	16,969,135	342,967	2.1%	Inflationary increase in chemicals, materials, preventative maintenance and equipment/supplies at wastewater plants, plus hydro increase due to rate and volume increase
Purchased Services	22,984,171	22,496,353	22,950,241	-	22,950,241	(33,930)	-0.1%	Increase in local distribution company (LDC) fees of \$56,000 for water billing per the agreement, inflationary increase in preventative maintenance of \$306,000 and a new water network membership costing \$50,000, offset by decreased biosolids haulage contract costs recently renewed for \$427,000
Financial and Rent Expenses	13,260	13,600	13,900	-	13,900	640	4.8%	Budget increased to reflect actual payments made to the Hamilton Port Authority plus inflation
Grants & Assistance	25,000	25,000	25,000	-	25,000	-	0.0%	
<b>Total Direct Costs</b>	<b>56,715,729</b>	<b>55,838,743</b>	<b>57,403,522</b>	<b>116,945</b>	<b>57,520,467</b>	<b>804,738</b>	<b>1.4%</b>	
Allocated Charges/Recoveries	2,405,102	2,567,328	2,527,211	-	2,527,211	122,109	5.1%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	3,870,548	3,870,548	4,152,937	-	4,152,937	282,389	7.3%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	10,000	10,000	10,000	-	10,000	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>63,001,379</b>	<b>62,286,619</b>	<b>64,093,670</b>	<b>116,945</b>	<b>64,210,615</b>	<b>1,209,236</b>	<b>1.9%</b>	
Transfer to Reserves - Capital	26,961,890	26,961,890	30,781,144	-	30,781,144	3,819,255	14.2%	Increase required to supporting the growing State of Good Repair Capital Program and the purchase of new/replacement vehicles
Transfer from Reserves - Capital	(5,118,830)	(5,118,830)	(4,805,103)	-	(4,805,103)	313,727	-6.1%	Reduced DC contributions for growth-related debt due to cancellation of debt
Debt Charges	19,880,855	17,630,855	19,145,458	-	19,145,458	(735,396)	-3.7%	Decrease due to retired debt and cancelled debt based on project closures
<b>Capital Expenditures</b>	<b>41,723,914</b>	<b>39,473,914</b>	<b>45,121,499</b>	<b>-</b>	<b>45,121,499</b>	<b>3,397,585</b>	<b>8.1%</b>	
<b>Total Gross Expenditures</b>	<b>104,725,293</b>	<b>101,760,533</b>	<b>109,215,169</b>	<b>116,945</b>	<b>109,332,114</b>	<b>4,606,821</b>	<b>4.4%</b>	
Subsidy Revenue	(4,740,895)	(4,740,895)	(4,741,000)	-	(4,741,000)	(106)	0.0%	
Other Revenue	(2,915,192)	(3,210,900)	(3,007,300)	-	(3,007,300)	(92,108)	3.2%	Increases in sewer discharge agreements and septic tank fees
<b>Total Revenue</b>	<b>(7,656,087)</b>	<b>(7,951,795)</b>	<b>(7,748,300)</b>	<b>-</b>	<b>(7,748,300)</b>	<b>(92,214)</b>	<b>1.2%</b>	
<b>Net Program Expenditures</b>	<b>\$ 97,069,207</b>	<b>\$ 93,808,739</b>	<b>\$ 101,466,869</b>	<b>\$ 116,945</b>	<b>\$ 101,583,814</b>	<b>\$ 4,514,608</b>	<b>4.7%</b>	

# Strategic Investment

## Maintenance Expeditor

Funding Source	Rate
----------------	------

## Program Details

Department	Public Works
Division	Water & Wastewater Treatment
Program	Wastewater Treatment
Cost Centre	233200

## Complement Details

Position Title	Maintenance Expeditor
FTE Impact	1.0
Personnel Group	OCT/MMSG

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 114,680	\$ 114,680
Materials & Supplies	2,265	900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>116,945</b>	<b>115,580</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>116,945</b>	<b>115,580</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 116,945</b>	<b>\$ 115,580</b>

## Business Case

### Recommendation:

Approve one (1) Maintenance Expeditor will assist in all aspects of the procurement of parts, equipment, and contracted services to support the preventive maintenance program to maintain the desired level of wastewater treatment services.

### Need:

Halton Region has an extensive preventative maintenance program to ensure that the required levels of service for wastewater treatment are reliably provided on a continuous basis. This program is highly dependent on the timely and effective sourcing of high quality parts, equipment and specialized contracted services. Currently these activities are assigned to one expeditor position shared between water treatment and wastewater treatment.

The current volume of work in this area is beyond the capacity of one individual as a result of the increase in the asset inventory for electrical, mechanical, instrumentation and SCADA equipment. In total, the asset inventory has increased by 71% since 2009. Further increases are anticipated in the near future as a result of the expansions at the Mid Halton and Skyway WWTPs. Millwrights, Electricians and Instrument Technicians are performing a portion of this work leading to operational inefficiencies and the need for additional contracted services.

A Maintenance Expeditor is required to: 1) appropriately source and procure parts and equipment to minimize maintenance downtime, 2) ensure that critical spare parts are available to minimize service disruptions, 3) support the development of tenders and quotations for the acquisition of parts and services, 4) assist with the provision of required asset documentation to support asset management and compliance with applicable regulations, and 5) provide oversight of contracted services retained to support the maintenance program.

### Implications:

Effective execution of the preventive maintenance program is required to achieve the desired level of wastewater services expected by the residents of Halton. Without the requested additional resources there is an increased risk of service interruption and continued inefficiencies in the delivery of the program. In addition, the consistency of delivery, documentation and oversight of contracted services will be less than optimal.

### Alternatives:

This position is not considered a good candidate for out sourcing as familiarity with Halton specific equipment is required. Continuing to provide services through existing staff will result in operating inefficiencies and an increase in costs for external maintenance services.

### Reference:

# Water & Wastewater System Services

## Divisional Summary

Water & Wastewater System Services	2015		2016			Change			
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 12,755,110	\$ 12,516,478	\$ 12,764,050	\$ 431,800	\$ 13,195,850	\$ 8,940	0.1%	\$ 440,740	3.5%
Materials & Supplies	6,983,440	6,582,540	7,165,109	31,323	7,196,432	181,669	2.6%	212,992	3.0%
Purchased Services	13,402,632	15,340,732	14,407,788	1,000	14,408,788	1,005,156	7.5%	1,006,156	7.5%
Financial & Rent Expenses	228,270	228,270	196,295	-	196,295	(31,975)	-14.0%	(31,975)	-14.0%
Grants & Assistance	170,000	575,000	2,420,000	-	2,420,000	2,250,000	1323.5%	2,250,000	1323.5%
<b>Total Direct Costs</b>	<b>33,539,451</b>	<b>35,243,019</b>	<b>36,953,241</b>	<b>464,123</b>	<b>37,417,364</b>	<b>3,413,790</b>	<b>10.2%</b>	<b>3,877,913</b>	<b>11.6%</b>
Allocated Charges / Recoveries	6,829,362	6,815,962	6,875,980	20,000	6,895,980	46,618	0.7%	66,618	1.0%
Corporate Support	3,787,846	3,787,846	4,054,374	-	4,054,374	266,528	7.0%	266,528	7.0%
Transfer to Reserves - Operating	48,000	48,000	48,000	-	48,000	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>44,204,659</b>	<b>45,894,827</b>	<b>47,931,595</b>	<b>484,123</b>	<b>48,415,718</b>	<b>3,726,936</b>	<b>8.4%</b>	<b>4,211,059</b>	<b>9.5%</b>
Transfer to Reserves - Capital	22,221,001	22,221,001	23,790,144	-	23,790,144	1,569,144	7.1%	1,569,144	7.1%
Transfer to Gas Tax Reserve	4,740,889	4,740,889	4,741,000	-	4,741,000	111	0.0%	111	0.0%
Transfer from Reserves - Capital	(5,118,830)	(5,118,830)	(4,805,103)	-	(4,805,103)	313,727	-6.1%	313,727	-6.1%
Debt Charges	19,880,855	19,880,855	19,145,458	-	19,145,458	(735,396)	-3.7%	(735,396)	-3.7%
<b>Capital Financing Expenditures</b>	<b>41,723,914</b>	<b>41,723,914</b>	<b>42,871,499</b>	<b>-</b>	<b>42,871,499</b>	<b>1,147,585</b>	<b>2.8%</b>	<b>1,147,585</b>	<b>2.8%</b>
<b>Total Gross Expenditures</b>	<b>85,928,573</b>	<b>87,618,741</b>	<b>90,803,095</b>	<b>484,123</b>	<b>91,287,218</b>	<b>4,874,522</b>	<b>5.7%</b>	<b>5,358,645</b>	<b>6.2%</b>
Subsidy Revenue	(4,740,895)	(4,740,895)	(4,741,000)	-	(4,741,000)	(106)	0.0%	(106)	0.0%
Other Revenue	(4,239,100)	(4,110,800)	(4,230,927)	-	(4,230,927)	8,173	-0.2%	8,173	-0.2%
<b>Total Revenue</b>	<b>(8,979,995)</b>	<b>(8,851,695)</b>	<b>(8,971,927)</b>	<b>-</b>	<b>(8,971,927)</b>	<b>8,068</b>	<b>-0.1%</b>	<b>8,068</b>	<b>-0.1%</b>
<b>Net Program Impact</b>	<b>\$ 76,948,578</b>	<b>\$ 78,767,047</b>	<b>\$ 81,831,168</b>	<b>\$ 484,123</b>	<b>\$ 82,315,291</b>	<b>\$ 4,882,589</b>	<b>6.3%</b>	<b>\$ 5,366,712</b>	<b>7.0%</b>

# Budget Change Report

Water & Wastewater System Services	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 12,755,110	\$ 12,516,478	\$ 12,764,050	\$ 431,800	\$ 13,195,850	\$ 440,740	3.5%	Includes five additional FTE in the 2016 Strategic Investments; three Water Distribution Operators, one Project Coordinator and one Systems and Outreach Administrator for the Extraneous Flow Reduction Program
Materials & Supplies	6,983,440	6,582,540	7,165,109	31,323	7,196,432	212,992	3.0%	Increase of \$142,000 in hydro based on a rate increase and \$47,000 for unshrinkable fill based on actual trends
Purchased Services	13,402,632	15,340,732	14,407,788	1,000	14,408,788	1,006,156	7.5%	Inflationary increase in maintenance of meters and pumping stations of \$506,000, plus increases in water billing charges per the agreement for \$150,000, increases in professional services for performance testing of \$109,000 and higher contractor assistance required for locates and One Call service for \$170,000
Financial and Rent Expenses	228,270	228,270	196,295	-	196,295	(31,975)	-14.0%	Decrease due to adjusted equipment rentals and leases based on actual trends
Grants & Assistance	170,000	575,000	2,420,000	-	2,420,000	2,250,000	1323.5%	Increase of \$2,250,000 for the Extraneous Flow Reduction Program for weeping tile and downspout disconnects as per PW22-15 cost, which will be funded with equivalent debt charge savings
<b>Total Direct Costs</b>	<b>33,539,451</b>	<b>35,243,019</b>	<b>36,953,241</b>	<b>464,123</b>	<b>37,417,364</b>	<b>3,877,913</b>	<b>11.6%</b>	
Allocated Charges/Recoveries	6,829,362	6,815,962	6,875,980	20,000	6,895,980	66,618	1.0%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	3,787,846	3,787,846	4,054,374	-	4,054,374	266,528	7.0%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	48,000	48,000	48,000	-	48,000	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>44,204,659</b>	<b>45,894,827</b>	<b>47,931,595</b>	<b>484,123</b>	<b>48,415,718</b>	<b>4,211,059</b>	<b>9.5%</b>	
Transfer to Reserves - Capital	26,961,890	26,961,890	28,531,144	-	28,531,144	1,569,255	5.8%	Increase required supporting the growing State of Good Repair Capital Program and the purchase of new vehicles
Transfer from Reserves - Capital	(5,118,830)	(5,118,830)	(4,805,103)	-	(4,805,103)	313,727	-6.1%	Reduced DC contributions for growth-related debt due to cancellation of debt
Debt Charges	19,880,855	19,880,855	19,145,458	-	19,145,458	(735,396)	-3.7%	Decrease due to retired debt and cancelled debt based on project closures
<b>Capital Expenditures</b>	<b>41,723,914</b>	<b>41,723,914</b>	<b>42,871,499</b>	<b>-</b>	<b>42,871,499</b>	<b>1,147,585</b>	<b>2.8%</b>	
<b>Total Gross Expenditures</b>	<b>85,928,573</b>	<b>87,618,741</b>	<b>90,803,095</b>	<b>484,123</b>	<b>91,287,218</b>	<b>5,358,645</b>	<b>6.2%</b>	
Subsidy Revenue	(4,740,895)	(4,740,895)	(4,741,000)	-	(4,741,000)	(106)	0.0%	
Other Revenue	(4,239,100)	(4,110,800)	(4,230,927)	-	(4,230,927)	8,173	-0.2%	Increase mainly driven by higher program and permit revenues of \$142,000 based on higher demand for services offset by lower revenue from the meter installations of \$131,000
<b>Total Revenue</b>	<b>(8,979,995)</b>	<b>(8,851,695)</b>	<b>(8,971,927)</b>	<b>-</b>	<b>(8,971,927)</b>	<b>8,068</b>	<b>-0.1%</b>	
<b>Net Program Expenditures</b>	<b>\$ 76,948,578</b>	<b>\$ 78,767,047</b>	<b>\$ 81,831,168</b>	<b>\$ 484,123</b>	<b>\$ 82,315,291</b>	<b>\$ 5,366,712</b>	<b>7.0%</b>	

# Strategic Investment

## Water Distribution Operators

### Funding Source

### Program Details

Department	Public Works
Division	Water & Wastewater System Services
Program	Water Distribution
Cost Centre	224400

### Complement Details

Position Title	Water Distribution Operators
FTE Impact	3.0
Personnel Group	CUPE (PW)

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 250,380	\$ 250,380
Materials & Supplies	25,553	4,308
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>275,933</b>	<b>254,688</b>
Allocated Charges/Recoveries	20,000	20,000
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>295,933</b>	<b>274,688</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 295,933</b>	<b>\$ 274,688</b>

### Business Case

#### Recommendation:

Approve three (3) Water Distribution Operators to ensure Halton can continue to deliver operations and maintenance programs while ensuring a safe workplace.

#### Need:

A total of 3 Water Distribution Operators are required, in order to maintain existing service levels to keep pace with growth in the system, while ensuring the Regional compliance with the Ontario Underground Infrastructure Notification System Act, and the Employment Standards Act and hours of Service O. Reg. 555/06. Based on a full year of compliance with the Ontario Underground Infrastructure Notification System Act, resource impacts and the ability to outsource to address these impacts have been reviewed. Similar to other municipalities, contracted Locate Service Provider are unable to complete a majority of the water locates, which must be undertaken by operation staff. Since the Act came into effect, there has been a 50% increase in staff hours dedicated to utility locates. This has significantly reduced the resources available to deliver core operations and maintenance programs, while increasing pressures on operators' working hours and shift schedules. Additional staff will allow scheduling adjustments among operators and will allow the Region to remain compliant with current employment legislation governing hours worked, based on a work practice review completed in 2015.

A review of work practices found that scheduling adjustments would be required to remain compliant with current employment legislation governing hours worked. Halton was exposed to exceeding the prescribed legislated hours for staff with the need to provide 24/7 after hours call out response while maintaining service during the day. Operators working overtime would not be available to work the next day due to the prescribed legislated hours. By agreement with CUPE 2620, a limited number of operators were put on shifted hours; 4 water operators from spring to fall, and 6 water on operators during the winter months. Operators placed on shift are now unavailable to conduct required operations program work that must be done during regular hours.

Halton's water system continues to experience growth each year. Over the past 2 years the Region has added approximately 5,300 new households. Each household has associated water services, mains and appurtenances. Additional staff resources are necessary to keep pace with growth in the system and support the construction and commissioning of new water structures.

The 2015 budget included 2 new water distribution staff to address this additional need. It is recognized that additional operations staff are required to ensure that these needs are met based on the experiences of the past year.

#### Implications:

Without additional Operators, operations and maintenance program will be deferred in order to accommodate demand driven work such as locates and capital program support. The cost of additional operators can be offset by a net reduction in overtime hours as operations staff on shift are currently responding to after hours calls at regular rates during the shift period.

#### Alternatives:

Alternative include deferring operations and maintenance programs and to complete work on overtime and utilize external service providers where possible to deliver the operations and maintenance programs. An increase to contracted or professional services will be required in an amount greater than the amounts requested. Outsourcing these tasks could adversely impact infrastructure conditions if preventive and corrective maintenance is not completed as recommended by industry standards and best practices.

#### Reference:

## Strategic Investment

### Systems and Outreach Administrator

Funding Source	Rate
----------------	------

### Program Details

Department	Public Works
Division	Water & Wastewater System Services
Program	Planning & Customer Service
Cost Centre	226700

### Complement Details

Position Title	Systems and Outreach Administrator
FTE Impact	1.0
Personnel Group	OCT/MMSG

### Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 80,350	\$ 80,350
Materials & Supplies	2,885	900
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>83,235</b>	<b>81,250</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>83,235</b>	<b>81,250</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 83,235</b>	<b>\$ 81,250</b>

### Business Case

#### Recommendation:

Approve one (1) Systems and Outreach Administrator responsible to support the Region Wide Extraneous Flow Reduction Program.

#### Need:

In accordance with the resources needs identified in PW-22-15, "Region Wide Basement Flooding Mitigation Study Final Report and Recommendations", adopted by Council on July 15, 2015, dedicated staff is required to ensure successful delivery of approximately \$89 million in sewer improvement projects over ten years. Systematic removal of extraneous flow from the Halton wastewater system is necessary to mitigate the risk of future basement flooding in the Region. The success of this multi-year program will depend on a complementary approach to reducing inflow and infiltration on the public and private sides. Public participation, which will be directly tied to public education and outreach is crucial to the success of the program. Based on the preliminary numbers for private side participation, over 20,000 new subsidy applications will need to be processed. As such a Systems and Outreach Administrator is required to manage inquiries, applications and maximize uptake into the new programs.

#### Implications:

A Systems and Outreach Administrator will be instrumental in administering the thousands of anticipated applications, creating and organizing key records of the applications, and responding to inquiries about the program and status of subsidies. As the key contact with residents interested in the Program, the Systems and Outreach Administrator will have a strong focus and background in Customer Service.

In cooperation with Corporate Communications, this position will also be involved in developing communications and education and outreach material to convey key program messages to Halton residents in a clear and concise manner. Understanding of stakeholder interests, effective messaging, website enhancements and collaboration will be a critical component of this position.

#### Alternatives:

If Halton does not implement the Extraneous Flow Reduction Program recommendations as outlined in PW-22-15, it will place the REgion at increased risk for future basement flooding events. The work could be implemented using outsourced resources with an increase to contracted or professional services in an amount greater than the amounts requested.

#### Reference:

PW-22-15, "Region Wide Basement Flooding Mitigation Study Final Report and Recommendations".

# Strategic Investment

## Project Coordinator

Funding Source	Rate
----------------	------

## Program Details

Department	Public Works
Division	Water & Wastewater System Services
Program	Planning & Customer Service
Cost Centre	226700

## Complement Details

Position Title	Project Coordinator
FTE Impact	1.0
Personnel Group	OCT/MMSG

## Funding Impact

Operating	2016 Impact	2017 Impact
Personnel Services	\$ 101,070	\$ 101,070
Materials & Supplies	2,885	900
Purchased Services	1,000	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>104,955</b>	<b>101,970</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>104,955</b>	<b>101,970</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>
Subsidy Revenue	-	-
Non-Subsidy Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 104,955</b>	<b>\$ 101,970</b>

## Business Case

**Recommendation:**  
Approve one (1) Project Coordinator position to manage and carry out projects and activities, which will ensure components of the extraneous flow reduction program are delivered in order to reduce the risk of future basement flooding, including monitoring and analysis of flow monitoring data and modeling of hydraulic impacts.

**Need:**  
In accordance with the resources needs identified in PW-22-15, "Region Wide Basement Flooding Mitigation Study Final Report and Recommendations", adopted by Council on July 15, 2015, dedicated staff is required to ensure successful delivery of approximately \$89 million in sewer improvement projects over ten years. Systematic removal of extraneous flow from the Halton wastewater system is necessary to mitigate the risk of future basement flooding in the Region. The mandate of the Region-wide Extraneous Flow Reduction Program (EFRP) is extraneous flow reduction, sewer system optimization and capacity management and the success of this multi-year program will depend on a complementary approach to reducing inflow and infiltration on the public and private sides.

A dedicated Project Coordinator position is required to manage and carry out projects, activities, modeling and flow monitoring analysis. This work will include validating key performance indicators for reduction of basement flooding potential and tracking and monitoring system performance. New initiatives such as downspout disconnection and weeping tile disconnection will require continuous evaluation.

This position will be responsible for undertaking projects, preparing RFP's and procurement documents for contractors, reviewing flow data, monitoring flow reductions and performing GIS, hydraulic modeling and database assessments which are needed to deliver components of the EFRP. This volume of work requires a dedicated staff for project and cost control, scheduling, contract administration and coordination with internal and external stakeholders.

**Implications:**  
Without dedicated staff to manage and administer the many projects that will be undertaken to mitigate the risk of basement flooding, as identified in PW-22-15, Halton will be unable to continuously deliver extraneous flow reduction, sewer system optimization and capacity management work with the existing staff resources.

**Alternatives:**  
If Halton does not implement the Extraneous Flow Reduction Program recommendations as outlined in PW-22-15, it will place the Region at increased risk for future basement flooding events. The work could be implemented using outsourced resources with an increase to contracted or professional services in an amount greater than the amounts requested.

**Reference:**  
PW-22-15, "Region Wide Basement Flooding Mitigation Study Final Report and Recommendations".

# Engineering & Construction

## Divisional Summary

Engineering & Construction	2015		2016			Change			
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 8,217,400	\$ 7,334,797	\$ 8,512,330	\$ -	\$ 8,512,330	\$ 294,930	3.6%	\$ 294,930	3.6%
Materials & Supplies	280,940	303,181	306,314	-	306,314	25,374	9.0%	25,374	9.0%
Purchased Services	330,064	283,801	311,867	-	311,867	(18,197)	-5.5%	(18,197)	-5.5%
Financial & Rent Expenses	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	-	-	-	-	-	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>8,828,404</b>	<b>7,921,779</b>	<b>9,130,511</b>	<b>-</b>	<b>9,130,511</b>	<b>302,107</b>	<b>3.4%</b>	<b>302,107</b>	<b>3.4%</b>
Allocated Charges / Recoveries	(10,800,400)	(9,893,576)	(11,220,146)	-	(11,220,146)	(419,746)	3.9%	(419,746)	3.9%
Corporate Support	1,971,996	1,971,996	2,089,635	-	2,089,635	117,639	6.0%	117,639	6.0%
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>(0)</b>	<b>199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-100.0%</b>	<b>0</b>	<b>-100.0%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Financing Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>(0)</b>	<b>199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-100.0%</b>	<b>0</b>	<b>-100.0%</b>
Subsidy Revenue	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	-	(199)	-	-	-	-	0.0%	-	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>(199)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
<b>Net Program Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

# Budget Change Report

Engineering & Construction	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 8,217,400	\$ 7,334,797	\$ 8,512,330	\$ -	\$ 8,512,330	\$ 294,930	3.6%	Increased travel costs related to larger volume of projects in North Halton and lockers required for survey staff at headquarters  Reduced demand for temporary employment assistance and professional services  Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR  In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Materials & Supplies	280,940	303,181	306,314	-	306,314	25,374	9.0%	
Purchased Services	330,064	283,801	311,867	-	311,867	(18,197)	-5.5%	
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	-	-	-	-	-	-	0.0%	
<b>Total Direct Costs</b>	<b>8,828,404</b>	<b>7,921,779</b>	<b>9,130,511</b>	<b>-</b>	<b>9,130,511</b>	<b>302,107</b>	<b>3.4%</b>	
Allocated Charges/Recoveries	(10,800,400)	(9,893,576)	(11,220,146)	-	(11,220,146)	(419,746)	3.9%	
Corporate Support	1,971,996	1,971,996	2,089,635	-	2,089,635	117,639	6.0%	
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>-</b>	<b>199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	-	(199)	-	-	-	-	0.0%	
<b>Total Revenue</b>	<b>-</b>	<b>(199)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Infrastructure Planning & Policy

## Divisional Summary

Infrastructure Planning & Policy	2015		2016			Change			
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Base to 2015 Approved		2016 Requested to 2015 Approved	
Personnel Services	\$ 4,809,770	\$ 4,539,770	\$ 5,079,460	\$ -	\$ 5,079,460	\$ 269,690	5.6%	\$ 269,690	5.6%
Materials & Supplies	101,857	101,857	111,315	-	111,315	9,458	9.3%	9,458	9.3%
Purchased Services	640,085	640,085	386,433	-	386,433	(253,652)	-39.6%	(253,652)	-39.6%
Financial & Rent Expenses	-	-	-	-	-	-	0.0%	-	0.0%
Grants & Assistance	20,000	20,000	20,000	-	20,000	-	0.0%	-	0.0%
<b>Total Direct Costs</b>	<b>5,571,712</b>	<b>5,301,712</b>	<b>5,597,208</b>	-	<b>5,597,208</b>	<b>25,497</b>	<b>0.5%</b>	<b>25,497</b>	<b>0.5%</b>
Allocated Charges / Recoveries	(6,326,942)	(6,326,942)	(6,404,480)	-	(6,404,480)	(77,538)	1.2%	(77,538)	1.2%
Corporate Support	1,363,142	1,363,142	1,444,483	-	1,444,483	81,341	6.0%	81,341	6.0%
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	-	0.0%
<b>Gross Operating Expenditures</b>	<b>607,912</b>	<b>337,912</b>	<b>637,211</b>	-	<b>637,211</b>	<b>29,299</b>	<b>4.8%</b>	<b>29,299</b>	<b>4.8%</b>
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	-	0.0%
Transfer to Gas Tax Reserve	-	-	-	-	-	-	0.0%	-	0.0%
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	-	0.0%
Debt Charges	-	-	-	-	-	-	0.0%	-	0.0%
<b>Capital Financing Expenditures</b>	-	-	-	-	-	-	<b>0.0%</b>	-	<b>0.0%</b>
<b>Total Gross Expenditures</b>	<b>607,912</b>	<b>337,912</b>	<b>637,211</b>	-	<b>637,211</b>	<b>29,299</b>	<b>4.8%</b>	<b>29,299</b>	<b>4.8%</b>
Subsidy Revenue	-	-	-	-	-	-	0.0%	-	0.0%
Other Revenue	(607,912)	(607,912)	(637,211)	-	(637,211)	(29,299)	4.8%	(29,299)	4.8%
<b>Total Revenue</b>	<b>(607,912)</b>	<b>(607,912)</b>	<b>(637,211)</b>	-	<b>(637,211)</b>	<b>(29,299)</b>	<b>4.8%</b>	<b>(29,299)</b>	<b>4.8%</b>
<b>Net Program Impact</b>	<b>\$ -</b>	<b>\$ (270,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

# Budget Change Report

Infrastructure Planning & Policy	2015		2016			Change in Budget		Comments
	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2016 Requested to 2015 Approved		
Personnel Services	\$ 4,809,770	\$ 4,539,770	\$ 5,079,460	\$ -	\$ 5,079,460	\$ 269,690	5.6%	
Materials & Supplies	101,857	101,857	111,315	-	111,315	9,458	9.3%	Increases driven by one time purchase of new filing system and printer
Purchased Services	640,085	640,085	386,433	-	386,433	(253,652)	-39.6%	Decrease is due to projects completed in 2015
Financial and Rent Expenses	-	-	-	-	-	-	0.0%	
Grants & Assistance	20,000	20,000	20,000	-	20,000	-	0.0%	
<b>Total Direct Costs</b>	<b>5,571,712</b>	<b>5,301,712</b>	<b>5,597,208</b>	<b>-</b>	<b>5,597,208</b>	<b>25,497</b>	<b>0.5%</b>	
Allocated Charges/Recoveries	(6,326,942)	(6,326,942)	(6,404,480)	-	(6,404,480)	(77,538)	1.2%	Increase in program support costs to reflect actual demand, offset by centralized corporate staff training through HR
Corporate Support	1,363,142	1,363,142	1,444,483	-	1,444,483	81,341	6.0%	In accordance with corporate support cost allocation framework driven by increased support costs for IT and facilities state-of-good repair and higher use of Access Halton
Transfer to Reserves - Operating	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Operating	-	-	-	-	-	-	0.0%	
<b>Gross Operating Expenditures</b>	<b>607,912</b>	<b>337,912</b>	<b>637,211</b>	<b>-</b>	<b>637,211</b>	<b>29,299</b>	<b>4.8%</b>	
Transfer to Reserves - Capital	-	-	-	-	-	-	0.0%	
Transfer from Reserves - Capital	-	-	-	-	-	-	0.0%	
Debt Charges	-	-	-	-	-	-	0.0%	
<b>Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Gross Expenditures</b>	<b>607,912</b>	<b>337,912</b>	<b>637,211</b>	<b>-</b>	<b>637,211</b>	<b>29,299</b>	<b>4.8%</b>	
Subsidy Revenue	-	-	-	-	-	-	0.0%	
Other Revenue	(607,912)	(607,912)	(637,211)	-	(637,211)	(29,299)	4.8%	Increase in administration fee revenue resulting from increasing wastewater permits
<b>Total Revenue</b>	<b>(607,912)</b>	<b>(607,912)</b>	<b>(637,211)</b>	<b>-</b>	<b>(637,211)</b>	<b>(29,299)</b>	<b>4.8%</b>	
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ (270,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	



# Budget and Business Plan 2016

## Fees & Charges - Water & Wastewater





# Fees & Charges

Department Division						
Public Works Integrated Management Systems & Quality Assurance						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
Residential audit	18	\$ 44.57	\$ 45.46	Exempt	2.0%	Inflation
Commercial/industrial institutional audit	29	\$ 154.92	\$ 158.01	Exempt	2.0%	Inflation
Compliance program application annual fee (inspection)	28	\$ 2,012.40	\$ 2,052.65	HST	2.0%	Inflation
Sampling & Analysis Fee	47	\$ 402.48	\$ 410.53	HST	2.0%	Inflation
Sampling & Analysis Fee each Additional Lab analysis	-	\$176.01 or actual cost	\$179.53 or actual cost	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater Treatment				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
<b>Tenant Water Service</b>						
Water deposit (minimum)	-	\$ 100.00	\$ 100.00	Exempt	0.0%	
Bulk Water - Perm. Sites Coin / .25 m <sup>3</sup>	-	\$ 0.50	\$ 0.50	Exempt	0.0%	
Bulk Water - Perm. Sites Invoice / m <sup>3</sup>	272,468	\$ 2.31	\$ 2.42	Exempt	5.0%	Increased water rates
Bulk Water Rates - Mobile Stations / m <sup>3</sup>		\$ 2.31	\$ 2.42	Exempt	5.0%	Increased water rates
Bulk Water Rates - Hydrant Meter Rental / m <sup>3</sup>		\$ 2.31	\$ 2.42	Exempt	5.0%	Increased water rates
<b>Wastewater Service</b>						
Septic tank disposal (per 500 gal)	16,134	\$ 12.43	\$ 12.68	Exempt	2.0%	Inflation
Sewer Discharge Abatement Application	5	\$ 930.86	\$ 949.47	HST	2.0%	Inflation
Sewer Discharge Agreement / 1000 m <sup>3</sup>	2,185	\$ 403.59	\$ 411.66	Exempt	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division							Public Works Water & Wastewater System Services						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase							
<b>Water Main Taps</b>													
20mm to 50mm	64	\$ 382.55	\$ 390.20	Exempt	2.0%	Inflation							
100mm & larger	64	\$ 713.42	\$ 727.69	Exempt	2.0%	Inflation							
Standby time for Watermain Taps (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%								
2 Bacterial Tests - After 30 days by System Operations	-	Actual Cost	Actual Cost	HST									
Fire hydrant relocation	-	\$ 7,094.54	\$ 7,236.43	Exempt	2.0%	Inflation							
Fire hydrant relocation investigation	-	\$ 352.00	\$ 359.00	HST	2.0%	Inflation							
Standby time for Fire Hydrant Relocation (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%								
<b>Water Service</b>													
Residential Shut off - Regular Hours	424	\$ 165.44	\$ 168.75	Exempt	2.0%	Inflation							
Residential Turn on - Regular Hours													
Residential On/off same day - Regular Hours													
Residential Shut off - After Hours	70	\$ 281.62	\$ 287.25	Exempt	2.0%	Inflation							
Residential Turn on - After Hours													
Residential On/off same day - After Hours													
Industrial/Commercial Shut off - Regular Hours	-	-	Actual Cost	Exempt		Existing fee; ICI specific							
Industrial/Commercial Turn on - Regular Hours				Exempt		Existing fee; ICI specific							
Industrial/Commercial On/off same day - Regular Hours				Exempt		Existing fee; ICI specific							
Industrial/Commercial Shut off - After Hours	-	-	Actual Cost	Exempt		Existing fee; ICI specific							
Industrial/Commercial Turn on - After Hours				Exempt		Existing fee; ICI specific							
Industrial/Commercial On/off same day - After Hours				Exempt		Existing fee; ICI specific							
Water service cleaning	-	\$ 222.95	\$ 227.41	Exempt	2.0%	Inflation							

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
Testing and Inspection Report (per consultant report/per device/annually)	6,000	\$ 50.95	\$ 52.00	HST	2.0%	Inflation
Backflow Prevention/Cross-Connection Initial Survey (Hazard review)	105	\$ 101.90	\$ 104.00	HST	2.0%	Inflation
Thawed private water service pipe - 15mm to 25mm	-	Actual Cost	\$ 520.61	Exempt		Customer requested change
Thawed private water service pipe - greater than 25mm	-	Actual Cost	Actual Cost	Exempt		
<b>Water Meter Installations by Region</b>						
20mm	2,277	\$ 378.56	\$ 386.13	Exempt	2.0%	Inflation
25mm	78	\$ 387.35	\$ 395.10	Exempt	2.0%	
<b>Water Meter Purchase, Seal and Connect by Region only</b>						
40mm	34	\$ 620.57	\$ 632.98	Exempt	2.0%	Inflation
50mm	35	\$ 823.05	\$ 839.51	Exempt	2.0%	
75mm	9	\$ 1,493.95	\$ 1,523.83	Exempt	2.0%	
100mm	4	\$ 2,589.94	\$ 2,641.74	Exempt	2.0%	
150mm (turbine vs compound)	1	\$ 4,800.42	\$ 4,896.43	Exempt	2.0%	
200mm	-	\$ 7,219.66	\$ 7,364.06	Exempt	2.0%	
250mm	-	\$ 9,641.08	\$ 9,833.90	Exempt	2.0%	
<b>Note: Cost of meter includes construction water</b>						
Frozen water meter repair (15 mm - 25 mm inclusive)	35	\$ 337.72	\$ 344.47	Exempt	2.0%	Inflation
Frozen water meter repair (40 mm and larger)	-	Actual Cost	Actual Cost	Exempt		

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater System Services				
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
<b>Water Meter Calibration Testing</b>						
15mm to 25mm	-	Actual Cost	Actual Cost	HST		
40mm to 250mm	-	Actual Cost	Actual Cost	HST		
Hydrant meter rental (monthly charge)	-	\$ 609.03	\$ 621.21	Exempt	2.0%	Inflation
Hydrant Meter relocation during rental period	-	\$ 434.17	\$ 442.86	Exempt	2.0%	Inflation
Hydrant meter replacement (if lost by lessee)	-	Actual Cost	Actual Cost	HST		
Penalty for failure to respond to meter maintenance requests	-	\$ 172.49	\$ 175.94	Exempt	2.0%	Inflation
<b>Water Meter Deposit (Refundable)</b>						
1 Water Meter	-	\$ 500.00	\$ 500.00	Exempt	0.0%	
2 - 20 Water Meters (\$ each)	-	\$ 200.00	\$ 200.00	Exempt	0.0%	
21 - 50 Water Meters (\$ each)	-	\$ 150.00	\$ 150.00	Exempt	0.0%	
51 & Up Water Meters (\$ each)	-	\$ 100.00	\$ 100.00	Exempt	0.0%	
<b>Wastewater Services</b>						
Wastewater / Regional Storm Lateral Disconnect By Region - no maintenance hole removal @ property line by Region	-	\$ 4,676.13	\$ 4,769.65	Exempt	2.0%	Inflation
Wastewater / Regional Storm main taps (all sizes)	70	\$ 580.81	\$ 592.43	Exempt	2.0%	Inflation
Standby time for Wastewater / Regional Storm Main Taps (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater / Regional Storm lateral TV inspection	111	\$ 274.00	\$ 279.00	HST	2.0%	Inflation
Standby time for Wastewater / Regional Storm TV Inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater lateral blockage clearing on private property	163	\$ 340.38	\$ 347.19	Exempt	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division						
Public Works Infrastructure Planning & Policy						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
<b>Water Permits</b>						
20 mm or 25 mm Water Service Inspection Public side	130	\$ 413.00	\$ 421.00	HST	2.0%	Inflation
40 mm or 50 mm Water Service Inspection - includes (2) bacterial tests and (1) swabbing Public side	15	\$ 1,287.00	\$ 1,313.00	HST	2.0%	Inflation
100 mm or larger Water service inspection - includes (2) bacterial and (1) pressure test Public side	40	\$ 1,595.00	\$ 1,627.00	HST	2.0%	Inflation
Inspect disconnection of old domestic water service 15mm to 50mm	80	\$ 274.00	\$ 279.00	HST	2.0%	Inflation
Inspect disconnection of old water service 100mm and larger	10	\$ 1,474.00	\$ 1,503.00	HST	2.0%	Inflation
Standby time for Watermain Disconnect (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Standby time for Water Service inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Meter Chamber Inspection	1	\$ 274.00	\$ 279.00	HST	2.0%	Inflation
Standby time for Meter Chamber inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Pressure Test	60	\$ 382.00	\$ 390.00	HST	2.0%	Inflation
Bacterial Test	200	\$ 331.00	\$ 338.00	HST	2.0%	Inflation
Swabbing Test	130	\$ 213.00	\$ 217.00	HST	2.0%	Inflation
Standby time for each or combination of: Bacterial/Pressure Test/Swabbing (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Fire hydrant relocation inspection	-	\$ 1,474.00	\$ 1,503.00	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division						
Public Works Infrastructure Planning & Policy						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
<b>Residential Permit Application - Water</b> Application includes: Plan Review Records Research Permits Cost Estimate Permit Issuance	140	\$ 183.07	\$ 186.73	Exempt	2.0%	Inflation
<b>Commercial/Industrial/Institutional Permit Application - Water</b> Application includes: Plan Review Records Research Permit Cost Estimate Permit Issuance	60	\$ 274.57	\$ 280.06	Exempt	2.0%	Inflation
<b>Wastewater Permits</b>						
Wastewater / Regional Storm lateral inspection- includes all sizes	250	\$ 780.00	\$ 796.00	HST	2.0%	Inflation
Wastewater / Regional Storm maintenance hole inspection	30	\$ 183.00	\$ 187.00	HST	2.0%	Inflation
Standby time for Wastewater / Regional Storm inspection (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	
Wastewater / Regional Storm Lateral Disconnect Inspection - including maintenance hole removal at property line (by owner)	60	\$ 642.00	\$ 655.00	HST	2.0%	Inflation
Standby time for Wastewatermain / Regional Storm Disconnect / Manhole removal (Refundable)	-	\$ 300.00	\$ 300.00	Exempt	0.0%	

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division						
Public Works Infrastructure Planning & Policy						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
<b>Residential Permit Application - Wastewater</b> Application includes: Plan Review Records Research Permits Cost Estimate Permit Issuance	140	\$ 183.07	\$ 186.73	Exempt	2.0%	Inflation
<b>Industrial/Commercial/Institutional Permit Application - Wastewater</b> Application includes: Plan Review Records Research Permit Cost Estimate Permit Issuance	60	\$ 274.57	\$ 280.06	Exempt	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division						
Public Works Infrastructure Planning & Policy						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
Water and Wastewater Linear Design Standard	2	\$ 50.06	\$ 51.06	HST	2.0%	Inflation
Subscription Fee for Water and Wastewater Linear Design Standard (3 yr subscription & updates)	2	\$ 31.21	\$ 31.84	HST	2.0%	Inflation
Water and Wastewater Facilities Design Manual and Consultants procedure Manual - Facilities	2	\$ 62.61	\$ 63.86	HST	2.0%	Inflation
Guide for Facility Project Delivery	2	\$ 24.97	\$ 25.47	HST	2.0%	Inflation
Uniform Traffic Signal Specifications (incl. CD)	2	\$ 68.84	\$ 70.22	HST	2.0%	Inflation
Guide for Production Engineering Contract Documents (CAD Standards Manual with CD)	2	\$ 50.06	\$ 51.06	HST	2.0%	Inflation
<b>Tender Documents inclusive of Contract Documents &amp; Specifications (non-refundable):</b>						
Large drawings ≥ 50 sheets	-	\$ 173.41	\$ 176.88	HST	2.0%	Inflation
Large drawings < 50 sheets	-	\$ 86.63	\$ 88.36	HST	2.0%	Inflation
Each additional sets of drawings:						
Large drawings ≥ 50 sheets	-	\$ 115.61	\$ 117.92	HST	2.0%	Inflation
Large drawings < 50 sheets	-	\$ 57.74	\$ 58.90	HST	2.0%	Inflation
11 x 17 drawings package	-	\$ 28.88	\$ 29.45	HST	2.0%	Inflation
Each Additional Contract Document & Specification set	-	\$ 28.88	\$ 29.45	HST	2.0%	Inflation
Halton Urban Structure Plan	-	\$ 48.32	\$ 49.29	HST	2.0%	Inflation
Sustainable Halton Miscellaneous Documentation	-	\$ 117.34	\$ 119.69	HST	2.0%	Inflation
Miscellaneous Environmental Assessments and Studies for Water & Wastewater Infrastructure	-	\$ 87.98	\$ 89.74	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division						
Public Works Infrastructure Planning & Policy						
Service Offered	2016 Est # Units	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
Transportation Studies, Master Plan & Miscellaneous Documents	-	\$ 58.67	\$ 59.85	HST	2.0%	Inflation
Halton Water & Wastewater Master Plan Review (2002)	-	\$ 362.61	\$ 369.86	HST	2.0%	Inflation
South Halton Water & Wastewater Master Plan Update (2008)	-	\$ 176.01	\$ 179.53	HST	2.0%	Inflation
Halton Water & Wastewater Master Plan Review (2011)	-	\$ 362.61	\$ 369.86	HST	2.0%	Inflation
Aerial Photos (24 x36)	10	\$ 12.48	\$ 12.73	HST	2.0%	Inflation
Digital Orthophotography- 1km x1km	6	\$ 62.61	\$ 63.86	HST	2.0%	Inflation
Digital Terrain Model 1km x 1km	1	\$ 62.61	\$ 63.86	HST	2.0%	Inflation
License for GIS Vector files Water or Wastewater for Single Asset Layer	-	\$ 117.34	\$ 119.69	HST	2.0%	Inflation
License for GIS Vector files Water or Wastewater for Additional Asset Layers (per each additional layer)	-	\$ 58.67	\$ 59.85	HST	2.0%	Inflation
Print of "As Constructed" Plan and Profile Sheet Large drawings	300	\$ 12.48	\$ 12.73	HST	2.0%	Inflation
Print of "As Constructed" Plan and Profile Sheet 11" x 17"	-	\$ 3.70	\$ 3.78	HST	2.0%	Inflation
Water and Sewer Operating Maps	2	\$ 12.48	\$ 12.73	HST	2.0%	Inflation
All Custom Maps( including aerial photography) - Time @ Shop Rate	3	Time @ \$48.20 hr + \$3.88 / lin ft	Time @ \$49.16 hr + \$3.96 / lin ft	HST	2.0%	Inflation

\* 2016 Proposed fee exclusive of applicable taxes.

Department Division		Public Works Water & Wastewater			
Service Offered	2015 Actual Fee	2016 Proposed Fee	Applicable Taxes (HST or Exempt) *	2016 / 2015 Fee % Increase	Basis for Fee Increase
<b>Connection Charges - Water</b>					
Residential Water Lateral	Actual	Actual	Exempt		
Non-Residential Water Lateral	Actual	Actual	Exempt		
Residential Water Connection / SDE	\$ 3,802.65	\$ 3,871.10	Exempt	1.8%	index per By-law 152-12
Non-Residential Water Connection / sq.ft.	\$ 1.35	\$ 1.38	Exempt	1.8%	index per By-law 152-12
<b>Connection Charges - Wastewater</b>					
Residential Wastewater Lateral	Actual	Actual	Exempt		
Non-Residential Wastewater Lateral	Actual	Actual	Exempt		
Residential Wastewater Connection / SDE	\$ 4,415.40	\$ 4,494.87	Exempt	1.8%	index per By-law 152-12
Non-Residential Wastewater Connection / sq.ft.	\$ 1.78	\$ 1.81	Exempt	1.8%	index per By-law 152-12

\* 2016 Proposed fee exclusive of applicable taxes.

**Regional Municipality of Halton  
2016 Water Rates**

<b>Monthly Service Charges</b>		<b>Residential</b>	<b>Commercial / Industrial</b>
<b>Meter Size</b>			
20 mm or less		\$ 27.14	\$ 27.14
25 mm		\$ 47.26	\$ 87.95
40 mm		\$ 84.04	\$ 144.41
50 mm		\$ 195.76	\$ 315.88
75 mm		\$ 356.49	\$ 563.08
100 mm		\$ 617.33	\$ 962.83
150 mm		\$ 1,583.96	\$ 2,446.53
200 mm		\$ 2,550.58	\$ 3,930.46
250 mm		\$ 3,139.30	\$ 4,910.53
<b>Monthly Usage Charge</b>			
(per cubic meter)			
<b>From</b>	<b>To</b>		
0m <sup>3</sup>	- 25m <sup>3</sup>	First 25m <sup>3</sup> at	\$ 2.2308 \$ 2.2308
26m <sup>3</sup>	- 45m <sup>3</sup>	Next 20m <sup>3</sup> at	\$ 2.3867 \$ 2.3867
46m <sup>3</sup>	- 60m <sup>3</sup>	Next 15m <sup>3</sup> at	\$ 2.5658 \$ 2.5658
61m <sup>3</sup>	- 460m <sup>3</sup>	Next 400m <sup>3</sup> at	\$ 1.2525 \$ 2.4630
Greater than 460m <sup>3</sup>		Balance at	\$ 1.0203 \$ 2.2308

**Regional Municipality of Halton  
2016 Monthly Water Rates & Wastewater Surcharge**

**Meter Size \*(1)**

20 mm or less  
25 mm  
40 mm  
50 mm  
75 mm  
100 mm  
150 mm  
200 mm  
250 mm

Residential	
Water	Wastewater
\$12.48	\$14.66
\$21.64	\$25.62
\$38.38	\$45.66
\$89.30	\$106.46
\$162.95	\$193.54
\$281.77	\$335.56
\$722.95	\$861.01
\$1,163.93	\$1,386.65
\$1,456.22	\$1,683.08

Commercial / Industrial	
Water	Wastewater
\$12.48	\$14.66
\$36.86	\$51.09
\$60.65	\$83.76
\$132.60	\$183.28
\$236.21	\$326.87
\$404.01	\$558.82
\$1,026.42	\$1,420.11
\$1,649.09	\$2,281.37
\$2,060.53	\$2,850.00

**Usage Charge \*(2)**

(per cubic meter)

**From To**

0m<sup>3</sup> - 25m<sup>3</sup>      First 25m<sup>3</sup> at  
26m<sup>3</sup> - 45m<sup>3</sup>      Next 20m<sup>3</sup> at  
46m<sup>3</sup> - 60m<sup>3</sup>      Next 15m<sup>3</sup> at  
61m<sup>3</sup> - 460m<sup>3</sup>    Next 400m<sup>3</sup> at  
Greater than 460m<sup>3</sup>    Balance at

Water	Wastewater
\$ 1.0203	\$ 1.2105
\$ 1.1762	\$ 1.2105
\$ 1.3553	\$ 1.2105
\$ 1.2525	\$ 1.2105
\$ 1.0203	\$ 1.2105

Water	Wastewater
\$ 1.0203	\$ 1.2105
\$ 1.1762	\$ 1.2105
\$ 1.3553	\$ 1.2105
\$ 1.2525	\$ 1.2105
\$ 1.0203	\$ 1.2105

**Notes:** \*(1) Monthly Charge Per Metered Service

\*(2) Progressive usage rate; all consumption billed progressively through consumption blocks up to total billable



# Budget and Business Plan 2016

## Capital Budget





# Budget and Business Plan 2016

## Tax - Capital



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

**2016 - 2025 TAX CAPITAL BUDGET (Uninflated \$000's)**

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
<b>2016 Finance</b>									
Financial Planning & Budgets	600	-	600	222	372	6	-	-	-
Information Technology	2,683	-	2,683	-	-	2,683	-	-	-
<b>Sub-total</b>	<b>3,283</b>	<b>-</b>	<b>3,283</b>	<b>222</b>	<b>372</b>	<b>2,689</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	3,300	-	3,300	179	904	2,217	-	-	-
Health -Other	235	-	235	-	-	235	-	-	-
<b>Sub-total</b>	<b>3,535</b>	<b>-</b>	<b>3,535</b>	<b>179</b>	<b>904</b>	<b>2,452</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	17,689	652	17,037	266	1,448	15,323	-	-	-
Asset Management	3,547	-	3,547	-	-	3,547	-	-	-
<b>Sub-total</b>	<b>21,236</b>	<b>652</b>	<b>20,584</b>	<b>266</b>	<b>1,448</b>	<b>18,870</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	600	-	600	-	-	600	-	-	-
<b>Sub-total</b>	<b>650</b>	<b>-</b>	<b>650</b>	<b>-</b>	<b>-</b>	<b>650</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	141,261	5,317	135,944	-	72,654	63,290	-	-	-
Waste Management	1,552	-	1,552	-	-	1,552	-	-	-
<b>Sub-total</b>	<b>142,813</b>	<b>5,317</b>	<b>137,496</b>	<b>-</b>	<b>72,654</b>	<b>64,842</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	5,073	-	5,073	88	149	4,836	-	-	-
<b>TOTAL 2016</b>	<b>176,591</b>	<b>5,969</b>	<b>170,621</b>	<b>755</b>	<b>75,527</b>	<b>94,339</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2017 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	3,668	-	3,668	-	-	3,668	-	-	-
<b>Sub-total</b>	<b>3,968</b>	<b>-</b>	<b>3,968</b>	<b>111</b>	<b>186</b>	<b>3,671</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	2,381	-	2,381	12	63	2,306	-	-	-
Health -Other	143	-	143	-	-	143	-	-	-
<b>Sub-total</b>	<b>2,524</b>	<b>-</b>	<b>2,524</b>	<b>12</b>	<b>63</b>	<b>2,449</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	19,526	-	19,526	250	2,019	17,257	-	-	-
Asset Management	4,504	-	4,504	-	-	4,504	-	-	-
<b>Sub-total</b>	<b>24,030</b>	<b>-</b>	<b>24,030</b>	<b>250</b>	<b>2,019</b>	<b>21,761</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	94,251	4,733	89,518	-	41,464	48,054	-	-	-
Waste Management	2,073	-	2,073	-	-	2,073	-	-	-
<b>Sub-total</b>	<b>96,324</b>	<b>4,733</b>	<b>91,591</b>	<b>-</b>	<b>41,464</b>	<b>50,127</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	21,974	1,900	20,074	88	149	12,187	-	7,650	-
<b>TOTAL 2017</b>	<b>149,520</b>	<b>6,633</b>	<b>142,887</b>	<b>461</b>	<b>43,881</b>	<b>90,895</b>	<b>-</b>	<b>7,650</b>	<b>-</b>



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

**2016 - 2025 TAX CAPITAL BUDGET (Uninflated \$000's)**

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
<b>2018 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	3,655	-	3,655	-	-	3,655	-	-	-
<b>Sub-total</b>	<b>3,955</b>	<b>-</b>	<b>3,955</b>	<b>111</b>	<b>186</b>	<b>3,658</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	2,852	-	2,852	13	67	2,772	-	-	-
Health -Other	740	-	740	-	-	740	-	-	-
<b>Sub-total</b>	<b>3,592</b>	<b>-</b>	<b>3,592</b>	<b>13</b>	<b>67</b>	<b>3,512</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	24,780	-	24,780	65	1,809	22,906	-	-	-
Asset Management	6,209	-	6,209	-	-	6,209	-	-	-
<b>Sub-total</b>	<b>30,989</b>	<b>-</b>	<b>30,989</b>	<b>65</b>	<b>1,809</b>	<b>29,115</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	253,784	-	253,784	-	130,830	122,954	-	-	-
Waste Management	1,746	-	1,746	-	-	1,746	-	-	-
<b>Sub-total</b>	<b>255,530</b>	<b>-</b>	<b>255,530</b>	<b>-</b>	<b>130,830</b>	<b>124,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	4,053	-	4,053	88	149	3,816	-	-	-
<b>TOTAL 2018</b>	<b>298,818</b>	<b>-</b>	<b>298,818</b>	<b>277</b>	<b>133,041</b>	<b>165,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2019 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	3,310	-	3,310	-	-	3,310	-	-	-
<b>Sub-total</b>	<b>3,610</b>	<b>-</b>	<b>3,610</b>	<b>111</b>	<b>186</b>	<b>3,313</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	2,140	-	2,140	13	67	2,060	-	-	-
Health -Other	104	-	104	-	-	104	-	-	-
<b>Sub-total</b>	<b>2,244</b>	<b>-</b>	<b>2,244</b>	<b>13</b>	<b>67</b>	<b>2,164</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	15,091	-	15,091	434	2,530	12,127	-	-	-
Asset Management	33,735	-	33,735	-	-	33,735	-	-	-
<b>Sub-total</b>	<b>48,826</b>	<b>-</b>	<b>48,826</b>	<b>434</b>	<b>2,530</b>	<b>45,862</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	102,398	-	102,398	-	49,847	52,551	-	-	-
Waste Management	10,473	-	10,473	-	-	10,473	-	-	-
<b>Sub-total</b>	<b>112,871</b>	<b>-</b>	<b>112,871</b>	<b>-</b>	<b>49,847</b>	<b>63,024</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	4,803	-	4,803	88	149	4,566	-	-	-
<b>TOTAL 2019</b>	<b>173,054</b>	<b>-</b>	<b>173,054</b>	<b>646</b>	<b>52,779</b>	<b>119,629</b>	<b>-</b>	<b>-</b>	<b>-</b>



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

**2016 - 2025 TAX CAPITAL BUDGET (Uninflated \$000's)**

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
<b>2020 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	3,989	-	3,989	-	-	3,989	-	-	-
<b>Sub-total</b>	<b>4,289</b>	<b>-</b>	<b>4,289</b>	<b>111</b>	<b>186</b>	<b>3,992</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	1,510	-	1,510	15	75	1,420	-	-	-
Health -Other	168	-	168	-	-	168	-	-	-
<b>Sub-total</b>	<b>1,678</b>	<b>-</b>	<b>1,678</b>	<b>15</b>	<b>75</b>	<b>1,588</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	28,248	-	28,248	185	2,110	25,953	-	-	-
Asset Management	6,373	-	6,373	-	-	6,373	-	-	-
<b>Sub-total</b>	<b>34,621</b>	<b>-</b>	<b>34,621</b>	<b>185</b>	<b>2,110</b>	<b>32,326</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	143,710	-	143,710	-	65,865	77,845	-	-	-
Waste Management	1,981	-	1,981	-	-	1,981	-	-	-
<b>Sub-total</b>	<b>145,691</b>	<b>-</b>	<b>145,691</b>	<b>-</b>	<b>65,865</b>	<b>79,826</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	5,243	-	5,243	88	149	5,006	-	-	-
<b>TOTAL 2020</b>	<b>192,222</b>	<b>-</b>	<b>192,222</b>	<b>399</b>	<b>68,385</b>	<b>123,438</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2021 Finance</b>									
Financial Planning & Budgets	800	-	800	295	497	8	-	-	-
Information Technology	4,702	-	4,702	-	-	4,702	-	-	-
<b>Sub-total</b>	<b>5,502</b>	<b>-</b>	<b>5,502</b>	<b>295</b>	<b>497</b>	<b>4,710</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	1,973	-	1,973	16	79	1,878	-	-	-
Health -Other	345	-	345	-	-	345	-	-	-
<b>Sub-total</b>	<b>2,317</b>	<b>-</b>	<b>2,317</b>	<b>16</b>	<b>79</b>	<b>2,222</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	12,510	-	12,510	240	2,203	10,067	-	-	-
Asset Management	4,699	-	4,699	-	-	4,699	-	-	-
<b>Sub-total</b>	<b>17,209</b>	<b>-</b>	<b>17,209</b>	<b>240</b>	<b>2,203</b>	<b>14,766</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	80,998	-	80,998	-	41,464	39,534	-	-	-
Waste Management	16,689	-	16,689	-	-	16,689	-	-	-
<b>Sub-total</b>	<b>97,687</b>	<b>-</b>	<b>97,687</b>	<b>-</b>	<b>41,464</b>	<b>56,223</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	3,751	-	3,751	88	149	3,514	-	-	-
<b>TOTAL 2021</b>	<b>127,166</b>	<b>-</b>	<b>127,166</b>	<b>639</b>	<b>44,392</b>	<b>82,135</b>	<b>-</b>	<b>-</b>	<b>-</b>



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

**2016 - 2025 TAX CAPITAL BUDGET (Uninflated \$000's)**

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
<b>2022 Finance</b>									
Financial Planning & Budgets	600	-	600	222	372	6	-	-	-
Information Technology	4,088	-	4,088	-	-	4,088	-	-	-
<b>Sub-total</b>	<b>4,688</b>	<b>-</b>	<b>4,688</b>	<b>222</b>	<b>372</b>	<b>4,094</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	1,744	-	1,744	17	84	1,643	-	-	-
Health -Other	110	-	110	-	-	110	-	-	-
<b>Sub-total</b>	<b>1,854</b>	<b>-</b>	<b>1,854</b>	<b>17</b>	<b>84</b>	<b>1,753</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	11,550	-	11,550	55	1,893	9,602	-	-	-
Asset Management	4,560	-	4,560	-	-	4,560	-	-	-
<b>Sub-total</b>	<b>16,110</b>	<b>-</b>	<b>16,110</b>	<b>55</b>	<b>1,893</b>	<b>14,162</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	127,658	-	127,658	-	66,308	61,350	-	-	-
Waste Management	2,687	-	2,687	-	-	2,687	-	-	-
<b>Sub-total</b>	<b>130,345</b>	<b>-</b>	<b>130,345</b>	<b>-</b>	<b>66,308</b>	<b>64,037</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	4,255	-	4,255	88	149	4,018	-	-	-
<b>TOTAL 2022</b>	<b>157,952</b>	<b>-</b>	<b>157,952</b>	<b>382</b>	<b>68,806</b>	<b>88,764</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2023 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	4,679	-	4,679	-	-	4,679	-	-	-
<b>Sub-total</b>	<b>4,979</b>	<b>-</b>	<b>4,979</b>	<b>111</b>	<b>186</b>	<b>4,682</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	2,636	-	2,636	17	84	2,535	-	-	-
Health -Other	122	-	122	-	-	122	-	-	-
<b>Sub-total</b>	<b>2,758</b>	<b>-</b>	<b>2,758</b>	<b>17</b>	<b>84</b>	<b>2,657</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	12,610	-	12,610	65	1,909	10,636	-	-	-
Asset Management	4,653	-	4,653	-	-	4,653	-	-	-
<b>Sub-total</b>	<b>17,263</b>	<b>-</b>	<b>17,263</b>	<b>65</b>	<b>1,909</b>	<b>15,289</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	80,520	-	80,520	-	42,588	37,932	-	-	-
Waste Management	1,403	-	1,403	-	-	1,403	-	-	-
<b>Sub-total</b>	<b>81,923</b>	<b>-</b>	<b>81,923</b>	<b>-</b>	<b>42,588</b>	<b>39,335</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	4,889	-	4,889	88	149	4,652	-	-	-
<b>TOTAL 2023</b>	<b>112,512</b>	<b>-</b>	<b>112,512</b>	<b>281</b>	<b>44,916</b>	<b>67,315</b>	<b>-</b>	<b>-</b>	<b>-</b>



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

**2016 - 2025 TAX CAPITAL BUDGET (Uninflated \$000's)**

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
<b>2024 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	4,425	-	4,425	-	-	4,425	-	-	-
<b>Sub-total</b>	<b>4,725</b>	<b>-</b>	<b>4,725</b>	<b>111</b>	<b>186</b>	<b>4,428</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	5,316	-	5,316	17	84	5,215	-	-	-
Health -Other	227	-	227	-	-	227	-	-	-
<b>Sub-total</b>	<b>5,544</b>	<b>-</b>	<b>5,544</b>	<b>17</b>	<b>84</b>	<b>5,443</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	13,880	-	13,880	65	1,909	11,906	-	-	-
Asset Management	5,049	-	5,049	-	-	5,049	-	-	-
<b>Sub-total</b>	<b>18,929</b>	<b>-</b>	<b>18,929</b>	<b>65</b>	<b>1,909</b>	<b>16,955</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	165,001	-	165,001	-	85,280	79,721	-	-	-
Waste Management	318	-	318	-	-	318	-	-	-
<b>Sub-total</b>	<b>165,319</b>	<b>-</b>	<b>165,319</b>	<b>-</b>	<b>85,280</b>	<b>80,039</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	3,824	-	3,824	88	149	3,587	-	-	-
<b>TOTAL 2024</b>	<b>199,041</b>	<b>-</b>	<b>199,041</b>	<b>281</b>	<b>87,608</b>	<b>111,152</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2025 Finance</b>									
Financial Planning & Budgets	300	-	300	111	186	3	-	-	-
Information Technology	4,430	-	4,430	-	-	4,430	-	-	-
<b>Sub-total</b>	<b>4,730</b>	<b>-</b>	<b>4,730</b>	<b>111</b>	<b>186</b>	<b>4,433</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	2,881	-	2,881	17	84	2,780	-	-	-
Health -Other	110	-	110	-	-	110	-	-	-
<b>Sub-total</b>	<b>2,991</b>	<b>-</b>	<b>2,991</b>	<b>17</b>	<b>84</b>	<b>2,890</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	13,260	-	13,260	138	2,033	11,089	-	-	-
Asset Management	4,426	-	4,426	-	-	4,426	-	-	-
<b>Sub-total</b>	<b>17,686</b>	<b>-</b>	<b>17,686</b>	<b>138</b>	<b>2,033</b>	<b>15,515</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	50	-	50	-	-	50	-	-	-
Services for Seniors	650	-	650	-	-	650	-	-	-
<b>Sub-total</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	185,082	-	185,082	-	101,077	84,005	-	-	-
Waste Management	3,420	-	3,420	-	-	3,420	-	-	-
<b>Sub-total</b>	<b>188,502</b>	<b>-</b>	<b>188,502</b>	<b>-</b>	<b>101,077</b>	<b>87,425</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	3,686	-	3,686	88	149	3,449	-	-	-
<b>TOTAL 2025</b>	<b>218,294</b>	<b>-</b>	<b>218,294</b>	<b>354</b>	<b>103,529</b>	<b>114,411</b>	<b>-</b>	<b>-</b>	<b>-</b>



**CAPITAL BUDGET**  
**TAX-CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

**2016 - 2025 TAX CAPITAL BUDGET (Uninflated \$000's)**

	GROSS COST	SUBSIDY/ RECOVERY	NET REGIONAL RESPONS	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHER	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REGIONAL
<b>TOTAL Finance</b>									
Financial Planning & Budgets	4,100	-	4,100	1,516	2,543	41	-	-	-
Information Technology	39,628	-	39,628	-	-	39,628	-	-	-
<b>Sub-total</b>	<b>43,728</b>	<b>-</b>	<b>43,728</b>	<b>1,516</b>	<b>2,543</b>	<b>39,669</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Health</b>									
Paramedic Services	26,732	-	26,732	316	1,591	24,825	-	-	-
Health -Other	2,304	-	2,304	-	-	2,304	-	-	-
<b>Sub-total</b>	<b>29,037</b>	<b>-</b>	<b>29,037</b>	<b>316</b>	<b>1,591</b>	<b>27,130</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Legislative &amp; Planning Services</b>									
Planning	169,144	652	168,492	1,763	19,863	146,866	-	-	-
Asset Management	77,755	-	77,755	-	-	77,755	-	-	-
<b>Sub-total</b>	<b>246,899</b>	<b>652</b>	<b>246,247</b>	<b>1,763</b>	<b>19,863</b>	<b>224,621</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Social &amp; Community Services</b>									
Childrens Services	500	-	500	-	-	500	-	-	-
Services for Seniors	6,450	-	6,450	-	-	6,450	-	-	-
<b>Sub-total</b>	<b>6,950</b>	<b>-</b>	<b>6,950</b>	<b>-</b>	<b>-</b>	<b>6,950</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works</b>									
Transportation	1,374,663	10,050	1,364,613	-	697,377	667,236	-	-	-
Waste Management	42,342	-	42,342	-	-	42,342	-	-	-
<b>Sub-total</b>	<b>1,417,005</b>	<b>10,050</b>	<b>1,406,955</b>	<b>-</b>	<b>697,377</b>	<b>709,578</b>	<b>-</b>	<b>-</b>	<b>-</b>
Halton Regional Police Service	61,551	1,900	59,651	880	1,490	49,631	-	7,650	-
<b>TOTAL 2016-2025</b>	<b>1,805,170</b>	<b>12,602</b>	<b>1,792,568</b>	<b>4,475</b>	<b>722,864</b>	<b>1,057,579</b>	<b>-</b>	<b>7,650</b>	<b>-</b>

Note: Schedule may not add due to rounding. Does not include impacts from Strategic Investment Forms.

# Budget and Business Plan 2016

## Transportation



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016 TRANSPORTATION SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
<b>Expansion Activities</b>										
PR-2079C	3979	Trafalgar Rd - Widening 4 to 6-Lanes & Bus Lanes from Upper Middle Rd to Dundas St (OAK) (Regional Rd 3)	3,137			1,700	1,437			
PR-2079D	3981	Trafalgar Rd - Widening - 4 to 6 lanes from Dundas Street to Highway 407 (OAK) (Regional Rd 3)	4,330			2,362	1,968			
PR-2079B	5347	Trafalgar Rd - Widening - 4 to 6 lanes from Leighland Avenue/Iroquois Shore Rd to Upper Middle Road (OAK) (Regional Rd 3)	15,377			8,028	7,349			
PR-2960	6984	Trafalgar Road Widening 2 to 4 lanes from 10 Side Road to Highway 7 (HHS) (Regional Road 3)	1,077			547	530			
PR-2961	6985	Trafalgar Road Widening - 2 to 4 lanes from Steeles Avenue to 10 Side Road (HHS) (Regional Road 3)	1,411			590	821			
PR-2672B	3982	Dundas St - Widening from 4 to 6-Lanes (excluding CNR & Bronte Creek Bridges) from Appleby Line to Tremaine Rd (BUR) (Regional Rd 5)	469			268	201			
PR-2671B	3983	Dundas St - Widening from 4 to 6-Lanes from Tremaine Rd to Bronte Rd (OAK) (Regional Rd 5)	505			273	232			
	3984	Dundas St - Widening - 4 to 6-Lanes from Guelph Line to North Hampton (BUR) (Regional Rd 5)	1,630			805	825			
PR-2550	5180	Dundas Street - 4 to 6-lane widening from North Hampton to Appleby Line (BUR) (Regional Road 5)	887			392	495			
PR-2045B	5191	Dundas Street - Widening - 4 to 6 lanes from Oak Park Blvd. to west of Hwy 403 (OAK) (Regional Road 5)	4,200			2,299	1,901			
PR-2672B	5385	Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	3,397			2,013	1,384			



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

## BUDGET & BUSINESS PLAN

2016 TRANSPORTATION SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	5388	Dundas Street - Widening - 4 to 6-lanes from Guelph Line to Halton/Hamilton Boundary (BUR) (Regional Road 5)	2,413			1,181	1,232			
PR-2259B	5436	Dundas Street - Widening - 4 to 6-lanes from Neyagawa Blvd. to Oak Park Blvd. (OAK) (Regional Road 5)	1,200			635	565			
PR-2320B	5396	Steeles Ave. - Widening - 2 to 4-lanes from Industrial Drive to Martin Street (MIL) (Regional Road 8)	6,200			2,783	3,417			
PR-2738	3989	Winston Churchill Blvd - Widening - 2 to 4-Lanes from Steeles Ave to No. 10 Sideroad - Halton's share (HHS) (Regional Rd 19)	90			27	63			
PR-2959	6448	Winston Churchill Boulevard- Widening 4 to 6 lanes from Highway 401 to Steeles Avenue (EA Funds) (HHS) (Regional Road 19)	114			57	57			
	6846	Winston Churchill Boulevard - Widening from 4 to 6 lanes from 2km South of Embleton Road to Embleton Road (Halton's Share) (HHS) (Regional Road 19)	170			79	91			
	6812	Appleby Line - Widening from 4 to 6 lanes from Fairview Street to Taywood Drive (BUR) (Regional Road 20)	772			397	375			
PR-2261C	5134	Tremaine Road - new 4-lane roadway from Steeles Avenue to 16 Mile Creek (MIL) (Regional Road 22)	7,422			4,601	2,821			
PR-2261C	5135	Tremaine Road - new 4-lane roadway from 16 Mile Creek to Tremaine Rd (IC)s (MIL) (Regional Road 22)	11,298			7,005	4,293			
PR-2261C	5136	Tremaine Road - new 4-lane roadway from Tremaine Road (IC)s to Tremaine Road (IC)n (MIL) (Regional Road 22)	5,317	5,317						
PR-2261C	5408	Tremaine Road - Grade Separation at CPR Crossing north of Steeles Avenue (MIL) (Regional Road 22)	8,985			5,571	3,414			
PR-2310B	2657	Upper Middle Road - Widening 2 to 4-lanes from Winston Park Dr. to Winston Churchill Blvd. (OAK) (Reg. Rd. 38)	1,613			767	846			



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016 TRANSPORTATION SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7337	Upper Middle Road - Intersection Operational Improvements (OAK) Regional Road 38	1,000			540	460			
PR-2263F	5273	William Halton Parkway - New 4 lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 27)	19,203			11,906	7,297			
PR-2263D	5274	William Halton Parkway - New 4 lane road from Neyagawa Blvd. to Trafalgar Road (OAK) (Regional Road 27)	16,332			10,126	6,206			
PR-2263B	6239	William Halton Parkway - New 4 lane road from Regional Road 25 to Sixteen Mile Creek (OAK)	755			468	287			
	6757	"5 1/2 Line" New 6 Lane Road & Interchange from Britannia Road to Steeles Avenue (MIL)	500			326	174			
		<b>Sub-total</b>	<b>119,804</b>	<b>5,317</b>		<b>65,746</b>	<b>48,741</b>			
<b>Maintenance Activities</b>										
PR-2416	5642	Bridge Inspections / Evaluation Studies (REG)	105				105			
PR-2887	6853	Centre-median Landscaping Improvements (REG)	51				51			
PR-2890	6856	Traffic Signal Interconnect (REG)	154				154			
PR-2891	6857	Operational Improvements (REG)	515				515			
PR-2073	4743	Retrofit Noise Attenuation Barriers - Various Locations (REG)	981				981			
PR-2389	5641	Traffic Signal Controller, timer and signing upgrades - various intersections (REG)	617			191	426			
PR-2515	5746	Misc Street Lighting Replacement (REG) (Various Regional Roads)	129				129			



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016 TRANSPORTATION SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-2280	5173	Misc Bridges/Culverts Rehabilitation & Replacement Program (REG)	1,150				1,150			
PR-2662	6106	Retaining Wall Repairs - Various Locations (Reg) (REG)	50				50			
		<b>Sub-total</b>	<b>3,752</b>			<b>191</b>	<b>3,561</b>			
<b>Non-Infrastructure Solutions</b>										
PR-2415	5643	Traffic Operations & Safety Related Studies (CROSAP) (REG)	165				165			
PR-2315	5431	Traffic and Screen Line Counts & Studies (REG)	287			89	198			
PR-1322	1441	Misc. R.O.W Purchases and Road Dedication Engineering & Surveys (REG)	206				206			
PR-2316	5432	Road Needs Study Update (REG)	55				55			
PR-2414	5444	Transportation Master Plan Study (REG)	1,029			638	391			
PR-2192	5017	Transportation Infrastructure Management System (REG)	103				103			
PR-2262	5194	MTO Highway Studies (REG)	129			80	49			
PR-2258	5196	Smart Commute Travel Demand Management Initiative (REG)	300			93	207			
PR-2319	5425	Speed Reduction Education & Enforcement Campaign (SREEC) (REG)	51				51			
PR-2877	6832	Data Management Group (REG)	154			95	59			
PR-3070	6833	Transportation Tomorrow Survey (REG)	103			64	39			
	6835	Urban Design Guidelines (REG)	154			95	59			



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016 TRANSPORTATION SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	6837	Development Charge Background Study (REG)	463			287	176			
PR-2874	6838	Growth Management Studies (REG)	515			319	196			
PR-2878	6858	Cordon Count Data (REG)	103			64	39			
		<b>Sub-total</b>	<b>3,817</b>			<b>1,824</b>	<b>1,993</b>			
<b>Renewal/Rehabilitation Activities</b>										
PR-2751	5392	Dundas Street at Brant Street - Intersection Improvements (Dual Left Turn Lanes & Signal Modifications) (BUR) (Regional Road 5)	5,751			1,783	3,968			
PR-3064	6447	Brant Street at Plains Road (Intersection Improvements) (BUR) (Regional Road 18)	257			80	177			
PR-2888	6854	New Traffic Signals (Development) (2012-2031) (REG)	1,690			1,048	642			
PR-2889	6855	New Signalized Intersections (REG)	617			191	426			
PR-3035	7142	Miscellaneous Works Related to Road Resurfacing (Region-Wide) (REG)	450				450			
PR-2314	5426	Active Transportation Initiatives (REG)	866			269	597			
		<b>Sub-total</b>	<b>9,631</b>			<b>3,371</b>	<b>6,260</b>			
<b>Replacement Activities</b>										



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016 TRANSPORTATION SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	3991	Trafalgar Rd - Grade Separation at CN Crossing north of Maple Ave (HHS) (Regional Rd 3)	1,294			742	552			
	5376	Trafalgar Rd - Grade Separation at GEXR Crossing south of Hwy 7 (HHS) (Regional Road 3)	750			430	320			
PR-2672B	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Road (BUR) (Regional Road 5)	520			310	210			
PR-2750	3634	Winston Churchill Blvd - 2 lane Reconstruction from 10 Side Road to Highway 7 (HHS) (Regional Road 19)	1,554				1,554			
PR-2867C	6449	Appleby Line at Harvester Road (Intersection Improvements) (BUR) (Regional Road 20)	129			40	89			
	7322	Technical Services Soils Lab Trailer Replacement - Roads (REG)	10				10			
		<b>Sub-total</b>	<b>4,257</b>			<b>1,522</b>	<b>2,735</b>			
		<b>Total</b>	<b>141,261</b>	<b>5,317</b>		<b>72,654</b>	<b>63,290</b>			
		<b>Summary</b>								
		Expansion Activities	119,804	5,317		65,746	48,741			
		Maintenance Activities	3,752			191	3,561			
		Non-Infrastructure Solutions	3,817			1,824	1,993			
		Renewal/Rehabilitation Activities	9,631			3,371	6,260			
		Replacement Activities	4,257			1,522	2,735			
		<b>Grand Total</b>	<b>141,261</b>	<b>5,317</b>		<b>72,654</b>	<b>63,290</b>			



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Expansion Activities</b>													
PR-2322	2659	Guelph Line - Widening - 4 to 6 lanes from Mainway to Upper Middle Road (BUR) (Regional Road 1)	10,083					1,138	725	725	183	7,312	
		EA											
		Design	1,138					1,138					
		Property	1,450						725	725			
		Utility Relocate	183								183		
		Construction	7,312									7,312	
	6805	Guelph Line - Widening from 4 to 6 lanes from Upper Middle Rd. to Dundas St. (BUR) (Regional Road 1)	4,656							772	1,630	1,960	294
		EA	772							772			
		Design	1,630								1,630		
		Property	1,960									1,960	
		Utility Relocate	294										294
		Construction											
	3979	Trafalgar Road - Widening - 4 to 6 Lanes & Bus Lanes from Upper Middle Road to Dundas Street (OAK) (Regional Road 3)	17,543	3,137	14,406								
		EA											
		Design	1,157	1,157									
		Property	1,272	1,272									
		Utility Relocate	708	708									
		Construction	14,406		14,406								
	3981	Trafalgar Road - Widening - 4 to 6 Lanes from Dundas St to Highway 407 (OAK) (Regional Road 3)	33,186	4,330	1,000	27,856							
		EA											
		Design											
		Property	4,330	4,330									
		Utility Relocate	1,000		1,000								
		Construction	27,856			27,856							

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2079B	5347	Trafalgar Road - Widening - 4 to 6 Lanes from Leighland Avenue/Iroquois Shore Rd to Upper Middle Road (OAK) (Regional Road 3)	15,377	15,377									
		EA											
		Design	873	873									
		Property											
		Utility Relocate	603	603									
		Construction	13,901	13,901									
	6823	Trafalgar Road - Widening from 4 to 6 lanes from Highway 407 to Britannia Rd. (MIL) (Regional Road 3)	7,277							772		5,927	578
		EA	772							772			
		Design	3,492									3,492	
		Property	2,435									2,435	
		Utility Relocate	578										578
		Construction											
	6827	Trafalgar Road - Widening from 4 to 6 lanes from Britannia Rd. to Steeles Avenue (MIL/HHS) (Regional Road 3)	7,347									772	6,575
		EA	772									772	
		Design	6,575										6,575
		Property											
		Utility Relocate											
		Construction											
	6984	Trafalgar Road - Widening - 2 to 4 Lanes from 10 Side Road to Highway 7 (HHS) (Regional Road 3)	66,503	1,077	1,000	9,201	10,879	44,346					
		EA	100	100									
		Design	977	977									
		Property	10,201		1,000	9,201							
		Utility Relocate	10,879				10,879						
		Construction	44,346					44,346					



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6985	Trafalgar Road - Widening - 2 to 4 Lanes from Steeles Avenue to 10 Side Road (HHS) (Regional Road 3)	28,038	1,411	3,070	23,557							
		EA	100	100									
		Design	1,311	1,311									
		Property	2,372		2,372								
		Utility Relocate	698		698								
		Construction	23,557			23,557							
	5839	James Snow Parkway - Widening from 2 to 6 Lanes from Britannia Road to Hwy 401 (MIL) (Regional Road 4)	37,428		772			4,051	4,201		28,404		
		EA	772		772								
		Design	4,051					4,051					
		Property	3,371						3,371				
		Utility Relocate	830						830				
		Construction	28,404								28,404		
	6806	James Snow Parkway - New 6-lane road from Highway 407 to Britannia Road (MIL) (Regional Road 4)	1,029									1,029	
		EA	1,029									1,029	
		Design											
		Property											
		Utility Relocate											
		Construction											
	6807	James Snow Parkway - Widening from 4 to 6 Lanes from Highway 401 to Highway 401 (MIL) (Regional Road 4)	7,118								772		6,346
		EA	772								772		
		Design	6,346										6,346
		Property											
		Utility Relocate											
		Construction											

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2672	3982	Dundas Street - Widening from 4 to 6-Lanes (excluding CNR & Bronte Crk Bridges) from Appleby Line to Tremaine Rd (BUR) (Regional Road 5)	13,011	469		12,542							
		EA											
		Design											
		Property	26	26									
		Utility Relocate	443	443									
		Construction	12,542		12,542								
PR-2671	3983	Dundas Street Widening from 4 to 6-Lanes from Tremaine Rd to Bronte Rd (OAK) (Regional Road 5)	14,705	505			14,200						
		EA											
		Design											
		Property											
		Utility Relocate	505	505									
		Construction	14,200			14,200							
	3984	Dundas Street - Widening 4 to 6-Lanes from Guelph Line to North Hampton (BUR) (Regional Road 5)	22,772	1,630		2,372	670	18,100					
		EA											
		Design	1,630	1,630									
		Property	2,372		2,372								
		Utility Relocate	670			670							
		Construction	18,100				18,100						
PR-2550	5180	Dundas Street - Widening 4 to 6 lane from North Hampton to Appleby Line (BUR) (Regional Road 5)	16,087	887			15,200						
		EA											
		Design	389	389									
		Property											
		Utility Relocate	498	498									
		Construction	15,200			15,200							

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	5191	Dundas Street - Widening 4 to 6-Lanes from Oak Park Boulevard to west of Hwy 403 (OAK) (Regional Road 5)	4,200	4,200									
		EA											
		Design											
		Property	3,900	3,900									
		Utility Relocate											
		Construction	300	300									
	5385	Dundas Street - Bronte Creek Bridge between Appleby Line and Tremaine Rd (BUR) (Regional Road 5)	46,615	3,397		43,218							
		EA											
		Design	3,243	3,243									
		Property	54	54									
		Utility Relocate	100	100									
		Construction	43,218		43,218								
	5388	Dundas Street - Widening 4 to 6-Lanes from Guelph Line to Halton/Hamilton Boundary (BUR) (Regional Road 5)	16,806	2,413	2,093				12,300				
		EA											
		Design	1,140	1,140									
		Property	2,546	1,273	1,273								
		Utility Relocate	820		820								
		Construction	12,300						12,300				
PR-2259	5436	Dundas Street - Widening - 4 to 6 lanes from Neyagawa Blvd. to Oak Park Blvd. (OAK) (Regional Road 5)	1,200	1,200									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,200	1,200									



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2016 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6802	Britannia Road - Widening from 4 to 6 lanes from Regional Road 25 to Highway 407 (MIL) (Regional Road 6)	11,155									7,100	3,155	900
		EA												
		Design	7,100									7,100		
		Property	3,155										3,155	
		Utility Relocate	900											900
		Construction												
	7333	Britannia Road (Construction ONLY) - Widening 2 to 4 lanes from Regional Road. 25 to James Snow Parkway (MIL) (Regional Road 6)	31,948		31,948									
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	31,948		31,948									
	7334	Britannia Road (Construction ONLY) - Widening - 2 to 4 lanes from James Snow Parkway to Trafalgar Rd (MIL) (Regional Road 6)	28,927			28,927								
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	28,927			28,927								
	7335	Britannia Road - Widening - 2 to 4 lanes from Trafalgar Road to Highway 407 (MIL) (Regional Road 6)	11,873				11,873							
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	11,873				11,873							



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2320	5396	Steeles Avenue - Widening 2 to 4 lanes from Industrial Drive to Martin Street (MIL) (Regional Road 8)	6,200	6,200									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	6,200	6,200									
6819		Steeles Avenue - Widening from 2 to 4 lanes from Tremaine Road to Industrial Drive (MIL) (Regional Road 8)	16,125		772		1,402	3,111	212	10,628			
		EA	772		772								
		Design	1,402				1,402						
		Property	3,111					3,111					
		Utility Relocate	212						212				
		Construction	10,628							10,628			
6821		Steeles Avenue - Widening from 4 to 6 lanes from Regional Road 25 to Trafalgar (MIL/HHS) (Regional Road 8)	60,893					772	6,138		7,929	46,054	
		EA	772					772	-				
		Design	6,138						6,138				
		Property	6,929								6,929		
		Utility Relocate	1,000								1,000		
		Construction	46,054									46,054	
6822		Steeles Avenue - Widening from 4 to 6 lanes (with RBL) from Trafalgar to Winston Churchill Boulevard (HHS) (Regional Road 8)	15,618								772	3,861	10,985
		EA	772								772		
		Design	3,861									3,861	
		Property	10,985										10,985
		Utility Relocate											
		Construction											



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6758	10 Side Road - Widening from 2 to 4 lanes from Trafalgar Rd to Winston Churchill Blvd. (HHS) (Regional Road 10)	515										515
		EA	515										515
		Design											
		Property											
		Utility Relocate											
		Construction											
	6808	Ninth Line - Widening from 2 to 4 lanes from Burnhamthorpe Rd. to Highway 407 (OAK) (Regional Road 13)	13,806					1,450	1,906	150	10,300		
		EA											
		Design	1,450					1,450					
		Property	1,906						1,906				
		Utility Relocate	150							150			
		Construction	10,300								10,300		
	6809	Ninth Line - Widening from 2 to 4 lanes from Dundas St. to Burnhamthorpe Rd. (OAK) (Regional Road 13)	15,990						1,430	3,069	900	310	10,281
		EA											
		Design	1,430						1,430				
		Property	3,969							3,069	900		
		Utility Relocate	310									310	
		Construction	10,281										10,281
	7336	Ninth Line - Widening 2 to 4-lanes from Steeles Ave to 10 Side Rd (HHS) (Regional Road 13)	28,257					28,257					
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	28,257					28,257					



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6824	Brant Street - Widening from 4 to 6 lanes from North Service Road to Dundas Street (BUR) (Regional Road 18)	26,234		772			2,196	7,048	16,218			
		EA	772		772								
		Design	2,196					2,196					
		Property	6,671						6,671				
		Utility Relocate	377						377				
		Construction	16,218							16,218			
	3989	Winston Churchill Blvd - Widening - 2 to 4-Lanes from Steeles Ave to No. 10 Sideroad - Halton's share (HHS) (Regional Road 19)	11,776	90	793		1,283	9,610					
		EA	90	90									
		Design											
		Property	793		793								
		Utility Relocate	1,283				1,283						
		Construction	9,610					9,610					
PR-2666	5438	Winston Churchill Blvd. - Widening from 4 to 6 Lanes from Dundas St to Upper Middle Rd / QEW - Halton's share (OAK) (Regional Road 19)	1,595							299			1,296
		EA	299							299			
		Design	1,296										1,296
		Property											
		Utility Relocate											
		Construction											
	5837	Norval Bypass (HHS)	22,001			1,424		3,983	16,594				
		EA											
		Design	1,424			1,424							
		Property	3,852					3,852					
		Utility Relocate	131					131					
		Construction	16,594						16,594				



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6448	Winston Churchill Blvd. - Widening 4 to 6 Lanes from Hwy 401 to Steeles Avenue (EA Funds) (HHS) (Regional Road 19)	3,029	114			435		2,480				
		EA	100	100									
		Design	14	14									
		Property											
		Utility Relocate	435			435							
		Construction	2,480					2,480					
	6846	Winston Churchill Blvd - Widening from 4 to 6 lanes from 2km south of Embleton Rd to Embleton Rd (Halton's share) (HHS) (Regional Road 19)	985	170									815
		EA	170	170									
		Design	815										815
		Property											
		Utility Relocate											
		Construction											
	6847	Winston Churchill Boulevard Widening 5-7 Lanes from Steeles Ave to 2 km south of Embleton Rd (Halton's Share) (HHS) (Regional Road 19)	708							245			463
		EA	245							245			
		Design	463										463
		Property											
		Utility Relocate											
		Construction											
	7341	Winston Churchill Blvd. - 2 lane Reconstruction from 5 Side Road to 10 Side Road (HHS) (Regional Road 19)	4,500			4,500							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,500			4,500							



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6812	Appleby Line - Widening from 4 to 6 lanes from Fairview Street to Taywood Drive (BUR) (Regional Road 20)	46,678	772					5,216		3,600		37,090
		EA	772	772									
		Design	5,216					5,216					
		Property	2,923							2,923			
		Utility Relocate	677							677			
		Construction	37,090									37,090	
	6803	Burloak Drive - Widening from 4 to 6 lanes from Harvester Rd. to Upper Middle Rd. (BUR) (Regional Road 21)	516										516
		EA	516										516
		Design											
		Property											
		Utility Relocate											
		Construction											
	5134	Tremaine Road - New 4-lane roadway from Steeles Avenue to 16 Mile Creek (MIL) (Regional Road 22)	7,422	7,422									
		EA											
		Design	73	73									
		Property	2,208	2,208									
		Utility Relocate											
		Construction	5,141	5,141									
	5135	Tremaine Road - New 4-lane roadway from 16 Mile Creek to Tremaine Road (IC)s (MIL) (Regional Road 22)	11,298	11,298									
		EA											
		Design											
		Property	6,500	6,500									
		Utility Relocate											
		Construction	4,798	4,798									

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2261E	5136	Tremaine Road - New 4-lane roadway from Tremaine Road (IC)s to Tremaine Road (IC)n (MIL) (Regional Road 22)	10,050	5,317	4,733								
		EA											
		Design	1,930	1,930									
		Property	3,387	3,387									
		Utility Relocate											
		Construction	4,733		4,733								
	5408	Tremaine Road - Grade Separation at CPR Crossing north of Steeles Avenue (MIL) (Regional Road 22)	8,985	8,985									
		EA											
		Design	238	238									
		Property											
		Utility Relocate											
		Construction	8,747	8,747									
	5845	Tremaine Road - Widening 4 to 6 lanes from Derry Road to Hwy 401 (MIL) (Regional Road 22)	73,015					772		22,066		1,167	49,010
		EA	772					772					
		Design	6,400							6,400			
		Property	15,666							15,666			
		Utility Relocate	1,167									1,167	
		Construction	49,010										49,010
	6830	Tremaine Road - Widening from 2 to 4 lanes from Dundas St. to Lower Base Line (OAK) (Regional Road 22)	38,890				515		9,685	3,505	600	24,585	
		EA	515				515						
		Design	4,200						4,200				
		Property	5,485						5,485				
		Utility Relocate	605							605			
		Construction	28,085						-	2,900	600	24,585	-



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6834	Tremaine Road - Widening from 2 to 4 lanes from Lower Base Line to Britannia Rd. (MIL) (Regional Road 22)	26,710					515	2,862	2,613	447		20,273
		EA	515					515					
		Design	2,862						2,862				
		Property	2,613							2,613			
		Utility Relocate	447								447		
		Construction	20,273										20,273
	6811	Regional Road 25 - Widening from 2 to 4 lanes from 5 Side Rd. to 10 Side Rd. (HHS) (Regional Road 25)	12,729				515	989		4,132		7,093	
		EA	515				515						
		Design	989					989					
		Property	3,700							3,700			
		Utility Relocate	432							432			
		Construction	7,093									7,093	
	6814	Regional Road 25 - Widening from 4 to 6 lanes from Highway 407 to Britannia Rd. (MIL) (Regional Road 25)	11,752					772		10,120	860		
		EA	772					772					
		Design	5,594							5,594			
		Property	4,526							4,526			
		Utility Relocate	860								860		
		Construction											
	6815	Regional Road 25 - Widening from 4 to 6 lanes from Britannia Rd to Derry Rd. (MIL) (Regional Road 25)	6,275							772	2,273	2,786	444
		EA	772							772			
		Design	2,273								2,273		
		Property	2,786									2,786	
		Utility Relocate	444										444
		Construction											

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6817	Regional Road 25 - Widening from 4 to 6 lanes from Steeles Avenue to 5 Side Rd. (MIL) (Regional Road 25)	30,749		772		3,408	1,670	403	24,496			
		EA	772		772								
		Design	3,408				3,408						
		Property	1,670					1,670					
		Utility Relocate	403						403				
		Construction	24,496							24,496			
	6818	Regional Road 25 - Widening from 4 to 6 lanes from Speers Rd. to Highway 407 (OAK) (Regional Road 25)	62,945				772	1,903	3,000	9,265			48,005
		EA	772				772						
		Design	6,703					1,903	3,000	1,800			
		Property	6,497							6,497			
		Utility Relocate	968							968			
		Construction	48,005							-			48,005
PR-2310	2657	Upper Middle Road - Widening 2 to 4 Lanes from Winston Park Dr. to Winston Churchill Blvd. (OAK) (Reg. Rd. 38)	1,613	1,613									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,613	1,613									
	6825	Upper Middle Road - Widening from 4 to 6 lanes from Appleby Line to Burloak Drive (BUR) (Regional Road 38)	16,322						772	1,627	1,973	297	11,653
		EA	772						772				
		Design	1,627							1,627			
		Property	1,973								1,973		
		Utility Relocate	297									297	
		Construction	11,653										11,653



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2016 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6826	Upper Middle Road - Widening from 4 to 6 lanes from Trafalgar Road to Grand Blvd. (OAK) (Regional Road 38)	5,313							772	1,932	2,317	292	
		EA	772							772				
		Design	1,932								1,932			
		Property	2,317									2,317		
		Utility Relocate	292										292	
		Construction												
	6828	Upper Middle Road - Widening from 4 to 6 lanes from Bronte Rd. to Neyagawa Blvd. (OAK) (Regional Road 38)	11,315								772	4,130	5,655	758
		EA	772								772			
		Design	4,130									4,130		
		Property	5,655										5,655	
		Utility Relocate	758											758
		Construction												
	6829	Upper Middle Road - Widening from 4 to 6 lanes from Ninth Line to Winston Churchill Blvd. (OAK) (Regional Road 38)	3,185										772	2,413
		EA	772										772	
		Design	2,413											2,413
		Property												
		Utility Relocate												
		Construction												
	7337	Upper Middle Road - Intersection Operational Improvements (OAK) (Regional Road 38)	6,000	1,000		5,000								
		EA												
		Design	1,000	1,000										
		Property												
		Utility Relocate												
		Construction	5,000			5,000								



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST														
PROJECT FORECAST LISTING 2016 (000 DOLLARS)														
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	7338	Upper Middle Road - Widening from 4 to 6 lanes from Neyagawa Blvd. to Trafalgar Rd. (OAK) (Regional Road 38)	2,018								300		1,718	
		EA	300								300			
		Design	1,718										1,718	
		Property												
		Utility Relocate												
		Construction												
	7339	Upper Middle Road - Widening from 4 to 6 lanes from Grand Blvd to Ninth Line (OAK) (Regional Road 38)	700								300		400	
		EA	300								300			
		Design	400										400	
		Property												
		Utility Relocate												
		Construction												
PR-2263	5273	William Halton Parkway - New 4-lane road from Sixteen Mile Creek to Neyagawa Blvd. (OAK) (Regional Road 40)	32,298	19,203		13,095								
		EA												
		Design												
		Property	19,203	19,203										
		Utility Relocate												
		Construction	13,095			13,095								
	5274	William Halton Parkway - New 4-lane road from Neyagawa Blvd. to Trafalgar Road (OAK) (Regional Road 40)	16,332	16,332										
		EA												
		Design												
		Property												
		Utility Relocate												
		Construction	16,332	16,332										



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	5413	William Halton Parkway - New 4-lane Bridge over 16 Mile Creek (OAK) (Regional Road 40)	42,686			42,686							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	42,686			42,686							
	6239	William Halton Parkway - New 4-lane road from Regional Road 25 to Sixteen Mile Creek. (OAK) (Regional Road 40)	7,841	755	7,086								
		EA											
		Design	755	755									
		Property											
		Utility Relocate											
		Construction	7,086		7,086								
	6757	"5 1/2 Line" New 6 Lane Road & Interchange from Britannia Road to Steeles Avenue (MIL)	9,525	500							529	4,248	4,248
		EA	1,029	500							529		
		Design	8,496									4,248	4,248
		Property											
		Utility Relocate											
		Construction											
		<b>Sub-Total</b>	<b>1,186,278</b>	<b>119,804</b>	<b>69,217</b>	<b>214,378</b>	<b>61,152</b>	<b>128,851</b>	<b>70,528</b>	<b>118,378</b>	<b>71,119</b>	<b>156,483</b>	<b>176,368</b>
<b>Maintenance Activities</b>													
PR-2416	5642	Bridge Inspections & Evaluation Studies (REG)	375	105		105		55		55		55	
		PE	375	105		105		55		55		55	
		Design											
		Property											
		Utility Relocate											
		Construction											



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6853	Centre-median landscaping Improvements (REG)	510	51	51	51	51	51	51	51	51	51	51
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	510	51	51	51	51	51	51	51	51	51	51
	6856	Traffic Signal Interconnect (REG)	1,540	154	154	154	154	154	154	154	154	154	154
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,540	154	154	154	154	154	154	154	154	154	154
	6857	Operational Improvements (REG)	5,150	515	515	515	515	515	515	515	515	515	515
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,150	515	515	515	515	515	515	515	515	515	515
PR-2043	4370	Emergency Diversion Route Signing for Road Closure Action Plan (REG)	565		154		257	154					
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	565		154		257	154					

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2073	4743	Retrofit Noise Attenuation Barriers - Various Locations (REG)	9,810	981	981	981	981	981	981	981	981	981	981
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	9,810	981	981	981	981	981	981	981	981	981	981
PR-2389	5641	Traffic Signal Controller, timer and signing upgrades various intersection (REG)	6,170	617	617	617	617	617	617	617	617	617	617
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	6,170	617	617	617	617	617	617	617	617	617	617
PR-2515	5746	Misc Street Lighting Replacement (REG) (Various Regional Roads)	1,290	129	129	129	129	129	129	129	129	129	129
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,290	129	129	129	129	129	129	129	129	129	129
PR-2280	5173	Misc. Bridges & Culverts Rehabilitation & Replacement Program (REG)	9,984	1,150	2,250	823	823	823	823	823	823	823	823
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	9,984	1,150	2,250	823	823	823	823	823	823	823	823

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2662	6106	Retaining Wall Repairs (REG)	500	50	50	50	50	50	50	50	50	50	50
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	500	50	50	50	50	50	50	50	50	50	50
		<b>Sub-Total</b>	<b>35,894</b>	<b>3,752</b>	<b>4,901</b>	<b>3,425</b>	<b>3,577</b>	<b>3,529</b>	<b>3,320</b>	<b>3,375</b>	<b>3,320</b>	<b>3,375</b>	<b>3,320</b>
<b>Non-Infrastructure Solutions</b>													
PR-2415	5643	Traffic Operations & Safety Related Studies (CROSAP) (REG)	1,650	165	165	165	165	165	165	165	165	165	165
		Study	1,650	165	165	165	165	165	165	165	165	165	165
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2526	5644	Regionwide Traffic Operations Study Update (REG)	1,030				515					515	
		Study	1,030				515					515	
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2315	5431	Traffic and Screen Line Counts & Studies (REG)	1,806	287	184	154	154	154	257	154	154	154	154
		Study	1,806	287	184	154	154	154	257	154	154	154	154
		Design											
		Property											
		Utility Relocate											
		Construction											



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-1322	1441	Misc. R.O.W. Purchases and Road Dedication Engineering & Surveys (REG)	2,060	206	206	206	206	206	206	206	206	206	206
		EA	100	10	10	10	10	10	10	10	10	10	10
		Design											
		Property	1,960	196	196	196	196	196	196	196	196	196	196
		Utility Relocate											
		Construction											
PR-2316	5432	Road Needs Study Update (REG)	550	55	55	55	55	55	55	55	55	55	55
		Study	550	55	55	55	55	55	55	55	55	55	55
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2414	5444	Transportation Master Plan Study (REG)	2,058	1,029					1,029				
		Study	2,058	1,029					1,029				
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2192	5017	Transportation Infrastructure Management System (REG)	1,030	103	103	103	103	103	103	103	103	103	103
		Study	1,030	103	103	103	103	103	103	103	103	103	103
		Design											
		Property											
		Utility Relocate											
		Construction											

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2262	5194	MTO Highway Studies (REG)	1,290	129	129	129	129	129	129	129	129	129	129
		Study	1,290	129	129	129	129	129	129	129	129	129	129
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2258	5196	Smart Commute Travel Demand Management Initiative (REG)	2,090	300	310	185	185	185	185	185	185	185	185
		Study	2,090	300	310	185	185	185	185	185	185	185	185
		Design											
		Property											
		Utility Relocate											
		Construction											
PR-2319	5425	Speed Reduction Education & Enforcement Campaign (SREEC) (REG)	510	51	51	51	51	51	51	51	51	51	51
		Study	510	51	51	51	51	51	51	51	51	51	51
		Design											
		Property											
		Utility Relocate											
		Construction											
	6831	Active Transportation Master Plan (REG)	360								360		
		EA	360								360		
		Design											
		Property											
		Utility Relocate											
		Construction											

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6832	Data Management Group (REG)	1,540	154	154	154	154	154	154	154	154	154	154
		EA	1,540	154	154	154	154	154	154	154	154	154	154
		Design											
		Property											
		Utility Relocate											
		Construction											
	6833	Transportation Tomorrow Survey (REG)	206	103						103			
		EA	206	103						103			
		Design											
		Property											
		Utility Relocate											
		Construction											
	6835	Urban Design Guidelines (REG)	308	154						154			
		EA	308	154						154			
		Design											
		Property											
		Utility Relocate											
		Construction											
	6836	Regional Road 25/Third Line Alignment Options (MIL)	515			515							
		EA	515			515							
		Design											
		Property											
		Utility Relocate											
		Construction											
	6837	Development Charge Background Study (REG)	926	463						463			
		EA	926	463						463			
		Design											
		Property											
		Utility Relocate											
		Construction											



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6838	Growth Management Studies (REG)	5,150	515	515	515	515	515	515	515	515	515	515
		EA	5,150	515	515	515	515	515	515	515	515	515	515
		Design											
		Property											
		Utility Relocate											
		Construction											
	6858	Cordon Count Data (REG)	614	103	51	51	51	51	103	51	51	51	51
		EA	614	103	51	51	51	51	103	51	51	51	51
		Design											
		Property											
		Utility Relocate											
		Construction											
	6885	Vehicle Replacements - Transportation (REG)	194		35	35		27		35	35		27
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	194		35	35		27		35	35		27
		<b>Sub-Total</b>	<b>23,887</b>	<b>3,817</b>	<b>1,958</b>	<b>2,318</b>	<b>2,283</b>	<b>1,795</b>	<b>3,672</b>	<b>2,163</b>	<b>1,803</b>	<b>2,283</b>	<b>1,795</b>
<b>Renewal/Rehabilitation Activities</b>													
PR-2751	5392	Dundas Street at Brant St - Intersection Improvements (Dual Left-Turn Lanes & Signal Modifications) (BUR) (Regional Road 5)	5,751	5,751									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,751	5,751									



# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6447	Brant Street at Plains Road (Intersection Improvements) (BUR) (Regional Road 18)	257	257									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	257	257									
	6854	New Traffic Signals (Development) (2012-2031) (REG)	16,900	1,690	1,690	1,690	1,690	1,690	1,690	1,690	1,690	1,690	1,690
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	16,900	1,690	1,690	1,690	1,690	1,690	1,690	1,690	1,690	1,690	1,690
	6855	New Signalized Intersections (REG)	9,260	617	1,235	617	1,235	617	1,235	617	1,235	617	1,235
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	9,260	617	1,235	617	1,235	617	1,235	617	1,235	617	1,235
	7142	Miscellaneous Works Related to Road Resurfacing (Region-Wide) (REG)	4,500	450	450	450	450	450	450	450	450	450	450
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	4,500	450	450	450	450	450	450	450	450	450	450

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	5426	Active Transportation Initiatives (REG)	10,290	866	2,003	1,331	1,501	2,271	103	985	903	103	224
		Study	1,030	103	103	103	103	103	103	103	103	103	103
		Design											
		Property											
		Utility Relocate											
		Construction	9,260	763	1,900	1,228	1,398	2,168		882	800		121
		<b>Sub-Total</b>	<b>46,958</b>	<b>9,631</b>	<b>5,378</b>	<b>4,088</b>	<b>4,876</b>	<b>5,028</b>	<b>3,478</b>	<b>3,742</b>	<b>4,278</b>	<b>2,860</b>	<b>3,599</b>
<b>Replacement Activities</b>													
PR-2829	6445	Guelph Line at Harvester Road - Intersection Improvements (BUR) (Regional Road 1)	5,125			5,125							
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	5,125			5,125							
	3991	Trafalgar Road - Grade Separation at CN Crossing North of Maple Ave (HHS) (Regional Road 3)	25,957	1,294			24,663						
		EA											
		Design	1,294	1,294									
		Property											
		Utility Relocate											
		Construction	24,663				24,663						
	5376	Trafalgar Road - Grade Separation at GEXR Crossing South of Hwy 7 (HHS) (Regional Road 3)	6,509	750			5,759						
		EA											
		Design	750	750									
		Property											
		Utility Relocate											
		Construction	5,759				5,759						

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	5384	Dundas Street - Grade Separation at CNR Crossing between Appleby Line and Tremaine Rd (BUR) (Regional Road 5)	17,499	520		16,979							
		EA											
		Design	500	500									
		Property											
		Utility Relocate	20	20									
		Construction	16,979		16,979								
	5181	Steeles Avenue Grade Separation at CN crossing west of Bronte Street (MIL) (Regional Road 8)	9,085		9,085								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	9,085		9,085								
	3634	Winston Churchill Blvd. - 2 lane Reconstruction from 10 Side Road to Highway 7 (HHS) (Regional Road 19)	1,554	1,554									
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	1,554	1,554									
	5312	Winston Churchill Blvd. - 2 lane Reconstruction from Highway 7 to Old Pine Road (HHS) (Regional Road 19)	6,730		6,730								
		EA											
		Design											
		Property											
		Utility Relocate											
		Construction	6,730		6,730								

# CAPITAL BUDGET

2016

## TRANSPORTATION-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 TRANSPORTATION FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID#	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6449	Appleby Line at Harvester Road - Intersection Improvements (BUR) (Regional Road 20)	3,841	129	3,712								
		EA											
		Design											
		Property	129	129									
		Utility Relocate											
		Construction	3,712		3,712								
PR-2418	5622	Tremaine Road - Reconstruction from Dundas Street to No. 1 Side Road (BUR/OAK) (Regional Road 22)	5,336			741	88	4,507					
		EA											
		Design											
		Property	741			741							
		Utility Relocate	88				88						
		Construction	4,507					4,507					
	7322	Lab Trailer Replacement (REG)	10	10									
		EA											
		Design	10	10									
		Property											
		Utility Relocate											
		Property											
		<b>Sub-Total</b>	<b>81,646</b>	<b>4,257</b>	<b>12,797</b>	<b>29,575</b>	<b>30,510</b>	<b>4,507</b>					
		<b>Total Required Financing</b>	<b>1,374,663</b>	<b>141,261</b>	<b>94,251</b>	<b>253,784</b>	<b>102,398</b>	<b>143,710</b>	<b>80,998</b>	<b>127,658</b>	<b>80,520</b>	<b>165,001</b>	<b>185,082</b>

# Budget and Business Plan 2016

## Waste Management





# CAPITAL BUDGET

2016

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2016 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
<b>Expansion Activities</b>										
PR-1742	3687	Halton Waste Management Site - Litter Control Fence (REG)	50				50			
PR-2741	6222	Landfill Gas System (MIL)	185				185			
PR-3025	7009	Road 7 Upgrade & Resurfacing (MIL)	250				250			
		<b>Sub-total</b>	<b>485</b>				<b>485</b>			
<b>Non-Infrastructure Solutions</b>										
	6996	Solid Waste Management Strategy 2016 (REG)	250				250			
		<b>Sub-total</b>	<b>250</b>				<b>250</b>			
<b>Replacement Activities</b>										
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	42				42			
	7002	GPS System Landfill Equipment Replacement - 2016 (REG)	75				75			
	7005	Equipment Replacement - Bulldozer - 2016 (REG)	700				700			
		<b>Sub-total</b>	<b>817</b>				<b>817</b>			



# CAPITAL BUDGET

2016

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2016 WASTE MANAGEMENT SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		<b>Total</b>	<b>1,552</b>				<b>1,552</b>			
		<b>Summary</b>								
		Expansion Activities	485				485			
		Non-Infrastructure Solutions	250				250			
		Replacement Activities	817				817			
		<b>Grand Total</b>	<b>1,552</b>				<b>1,552</b>			



# CAPITAL BUDGET

2016

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Expansion Activities</b>													
PR-2741	6222	Landfill Gas System (MIL)	1,615	185	25	40	55	205	175	550	50	30	300
PR-3025	7009	Road 7 Upgrade & Resurfacing (MIL)	350	250						100			
PR-1742	3687	Halton Waste Management Site - Litter Control Fence (REG)	160	50				50				60	
	5629	Halton Waste Management Site- Cell 4 West (REG)	17,500				2,500		15,000				
	6998	Buildings Assessment for Household Hazardous Waste - Study (REG)	35		15					20			
	7141	Halton Waste Management Site - Final Cover - Erosion Control & Vegetation - Cell 3 (REG)	470		100			150			100		120
	7215	Halton Waste Management Site - Cell 4 East Construction (REG)	2,500										2,500
	7216	Halton Waste Management Site - Yard Waste Composting Facility Expansion - Construction (REG)	300			300							
	7217	Halton Waste Management Site - Yard Waste Composting Facility Capacity - Study (REG)	50		50								
	7228	Transfer Station - Organics - Study (REG)	100		100								
	7229	Transfer Station - Organics - Construction (REG)	7,100				7,100						
		<b>Sub-total</b>	<b>30,180</b>	<b>485</b>	<b>290</b>	<b>340</b>	<b>9,655</b>	<b>405</b>	<b>15,175</b>	<b>670</b>	<b>150</b>	<b>90</b>	<b>2,920</b>
<b>Maintenance Activities</b>													
	6994	Closed Landfill Environmental Management Plan - 2017-2018 (REG)	425		125	300							



# CAPITAL BUDGET

2016

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2016 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6995	Closed Landfill Environmental Management Plan - 2022-2023 (REG)	425								125	300		
		<b>Sub-total</b>	<b>850</b>		<b>125</b>	<b>300</b>					<b>125</b>	<b>300</b>		
<b>Non-Infrastructure Solutions</b>														
PR-2368	5479	Halton Waste Management Site - Purchase Buffer Lands (MIL)	2,500		500		500		500			500		500
	6996	Solid Waste Management Strategy 2016 (REG)	250	250										
	6997	Solid Waste Management Strategy 2022 (REG)	300								300			
		<b>Sub-total</b>	<b>3,050</b>	<b>250</b>	<b>500</b>		<b>500</b>		<b>500</b>		<b>300</b>	<b>500</b>		<b>500</b>
<b>Renewal/Rehabilitation Activities</b>														
	7001	Bayview Closed Landfill SCADA - 2018 (BUR)	100			100								
	7289	Burlington Closed Landfill - Flow Meter and Chamber Renew/Rehab (BUR)	60			60								
	7292	Bayview Closed Landfill - Pump Station Upgrades (BUR)	125			125								
	7000	Armstrong Closed Landfill SCADA - 2017 (HHGEO)	100		100									
	7290	Armstrong Closed Landfill - Stormwater Sewer (HHGEO)	50			25						25		
	7293	Armstrong Closed Landfill - Pump Station Upgrades (HHGEO)	100		100									
	7218	Oakville 4th Line (Closed) Landfill - Pump Station Upgrades (OAK)	150										150	
	6880	Halton Waste Management Site - Roads 5 and 6 Upgrades and Surfacing (REG)	520							120	400			



# CAPITAL BUDGET

2016

## WASTE MANAGEMENT-CAPITAL

BUDGET & BUSINESS PLAN

2016-2025 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6993	Halton Waste Management Site - Scales Upgrade - 2019 (REG)	100				100						
	6999	Building Assessment for Household Hazardous Waste - Rehab (REG)	175			75						100	
	7219	Halton Waste Management Site - Scales Upgrade - 2023 (REG)	100									100	
	7288	Halton Waste Management Site - Pump Station 1 - Upgrades (REG)	200			200							
		<b>Sub-total</b>	<b>1,780</b>		<b>200</b>	<b>585</b>	<b>100</b>		<b>120</b>	<b>400</b>	<b>225</b>	<b>150</b>	
<b>Replacement Activities</b>													
PR-2901	6888	Vehicle Replacements - Waste Management (REG)	1,582	42	78	521	218	201	24	192	228	78	
	6980	Interim Transfer Station Relocation - HWMS (REG)	1,300					1,300					
	7002	GPS System Landfill Equipment Replacement - 2016 (REG)	75	75									
	7003	GPS System Landfill Equipment Replacement - 2021 (REG)	100						100				
	7004	Equipment Replacement - Compactor - 2017 (REG)	880		880								
	7005	Equipment Replacement - Bulldozer - 2016 (REG)	700	700									
	7006	Equipment Replacement - Bulldozer - 2021 (REG)	770						770				
	7094	Equipment Replacement - Compactor - 2022 (REG)	1,000							1,000			
	7291	Halton Waste Management Site - Tarping Machine Replacement (REG)	75					75					



**CAPITAL BUDGET**

**2016**

**WASTE MANAGEMENT-CAPITAL**

**BUDGET & BUSINESS PLAN**

2016-2025 WASTE MANAGEMENT FORECAST PROJECT FORECAST LISTING WASTE MANAGEMENT 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
		Sub-total	6,482	817	958	521	218	1,576	894	1,192	228	78	
		Total Required Financing	42,342	1,552	2,073	1,746	10,473	1,981	16,689	2,687	1,403	318	3,420



# Budget and Business Plan 2016

## Other Regional Programs





**CAPITAL BUDGET**  
**OTHER REGIONAL PROGRAMS-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

2016 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2016 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
<b>Finance Information Technology</b>											
T5410A	CST000001	Desktop Growth Licensing	111		111			111			
T5460A	CST000006	Technology - Replacement Servers	135		135			135			
T5460B	CST000007	Technology - Replacement Network	180		180			180			
T5450A	CST000008	Technology Infrastructure - New	79		79			79			
T5440A	CST000010	Microcomputer - Replacement	583		583			583			
T5410F	CST000023	Customer Service Growth Licensing	50		50			50			
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	35		35			35			
T5430C	CST000031	Voice New	12		12			12			
T5440B	CST000032	Printers Replacement	100		100			100			
T5450B	CST000033	New Servers	170		170			170			
T5440C	CST000041	Voice Replacement	101		101			101			
T5420N	CST000043	Waste Managment Systems Upgrade	40		40			40			
T5420Q	CST000054	Asset Reporting Sys Upgrade/Replacement	150		150			150			
T5480K	CST000082	Maint. Work Management Replacement	230		230			230			
T5471H	CST000092	PS Wireless	15		15			15			
T5410Q	CST000103	DATS License Growth	19		19			19			
T5420A	CST000110	Siebel System Upgrade	161		161			161			
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	50		50			50			
T5420VA	CST000118	Halton.ca Upgrade/Replacement	25		25			25			
T5420EA	CST000120	SAP Enhancements	42		42			42			
T5420EC	CST000122	HR Payroll System Improvements	100		100			100			
T5420FC	CST000126	Mobile Strategy Implement. - Mobile Apps	105		105			105			
T5422I	CST000130	Information Mgmt - Public Works	90		90			90			
T5420JA	CST000131	Integration Platform Upgrd/Rplce-Biztalk	100		100			100			
<b>Division Sub-total</b>			<b>2,683</b>		<b>2,683</b>			<b>2,683</b>			
<b>Other</b>											
T5219A	CSB000009	Growth Studies	600		600	222	372	6			



**CAPITAL BUDGET**  
**OTHER REGIONAL PROGRAMS-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

2016 OTHER REGIONAL PROGRAMS PROJECT LISTING 2016 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
		<b>Division Sub-total</b>	<b>600</b>		<b>600</b>	<b>222</b>	<b>372</b>	<b>6</b>			
		<b>Department Sub-total</b>	<b>3,283</b>		<b>3,283</b>	<b>222</b>	<b>372</b>	<b>2,689</b>			
<b>Health Other</b>											
T6501A	HO000001	Air Quality Program	235		235			235			
		<b>Division Sub-total</b>	<b>235</b>		<b>235</b>			<b>235</b>			
<b>Paramedic Services</b>											
T6714A	HAM000005	PS Stations	185		185	26	132	27			
T6715A	HAM000007	PS Stations	25		25			25			
T6717A	HAM000012	PS Stations	1,000		1,000	141	714	145			
	HAM000014	PS Vehicles	2,052		2,052	12	58	1,982			
T6719A	HAM000015	Defibrillators	38		38			38			
		<b>Division Sub-total</b>	<b>3,300</b>		<b>3,300</b>	<b>179</b>	<b>904</b>	<b>2,217</b>			
		<b>Department Sub-total</b>	<b>3,535</b>		<b>3,535</b>	<b>179</b>	<b>904</b>	<b>2,452</b>			



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016 OTHER REGIONAL PROGRAMS											
PROJECT LISTING 2016 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
<b>Legislative &amp; Planning Services</b>											
<b>Asset Management</b>											
T5013A	CSA000001	HRC - Rehab & Replacement	1,100		1,100			1,100			
T5014A	CSA000002	Facility Office Space Accommodation	550		550			550			
T5016A	CSA000004	Region - Accessibility and Security	30		30			30			
T5018A	CSA000007	Museum - Rehab & Replacement	50		50			50			
T5020A	CSA000009	PS - Rehab & Replacement	70		70			70			
T5022A	CSA000012	LTCs - Rehab & Replacement	900		900			900			
T5024A	CSA000015	Region - Building Condition Assessments	650		650			650			
T5025A	CSA000016	NOC - Rehab & Replacement	40		40			40			
T5026A	CSA000020	Energy Program	100		100			100			
T5032A	CSA000027	WOC - Rehab & Replacement	20		20			20			
	CSA000037	Replacement Vehicles - Asset Mgmt	37		37			37			
<b>Division Sub-total</b>			<b>3,547</b>		<b>3,547</b>			<b>3,547</b>			
<b>Planning</b>											
T8019A	PPLN000002	OMB Hearings	3,000		3,000			3,000			
T8022A	PPLN000009	Forest Management Program	80		80			80			
	PPLN000016	Regional Official Plan Update (2015)	1,000		1,000	185	310	505			
	PPLN000017	Regional Official Plan Imp (2015)	250		250	46	78	126			
T8026A	PPLN000018	Black Creek Subwatershed No. 10 Study	95		95	35	60				
T7103B	PPLN000028	CHS - Assisted Housing Development	8,000		8,000		1,000	7,000			
	PPLN000034	Burlington Beach - Land	2,100		2,100			2,100			
	PPLN000036	Burlington Beach - Recreational Works	2,501	652	1,849			1,849			
	PPLN000037	Burlington Beach - Environmental Restoration	663		663			663			
<b>Division Sub-total</b>			<b>17,689</b>	<b>652</b>	<b>17,037</b>	<b>266</b>	<b>1,448</b>	<b>15,323</b>			
<b>Department Sub-total</b>			<b>21,236</b>	<b>652</b>	<b>20,584</b>	<b>266</b>	<b>1,448</b>	<b>18,870</b>			



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016 OTHER REGIONAL PROGRAMS PROJECT LISTING 2016 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
<b>Social &amp; Community Services</b>											
<b>Childrens Services</b>											
T7009A	SCS000002	Capital Improvement Support	50		50			50			
<b>Division Sub-total</b>			<b>50</b>		<b>50</b>			<b>50</b>			
<b>Services for Seniors</b>											
T7200B	SNR000012	Allendale Equipment Replacement	210		210			210			
T7200C	SNR000013	Post Inn Equipment Replacement	240		240			240			
T7200D	SNR000014	Creek Way Village Equipment Replacement	150		150			150			
<b>Division Sub-total</b>			<b>600</b>		<b>600</b>			<b>600</b>			
<b>Department Sub-total</b>			<b>650</b>		<b>650</b>			<b>650</b>			



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016 OTHER REGIONAL PROGRAMS PROJECT LISTING 2016 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
		<b>Total</b>	<b>28,704</b>	<b>652</b>	<b>28,052</b>	<b>667</b>	<b>2,724</b>	<b>24,661</b>			
		<b>Summary</b>									
		<b>Finance</b>									
		<b>Financial Planning &amp; Budgets</b>	<b>600</b>		<b>600</b>	<b>222</b>	<b>372</b>	<b>6</b>			
		<b>Information Technology</b>	<b>2,683</b>		<b>2,683</b>			<b>2,683</b>			
		<b>Health</b>									
		<b>Health - Other</b>	<b>235</b>		<b>235</b>			<b>235</b>			
		<b>Paramedic Services</b>	<b>3,300</b>		<b>3,300</b>	<b>179</b>	<b>904</b>	<b>2,217</b>			
		<b>Legislative &amp; Planning Services</b>									
		<b>Asset Management</b>	<b>3,547</b>		<b>3,547</b>			<b>3,547</b>			
		<b>Planning</b>	<b>17,689</b>	<b>652</b>	<b>17,037</b>	<b>266</b>	<b>1,448</b>	<b>15,323</b>			
		<b>Social &amp; Community Services</b>									
		<b>Childrens Services</b>	<b>50</b>		<b>50</b>			<b>50</b>			
		<b>Services for Seniors</b>	<b>600</b>		<b>600</b>			<b>600</b>			
		<b>Grand Total</b>	<b>28,704</b>	<b>652</b>	<b>28,052</b>	<b>667</b>	<b>2,724</b>	<b>24,661</b>			



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Finance</b>													
	<b>Information Technology</b>												
T5410A	CST000001	Desktop Growth Licensing	479	111	39	39	40	40	41	41	42	43	43
T5410B	CST000002	ERP Growth Licensing	405		45	45	45	45	45	45	45	45	45
T5460A	CST000006	Technology - Replacement Servers	1,859	135	121	150	165	149	139	150	192	224	434
T5460B	CST000007	Technology - Replacement Network	3,635	180	200	305	390	280	405	500	255	535	585
T5450A	CST000008	Technology Infrastructure - New	1,747	79	99	127	131	159	178	171	201	301	301
T5440A	CST000010	Microcomputer - Replacement	7,505	583	802	649	654	870	921	649	654	802	921
T5470B	CST000015	Long Term Care Systems Replacement	450				50	150		50	150		50
T5410D	CST000021	GIS Growth Licensing	287		25	30	30	32	35	35	35	35	30
T5410E	CST000022	Security Infrastructure Growth Licensing	237		22	23	24	25	26	28	29	30	30
T5410F	CST000023	Customer Service Growth Licensing	760	50	90	90	90	70	70	70	70	70	90
T5410H	CST000024	Collaboration & Doc. Mngt Licensing	573	35	40	45	50	55	60	65	70	78	75
T5430C	CST000031	Voice New	306	12	25	26	26	26	35	36	40	40	40
T5440B	CST000032	Printers Replacement	1,462	100	35	141	252	186	174	70	151	262	91
T5450B	CST000033	New Servers	1,388	170	90	141	115	115	135	148	148	148	178
T5460F	CST000037	Computer Room Envelope	625		275			25	75	50		100	100
T5480A	CST000038	Water Lab Information System	550		25	25	25	25	200	100	100	25	25
T5480C	CST000040	W/WW Application Maintenance	660				90	90	90	90	100	100	100
T5440C	CST000041	Voice Replacement	1,196	101		50		126	164	240	340	75	100
T5420N	CST000043	Waste Managment Systems Upgrade	235	40			20	75				20	80
T5410I	CST000045	Region Aerial Photography	475		85		90		95		100		105
T5440D	CST000047	PS Mobile Computer Replace	695				296	26	26	15	301	31	
T5410J	CST000049	PS Growth Licensing	100		13	9	26	4	9	9	4	22	4



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
T5420Q	CST000054	Asset Reporting Sys Upgrade/Replacement	350	150	50						150		
T5440E	CST000060	PW Mobile System-Replacement	750		150	200				200	200		
T5460G	CST000069	SCADA Infrastructure/Server Replacement	316			105	16	4	42	24	105	16	4
T5471E	CST000070	PS Dispensing system replacement	250						250				
T5471F	CST000072	PS - ePCR System Replacement	240			240							
T5420R	CST000077	311 Replacement	100			100							
T5480K	CST000082	Maint. Work Management Replacement	830	230	200					200	200		
T5471H	CST000092	PS Wireless	496	15	19	17	163	15	26	21	26	174	20
T5480L	CST000093	PW CMMS Growth Licensing	500		60	60	60	60	60	60	60	40	40
T5472C	CST000096	LTC- Production Kitchen Repl.	331			10		141	150	10			20
T5480J	CST000098	Physical Security System Replacement	250		50	100				50	50		
T5471I	CST000100	PS Information Sys. Repl.	135								75	30	30
T5410Q	CST000103	DATS License Growth	66	19	14	10	3	3	3	3	3	4	4
T5473B	CST000104	Right of Way Coordination Replacement	150								150		
T5460H	CST000107	Council AV Equip. Repl.	400		100	100							200
T5471L	CST000108	PS - Dispatch Connectivity	240			120						120	
T5471M	CST000109	Enterprise WFM - Paramedics Replacement	200					100			100		
T5420A	CST000110	Siebel System Upgrade	336	161					175				
T5420E	CST000111	SAP System Upgrade	480			57	143						280
T5420M	CST000112	GIS System Upgrade	90				10	30				50	
T5420Y	CST000113	DATS Upgrade Replacement	350					150			200		
T5420F	CST000114	Microsoft Office Upgrade	200			100					100		
T5420JB	CST000115	SharePoint Upgrade	270				70	75			50	75	



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
T5420J	CST000116	Sire Upgrade Replacement	315		60	65			90	25			75
T5420FA	CST000117	Non-Enterprise Systems Upgrade/Replace	853	50	40	55	58	120	125	125	75	125	80
T5420VA	CST000118	Halton.ca Upgrade/Replacement	425	25	50	50		100		50	100	50	
T5420AA	CST000119	Siebel Enhancements	945		75	75		145		150	50	300	150
T5420EA	CST000120	SAP Enhancements	1,373	42	53	126		253	83	283	283		250
T5420MA	CST000121	GIS Systems Enhancements	245			25	20		50	50		50	50
T5420EC	CST000122	HR Payroll System Improvements	250	100	150								
T5420MC	CST000123	New Non-Enterprise Systems	799		36	55	58	120	125	125	75	125	80
T5471K	CST000124	Enterprise WorkForce Mgmt - Paramedics	200		200								
T5420ED	CST000125	Enterprise WorkForce Mgmt - Corporate	50		50								
T5420FC	CST000126	Mobile Strategy Implement. - Mobile Apps	105	105									
T5420MB	CST000127	Information Management - Open Data	30		30								
T5471J	CST000128	Information Mgmt - PS Data Warehouse	160		160								
T5420Z	CST000129	Information Mgmt - Records Management	100				100						
T5422I	CST000130	Information Mgmt - Public Works	270	90	90	90							
T5420JA	CST000131	Integration Platform Upgrd/Rplce-Biztalk	300	100					200				
T5420V	CST000132	Halton Central Replacement Phases 2 & 3	250					100			100	50	
T5219A	Other CSB000009	Growth Studies	4,100	600	300	300	300	300	800	600	300	300	300
		<b>Finance</b>	<b>43,729</b>	<b>3,283</b>	<b>3,968</b>	<b>3,955</b>	<b>3,610</b>	<b>4,289</b>	<b>5,502</b>	<b>4,688</b>	<b>4,979</b>	<b>4,725</b>	<b>4,730</b>
<b>Health</b>	<b>Other</b>												
T6501A	HO000001	Air Quality Program	2,226	235	143	701	104	168	345	110	122	188	110



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	HO000005	Public Health Vehicle	78			39							39
		<b>Paramedic Services</b>											
T6714A	HAM000005	PS Stations	185	185									
T6715A	HAM000007	PS Stations	25	25									
T6717A	HAM000012	PS Stations	1,000	1,000									
	HAM000014	PS Vehicles	20,996	2,052	2,303	1,276	2,019	1,469	1,889	1,701	2,443	3,008	2,836
T6719A	HAM000015	Defibrillators	4,378	38	77	1,576	121	41	84	43	44	2,309	45
	HAM000016	PS Master Plan	150								150		
		<b>Health</b>	<b>29,038</b>	<b>3,535</b>	<b>2,523</b>	<b>3,592</b>	<b>2,244</b>	<b>1,678</b>	<b>2,318</b>	<b>1,854</b>	<b>2,759</b>	<b>5,544</b>	<b>2,991</b>
		<b>Legislative &amp; Planning Services</b>											
		<b>Asset Management</b>											
T5013A	CSA000001	HRC - Rehab & Replacement	14,529	1,100	1,498	1,499	1,497	1,499	1,500	1,500	1,523	1,498	1,415
T5014A	CSA000002	Facility Office Space Accommodation	6,250	550	600	650	700	700	700	650	600	550	550
T5016A	CSA000004	Region - Accessibility and Security	980	30	100	100	100	100	100	100	100	100	150
T5018A	CSA000007	Museum - Rehab & Replacement	665	50	60	60	60	60	75	75	75	75	75
T5020A	CSA000009	PS - Rehab & Replacement	1,501	70	146	161	162	159	160	162	161	160	160
T5021A	CSA000011	Landfill - Rehab & Replacement	1,318		147	149	143	142	142	150	150	146	149
T5022A	CSA000012	LTCs - Rehab & Replacement	11,903	900	1,200	1,200	1,201	1,200	1,276	1,237	1,206	1,208	1,275
T5024A	CSA000015	Region - Building Condition Assessments	3,150	650	150	150	150	700	150	150	150	750	150
T5025A	CSA000016	NOC - Rehab & Replacement	905	40	100	98	97	96	99	99	99	95	82
T5026A	CSA000020	Energy Program	1,000	100	100	100	100	100	100	100	100	100	100
T5029A	CSA000022	Building Automation System - Replacement	730		80	100	120	120	60	60	60	60	70
T5032A	CSA000027	WOC - Rehab & Replacement	2,579	20	286	292	300	297	300	277	287	270	250



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	CSA000030	HRC Child Care Centre	1,650			1,650							
	CSA000034	Relocation to HRC	1,200					1,200					
	CSA000037	Replacement Vehicles - Asset Mgmt	325	37	37		70		37		107	37	
	CSA000039	Equipment - Building Sciences Investigation	70				35				35		
	CSA000043	Woodlands Operation Centre Expansion	29,000				29,000						
		<b>Planning</b>											
T8019A	PPLN000002	OMB Hearings	17,000	3,000	3,000	1,000	1,000	2,500	1,000	1,000	2,000	1,500	1,000
T8022A	PPLN000009	Forest Management Program	175	80	55		10		10		10		10
	PPLN000016	Regional Official Plan Update (2015)	2,000	1,000	1,000								
	PPLN000017	Regional Official Plan Imp (2015)	1,300	250	350	350	350						
T8026A	PPLN000018	Black Creek Subwatershed No. 10 Study	95	95									
	PPLN000022	Regional Official Plan Update (2020)	4,000				2,000	1,000	1,000				
	PPLN000024	Vehicle Replacements - Planning	60				30						30
	PPLN000025	Regional Official Plan Imp (2020)	1,300						300	300	350	350	
T7103B	PPLN000028	CHS - Assisted Housing Development	93,000	8,000	8,500	9,000	9,000	9,000	9,400	9,450	9,450	11,200	10,000
	PPLN000030	Burloak Waterfront Park	1,500		1,500								
	PPLN000031	Bronte Waterfront	300		300								
	PPLN000033	Regional Official Plan (2025)	750										750
	PPLN000034	Burlington Beach - Land	13,300	2,100	2,100	2,100	1,500	800	800	800	800	800	1,500
	PPLN000035	Burlington Beach - Hydro Tower	12,000					12,000					
	PPLN000036	Burlington Beach - Recreational Works	9,290	2,501	2,106	2,341	461	1,881					
	PPLN000037	Burlington Beach - Environmental Restoration	5,074	663	615	1,989	740	1,067					
	PPLN000038	Halton Heritage Centre	8,000			8,000							



**CAPITAL BUDGET**  
OTHER REGIONAL PROGRAMS-CAPITAL

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
		<b>Legislative &amp; Planning Services</b>	<b>246,899</b>	<b>21,236</b>	<b>24,030</b>	<b>30,989</b>	<b>48,826</b>	<b>34,621</b>	<b>17,209</b>	<b>16,110</b>	<b>17,263</b>	<b>18,929</b>	<b>17,686</b>
		<b>Social &amp; Community Services</b>											
		<b>Childrens Services</b>											
T7009A	SCS000002	Capital Improvement Support	500	50	50	50	50	50	50	50	50	50	50
		<b>Services for Seniors</b>											
T7200B	SNR000012	Allendale Equipment Replacement	2,262	210	228	228	228	228	228	228	228	228	228
T7200C	SNR000013	Post Inn Equipment Replacement	2,580	240	260	260	260	260	260	260	260	260	260
T7200D	SNR000014	Creek Way Village Equipment Replacement	1,608	150	162	162	162	162	162	162	162	162	162
		<b>Social &amp; Community Services</b>	<b>6,950</b>	<b>650</b>	<b>700</b>								
		<b>Total Required Financing</b>	<b>326,616</b>	<b>28,704</b>	<b>31,221</b>	<b>39,236</b>	<b>55,380</b>	<b>41,288</b>	<b>25,729</b>	<b>23,352</b>	<b>25,701</b>	<b>29,898</b>	<b>26,107</b>



# Budget and Business Plan 2016

## Halton Regional Police Service





# CAPITAL BUDGET

## HALTON REGIONAL POLICE SERVICE-CAPITAL

2016

### BUDGET & BUSINESS PLAN

2016 HALTON REGIONAL POLICE SERVICE PROJECT LISTING 2016 (000 DOLLARS)											
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	NET REGIONAL RESPONSIBILITY	REGIONAL RESPONSIBILITY					
						DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
						NON-RES	RES			GROWTH	REGIONAL
<b>Halton Regional Police Services</b>											
T6838C	PO000002	Business Applications	100		100			100			
T6865A	PO000013	Facilities - Building Projects/Upgrades	200		200			200			
T6836D	PO000043	End User Computer Hardware	200		200			200			
T6844G	PO000046	Network to End User Infrastructure	380		380			380			
T6844E	PO000047	Network Infrastructure	250		250			250			
	PO000056	Police Vehicles	1,818		1,818	88	149	1,581			
	PO000064	Vehicle & Body-worn Cameras	1,100		1,100			1,100			
	PO000065	iDispatch	275		275			275			
	PO000067	HRIS System	300		300			300			
	PO000068	Replacement UAV	150		150			150			
	PO000069	Tactical/Armoured Response Vehicle	300		300			300			
<b>Total</b>			<b>5,073</b>		<b>5,073</b>	<b>88</b>	<b>149</b>	<b>4,836</b>			
<b>Summary</b>											
<b>Halton Regional Police Services</b>			<b>5,073</b>		<b>5,073</b>	<b>88</b>	<b>149</b>	<b>4,836</b>			
<b>Grand Total</b>			<b>5,073</b>		<b>5,073</b>	<b>88</b>	<b>149</b>	<b>4,836</b>			



**CAPITAL BUDGET**  
**HALTON REGIONAL POLICE SERVICE-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Halton Regional Police Services</b>													
T6838C	PO000002	Business Applications	525	100	425								
T6850A	PO000006	Automated Finger Printing System	200			200							
T6865A	PO000013	Facilities - Building Projects/Upgrades	2,000	200	200	200	200	200	200	200	200	200	200
	PO000014	Tactical Response Vehicle	200				200						
T6866A	PO000034	1 District (Georgetown/Milton)	17,550		17,550								
T6848A	PO000042	Boat Replacement (Whaler)	100		50						50		
T6836D	PO000043	End User Computer Hardware	400	200	200								
T6869A	PO000044	Search & Rescue Vessel (Hyke)	100			100							
T6844G	PO000046	Network to End User Infrastructure	1,130	380	750								
T6844E	PO000047	Network Infrastructure	500	250	250								
	PO000050	Tech. Proj. to Support Business Plan	12,650			1,550	1,550	1,550	1,600	1,600	1,600	1,600	1,600
T6814E	PO000051	MWS Replacement	1,300					1,300					
T6849B	PO000052	Radio Sys - Motorola P25 - Infrastructure	1,000				500				500		
T6834A	PO000054	Facilities - Security System	1,000							500	500		
	PO000056	Police Vehicles	19,971	1,818	2,049	2,003	2,053	2,193	1,951	1,955	2,039	2,024	1,886
	PO000064	Vehicle & Body-worn Cameras	1,600	1,100	500								
	PO000065	iDispatch	275	275									
	PO000066	Video Conferencing	300				300						
	PO000067	HRIS System	300	300									
	PO000068	Replacement UAV	150	150									
	PO000069	Tactical/Armoured Response Vehicle	300	300									



**CAPITAL BUDGET**

HALTON REGIONAL POLICE SERVICE-CAPITAL

**2016**

BUDGET & BUSINESS PLAN

2016-2025 TAX BUDGET ITEMS FORECAST PROJECT FORECAST LISTING 2016-2025 (000 DOLLARS)													
PR NO	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
		Total Required Financing	61,551	5,073	21,974	4,053	4,803	5,243	3,751	4,255	4,889	3,824	3,686





# Budget and Business Plan 2016

## Water & Wastewater - Capital



**CAPITAL BUDGET**  
**WATER/WASTEWATER - CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

2016 - 2025 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
<b>2016 Non-Development Programs</b>									
Water	48,663	-	48,663	-	-	48,663	-	-	-
Wastewater	32,080	-	32,080	-	-	32,080	-	-	-
<b>Sub-total</b>	<b>80,743</b>	-	<b>80,743</b>	-	-	<b>80,743</b>	-	-	-
<b>Development Programs</b>									
Water	62,459	-	62,459	-	33,545	16,320	12,594	-	-
Wastewater	12,707	-	12,707	-	8,549	329	3,829	-	-
<b>Sub-total</b>	<b>75,166</b>	-	<b>75,166</b>	-	<b>42,094</b>	<b>16,649</b>	<b>16,423</b>	-	-
<b>TOTAL 2016</b>	<b>155,909</b>	-	<b>155,909</b>	-	<b>42,094</b>	<b>97,392</b>	<b>16,423</b>	-	-
<b>2017 Non-Development Programs</b>									
Water	33,494	-	33,494	-	-	33,494	-	-	-
Wastewater	28,778	-	28,778	-	-	28,778	-	-	-
<b>Sub-total</b>	<b>62,272</b>	-	<b>62,272</b>	-	-	<b>62,272</b>	-	-	-
<b>Development Programs</b>									
Water	-	-	-	-	-	-	-	-	-
Wastewater	-	-	-	-	-	-	-	-	-
<b>Sub-total</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL 2017</b>	<b>62,272</b>	-	<b>62,272</b>	-	-	<b>62,272</b>	-	-	-
<b>2018 Non-Development Programs</b>									
Water	35,667	-	35,667	-	-	35,667	-	-	-
Wastewater	30,316	-	30,316	-	-	30,316	-	-	-
<b>Sub-total</b>	<b>65,983</b>	-	<b>65,983</b>	-	-	<b>65,983</b>	-	-	-
<b>Development Programs</b>									
Water	176,126	-	176,126	-	126,689	5,565	43,872	-	-
Wastewater	32,043	-	32,043	-	22,593	-	9,450	-	-
<b>Sub-total</b>	<b>208,169</b>	-	<b>208,169</b>	-	<b>149,282</b>	<b>5,565</b>	<b>53,322</b>	-	-
<b>TOTAL 2018</b>	<b>274,152</b>	-	<b>274,152</b>	-	<b>149,282</b>	<b>71,548</b>	<b>53,322</b>	-	-
<b>2019 Non-Development Programs</b>									
Water	41,186	-	41,186	-	-	41,186	-	-	-
Wastewater	38,502	-	38,502	-	-	38,502	-	-	-
<b>Sub-total</b>	<b>79,688</b>	-	<b>79,688</b>	-	-	<b>79,688</b>	-	-	-
<b>Development Programs</b>									
Water	46,281	-	46,281	-	29,649	5,717	10,915	-	-
Wastewater	82,132	-	82,132	-	57,444	-	24,688	-	-
<b>Sub-total</b>	<b>128,413</b>	-	<b>128,413</b>	-	<b>87,093</b>	<b>5,717</b>	<b>35,603</b>	-	-
<b>TOTAL 2019</b>	<b>208,101</b>	-	<b>208,101</b>	-	<b>87,093</b>	<b>85,405</b>	<b>35,603</b>	-	-

**CAPITAL BUDGET**  
**WATER/WASTEWATER - CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

2016 - 2025 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
<b>2020 Non-Development Programs</b>									
Water	42,353	-	42,353	-	-	42,353	-	-	-
Wastewater	61,072	-	61,072	-	-	61,072	-	-	-
<b>Sub-total</b>	<b>103,425</b>	<b>-</b>	<b>103,425</b>	<b>-</b>	<b>-</b>	<b>103,425</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Development Programs</b>									
Water	25,093	-	25,093	-	18,565	-	6,528	-	-
Wastewater	20,921	-	20,921	-	14,773	-	6,148	-	-
<b>Sub-total</b>	<b>46,014</b>	<b>-</b>	<b>46,014</b>	<b>-</b>	<b>33,338</b>	<b>-</b>	<b>12,676</b>	<b>-</b>	<b>-</b>
<b>TOTAL 2020</b>	<b>149,439</b>	<b>-</b>	<b>149,439</b>	<b>-</b>	<b>33,338</b>	<b>103,425</b>	<b>12,676</b>	<b>-</b>	<b>-</b>
<b>2021 Non-Development Programs</b>									
Water	45,404	-	45,404	-	-	45,404	-	-	-
Wastewater	72,800	-	72,800	-	-	72,800	-	-	-
<b>Sub-total</b>	<b>118,204</b>	<b>-</b>	<b>118,204</b>	<b>-</b>	<b>-</b>	<b>118,204</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Development Programs</b>									
Water	12,594	-	12,594	-	9,273	-	3,321	-	-
Wastewater	79,141	-	79,141	-	54,508	-	24,633	-	-
<b>Sub-total</b>	<b>91,735</b>	<b>-</b>	<b>91,735</b>	<b>-</b>	<b>63,781</b>	<b>-</b>	<b>27,954</b>	<b>-</b>	<b>-</b>
<b>TOTAL 2021</b>	<b>209,939</b>	<b>-</b>	<b>209,939</b>	<b>-</b>	<b>63,781</b>	<b>118,204</b>	<b>27,954</b>	<b>-</b>	<b>-</b>
<b>2022 Non-Development Programs</b>									
Water	81,981	-	81,981	-	-	81,981	-	-	-
Wastewater	59,350	-	59,350	-	-	59,350	-	-	-
<b>Sub-total</b>	<b>141,331</b>	<b>-</b>	<b>141,331</b>	<b>-</b>	<b>-</b>	<b>141,331</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Development Programs</b>									
Water	52,248	-	52,248	-	38,832	-	13,416	-	-
Wastewater	8,135	-	8,135	-	5,488	-	2,647	-	-
<b>Sub-total</b>	<b>60,383</b>	<b>-</b>	<b>60,383</b>	<b>-</b>	<b>44,320</b>	<b>-</b>	<b>16,063</b>	<b>-</b>	<b>-</b>
<b>TOTAL 2022</b>	<b>201,714</b>	<b>-</b>	<b>201,714</b>	<b>-</b>	<b>44,320</b>	<b>141,331</b>	<b>16,063</b>	<b>-</b>	<b>-</b>
<b>2023 Non-Development Programs</b>									
Water	67,679	-	67,679	-	-	67,679	-	-	-
Wastewater	48,240	-	48,240	-	-	48,240	-	-	-
<b>Sub-total</b>	<b>115,919</b>	<b>-</b>	<b>115,919</b>	<b>-</b>	<b>-</b>	<b>115,919</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Development Programs</b>									
Water	23,587	-	23,587	-	17,392	-	6,195	-	-
Wastewater	18,707	-	18,707	-	13,199	-	5,508	-	-
<b>Sub-total</b>	<b>42,294</b>	<b>-</b>	<b>42,294</b>	<b>-</b>	<b>30,591</b>	<b>-</b>	<b>11,703</b>	<b>-</b>	<b>-</b>
<b>TOTAL 2023</b>	<b>158,213</b>	<b>-</b>	<b>158,213</b>	<b>-</b>	<b>30,591</b>	<b>115,919</b>	<b>11,703</b>	<b>-</b>	<b>-</b>



**CAPITAL BUDGET**  
**WATER/WASTEWATER - CAPITAL**

**2016**  
**BUDGET & BUSINESS PLAN**

2016 - 2025 WATER/WASTEWATER CAPITAL BUDGET (Uninflated 000s)

	GROSS COST	SUBSIDY/ RECOVERY	NET REG RESP	DEVELOPMENT CHARGES		GENERAL RESERVES & OTHERS	CAPITAL INVEST. RESERVE	DEBENTURES	
				NON-RESIDENTIAL	RESIDENTIAL			GROWTH	REG
<b>2024 Non-Development Programs</b>									
Water	61,622	-	61,622	-	-	61,622	-	-	-
Wastewater	82,689	-	82,689	-	-	82,689	-	-	-
<b>Sub-total</b>	<b>144,311</b>	-	<b>144,311</b>	-	-	<b>144,311</b>	-	-	-
<b>Development Programs</b>									
Water	30,596	-	30,596	-	25,362	-	5,234	-	-
Wastewater	50,721	-	50,721	-	35,854	-	14,867	-	-
<b>Sub-total</b>	<b>81,317</b>	-	<b>81,317</b>	-	<b>61,216</b>	-	<b>20,101</b>	-	-
<b>TOTAL 2024</b>	<b>225,628</b>	-	<b>225,628</b>	-	<b>61,216</b>	<b>144,311</b>	<b>20,101</b>	-	-
<b>2025 Non-Development Programs</b>									
Water	92,340	-	92,340	-	-	92,340	-	-	-
Wastewater	61,033	-	61,033	-	-	61,033	-	-	-
<b>Sub-total</b>	<b>153,373</b>	-	<b>153,373</b>	-	-	<b>153,373</b>	-	-	-
<b>Development Programs</b>									
Water	21,521	-	21,521	-	15,755	-	5,766	-	-
Wastewater	35,100	-	35,100	-	24,775	-	10,325	-	-
<b>Sub-total</b>	<b>56,621</b>	-	<b>56,621</b>	-	<b>40,530</b>	-	<b>16,091</b>	-	-
<b>TOTAL 2025</b>	<b>209,994</b>	-	<b>209,994</b>	-	<b>40,530</b>	<b>153,373</b>	<b>16,091</b>	-	-
<b>TOTAL Non-Development Programs</b>									
Water	550,389	-	550,389	-	-	550,389	-	-	-
Wastewater	514,860	-	514,860	-	-	514,860	-	-	-
<b>Sub-total</b>	<b>1,065,249</b>	-	<b>1,065,249</b>	-	-	<b>1,065,249</b>	-	-	-
<b>Development Programs</b>									
Water	450,505	-	450,505	-	315,062	27,602	107,841	-	-
Wastewater	339,607	-	339,607	-	237,183	329	102,095	-	-
<b>Sub-total</b>	<b>790,112</b>	-	<b>790,112</b>	-	<b>552,245</b>	<b>27,931</b>	<b>209,936</b>	-	-
<b>TOTAL 2016-2025</b>	<b>1,855,361</b>	-	<b>1,855,361</b>	-	<b>552,245</b>	<b>1,093,180</b>	<b>209,936</b>	-	-

Note: Schedule may not add due to rounding.



# Budget and Business Plan 2016

## Water Non-Development



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
<b><u>Disposal Activities</u></b>										
	7305	Decommissioning of Mount Forest Reservoir and Booster Station (BUR)	300				300			
	7165	Construction - Disconnection of Valves at Morrison Road and Old Cornwall Road (OAK)	120				120			
		<b>Sub-total</b>	<b>420</b>				<b>420</b>			
<b><u>Expansion Activities</u></b>										
PR-3073	7240	Second Feed to Zone 5 Beaufort Pump Station (BUR)	214				214			
PR-2658	5989	Georgetown Princess Anne Standby Well (HHGEO)	1,754				1,754			
PR-3071	7239	300mm WM on new Halton Hill's Drive extension (HHGEO) (RR)	54				54			
	7007	Vehicle - New - Water (REG)	93				93			
		<b>Sub-total</b>	<b>2,115</b>				<b>2,115</b>			
<b><u>Maintenance Activities</u></b>										
PR-3055	7162	Frozen Water Service Lowering/Relocation (REG)	1,585				1,585			
		<b>Sub-total</b>	<b>1,585</b>				<b>1,585</b>			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
<b><u>Non-Infrastructure Solutions</u></b>										
	7304	Environmental Assessment for New Zone B4 Booster Station to replace existing Tyandaga Booster Station (BUR)	150				150			
PR-2771	6197	Microbial Protection Plan Implementation (Acton Wells) (HHACT)	75				75			
PR-1660B	5538	WPP Optimization Program (REG)	200				200			
PR-2541B	6970	Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM)	50				50			
	7258	Capital Needs Assessment for Booster Stations and Reservoirs in Burlington and Oakville (REG)	150				150			
	7326	Energy Resource Management Strategy (REG)	250				250			
	7328	W&WW Security Review and Model (REG)	50				50			
	7329	W & WWT CNA (REG)	125				125			
	7346	Asset Management Roadmap Implementation (REG)	375				375			
		<b>Sub-total</b>	<b>1,425</b>				<b>1,425</b>			
<b><u>Renewal/Rehabilitation Activities</u></b>										
	7297	Bailie Booster Station and Yard Piping Renewal (BUR)	400				400			
PR-1907	5244	Corrosion Protection Program (REG)	1,000				1,000			
	7286	Region wide Air Release Valve Chamber Venting retrofits Program for mains 400mm and larger (REG)	600				600			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		<b>Sub-total</b>	<b>2,000</b>				<b>2,000</b>			
		<b>Replacement Activities</b>								
	4552	300mm WM on Plains Rd E. from Shadeland Ave to Kingsway Dr (BUR) (RR)	2,570				2,570			
PR-2871C	4578	300mm WM on New St from Guelph Line to Cumberland Ave (BUR) (RR)	1,464				1,464			
	6274	150mm WM on Wicklow Rd from Limerick Rd. to 40 m South of Belfast St. (BUR) (RR)	117				117			
	6279	400mm WM on South Service Rd. from Cumberland Ave. to Billings Ct, 400mm WM on Billings Court from South Service Rd. to 160m east (BUR)	196				196			
	6326	150mm WM on Green Meadow Dr. from Heather Hills Dr. to Heather Hills Dr. (BUR) (RR)	90				90			
	6337	300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR) (WWM)	247				247			
	6342	200mm WM on Beaufort Dr. from Somerset Dr. to 175m West of Somerset Dr. (BUR)	267				267			
PR-3058	656	150mm WM on Wilton from Robert St. to Lakeshore Rd. (BUR)	314				314			
PR-2871C	6745	200mm,300mm WM on Stinson Avenue from New St. to Fairleigh Pl (BUR) (RR)	216				216			
PR-2871C	6767	300mm WM on New Street from Drury Lane to Martha Street (BUR) (RR) (WWM)	1,014				1,014			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-2867B	6774	300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)	20				20			
	6859	150mm WM on Janina Boulevard from Ester Drive to Humphreys Crescent (north-end) and Install Pressure Reducing & Check Valve (BUR) (WWM) (RR)	58				58			
PR-2952	6923	400mm WM on Appleby Line from Mainway to North Service Road (BUR) (RR)	955				955			
	6951	400mm WM on South Service Road from Paletta Ct to 875m West 400mm WM on Paletta Ct from South Service Road to East End (BUR) (RR)	385				385			
PR-2992	6953	300mm WM on North Service Road from Cumberland Ave to Walkers Line (BUR) (RR)	1,645				1,645			
PR-2981	7030	300mm WM on Lakeshore Road West from Maple Ave to South of Joseph Brant Hospital (BUR) (RR)	512				512			
PR-2981	7031	300mm WM on Lakeshore Road West from South of Joseph Brant Hospital to South End (BUR) (RR)	788				788			
	7034	200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)	108				108			
	7038	150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)	164				164			
PR-2931C	7102	300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR)	1,312				1,312			
PR-3060	7185	Burlington WPP - Replacement of High Lift Pump #5 and increase to 90 MLD, replace Low Lift Pump #5, install VFD's and replace respective surge relief valves (BUR)	175				175			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-3058	7188	250mm WM on Havendale Blvd. from Rosseau Pl. to End (North) (BUR)	588				588			
	7207	Burlington WPP - PLC Replacements (BUR)	800				800			
PR-2871E	7238	250mm WM on Drury Lane from Fairview Street to CNR (BUR) (RR)	308				308			
	7260	Pressure Reducing Valve Chamber Modification on Fairview Street, 400 meter west of Appleby Line (BUR)	100				100			
	7325	150mm WM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WWM)	100				100			
PR-3003	6258	200mm WM on Mill St. West from 170 m North of Cobblehill Rd. to Cameron St. (HHACT) (WWM)	454				454			
	7281	200mm WM on McDonald Boulevard from 30m west of Wallace Street to End (HHACT)	55				55			
PR-3001	6004	150mm WM on Dale Gt. from Prince Charles Cr. to McIntyre Cr. (HHGEO) (RR)	137				137			
	6080	200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)	207				207			
	6086	200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)	126				126			
	6099	150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)	53				53			
PR-3001	6288	150mm WM on Garnet Dr. from Rexway Dr. to Delrex Blvd. (HHGEO) (RR)	379				379			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
	6297	150mm WM on Norton Cr. from House Number 25 to House Number 77 (HHGEO) (RR)	581				581				
PR-3001	6314	150mm WM on McIntyre Cr. from Rexway Dr. to End (HHGEO) (RR)	1,330				1,330				
PR-3001	6794	200mm WM on Rexway Drive from Shelley Drive to Delrex Blvd (HHGEO) (RR) (WWM)	651				651				
PR-3001	6795	150mm WM on Rexway Drive from Delrex Blvd. to Heslop Court (HHGEO) (RR)	425				425				
PR-3050	7138	300mm WM on Guelph Street from Norval Standpipe to Adamson Street (HHGEO)	3,220				3,220				
	7211	150mm WM on Arletta Street from Ewing Street to north End (HHGEO) (WWM)	59				59				
PR-2907	6199	300mm WM on McGeachie Drive from Harrop Drive to End (MIL) (RR) (WWM)	459				459				
PR-2907	6250	300mm WM on Harrop Dr. from Steeles Avenue to Highway 401 (MIL)	754				754				
PR-3051	6259	200mm WM on Wilson St. from Main St. to Woodward Ave. (MIL) (RR)	886				886				
PR-3056	6266	150mm WM on Parkway Dr. from Commercial St. to Maplewood Cres., 150mm WM on Thomas St. from Heslop Rd. to Parkway Dr. (MIL) (RR)	391				391				
PR-3056	6271	300mm WM on Ontario St. South from Laurier Ave. to Derry Road (MIL) (RR)	414				414				
PR-3051	6335	150mm WM on McNabb Cr. from Joyce Blvd. to Joyce Blvd. (MIL) (RR)	862				862				



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-3051	7015	150mm WM on Hemlock Drive from Maple Ave to Maple Ave (MIL) (RR)	675				675			
PR-3056	7175	300mm WM on Bronte Street from Barton Street to Derry Road (MIL) (RR)	1,568				1,568			
PR-3063	7242	200mm WM on Ashbrook Court from Oak Street to End (MIL) (RR) (WWM)	271				271			
	7263	300mm WM on Easement south of HWY 401 from Peru Road to Chisholm Drive (MIL) (WM)	691				691			
	7285	Polybutylene Water Service Replacement Phase D, Timberlea Community Phase 2 (24T-24374) (MIL)	1,100				1,100			
	6042	Burloak WPP - Replacement of Membranes (OAK)	2,000				2,000			
	6122	200mm WM on Birch Hill Lane from 330m South of Lakeshore Road to End (OAK) (WWM)	67				67			
PR-3013	6124	200mm WM on Caesar Avenue from Maple Avenue to End (OAK)	134				134			
PR-2838	6282	300mm WM on North Service Rd. from 350 m East of Iroquois Shore Rd. to 200 m West of Invicta Dr. (OAK) (RR)	655				655			
PR-3049	6749	300mm WM on Speers Road from Woody Road to Kerr Street (OAK)	763				763			
PR-2814B	6759	300mm WM on Speers Road from Fourth Line to Morden Road (OAK) (WWM)	1,985				1,985			
PR-2945	6924	300mm WM on Trafalgar Road from Leighland Ave to Upper Middle Rd (OAK) (RR)	2,138				2,138			
PR-2945B	6925	300mm WM on Trafalgar Road from Upper Middle Rd to Riverstone Drive (OAK) (RR)	1,052				1,052			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3013	7028	150mm WM on Bohemia Cres from Caesar Ave to Maple Ave 150mm WM on Maple Ave from Watson Ave to Chartwell Rd (OAK)	534				534				
PR-2838	7032	300mm WM on Invicta Drive from North Service Road East to 1140 North Service Rd (OAK)	304				304				
PR-3006	7035	300mm WM on South Service Road West, both branches from Progress Ct to 500m East (OAK)	290				290				
PR-3030	7091	150mm WM on Water Street from William Street to Robinson Street 150mm WM on Robinson Street from Water Street to Navy Street (OAK) (WWM)	385				385				
	7287	300mm WM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WWM)	50				50				
	6889	Vehicle Replacements (Existing)- Water (REG)	470				470				
	7302	Regional Environmental Laboratory - Discrete Analyser Replacement - W (REG)	20				20				
	7320	Technical Services Soils Lab Trailer Replacement - Water (REG)	10				10				
		<b>Sub-total</b>	<b>41,118</b>				<b>41,118</b>				



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN	CAP INVT	DEBENTURES	
					NON-RES	RES	RESERV	RESERV	GROWTH	REGIONAL
		<b>Total</b>	<b>48,663</b>				<b>48,663</b>			
		<b>Summary</b>								
		Disposal Activities	420				420			
		Expansion Activities	2,115				2,115			
		Maintenance Activities	1,585				1,585			
		Non-Infrastructure Solutions	1,425				1,425			
		Renewal/Rehabilitation Activities	2,000				2,000			
		Replacement Activities	41,118				41,118			
		<b>Grand Total</b>	<b>48,663</b>				<b>48,663</b>			



# CAPITAL BUDGET

## WATER-CAPITAL

# 2016

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Disposal Activities</b>													
	7305	Decommissioning of Mount Forest Reservoir and Booster Station (BUR)	300	300									
	6849	Decommissioning of Walkers Line Well and Surge tank (MIL)	150		150								
	7165	Construction - Disconnection of Valves at Morrison Road and Old Cornwall Road (OAK)	120	120									
		<b>Sub-total</b>	<b>570</b>	<b>420</b>	<b>150</b>								
<b>Expansion Activities</b>													
	6235	PRV at intersection of Forestvale Drive and Westhaven Drive (BUR)	75		75								
	7201	Burlington WPP - Purchase and Installation of Ozone Liquid Storage Tank (BUR)	2,840	1,020	1,820								
PR-3073	7240	Second Feed to Zone 5 Beaufort Pump Station (BUR)	214	214									
PR-2658	5989	Georgetown Princess Anne Standby Well (HHGEO)	1,754	1,754									
PR-3071	7239	300mm WM on new Halton Hill's Drive extension (HHGEO) (RR)	54	54									
	7199	300mm WM on North Service Road West from 1333 NSR to 1395 NSR (OAK)	279	50	229								
	7007	Vehicle - New - Water (REG)	699	93	108	37		36	115	73	200	37	
		<b>Sub-total</b>	<b>5,915</b>	<b>2,115</b>	<b>1,178</b>	<b>2,161</b>		<b>36</b>	<b>115</b>	<b>73</b>	<b>200</b>	<b>37</b>	
<b>Maintenance Activities</b>													
PR-3055	7162	Frozen Water Service Lowering/Relocation (REG)	1,585	1,585									



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
		<b>Sub-total</b>	<b>1,585</b>	<b>1,585</b>										
<b>Non-Infrastructure Solutions</b>														
	7304	Environmental Assessment for New Zone B4 Booster Station to replace existing Tyandaga Booster Station (BUR)	150	150										
PR-2771	6197	Microbial Protection Plan Implementation (Acton Wells) (HHACTION)	75	75										
PR-1660B	5538	WPP Optimization Program (REG)	2,000	200	200	200	200	200	200	200	200	200	200	200
PR-2541B	6970	Study and implementation of improvements for the Regions SCADA System Std's (Water) (REG) (WWM)	150	50	50	50								
	7125	Water Distribution Security of Supply Improvements (REG)	100		100									
	7203	SCADA Master Plan Review for Water Purification Plants and Distribution Systems - 2018 (REG)	100			100								
	7258	Capital Needs Assessment for Booster Stations and Reservoirs in Burlington and Oakville (REG)	150	150										
	7259	Capital Needs Assessment for Booster Stations and Reservoirs in Milton and Halton Hills (REG)	150			150								
	7261	Halton wide Condition Assessment of Trunk and High Risk Watermains (REG)	250		250									
	7326	Energy Resource Management Strategy (REG)	250	250										
	7328	W&WW Security Review and Model (REG)	300	50	250									
	7329	W & WWT CNA (REG)	125	125										
	7346	Asset Management Roadmap Implementation (REG)	375	375										



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
		<b>Sub-total</b>	<b>4,175</b>	<b>1,425</b>	<b>850</b>	<b>500</b>	<b>200</b>						
<b>Renewal/Rehabilitation Activities</b>													
	7121	Installation of Waterproofing Membrane on Cell No.1 & No.2 at Bailie Reservoir (BUR)	621		621								
	7297	Bailie Booster Station and Yard Piping Renewal (BUR)	2,400	400	2,000								
	7298	Eighth Line Zone 3 Booster Station and Yard Piping Renewal (BUR)	2,430		405	2,025							
	7299	Kingsway Booster Station and Yard Piping Renewal (BUR)	1,200			200	1,000						
	7301	Waterdown Booster Station and Yard Piping Renewal (BUR)	636			106	530						
	7051	Non-structural lining of 500mm CPP WM on James Snow Parkway from Holgate Cres. W. to east side of Boston Church Rd (MIL)	2,420				2,420						
	7123	Zone 5 Elevated Storage Tank Structural Upgrades (MIL)	600					600					
	7124	Trafalgar Road Elevated Storage Tank Structural Upgrades (OAK)	600								600		
	3519	Water Plant and Well System Upgrades and Optimizations (REG)	54,861				1,474	6,179	2,209	8,883			7,221 28,895
PR-2173	5004	Well Based Water System Upgrades (REG)	2,500		300	300	625	300	325	200	200	250	
PR-1907	5244	Corrosion Protection Program (REG)	10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	7286	Region wide Air Release Valve Chamber Venting retrofits Program for mains 400mm and larger (REG)	3,000	600	600	600	600	600					



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)										
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
		<b>Sub-total</b>	<b>81,268</b>	<b>2,000</b>	<b>4,926</b>	<b>4,231</b>	<b>7,649</b>	<b>8,679</b>	<b>3,534</b>	<b>10,083</b>	<b>1,800</b>	<b>8,471</b>	<b>29,895</b>
<b>Replacement Activities</b>													
	3014	150mm WM on Ardleigh Cres. from Cindy to Cape (BUR)	655		96	559							
	4523	250mm WM on Parkway Dr from Moss Glen Rd to Mountain Grove AV (BUR)	416							61	355		
	4525	250mm WM on Hampton Heath Rd from Norrie Cres (N) to Windermere Dr (BUR)	521		76	445							
	4527	250mm WM on Brant St from Bluefields Dr to Mount Forest Dr 250mm WM on Mount Forest Dr from Brant St to Royal Dr (BUR) (RR)	946					138	808				
	4552	300mm WM on Plains Rd E. from Shadeland Ave to Kingsway Dr (BUR) (RR)	2,570	2,570									
	4556	300mm WM on Drury Lane from Fairview St to New St (BUR)	2,366								345	2,021	
	4569	300mm WM on Easement from Graham's Lane to 150m North of Fairview St (BUR)	519					76	443				
PR-2574	4572	300mm WM on Spruce Ave. from Johnston Dr. to 40m West of Myers Lane (BUR)	194								28	166	
PR-2871C	4578	300mm WM on New St from Guelph Line to Cumberland Ave (BUR) (RR)	1,464	1,464									
PR-2801	4591	300mm WM on Harvester Rd from Appleby Line westerly to South Service Rd (BUR) (RR)	597		87	510							
	4597	300mm WM on Brant St from 100m North of Churchill Av to Plains Rd E. (BUR) (RR)	571					83	488				



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
PR-2946B	4598	300mm WM on Brant St from Mount Forest Dr to 120m South of N.Service Rd (BUR) (RR)	557					81	476					
	4600	300mm WM on Fairview St from Appleby Ln to Dead End of Street (BUR)	956									96	860	
	551	300mm WM on Waterdown Road from Masonry (Cooke Blvd) to North Service Road (BUR) (RR)	446									45	401	
	5993	200mm WM on Flatt Rd. from Waterdown Rd. to 35 meter west of Flatt Rd. intersection (BUR) (RR)	699		699									
	5997	200mm WM on Ramsgate Rd. from Rexway Dr. to Caplan Cres. (BUR)	723		106		617							
	5998	150mm WM on Hertel Cr. from Dequincy Cr. to Royal Dr. (BUR)	392							57		335		
	6006	300mm WM on Rexway Dr. from Woodview Rd to Walkers Line (BUR) (RR)	1,197		175		1,022							
	6008	200mm WM on Geneva Park from Thornwood Ave. to Thornwood Ave., 150mm WM on Geneva Pl. from Geneva Park to End, 150mm WM on Windsor Ct. from Geneva Park to End (BUR) (RR)	957		140		817							
	6074	200mm WM on Linmouth Tr. from Falmouth Tr. to Faversham Ave. (BUR)	659				96	563						
	6076	200mm WM on Montego Cr. from Ramsgate Rd. to Ramsgate Rd. (BUR)	623		91		532							
	6081	300mm WM on Mountain Grove Av. from Guelph Line to Upper Middle Rd. (BUR)	1,939										283	1,656
	6085	200mm WM on Glen Moor Cr. from MacLaren Dr. to MacLaren Dr. (BUR)	526		77		449							



# CAPITAL BUDGET

## WATER-CAPITAL

# 2016

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6101	200mm WM on Thornwood Ave. from Rexway Dr. to Rockwood Dr. (BUR)	599		87		512						
	6135	200mm WM on Woodvale Place from Parkgate Crescent to End (BUR)	363			53	310						
	6205	300mm WM on Walkers Line from Fairview St. to Fowler Court (BUR)	227			227							
	6260	300mm WM on Tyandaga Park Dr. from Kerns Rd. to Frontenac Pl. (BUR)	711		104	607							
	6262	300mm WM on Mainway from Guelph Line to Walkers Line (BUR)	2,704					406	2,298				
	6264	150mm WM on Braemore Pl. from Braemore Rd. to End (BUR)	180		26		154						
	6265	150mm WM on Thomas Ct. from Bromley Road to End (BUR) (RR)	255		38	217							
	6274	150mm WM on Wicklow Rd from Limerick Rd. to 40 m South of Belfast St. (BUR) (RR)	800	117	683								
	6275	300mm WM on Amherst Heights Dr. from Brant St. to Brant St., 200mm WM on Amherst Heights Ct. to End (BUR)	575				84	491					
	6278	200mm WM on Devlin Dr. from Cavendish Dr. to Sheffield Dr. (BUR)	672				98	574					
	6279	400mm WM on South Service Rd. from Cumberland Ave. to Billings Ct, 400mm WM on Billings Court from South Service Rd. to 160m east (BUR)	1,344	196	1,148								
	6280	300mm WM on Cumberland Av. from New St. to Rexway Dr. (BUR)	782				114	668					



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
PR-2946B	6284	150mm WM on Ireson Rd. from Waterdown Rd. to End (BUR) (RR)	205		205									
	6285	150mm WM on Belfast Ave. from Wicklow Rd. to Tipperary Ave. (BUR)	254			37	217							
	6286	200mm WM on Fairway Ct. from Tyandaga Park Dr. to End. (BUR)	266				39	227						
	6287	250mm WM on Regency Ct. from Prospect St. to End (BUR) (RR)	250				36	214						
	6290	150mm WM on Tamarac Dr. from Cherryhill Cr. to 273 m East (BUR)	349				51	298						
	6292	150mm WM on Blue Forest Hill from Bridle Wood to Pinedale Ave. (BUR)	363		53	310								
	6293	150mm WM on Reeves Rd. from White Pines Dr. to Cheltenham Rd. (BUR)	354				52	302						
	6294	200mm WM on Woodview Rd. from Maclaren Dr. to Rexway Dr. (BUR)	431		63		368							
	6295	200mm WM on Francis Rd. from Glenview Ave. to Plains Rd. (BUR)	414		60	354								
	6296	150mm WM on Beechwood Cr. from Cherryhill Cr. to Cherryhill Cr. (BUR)	439				64	375						
	6298	200mm WM on Dynes Rd. from Prospect St. to Woodward St. (BUR)	449				65	384						
	6303	200mm WM on Havendale Blvd. from Winchester Ct. to Brant St. (BUR)	663				97	566						



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6304	150mm WM on Verhoeven Rd. from Bromley Rd. to White Pines Dr. 150mm WM on Brewer Ct. from Verhoeven Rd. to End. 150mm WM on Broughton Cres. from Verhoeven Rd. to Verhoeven Rd. (BUR) (RR)	1,200		175		1,025						
	6306	200mm WM on Rockwood Dr. from Jennifer Cr. to Walkers Line (BUR)	604		88		516						
	6308	200mm WM on MacLaren Dr. from Woodview Rd. to Rexway Dr. (BUR)	694		95		599						
	6311	300mm WM on Royal Dr. from Mount Forest Dr. to Mountainside Dr. (BUR)	552							80		472	
	6312	200mm WM on Bromley Rd. from Kenwood Ave. to White Pines Dr. (BUR)	774		113		661						
	6315	200mm WM on Cherryhill Cr. from Meadowhill Rd. to Meadowhill Rd. (BUR) (RR)	1,371		200	1,171							
	6321	150mm WM on Maryvale Ct. from Mountainside Dr. to Mountainside Dr. (BUR)	480							70		410	
	6323	150mm WM on Lani Cr. from Letita Ct. to End (BUR)	420										61 359
	6325	150mm WM on Warwick Dr. from Warwick Ct. to Marley Rd. (BUR)	452		66	386							
	6326	150mm WM on Green Meadow Dr. from Heather Hills Dr. to Heather Hills Dr. (BUR) (RR)	614	90	524								
	6327	150mm WM on Valanna Cr. from Goodram Dr. to Goodram Dr., (BUR)	512			75	437						
	6328	150mm WM on Turner Dr. from Bennett Rd. to Longmoor Dr. (BUR)	578			84	494						



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6329	200mm WM on Sinclair Cl. from Alconbury Cr. to Millway Dr. (BUR) (RR)	606		88	518							
	6337	300mm WM on Ester Dr. from Brant St. to Janina Blvd. (BUR) (RR) (WWM)	1,695	247		1,448							
	6341	150mm WM on Rusholme Cr. from Bentworth Dr. to Palmer Dr. (BUR)	600									87	513
	6342	200mm WM on Beaufort Dr. from Somerset Dr. to 175m West of Somerset Dr. (BUR)	267	267									
	6351	150mm WM on Hereford Cr. from Sandringham Dr. to Mountain Grove Ave. (BUR)	479				70	409					
PR-3028	6355	300mm WM on Morris Dr. from Harvester Rd. to End (BUR) (RR)	602		602								
PR-3058	656	150mm WM on Wilton from Robert St. to Lakeshore Rd. (BUR)	314	314									
	659	150mm WM on First St. from Guelph Line to Rossmore Blvd. (BUR)	572									83	489
PR-2871C	6745	200mm,300mm WM on Stinson Avenue from New St. to Fairleigh Pl (BUR) (RR)	216	216									
	6746	300mm WM on Longmoor Dr from North Of hydro Corridor to 114 meters south 150mm,200mm WM on Longmoor Dr from 114 meters south of Hydro Corridor to Appleby Line (BUR)	1,548			226	1,322						
PR-2871C	6767	300mm WM on New Street from Drury Lane to Martha Street (BUR) (RR) (WWM)	1,014	1,014									
PR-2867B	6774	300 mm and 400 mm WM Replacements at intersection of Harvester Road and Appleby Line (BUR) (RR)	182	20		162							



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6859	150mm WM on Janina Boulevard from Ester Drive to Humphreys Crescent (north-end) and Install Pressure Reducing & Check Valve (BUR) (WWM) (RR)	395	58		337							
PR-2952	6923	400mm WM on Appleby Line from Mainway to North Service Road (BUR) (RR)	955	955									
	6927	400mm WM on Appleby Line from Paletta Ct to Fairview St (BUR) (RR)	992							145	847		
PR-2946B	6946	300mm WM on Waterdown Road from Mountainbrow Rd to Waterdown BS (BUR) (RR)	2,054		2,054								
	6951	400mm WM on South Service Road from Paletta Ct to 875m West 400mm WM on Paletta Ct from South Service Road to East End (BUR) (RR)	2,639	385	2,254								
PR-2992	6953	300mm WM on North Service Road from Cumberland Ave to Walkers Line (BUR) (RR)	1,645	1,645									
	6956	150mm WM on Grove Park Drive from Bedford Ave to White Oak Dr 150mm WM on Dalewood Ave from Old Orchard Park to Grove Park Dr (BUR)	87										87
	6957	150mm WM on Marley Crescent from Francis Rd to Francis Rd (BUR) (RR)	117										117
PR-2896B	7025	Brant Street Pump Station Upgrades/Replacement (BUR)	2,400						2,400				
PR-3029	7027	300mm WM on Glenwood School Drive from Guelph Line to Queensway Drive, 400mm WM on Harvester Road from Guelph Line to South Service Road/Laurentian Drive (BUR) (RR)	966		966								
PR-2871C	7029	300mm WM on James Street from Martha St to Elizabeth St (BUR) (RR)	711			104	607						



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT			2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
PR-2981	7030	300mm WM on Lakeshore Road West from Maple Ave to South of Joseph Brant Hospital (BUR) (RR)	512	512										
PR-2981	7031	300mm WM on Lakeshore Road West from South of Joseph Brant Hospital to South End (BUR) (RR)	788	788										
	7034	200mm WM on Majestic Drive from Palmer Drive to Centennial Drive (BUR)	738	108	630									
	7037	600mm WM on Queensway Drive from Brenda Crescent to Guelph Line Easement (BUR)	2,571		375		2,196							
	7038	150mm WM on Janina Blvd from Humprey's Cres (North) to End (BUR) (RR)	1,122	164		958								
	7046	400mm WM on Upper Middle Road from Mountain Grove Ave to Guelph Line (BUR)	808		118	690								
	7047	150mm WM on Exeter Crescent from Mountain Grove Ave to Ireland Dr (BUR)	435			64	371							
	7048	150mm WM on Tuck Drive from 150 S of Spruce Ave to Cosburn Cres (BUR)	773			113	660							
	7049	300mm WM on Harold Road from West End to 10m East of Pettit Road (BUR)	174							26	148			
	7050	Replacement of existing chlorine solution and sample lines at Burlington WPP (BUR)	600		600									
	7056	150mm WM on Gallagher Road from Plains Road East to End (BUR)	89											89
	7096	300mm WM on Belvenia Rd from New Str to Longmoor Dr (BUR)	852			128	724							
	7101	300mm WM on South Service Road from Century Dr to Syscon Rd (BUR)	800			120	680							



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2931C	7102	300mm WM on Prospect Street from Guelph Line to Cumberland Ave (BUR)	1,312	1,312									
	7104	300mm WM on Palmer Drive from Guelph Line to Centennial Dr (BUR) (RR)	1,067					160	907				
	7106	150mm WM on Autumnhill Cres from Snowhill Ct to Driftwood Dr., 150mm WM on Driftwood Dr from Autumnhill Cres to Hemlock Ct (BUR)	365		55	310							
	7108	300mm WM on Francis Road from Cedar Avenue to Greenwood Drive (BUR)	482				73	409					
	7109	200mm WM on Riverside Drive from Sheldon Park to Mullin Way (BUR)	469		71	398							
	7110	200mm WM on Cindy Lane from Mullin Way to Cape Ave., 200mm WM on Cape Ave from Cindy Lane to Mullin Way, 200mm WM on Joel Ave from Ardleigh Cres to Cape Ave. (BUR)	1,080		162	918							
	7111	300mm WM on Coldstream Drive from Duncaster Dr to Middlesmoor Dr (BUR) (RR)	618				93	525					
	7119	200mm WM on Mount Forest Drive from Tait Ave to Guelph Line (BUR)	729				110	619					
	7120	300mm WM on Newlands Cres from Palmer Dr to Palmer Dr., 150mm WM on Epping Rd from Newlands Cres to Newlands Cres (BUR)	1,470					221	1,249				
	7126	450mm WM on North Service Road from Brant Street to West of Kerns Road (BUR)	1,521					222	1,299				
7128	150mm WM on Rossmore Blvd. from New Street to South Drive (BUR)	520		520									



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7129	300mm WM on Monmouth Drive from Havendale Blvd. to Mansfield Dr. (BUR)	599				90	509					
	7130	150mm WM on Manchester Drive from Middlesmoor Cres to Middlesmoor Cres (BUR)	559									84	475
	7132	150mm WM on Mulberry Drive from Cherryhill Cres to 100m West of Meadowhill Rd., 150mm WM on Cedarbrook Cres from Mulberry Dr. to 100m West of Meadowhill Rd. (BUR)	651				98	553					
	7133	150mm WM on Empress Cres from Sutherland Cres. to Sutherland Cres. (BUR)	560									84	476
	7134	150mm WM on Cherrywood Drive from Greenwood Dr. to Vanderburgh Dr. (BUR) (RR)	684		103	581							
	7136	300mm WM on Bromley Road from Kenwood Ave to Hammersmith Ct. (BUR)	325		48	277							
PR-3060	7185	Burlington WPP - Replacement of High Lift Pump #5 and increase to 90 MLD, replace Low Lift Pump #5, install VFD's and replace respective surge relief valves (BUR)	175	175									
PR-3058	7188	250mm WM on Havendale Blvd. from Rosseau Pl. to End (North) (BUR)	588	588									
	7202	Burlington WPP - Filter Building Structural Upgrades (BUR)	32,000				8,000	8,000	8,000	8,000			
	7206	150mm WM on Mary St/Maplehurst Ave from Enfield Dr to Joan Dr, 150mm WM on Dorset Ave from Dorchester to Maplehurst Ave, 150mm WM on Springbank Cres from Dorset Ave to Dorset Ave, 150mm WM on Conrad Ct from Dorset Ave to End, 150mm WM on Dover Ct from	2,609							381	2,228		
	7207	Burlington WPP - PLC Replacements (BUR)	3,750	800					2,950				



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2871E	7214	Abandon 200mm WM and Reconnect Services to 400mm WM on Maple Ave from Lakeshore Road to 150m north of Hammond St. (BUR)	1,400		280	1,120							
	7238	250mm WM on Drury Lane from Fairview Street to CNR (BUR) (RR)	308	308									
	7260	Pressure Reducing Valve Chamber Modification on Fairview Street, 400 meter west of Appleby Line (BUR)	100	100									
	7325	150mm WM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WWM)	683	100	583								
PR-2808	7331	Burlington WPP - Replacement of Ozone Generators (2) (BUR)	3,915		350	3,565							
	4582	300mm WM on Churchill Rd. from Peel Str. to 111m Northerly (HHACTION)	330		330								
	6079	300mm WM on School Lane from Main St. to End (HHACTION)	295		295								
PR-2808	6248	150mm WM on Peel St. from Wellington St. to Churchill Rd. (HHACTION)	800		800								
PR-3003	6258	200mm WM on Mill St. West from 170 m North of Cobblehill Rd. to Cameron St. (HHACTION) (WWM)	454	454									
	6261	300mm WM on Commerce Cr. from Wallace St. to End (HHACTION)	1,380					202	1,178				
	6343	150mm WM on Rosemary Rd. from George St. to Norman Ave. (HHACTION)	713			104	609						
	7057	150mm WM on Acton Blvd from Mill Street East to Macdonald Blvd (HHACTION)	748			109	639						
	7058	150mm WM on Division Street from Wallace Street to Norman Ave (HHACTION)	739			108	631						



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
PR-2657	7097	150mm WM on Elmore Drive from Tyler Ave to Nelson Ct (HHACT)	280			42	238							
	7103	300mm WM on Third Line from McDonald Blvd to Acton Reservoir (HHACT)	2,926					439	2,487					
	7281	200mm WM on McDonald Boulevard from 30m west of Wallace Street to End (HHACT)	376	55	321									
	4539	150mm WM on Easement from Highway 7 to South of 22 Side Road (HHGEO)	550		550									
	4575	300mm WM on Mary St from Cleavenholm Dr to Princess Anne Dr, 300mm WM on Cleavenholm Dr from Mary St to Easement, 300mm WM on Easement from Carruthers Rd to Cleavenholm Dr (HHGEO)	925										112	813
	4581	300mm WM on Rosetta St from River Dr to CNR, 300mm WM on Elgin St from CNR to King St (HHGEO)	460									46		414
PR-3001	6001	150mm WM on Marilyn Cr. from Torino Gt. to Torino Gt (HHGEO)	608			113	495							
	6004	150mm WM on Dale Gt. from Prince Charles Cr. to McIntyre Cr. (HHGEO) (RR)	137	137										
	6070	200mm WM on Pennington Cr. from Mountainview Rd. to End (HHGEO)	1,083		158	925								
	6080	200mm WM on Joycelyn Cr. from Hyland Ave. to Moore Park Cr. (HHGEO)	1,415	207		1,208								
	6086	200mm WM on Eleanor Cr. from Moore Park Cr. to End (HHGEO)	865	126		739								
	6092	300mm WM on Delrex Blvd. from Mountainview Rd. to Chelvin Dr. (HHGEO)	1,409			141	1,268							



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6099	150mm WM on Hyland Ave from Highway 7 to Joycelyn Cr. (HHGEO)	359	53		306							
	6283	200mm WM on Mountainview Rd. South from Sinclair Ave. to Comset Gt. (HHGEO)	232		34	198							
PR-3001	6288	150mm WM on Garnet Dr. from Rexway Dr. to Delrex Blvd. (HHGEO) (RR)	379	379									
	6297	150mm WM on Norton Cr. from House Number 25 to House Number 77 (HHGEO) (RR)	581	581									
	6313	150mm WM on Faludon Cr. from Delrex Blvd. to Delrex Blvd. (HHGEO)	852			124	728						
PR-3001	6314	150mm WM on McIntyre Cr. from Rexway Dr. to End (HHGEO) (RR)	1,330	1,330									
	6316	200mm WM on Prince Charles Dr. from Windsor Road to Delrex Blvd (HHGEO)	1,308		191	1,117							
	6324	150mm WM on Duncan Dr. from Moultre Cr. to Moultre Cr. 150mm WM on Duncan Dr. from Moultre Cr. to Weber Dr. (HHGEO)	593	87	506								
	6339	300mm WM on Sargent Rd. from Mountainview Rd. to End (HHGEO)	1,487				217	1,270					
PR-3001	6794	200mm WM on Rexway Drive from Shelley Drive to Delrex Blvd (HHGEO) (RR) (WWM)	651	651									
PR-3001	6795	150mm WM on Rexway Drive from Delrex Blvd. to Heslop Court (HHGEO) (RR)	425	425									
	7055	150mm WM on Campbell Gate from Prince Charles Drive to Mountainview Road South (HHGEO)	305		45	260							



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7113	300mm WM on Mountainview Road N from John St to River Drive (HHGEO)	326				49	277					
	7115	150mm WM on Noble Court from Rexway Drive to End (HHGEO)	365				55	310					
	7116	150mm WM on McGilvray Cres from Delrex Blvd to End., 150mm WM on Easement from McGilvray Cres to Rexway Dr (HHGEO)	826				124	702					
	7135	150mm WM on Gray Gate from Sargent Road to Prince Charles Drive (HHGEO)	111				17	94					
PR-3050	7138	300mm WM on Guelph Street from Norval Standpipe to Adamson Street (HHGEO)	3,220	3,220									
PR-3034	7157	300mm WM on Armstrong Avenue from Sinclair Rd. to 680m West (HHGEO) (RR)	805		805								
	7173	150mm WM on Ontario Street from Wildwood Rd. to Ann St. (HHGEO)	341					50	291				
	7191	200mm WM on Delrex Boulevard from Mountainview Rd S to Sargent Rd (HHGEO)	1,827							267	1,560		
	7211	150mm WM on Arletta Street from Ewing Street to north End (HHGEO) (WWM)	401	59		342							
PR-2907	6199	300mm WM on McGeachie Drive from Harrop Drive to End (MIL) (RR) (WWM)	459	459									
PR-2907	6250	300mm WM on Harrop Dr. from Steeles Avenue to Highway 401 (MIL)	754	754									
PR-3051	6259	200mm WM on Wilson St. from Main St. to Woodward Ave. (MIL) (RR)	886	886									



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-3056	6266	150mm WM on Parkway Dr. from Commercial St. to Maplewood Cres., 150mm WM on Thomas St. from Heslop Rd. to Parkway Dr. (MIL) (RR)	391	391									
	6268	150mm WM on Elliot Cr. from Joyce Blvd. to 664 Elliot Cr. (MIL)	298						44	254			
PR-3056	6271	300mm WM on Ontario St. South from Laurier Ave. to Derry Road (MIL) (RR)	414	414									
	6322	150mm WM on Farmstead Dr. from Laurier Ave. to Derry Rd. (MIL)	500			73	427						
PR-3051	6335	150mm WM on McNabb Cr. from Joyce Blvd. to Joyce Blvd. (MIL) (RR)	862	862									
PR-2993	6798	300mm WM on Main Street from Bronte Street to James Street (MIL) (WWM) (RR)	597		597								
PR-3051	7015	150mm WM on Hemlock Drive from Maple Ave to Maple Ave (MIL) (RR)	675	675									
	7098	150mm WM on Oriole Ct from Commercial St to End (MIL)	124			19	105						
	7167	Reconstruction of Milton (M5-G) Reservoir Driveway (MIL)	85		85								
	7174	150mm WM on Vanier Dr. from Laurier Ave. to Meadowbrook Dr. (MIL)	510									75	435
PR-3056	7175	300mm WM on Bronte Street from Barton Street to Derry Road (MIL) (RR)	1,568	1,568									
	7200	200mm WM on Woodward Ave from Wilson Street to Thompson Road (MIL)	1,186						173	1,013			
PR-3063	7242	200mm WM on Ashbrook Court from Oak Street to End (MIL) (RR) (WWM)	271	271									



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7262	300mm WM on Ontario Street South from Parkway Drive East to Laurier Avenue (MIL)	912		133	779							
	7263	300mm WM on Easement south of HWY 401 from Peru Road to Chisholm Drive (MIL) (WM)	691	691									
	7285	Polybutylene Water Service Replacement Phase D, Timberlea Community Phase 2 (24T-24374) (MIL)	1,100	1,100									
	4562	300mm WM on Allan St from Pine Av to Easement North of Cornwall Rd (OAK)	102					15	87				
	4567	300mm WM on Shepherd Rd from Kerr St to Speers Rd (OAK) (RR)	388			57	331						
	5556	150mm WM on West St from Riverview St. to Victoria St. , and 150mm WM on Victoria St. from West St. to Mississaga St. (OAK)	490		72	418							
	5663	300mm WM on Iroquois Shore Rd from Trafalgar Rd. to Eighth Line (OAK) (RR)	833						83	750			
PR-2983	6002	150mm WM on Saxon Rd. from Swan Dr. to Seabrook Dr. (OAK)	922		922								
	6042	Burloak WPP - Replacement of Membranes (OAK)	2,000	2,000									
PR-2806	6068	150mm WM on Secord Ave. from Sherin Dr. to Sandhurst Dr. (OAK)	550		550								
	6090	200mm WM on Acton Cr. from Constance Dr. to Wedgewood Dr. (OAK)	301		44	257							
PR-2983	6095	200mm WM on Seabrook Dr. from Saxon Rd. to Swan Drive 200mm WM on Swan Drive from Seabrook Drive to Saxon Road, 200mm WM on Seaton from Bridge Rd to Seabrook Dr, 200mm WM on Saxon from Trafford Cres to Saxon Rd. (OAK)	1,576		1,576								



# CAPITAL BUDGET

# 2016

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-3013	6096	200mm WM on Forest Glade Rd. from Grand Blvd. to End (OAK) (RR)	312			45	267						
	6098	150mm WM on Ash Rd. from Amber Rd. to Devon Rd. (OAK)	131		19	112							
	6122	200mm WM on Birch Hill Lane from 330m South of Lakeshore Road to End (OAK) (WWM)	458	67	391								
	6124	200mm WM on Caesar Avenue from Maple Avenue to End (OAK)	134	134									
	6125	200mm WM on Cedar Grove Boulevard from Chartwell Road to End (OAK)	468					68	400				
	6126	200mm WM on Donessle Drive from Esselmont Avenue to End 200mm WM on Esselmont Avenue from Donessle Drive to Chartwell Road (OAK)	372			54	318						
	6131	200mm WM on Stills Lane from Devon Road to End (OAK)	263			39	224						
PR-3005	6134	200mm WM on Wood Place from Tower Drive to End (OAK)	245		36	209							
	6232	300mm WM on Normandy Place from Kerr Street to End (OAK)	523		523								
	6253	150mm WM on David Av. from Linbrook Rd. to End (OAK)	190		28	162							
	6269	150mm WM on Devon Rd. from Donnybrook Rd. to Brookville Rd. (OAK)	317		46	271							
PR-2838	6276	150mm WM on Holton Heights Dr. from Hillview Cr. to Falgarwood Dr. (OAK)	817			145	672						
	6282	300mm WM on North Service Rd. from 350 m East of Iroquois Shore Rd. to 200 m West of Invicta Dr. (OAK) (RR)	655	655									



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
PR-3052	6291	150mm WM on Weldon Av. from Fourth Line to Unsworth Ave. (OAK)	323		323									
	6299	150mm WM on Oxford Ave. from Oakdale Dr. to Culham St (OAK) (RR)	422		422									
	6301	150mm WM on Selgrove Cr. from Woodhaven Park Dr. to Woodhaven Park Dr. (OAK) (WWM)	402		59	343								
	6317	300mm WM on Lakeshore Rd. East from Caulder Dr. to Cox Dr. (OAK)	82										82	
PR-3005	6319	300mm WM on Leighland Ave. from Trafalgar Rd. to Sixth Line (OAK)	1,546		233	1,313								
	6332	150mm WM on Amber Cr. from Drummond Rd. to Wedgewood Dr. (OAK)	739		108	631								
	6333	200mm WM on John St. from Brock St. to Forsythe St. (OAK)	826		826									
	6336	150mm WM on Stanfield Dr. from Bridge Rd. to Rebecca St. (OAK)	898					131	767					
	6338	200mm WM on Poplar Dr. from Lavender Lane to End (OAK)	995						145	850				
	6348	150mm WM on Orsett St. from Sixth Line to End (OAK)	748		109	639								
	6349	150mm on Lakeview Dr. from Falgarwood Dr. to Falgarwood Dr. (OAK)	959				140	819						
	6386	150mm WM on West Street from House # 33 to House # 15 150mm WM on Easement from West Street to Timber Lane (OAK)	279		41		238							
	PR-3049	6749	300mm WM on Speers Road from Woody Road to Kerr Street (OAK)	763	763									



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT			2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)										
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2814B	6759	300mm WM on Speers Road from Fourth Line to Morden Road (OAK) (WWM)	1,985	1,985									
	6800	400mm WM on Pine Glen Rd. from 25 meters west of Falling Green Dr. to 95 meters west of Falling Green Dr. (OAK)	190		30	160							
PR-2945	6924	300mm WM on Trafalgar Road from Leighland Ave to Upper Middle Rd (OAK) (RR)	2,138	2,138									
PR-2945B	6925	300mm WM on Trafalgar Road from Upper Middle Rd to Riverstone Drive (OAK) (RR)	1,052	1,052									
	7024	300mm WM on Lakeshore Road West from Solingate Dr to 80 m East of East St (OAK) (RR)	497				73	424					
PR-3013	7028	150mm WM on Bohemia Cres from Caesar Ave to Maple Ave 150mm WM on Maple Ave from Watson Ave to Chartwell Rd (OAK)	534	534									
PR-2838	7032	300mm WM on Invicta Drive from North Service Road East to 1140 North Service Rd (OAK)	304	304									
	7033	200mm WM on Ennisclaire Drive from Lakeshore Road E to Lakeshore Road E (OAK)	963				141	822					
PR-3006	7035	300mm WM on South Service Road West, both branches from Progress Ct to 500m East (OAK)	290	290									
	7041	150mm WM on Lees Lane from Summerlea Dr to Pine Grove Rd (OAK)	1,289		188	1,101							
	7044	150mm WM on Oakhill Drive from Maple Grove Dr. to Dolphin Ct., 150mm WM on Albion Ave from Oakhill Dr. to 240m North (OAK)	685				100	585					
	7075	200m, 300mm WM from Oakville W.P.P., both branches from Plant to Wilson Street (OAK)	150				22	128					



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-3010	7079	150mm WM on Churchill Ave from Leighland Ave to North Service Road (OAK) (WWM)	462		68	394							
PR-3030	7091	150mm WM on Water Street from William Street to Robinson Street 150mm WM on Robinson Street from Water Street to Navy Street (OAK) (WWM)	385	385									
	7099	300mm WM on Speers Road from Kerr St to 150m East (OAK)	286		42	244							
	7100	150mm WM on Weaver Ave from Wedgewood Dr to End (OAK)	225		30	195							
	7105	300mm WM on Mississauga Street from Rebecca St to Lakeshore Road W (OAK)	1,171		176	995							
	7107	150mm WM on Howard Ave from Carson Lane to Esplande Drive (OAK)	260				39	221					
	7112	150mm WM on Marine Drive from Worthington Dr to Third Line (OAK)	287				43	244					
	7114	300mm WM on Marlborough Court from White Oaks Blvd to Trafalgar Rd (OAK)	280				42	238					
	7117	150mm WM on Queens Ave from Sewell Dr to Masson Ct (OAK)	203				31	172					
	7137	300mm WM on Rimmington Drive from Munn's Ave to End (OAK)	573				86	487					
	7139	150mm WM on Old Upper Middle Road from Oxford Ave to Destiny Ct (OAK)	352				53	299					
	7140	Replacement of existing chlorine solution and sample lines at Oakville WPP (OAK)	400		400								



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT				2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)									
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7176	150mm WM on Grand Boulevard from Eighth Line to Holton Heights, 150mm WM on Hillview Crescent from Holton Heights to Holton Heights (OAK)	1,228			179	1,049						
	7177	150mm WM on Forestwood Drive from Lavendar Ln. to Poplar Dr., 150mm WM on Rosemary Ct. from Forestwood Dr. to End (OAK)	674							99	575		
	7178	150mm WM on Bomorda Drive from Leighland Ave. to Germorda Dr. (OAK)	302		44	258							
	7179	150mm WM on Sunnybrook Court from Solingate Dr. to End (OAK)	315				46	269					
	7287	300mm WM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WWM)	356	50	306								
	3518	Watermain System Services Upgrades and Replacements (REG)	233,649				273	1,861	13,966	55,875	57,686	48,441	55,547
	6889	Vehicle Replacements (Existing)- Water (REG)	6,462	470	446	667	534	420	555	1,643	936	456	335
	7302	Regional Environmental Laboratory - Discrete Analyser Replacement - W (REG)	20	20									
	7315	Regional Environmental Laboratory - Ion Chromatograph - W (REG)	120		120								
	7320	Technical Services Soils Lab Trailer Replacement - Water (REG)	10	10									
		<b>Sub-total</b>	<b>456,876</b>	<b>41,118</b>	<b>26,540</b>	<b>28,625</b>	<b>33,337</b>	<b>33,438</b>	<b>41,555</b>	<b>71,625</b>	<b>65,479</b>	<b>52,914</b>	<b>62,245</b>
		<b>Total Required Financing</b>	<b>550,389</b>	<b>48,663</b>	<b>33,494</b>	<b>35,667</b>	<b>41,186</b>	<b>42,353</b>	<b>45,404</b>	<b>81,981</b>	<b>67,679</b>	<b>61,622</b>	<b>92,340</b>





# Budget and Business Plan 2016

## Water Development





# CAPITAL BUDGET

2016

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
<b>Expansion Activities</b>											
PR-2897	6601	7.8 ML/d expansion at Beaufort Pumping Station (new site) (Zone B5) (BUR)	1,612			88	1,483	41			
PR-2898	6665	400 mm WM between Tyandaga Reservoir and Beaufort Reservoir (Zone B4) (BUR)	4,982			271	4,583	128			
PR-2897	6670	2.5 ML storage expansion at Beaufort Reservoir (new site) (Zone B4) (BUR)	2,119			115	1,950	54			
	6677	Acton Artificial Recharge Capital Works (HHACTION)	1,360			490	680	190			
	6607	750mm WM on Trafalgar Rd from the Zone 4 Reservoir to No 10 Siderd (Zone G6L) (HHGEO)	200			144		56			
	6610	600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) (HHGEO)	205			152		53			
	6693	20 ML/d Zone G6L pumping station at Zone 4 Reservoir (HHGEO)	720			518		202			
PR-2692	5862	400 mm WM loop from 5th Line running east then south on new Milton Business Park Roads to Derry Rd (Zone M4) (MIL)	2,800			2,072		728			
	5875	900mm WM on Derry Rd from 5th Line to Trafalgar Rd (Zone M4) (MIL)	7,619			5,638		1,981			
PR-3039	5876	600mm WM on Thompson Road from Britannia Rd to Louis St. Laurent Ave (Zone M4) (MIL)	2,181			1,614		567			
	6664	Relining of Walkers Line Well Feedermain with 150mm pipe within existing easement from West Appleby Line to Surge Tank (Zone M5L) (MIL)	216			160		56			
	5632	300mm WM on 9th Line from Burnhamthorpe Rd to Dundas St (Zone O4) (OAK)	2,254			1,668		586			



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT										
2016 WATER SYSTEM										
PROJECT LISTING 2016 (000 DOLLARS)										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	5633	300mm WM on Burnhamthorpe Rd from new North Oakville road to 9th Line (Zone O4) (OAK)	2,342			1,733		609		
PR-2998	6661	900 mm Second Feedermain to Davis Road Booster Pumping Station (Zone O1) (OAK)	11,237			4,207	5,394	1,636		
	6680	Oakville WPP Intake Pipe Extension (Design) (OAK)	1,500			972	150	378		
	6684	Construction of Oakville WPP Expansion from 109 to 130 ML/d (OAK)	20,802			13,480	2,080	5,242		
		<b>Sub-total</b>	<b>62,149</b>			<b>33,322</b>	<b>16,320</b>	<b>12,507</b>		
<b>Non-Infrastructure Solutions</b>										
PR-2676B	7149	Water Distribution System Analysis - 2012 (REG)	220			158		62		
PR-2677B	7150	Water Supply Capacity Annual Monitoring Report - 2012 (REG)	90			65		25		
		<b>Sub-total</b>	<b>310</b>			<b>223</b>		<b>87</b>		



**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT		2016 WATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		<b>Total</b>	<b>62,459</b>			<b>33,545</b>	<b>16,320</b>	<b>12,594</b>		
		<u>Summary</u>								
		Expansion Activities	62,149		33,322	16,320	12,507			
		Non-Infrastructure Solutions	310		223		87			
		<b>Grand Total</b>	<b>62,459</b>		<b>33,545</b>	<b>16,320</b>	<b>12,594</b>			



**CAPITAL BUDGET**

**WATER-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Expansion Activities</b>													
PR-2163	3699	4.5 ML North Aldershot in ground Reservoir (Zone B3A) (BUR)	5,073			1,015	4,058						
PR-2695	5850	1050mm WM on Upper Middle Road from Burloak Drive to Appleby Line (Zone B2) (Construction) (BUR)	8,514			8,514							
	5881	400 mm WM from Waterdown pumping station along North Service Rd to King Rd (Zone B2) (BUR)	6,598			1,320	5,278						
PR-2727B	6367	120 ML/d Burloak Pumping Station Construction, Phase 1, 50 ML/d (Zone B2) (BUR)	12,522			12,522							
PR-2897	6601	7.8 ML/d expansion at Beaufort Pumping Station (new site) (Zone B5) (BUR)	1,612	1,612									
	6602	7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR)	7,768			1,554	6,214						
PR-2898	6665	400 mm WM between Tyandaga Reservoir and Beaufort Reservoir (Zone B4) (BUR)	4,982	4,982									
PR-2897	6670	2.5 ML storage expansion at Beaufort Reservoir (new site) (Zone B4) (BUR)	2,119	2,119									
	6699	Burloak Treatment Plant Expansion by 55 ML/d (Design) From 165 ML/d to 220 ML/d (BUR)	11,849										11,849
	6704	200mm WM on Brock Ave from Elgin Street to Lakeshore Rd (BUR)	325							325			
	6705	200mm WM on Regina Drive from Maple Avenue to Ecole Renaissance Schoolyard (BUR)	271							271			
	6707	300mm WM on Lakeshore Rd between Nelson Avenue and Burlington Avenue (BUR)	869								869		



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6708	300mm WM on Elizabeth Street from James Street to approximately 15 m north (BUR)	35									35		
	6709	300mm WM on Plains Rd East from north of Grandview Rd to twinned section on Plains (BUR)	2,678			2,678								
	6710	300mm WM on Plains Rd East (Twinning adjacent to 6709) (BUR)	628			628								
	6711	300mm WM on Birchwood Avenue from Plains Rd East southwards towards Fairwood Place East (BUR)	104				104							
	6712	300mm WM on Gallagher Rd from Plains Rd East to 160 m Northerly (BUR)	239				239							
	6713	300mm WM on Downsview Rd from Plains Rd East to Dowland Crescent (BUR)	223				223							
	6714	300mm WM on Brant from Fairview St to 180 m northerly (BUR)	342							342				
	6715	300mm WM on Woodview Rd from Fairview St to 100 m Northerly (BUR)	181								181			
	6716	200mm WM on from end of Commerce Court north to Fairview Street (BUR)	268								268			
	6717	300mm WM on Fairview from Appleby to Taylor Crescent (BUR)	1,137								1,137			
	6863	Waterdown Road Pumping Station Expansion (Zones B2, B3A & B5A) (BUR)	5,265			1,053	4,212							
	7014	400 mm WM from Waterdown Reservoir Pumping Station to new North Aldershot Reservoir (Zone B3A) (BUR)	2,279			456	1,823							
PR-3059	6437	Acton Well Field Development and Treatment (Zone A9G) (HHACT)	1,110			1,110								

# CAPITAL BUDGET

## WATER-CAPITAL

2016

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6590	Acton Supply Standby Well (Zone A9G) (HHACT)	1,625				450		1,175				
	6597	300mm WM on Reg Rd 25 from new well connection to 640 m North of Wallace St (Zone A9G) (HHACT)	1,069			214	855						
	6598	300mm WM from New Well to Reg Rd 25 (Zone A9G) (HHACT)	355			355							
	6600	300 mm WM on Reg Rd 25 from new well connection to No. 32 Siderd and on No. 32 Siderd from Reg Rd 25 to 3rd Line Reservoir (Zone A9G) (HHACT)	1,684									337	1,347
	6604	150mm WM on 3rd Line from 3rd Line Reservoir to No. 32 Siderd and on No. 32 Siderd from 3rd Line to 950 m easterly (Zone A9G) (HHACT)	721									144	577
	6677	Acton Artificial Recharge Capital Works (HHACT)	6,300	1,360		4,940							
	6695	Centralized Treatment at 3rd line Reservoir (Zone A9G) (HHACT)	1,541									308	1,233
	6603	400mm WM on 8th Line from 10th Siderd to existing 400mm (Zone G6L) (HHGEO)	1,623				324	1,299					
	6606	750mm WM on Trafalgar from the new Zone 4 Reservoir to approximately 1,650 m north (Zone G6L) (HHGEO)	3,126			625	2,501						
	6607	750mm WM on Trafalgar Rd from the Zone 4 Reservoir to No 10 Siderd (Zone G6L) (HHGEO)	3,510	200		3,310							
	6608	750mm WM on Trafalgar from 15th Siderd to 22nd Siderd Lake Based Reservoir (Zone G6L) (HHGEO)	12,170			2,434		9,736					
	6609	400mm WM on 17th Siderd from Trafalgar Rd to Main St (Zone G6L) (HHGEO)	1,744			349		1,395					



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6610	600mm WM on 10th Siderd from Trafalgar Rd to 8th Line (Zone G6L) (HHGEO)	2,540	205		2,335							
	6611	600mm WM on No 10 Siderd from 8th Line to 9th Line (Zone G6L) (HHGEO)	2,583			516	2,067						
	6612	600mm WM on No 10 Siderd from 9th Line to 10th Line (Zone G6L) (HHGEO)	3,049			610	2,439						
	6613	600mm WM on No 10 Siderd from 10th Line to Adamson St S (Zone G6L) (HHGEO)	300										300
	6614	600 mm WM on Adamson St from 10th Siderd to Guelph St and on Guelph St from Adamson St to 10th Siderd (Zone G6L) (HHGEO)	497										497
	6615	600mm WM on No 10 Siderd from Guelph St to Bovaird Dr (Region of Peel) (Zone G6L) (HHGEO)	369										369
	6654	750mm WM on on Trafalgar Rd from 10th Siderd to approximately 1,700 m north of 10th Siderd (Zone G6L) (HHGEO)	3,764			753		3,011					
	6655	750mm WM on Trafalgar from 1,700 m north of 10th Siderd to 15th Siderd (Zone G6L) (HHGEO)	3,376			676		2,700					
	6693	20 ML/d Zone G6L pumping station at Zone 4 Reservoir (HHGEO)	9,000	720		8,280							
	6694	10 ML Zone G6L Storage at 22nd Siderd (HHGEO)	10,905								2,181	8,724	
	6696	20 ML/d Zone M5L pumping station at Zone M4L Reservoir (HHGEO)	2,000								400	1,600	
	6697	20 ML storage expansion at Zone M4 Reservoir (HHGEO)	20,712							4,142	16,570		
	6735	300 mm replacement on Guelph Street between Mountainview Rd North and Sinclair Ave (HHGEO)	1,424				1,424						



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6641	400 mm WM in the 401 growth corridor north of Steeles Ave parallel to Hornby Rd (Zone M5L) (HHS)	1,083							216	867		
	6642	400 mm WM in the 401 growth corridor north of Steeles from Hornby Rd to Trafalgar Rd (Zone M5L) (HHS)	1,693							339	1,354		
	6643	400 mm WM in the 401 growth corridor north of Steeles from Trafalgar Rd to approximately 400m east of 8th Line (Zone M5L) (HHS)	2,469							493	1,976		
	6644	400mm WM in the 401 growth corridor from Steeles Ave to approximately 300 m north (Zone M5L) (HHS)	1,067							213	854		
	6645	400mm WM in the 401 growth corridor north of Steeles Ave. from 1,000 m west of 9th Line to 900 m east of 9th Line (Zone M5L) (HHS)	1,806									361	1,445
	6646	400mm WM in the 401 growth corridor from Steeles Ave to approximately 330 m north (Zone M5L) (HHS)	1,038									208	830
	6647	400mm WM in the 401 growth corridor north of Steeles Ave. from 600 m west of 10th Line to 1,000 m east of 10th Line (Zone M5L) (HHS)	1,999									400	1,599
	6648	400mm WM in the 401 growth corridor from Steeles Ave to 340 m north (Zone M5L) (HHS)	1,414									283	1,131
PR-2692	5862	400 mm WM loop from 5th Line running east then south on new Milton Business Park Roads to Derry Rd (Zone M4) (MIL)	2,800	2,800									
	5875	900mm WM on Derry Rd from 5th Line to Trafalgar Rd (Zone M4) (MIL)	7,619	7,619									
PR-3039	5876	600mm WM on Thompson Road from Britannia Rd to Louis St. Laurent Ave (Zone M4) (MIL)	2,181	2,181									

**CAPITAL BUDGET**

**2016**

**WATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6318	300mm WM on No 14 Siderd from Tremaine Rd. to Milton Reservoir (Zone M5G) (MIL)	1,046			1,046								
	6616	400mm WM on Thompson Rd South from Britannia Rd to approx. 1,156 south (Zone M4) (MIL)	327											327
	6617	400mm WM on new roadway south of Britannia Rd from Thompson Rd South to 4th Line (Zone M4) (MIL)	426											426
	6618	400mm WM on new roadway south of Britannia Rd from 4th Line to 5th Line (Zone M4) (MIL)	2,164						433	1,731				
	6619	400mm WM on new roadway south of Britannia Rd from 5th Line to 6th Line (Zone M4) (MIL)	1,458				292	1,166						
	6620	400mm WM on 6th Line from Britannia Rd to 600 m south (Zone M4) (MIL)	1,008						201	807				
	6621	400mm WM on 6th Line from Britannia Rd to 1,500 m north (Zone M4) (MIL)	2,583						516	2,067				
	6622	400mm WM on 6th Line from Derry Rd to new Rd 1,500 m south (Zone M4) (MIL)	3,114						623	2,491				
	6623	400mm WM on 5th Line from Britannia Rd to 1500 m north of Britannia Rd (Zone M4) (MIL)	1,902						380	1,522				
	6624	400mm WM on 4th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	677						135	542				
	6625	400mm WM on Lower Base Line (East) from 4th Line to 5th Line (Zone M4) (MIL)	2,538										508	2,030
	6626	400mm WM on 5th Line from Britannia Rd to 650 m south (Zone M4) (MIL)	688						138	550				
	6627	400mm WM on 4th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	2,172										434	1,738



# CAPITAL BUDGET

# 2016

## WATER-CAPITAL

## BUDGET & BUSINESS PLAN

DEVELOPMENT														
2016-2025 WATER FORECAST														
PROJECT FORECAST LISTING 2016 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6628	400mm WM on 5th Line from 650 m south of Britannia Rd to Lower Base Line (West) (Zone M4) (MIL)	2,882										577	2,305
	6629	600mm WM on Louis St. Laurent Ave from 5th Line to 6th Line (Zone M4) (MIL)	2,480							496	1,984			
	6630	600mm WM on Louis St. Laurent Ave from 6th Line to Trafalgar Rd (Zone M4) (MIL)	4,076							815	3,261			
	6631	400mm WM on Louis St. Laurent Ave from Trafalgar Rd to 8th Line (Zone M4) (MIL)	2,549								510	2,039		
	6632	400mm WM on Britannia Rd from Trafalgar Rd to 600 m east (Zone M4) (MIL)	1,001								200	801		
	6633	400mm WM on Britannia Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)	1,091										218	873
	6634	400mm WM on new Milton Rd from Trafalgar Rd to approximately 700 m east (Zone M4) (MIL)	1,469								293	1,176		
	6635	400mm WM on 8th Line from Derry Rd. to approximately 1,600 m south (Zone M4) (MIL)	2,756										551	2,205
	6636	400mm WM on 8th Line from Britannia Rd to approximately 1,500 north (Zone M4) (MIL)	2,188										438	1,750
	6637	400mm WM on new roadway from Britannia Rd to approx. 1,200 m south (Zone M4) (MIL)	1,570								314	1,256		
	6638	400mm WM on Derry Rd from Trafalgar Rd to 500 m east (Zone M4) (MIL)	547								109	438		
	6639	400mm WM on Derry Rd from 600 m east of Trafalgar Rd to 8th Line (Zone M4) (MIL)	881								176	705		



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2016-2025 WATER FORE CAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6640	600 mm WM on Trafalgar Rd from the Zone 4 Reservoir to 600 mm Zone M5L WM on Steeles Avenue (ID 3844) (Zone M5L) (MIL)	6,463							1,293	5,170		
	6649	400mm WM on Esquesing Line from James Snow Parkway to approximately 800 m north (Zone M5L) (MIL)	1,188				238	950					
	6650	400mm WM on new roadway from Esquesing Line to Boston Church Rd (Zone M5L) (MIL)	2,448						489	1,959			
	6651	400mm WM on new roadway from Boston Church Rd to approximately 360 m west (Zone M5L) (MIL)	1,216							243	973		
	6652	400mm WM on new roadway from 360 m west of Boston Church Rd to No 5 Siderd (Zone M5L) (MIL)	1,101							220	881		
	6653	400mm WM on No 5 Siderd from approximately 400 m west of 3rd Line to 3rd Line (Zone M5L) (MIL)	435							87	348		
	6664	Relining of Walkers Line Well Feedermain with 150mm pipe within existing easement from West Appleby Line to Surge Tank (Zone M5L) (MIL)	216	216									
	6691	400mm WM on Main St extension from Trafalgar Rd (MIL)	1,886				377	1,509					
	6692	400mm WM on Main St extension from 5th Line to approximately 2,100 m east (Zone M5L) (MIL)	3,965				793	3,172					
	6698	10 ML storage expansion at Zone M5L Reservoir (MIL)	10,357								2,072	8,285	
	6721	300mm WM on Ontario Street North from Main Street East to Parkway Drive East (MIL)	1,786			1,786							
	6722	300mm WM on Woodward Avenue between Martin Street and Ontario Street North (MIL)	1,919			1,919							
	6723	400mm WM on Bronte St between Main Street West and Barton Street (MIL)	1,134			1,134							



# CAPITAL BUDGET

2016

## WATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016-2025 WATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)												
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6724	300mm WM on Main Street East between James Street and Martin Street (MIL)	538											538
	6725	300mm WM on Laurier Avenue between Bronte Street and Commercial Street (MIL)	2,278											2,278
	5632	300mm WM on 9th Line from Burnhamthorpe Rd to Dundas St (Zone O4) (OAK)	2,254	2,254										
	5633	300mm WM on Burnhamthorpe Rd from new North Oakville road to 9th Line (Zone O4) (OAK)	2,342	2,342										
PR-2695B	6368	1050 mm WM from Burloak Pumping Station north on Burloak Dr to Upper Middle Rd (Zone B2) (Construction) (OAK)	4,515			4,515								
PR-2581C	6372	Construction of Burloak WPP Phase 2 Expansion from 55 to 165ML/d (OAK)	98,433			98,433								
PR-2998	6661	900 mm Second Feedermain to Davis Road Booster Pumping Station (Zone O1) (OAK)	11,237	11,237										
	6662	400mm WM on Wycroft Rd from Burloak Dr to 3rd Line (Zone O2) (OAK)	10,973			2,195	8,778							
	6680	Oakville WPP Intake Pipe Extension (Design) (OAK)	1,500	1,500										
	6681	Oakville WPP Intake Pipe Extension (Construction) (OAK)	8,500			8,500								
	6684	Construction of Oakville WPP Expansion from 109 to 130 ML/d (OAK)	20,802	20,802										
	6702	40 ML/d expansion at the North Oakville Zone O4 Pumping Station (existing site) (OAK)	4,535										907	3,628
	6726	300mm WM on Sovereign St between Bronte Rd and East Street (OAK)	2,652				2,652							



# CAPITAL BUDGET

## WATER-CAPITAL

2016

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2016-2025 WATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2388B	7284	400mm WM extension on Neyagawa Blvd. (RR4) for approx. 10 m (OAK)	223										223
PR-1734	82	400mm Zone 2 WM on 3rd Line from Wyecroft Rd to North Service Road (Zone O2) (OAK)	981			196	785						
		<b>Sub-total</b>	<b>447,617</b>	<b>62,149</b>		<b>175,971</b>	<b>46,126</b>	<b>24,938</b>	<b>12,439</b>	<b>50,620</b>	<b>23,477</b>	<b>30,486</b>	<b>21,411</b>
<b>Non-Infrastructure Solutions</b>													
	6770	Burloak Treatment Plant Expansion by 55 ML/d (Class EA Study) from 165 ML/d to 220 ML/d (BUR)	1,323							1,323			
	6668	Centralized Treatment at 3rd line Reservoir Class EA Study (Zone A9G) (HHAET)	150							150			
PR-2676B	7149	Water Distribution System Analysis - 2012 (REG)	1,100	220		110	110	110	110	110	110	110	110
PR-2677B	7150	Water Supply Capacity Annual Monitoring Report - 2012 (REG)	315	90		45	45	45	45	45			
		<b>Sub-total</b>	<b>2,888</b>	<b>310</b>		<b>155</b>	<b>155</b>	<b>155</b>	<b>155</b>	<b>1,628</b>	<b>110</b>	<b>110</b>	<b>110</b>
		<b>Total Required Financing</b>	<b>450,505</b>	<b>62,459</b>		<b>176,126</b>	<b>46,281</b>	<b>25,093</b>	<b>12,594</b>	<b>52,248</b>	<b>23,587</b>	<b>30,596</b>	<b>21,521</b>





# Budget and Business Plan 2016

## Wastewater Non-Development





# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)										
NON-DEVELOPMENT										
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
<b><u>Non-Infrastructure Solutions</u></b>										
	7266	Burlington Wastewater Trunk Risk Assessment, Emergency Response Plan and Scenario Modelling (BUR)	250				250			
	7296	Feasibility Assessment for the Renewal of the Burlington Trunk (BUR)	200				200			
	7264	West River Street Wastewater Pumping Station Feasibility Assessment to Decommission and Relocate Forcemain (OAK)	250				250			
	7309	Study required to validate flow projections, upgrade requirement and complete EA at the Ninth Line Pumping Station - Oakville Southeast WWTP (OAK)	200				200			
PR-2700	5929	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	500				500			
PR-30001	6886	Vehicle Replacements - (Existing) Wastewater (REG)	611				611			
PR-2541B	6969	Study and implementation of improvements for the Regions SCADA System Std's (REG)	50				50			
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	220				220			
	7008	Vehicle - New - Wastewater (REG)	75				75			
	7265	Wastewater Forcemain Condition Assessment (REG)	400				400			
	7313	W&WWT Security Review and Model (REG)	50				50			
	7314	W&WWT CNA (REG)	125				125			
	7327	Energy Resource Management Strategy (REG)	250				250			
	7347	Asset Management Roadmap Implementation (REG)	375				375			



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		<b>Sub-total</b>	<b>3,556</b>				<b>3,556</b>			
		<b>Renewal/Rehabilitation Activities</b>								
	7323	Junction Street Wastewater Pumping Station Pump and MCC Renewal (BUR)	320				320			
PR-2712	5674	Georgetown WWTP Upgrades (Capital Needs Assessment Identified Work) - Phase 1 (HHGEO)	650				650			
PR-2712	6978	Georgetown WWTP - Screening Building Rehabilitation (HHGEO)	1,000				1,000			
	7306	Silver Creek Trunk Sewer Rehabilitation (north end) (HHGEO)	720				720			
	7307	Replacement of UV Disinfection system at the Georgetown WWTP (HHGEO)	300				300			
	7250	Laurier Wastewater Pumping Station Upgrade and Rehabilitation (MIL)	135				135			
PR-2886	6066	Oak SE - Replace Boiler Unit 1 and Hot Water Pumps (OAK)	150				150			
	7308	Replacement of primary and secondary clarifier chain, flight gear boxes and sprockets in plant 1,2 of Oakville Southeast WWTP. (OAK)	682				682			
PR-2154B	4829	Digester Cleaning and Facility Upgrades at Regional Wastewater Treatment Plants (REG)	1,500				1,500			
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	50				50			
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	300				300			



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
PR-1589D	5539	Halton WWTP Optimization Program (REG)	250				250			
PR-2830	5748	Regional Inflow / Infiltration Remediation Program (REG)	2,500				2,500			
PR-2906	6793	WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)	80				80			
PR-3042	7230	Capital upgrades to address basement flooding (REG) *	6,526				6,526			
		<b>Sub-total</b>	<b>15,163</b>				<b>15,163</b>			
		<b>Replacement Activities</b>								
	6592	Design and Construction of local sewers to eliminate four (4) pumping stations in Burlington East Area (BUR)	200				200			
PR-3000	6972	250mm WWM on Heritage Road from South Service Road to 573 Meters North (BUR) (RR)	546				546			
PR-3058	7066	200mm WWM on Alma Dale Avenue from Fisher Avenue to Augustine Drive (BUR)	204				204			
PR-3058	7209	200mm,525mm WWM on Aldridge Crescent from Centennial Drive to Northside Road (BUR)	651				651			
PR-2871C	7235	200mm WWM on New Street from Drury Lane to Guelph Line (BUR) (WM)(RR)	1,688				1,688			
	7276	200mm WWM on Ester Drive from Brant Street to Janina Boulevard (BUR) (RR)(WM)	213				213			
	7277	200mm WWM on Janina Boulevard from Ester Drive to west leg of Humphrey Crescent (BUR) (RR) (WM)	109				109			

\* See Basement Flooding Mitigation Details



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)				REGIONAL RESPONSIBILITY				
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7279	200mm WWM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WM)	124				124			
PR-3003	7083	150mm,200mm WWM on Mill Street West from Birchway Place to Park Avenue (HHACT) (WM) (RR)	1,673				1,673			
	7271	200mm WWM on Main Street South from Ransom Street to south of Kingham Road (HHACT)	50				50			
	7272	200mm WWM on Vimy Street from Main Street South to end (HHACT)	50				50			
PR-3001	6465	200mm WWM on Rexway Drive from Guelph Street to Delrex Blvd (HHGEO) (RR) (WM)	1,559				1,559			
PR-3053	7071	200mm WWM on Mill Street from 60m east of Guelph Street to 120m east of Guelph Street (HHGEO)	235				235			
	7082	200mm WWM on Arletta Street from Kennedy Street to End (HHGEO) (WM)	62				62			
PR-3053	7189	200mm WWM on Main Street North from north of Dayfoot Drive to Guelph Street (HHGEO)	510				510			
	7193	Georgetown WWTP Aeration System Upgrades (HHGEO)	285				285			
	7275	200mm WWM on Reid Court from Rexway Drive to End (HHGEO)	50				50			
	7345	Transferring of Laterals from Easement to Main Street South and Park Avenue (HHGEO)	60				60			
PR-2907	7184	250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)	490				490			
PR-3056	7194	200mm WWM on Harvest Drive from Roseheath Drive to Farmstead Road (MIL)	500				500			

# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
PR-3056	7204	250mm WWM on Bronte Street South from Heslop Road to 100m south of Anne Boulevard (MIL) (RR) (WW)	312				312				
PR-3063	7236	200mm WWM on Ashbrook Court from Oak Street to End (MIL) (WM)(RR)	201				201				
PR-3074	7237	200mm WWM on to replace ninty degree main at intersection of Main Street East and Ontario Street South (MIL)	200				200				
PR-2886	6419	Oakville Southeast WWTP - Waste Gas Burner Replacement (OAK)	338				338				
PR-3032	7063	BMC Administration Buildings and Serviceing Replacement (OAK)	671				671				
PR-2831B	7085	450mm WWM on Easement south of Front Street from Navy Street to 80m east of Navy Street, 450mm WWM on Navy Street from Easement to William Street, 450mm WWM on William Street from Navy Street to Water Street, 450mm WWM on Water Street from William Street	1,420				1,420				
PR-2886	7198	Oakville Southeast WWTP - Boiler #2 Replacement (OAK)	500				500				
	7251	Marine Drive Wastewater Pumping Station Emergency Standby Generator Upgrade (OAK)	130				130				
	7282	Transferring of Laterals on Lakeshore Road East from Watson Avenue to Gloucester Avenue (OAK)	50				50				
	7295	300mm WWM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WM)	100				100				
	7312	Birchhill Lane Wastewater Pumping Station Forcemain Replacement and Flow Diversion (OAK) (WM)	60				60				
	7053	SCADA Auto Dialler Replacement (REG)	50				50				

# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	7303	Regional Environmental Laboratory - Discrete Analyser Replacement - WW (REG)	60				60			
	7321	Technical Services Soils Lab Trailer Replacement - Wastewater (REG)	10				10			
		<b>Sub-total</b>	<b>13,361</b>				<b>13,361</b>			
		<b>Total</b>	<b>32,080</b>				<b>32,080</b>			
		<b>Summary</b>								
		Non-Infrastructure Solutions	3,556				3,556			
		Renewal/Rehabilitation Activities	15,163				15,163			
		Replacement Activities	13,361				13,361			
		<b>Grand Total</b>	<b>32,080</b>				<b>32,080</b>			



**CAPITAL BUDGET**

**WASTEWATER-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Non-Infrastructure Solutions</b>													
	7266	Burlington Wastewater Trunk Risk Assessment, Emergency Response Plan and Scenario Modelling (BUR)	250	250									
	7296	Feasibility Assessment for the Renewal of the Burlington Trunk (BUR)	200	200									
	6948	Construction of Fill Storage Site at Mid Halton (OAK)	200		200								
	7264	West River Street Wastewater Pumping Station Feasibility Assessment to Decommission and Relocate Forcemain (OAK)	250	250									
	7309	Study required to validate flow projections, upgrade requirement and complete EA at the Ninth Line Pumping Station - Oakville Southeast WWTP (OAK)	200	200									
PR-1774	464	Flow Meter Verification for all WWTPs (REG)	50		50								
PR-2185	4946	SCADA Master Plan Review for Wastewater Treatment Plants and Collection Systems (REG)	100			100							
PR-2700	5929	SCADA System Installation at Regional Wastewater Pumping Stations (REG)	2,000	500	500	500	500						
PR-30001V	6886	Vehicle Replacements - (Existing) Wastewater (REG)	5,650	611	617	290	623	266	756	1,080	918	404	85
PR-2541B	6969	Study and implementation of improvements for the Regions SCADA System Std's (REG)	150	50	50	50							
PR-2948	6975	SPS Equipment Lock-Out Procedures (REG)	320	220	100								
	7008	Vehicle - New - Wastewater (REG)	1,035	75	312		35	139	37	58	105	37	237
	7265	Wastewater Forcemain Condition Assessment (REG)	800	400	400								



# CAPITAL BUDGET

## WASTEWATER-CAPITAL

# 2016

## BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7313	W&WWT Security Review and Model (REG)	300	50	250								
	7314	W&WWT CNA (REG)	125	125									
	7327	Energy Resource Management Strategy (REG)	250	250									
	7347	Asset Management Roadmap Implementation (REG)	375	375									
		<b>Sub-total</b>	<b>12,255</b>	<b>3,556</b>	<b>2,479</b>	<b>940</b>	<b>1,158</b>	<b>405</b>	<b>793</b>	<b>1,138</b>	<b>1,023</b>	<b>441</b>	<b>322</b>
<b>Renewal/Rehabilitation Activities</b>													
PR-2943	6947	Design and Construction of a new pumping station and forcemain in Burlington East Area in support of Pumping Station Master (BUR)	24,928				24,928						
PR-3061	7213	Skyway Wastewater Treatment Plant Sidestream Treatment Improvements (BUR)	2,000		2,000								
	7323	Junction Street Wastewater Pumping Station Pump and MCC Renewal (BUR)	320	320									
	6073	Acton Plant Replacement & Improvements (HHACT)	4,646			4,646							
	6077	Acton - Digester Replacement and Upgrades (HHACT)	762			762							
PR-2712	5674	Georgetown WWTP Upgrades (Capital Needs Assessment Identified Work) - Phase 1 (HHGEO)	650	650									
	6960	Georgetown WWTP - Electrical Upgrades (HHGEO)	2,500		500	2,000							
PR-2712	6978	Georgetown WWTP - Screening Building Rehabilitation (HHGEO)	1,000	1,000									



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7306	Silver Creek Trunk Sewer Rehabilitation (north end) (HHGEO)	720	720									
	7307	Replacement of UV Disinfection system at the Georgetown WWTP (HHGEO)	1,800	300		1,500							
PR-2607	5648	Milton WWTP - Digester Facility Upgrade (MIL)	15,903			5,301	5,301	5,301					
	6414	Milton WWTP Aeration System Modernization (Fine Pore Aeration System) (MIL)	1,300		225	1,075							
PR-2810	6792	Milton Capital Facility Plan and Upgrades (MIL)	230		230								
	7250	Laurier Wastewater Pumping Station Upgrade and Rehabilitation (MIL)	1,350	135	1,215								
PR-2886	6066	Oak SE - Replace Boiler Unit 1 and Hot Water Pumps (OAK)	150	150									
	6945	Retrofit the heating system at the Mid-Halton WWTP Biosolids handling facility (OAK)	240		240								
PR-2831C	7084	Replacement of Water Street PS and Decommission of Navy Street PS (OAK)	3,410		3,410								
	7308	Replacement of primary and secondary clarifier chain, flight gear boxes and sprockets in plant 1,2 of Oakville Southeast WWTP. (OAK)	682	682									
	3516	Wastewater Plant Upgrades and Optimizations (REG)	58,713				566	2,551	53	983	7,137	22,595	24,828
PR-2154B	4829	Digester Cleaning and Facility Upgrades at Regional Wastewater Treatment Plants (REG)	1,500	1,500									
PR-2194	4960	Regional WWM Pump Station - Flow Monitoring Equipment Installation (REG)	350	50	50	100	150						



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

NON-DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2640	5307	Wastewater Manhole Capital Improvement Prgm (REG)	3,550	300	300	400	400	400	400	450	450	450	
PR-1589D	5539	Halton WWTP Optimization Program (REG)	500	250		250							
PR-2830	5748	Regional Inflow / Infiltration Remediation Program (REG)	3,500	2,500		500			500				
PR-2906	6793	WW Plant Enhancements for Odour Control per Region-Wide Odour Control Study (REG)	240	80		80		80					
PR-3042	7230	Capital upgrades to address basement flooding (REG) *	60,403	6,526	6,166	5,951	5,999	6,000	5,976	6,008	6,000	6,033	5,744
		<b>Sub-total</b>	<b>191,347</b>	<b>15,163</b>	<b>14,336</b>	<b>22,565</b>	<b>37,344</b>	<b>14,332</b>	<b>6,929</b>	<b>7,441</b>	<b>13,587</b>	<b>29,078</b>	<b>30,572</b>
<b>Replacement Activities</b>													
PR-2956	6591	Design and Construction of a new trunk sewer in Burlington East Area in support of Pumping Station Master Plan (BUR)	30,000					30,000					
	6592	Design and Construction of local sewers to eliminate four (4) pumping stations in Burlington East Area (BUR)	1,400	200				1,200					
PR-3000	6972	250mm WWM on Heritage Road from South Service Road to 573 Meters North (BUR) (RR)	546	546									
PR-3058	7066	200mm WWM on Alma Dale Avenue from Fisher Avenue to Augustine Drive (BUR)	204	204									
PR-3058	7209	200mm,525mm WWM on Aldridge Crescent from Centennial Drive to Northside Road (BUR)	651	651									
PR-2871C	7235	200mm WWM on New Street from Drury Lane to Guelph Line (BUR) (WM)(RR)	1,688	1,688									
	7276	200mm WWM on Ester Drive from Brant Street to Janina Boulevard (BUR) (RR)(WM)	1,276	213		1,063							

\* See Basement Flooding Mitigation Details



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WASTEWATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7277	200mm WWM on Janina Boulevard from Ester Drive to west leg of Humphrey Crescent (BUR) (RR) (WM)	651	109		542							
	7279	200mm WWM on Humphreys Crescent from Janina Boulevard to Janina Boulevard (BUR) (RR) (WM)	741	124		617							
PR-2808	6930	200mm,250mm WWM on Young Street from Mill Street East to Queen Street (HHACT)	1,135		1,135								
PR-3003	7083	150mm,200mm WWM on Mill Street West from Birchway Place to Park Avenue (HHACT) (WM) (RR)	1,673	1,673									
	7271	200mm WWM on Main Street South from Ransom Street to south of Kingham Road (HHACT)	284	50	234								
	7272	200mm WWM on Vimy Street from Main Street South to end (HHACT)	211	50	161								
	6093	Georgetown Replace Disinfection Building & Outfall Structure (HHGEO)	492					492					
PR-3001	6465	200mm WWM on Rexway Drive from Guelph Street to Delrex Blvd (HHGEO) (RR) (WM)	1,559	1,559									
PR-3053	7071	200mm WWM on Mill Street from 60m east of Guelph Street to 120m east of Guelph Street (HHGEO)	235	235									
	7082	200mm WWM on Arletta Street from Kennedy Street to End (HHGEO) (WM)	370	62	308								
PR-3053	7189	200mm WWM on Main Street North from north of Dayfoot Drive to Guelph Street (HHGEO)	510	510									
	7193	Georgetown WWTP Aeration System Upgrades (HHGEO)	1,700	285	1,415								
PR-2987B	7197	John Street Pumping Station Upgrades and Rehabilitation (HHGEO)	2,690		2,690								



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WASTEWATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7274	200mm WWM on Todd Road from south of Sinclair Avenue to Mountainview Road North (HHGEO) (RR)	1,816		303	1,513							
	7275	200mm WWM on Reid Court from Rexway Drive to End (HHGEO)	165	50		115							
	7345	Transferring of Laterals from Easement to Main Street South and Park Avenue (HHGEO)	202	60	142								
PR-2993	7059	200mm WWM on Main Street East from Bronte Street South to James Street (MIL) (WM)(RR)	351		351								
PR-2907	7184	250mm WWM on McGeachie Drive from Harrop Drive to End (MIL) (RR)(WM)	490	490									
PR-2993	7192	250mm WWM on Martin Street from Steeles Avenue East to Main Street East (MIL)	1,632		1,632								
PR-3056	7194	200mm WWM on Harvest Drive from Roseheath Drive to Farmstead Road (MIL)	500	500									
PR-3056	7204	250mm WWM on Bronte Street South from Heslop Road to 100m south of Anne Boulevard (MIL) (RR) (WW)	312	312									
	7205	200mm WWM on Woodward Avenue from Riverplace Crescent to Elm Avenue (MIL) (RR)	411		69	342							
PR-3063	7236	200mm WWM on Ashbrook Court from Oak Street to End (MIL) (WM)(RR)	201	201									
PR-3074	7237	200mm WWM on to replace ninety degree main at intersection of Main Street East and Ontario Street South (MIL)	200	200									
PR-2886	6419	Oakville Southeast WWTP - Waste Gas Burner Replacement (OAK)	338	338									



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT		2016-2025 WASTEWATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-3032	7063	BMC Administration Buildings and Serviceing Replacement (OAK)	3,081	671	2,410								
PR-2831B	7085	450mm WWM on Easement south of Front Street from Navy Street to 80m east of Navy Street, 450mm WWM on Navy Street from Easement to William Street, 450mm WWM on William Street from Navy Street to Water Street, 450mm WWM on Water Street from William Street	1,420	1,420									
PR-3054	7183	250mm,300mm WWM on Lakeshore Road East from Navy Street to Allan Street (OAK) (RR)	1,062		1,062								
PR-2886	7198	Oakville Southeast WWTP - Boiler #2 Replacement (OAK)	500	500									
PR-3072	7234	200mm WWM on Wilson Street from Lakeshore Road West to Rebecca Street (OAK) (RR)	196		196								
	7251	Marine Drive Wastewater Pumping Station Emergency Standby Generator Upgrade (OAK)	130	130									
	7280	250mm WWM on Selgrove Crescent from Woodhaven Park Drive to Woodhaven Park Drive (OAK) (WM)	723		121	602							
	7282	Transferring of Laterals on Lakeshore Road East from Watson Avenue to Gloucester Avenue (OAK)	300	50	250								
	7295	300mm WWM on Trafalgar Road from Cross Avenue to Argus Road (OAK) (RR) (WM)	536	100	436								
	7300	300mm WWM on Churchill Avenue from Leighland Avenue to North Service Road East (OAK) (WM)	705		118	587							
	7312	Birchhill Lane Wastewater Pumping Station Forcemain Replacement and Flow Diversion (OAK) (WM)	360	60	300								
	3514	Wastewatermain System Services Upgrades and Replacements (REG)	246,231					13,443	65,078	50,771	33,630	53,170	30,139



**CAPITAL BUDGET**

**WASTEWATER-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

NON-DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	7053	SCADA Auto Dialler Replacement (REG)	50	50									
	7303	Regional Environmental Laboratory - Discrete Analyser Replacement - WW (REG)	60	60									
	7316	Regional Environmental Laboratory - Kjeltec Auto Distillation Analyzer - WW (REG)	60		60								
	7321	Technical Services Soils Lab Trailer Replacement - Wastewater (REG)	10	10									
	7332	Unit #5320 - Schnure 53 Ft De-Watering Trailer Replacement (REG)	1,200					1,200					
		<b>Sub-total</b>	<b>311,258</b>	<b>13,361</b>	<b>11,963</b>	<b>6,811</b>		<b>46,335</b>	<b>65,078</b>	<b>50,771</b>	<b>33,630</b>	<b>53,170</b>	<b>30,139</b>
		<b>Total Required Financing</b>	<b>514,860</b>	<b>32,080</b>	<b>28,778</b>	<b>30,316</b>	<b>38,502</b>	<b>61,072</b>	<b>72,800</b>	<b>59,350</b>	<b>48,240</b>	<b>82,689</b>	<b>61,033</b>



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
<b>2016 Projects</b>				
46	Riverside Drive	1	Oakville	Opencut
WWTP	Oakville SouthWest Wastewater Treatment Plant	73	Oakville	Opencut
WWTP	Oakville SouthWest Wastewater Treatment Plant	16	Oakville	Full Length Liner
88	Laurier Avenue	17	Milton	Opencut
88	Laurier Avenue	1	Milton	Full Length Liner
Flow Monitoring				
<b>2016 Sub-Total</b>		<b>108</b>		<b>6,526</b>
<b>2017 Projects</b>				
WWTP	Milton Wastewater Treatment Plant	42	Milton	Opencut
84	Boyne	1	Milton	Opencut
86	Midblock Arterial	27	Milton	Opencut
103	Tremaine Road	24	Milton	Opencut
<b>2017 Sub-Total</b>		<b>94</b>		<b>6,166</b>
<b>2018 Projects</b>				
WWTP	Georgetown Wastewater Treatment Plant	60	Georgetown	Opencut
1	Armstrong Avenue	1	Georgetown	Opencut
2	Gollop Crescent	3	Georgetown	Opencut
3	Lynden Circle	1	Georgetown	Opencut
4	Moore Park	1	Georgetown	Opencut
76	John Street	4	Georgetown	Opencut
80	Norval	1	Georgetown	Opencut
83	Main Street	3	Georgetown	Opencut
WWTP	Acton Wastewater Treatment Plant	14	Acton	Opencut
5	Agnes Street	5	Acton	Opencut
53	Lakeview	3	Acton	Opencut
33	Junction	8	Burlington	Opencut
71	Unsworth Avenue	2	Burlington	Opencut
77	Bridgeview	2	Burlington	Opencut



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
92	Garden Trails	2	Burlington	Opencut
<b>2018 Sub-Total</b>		<b>110</b>		<b>5,951</b>
<b>2019 Projects</b>				
WWTP	Skyway Wastewater Treatment Plant	70	Burlington	Opencut
65	Coronation Park	32	Burlington	Opencut
54	La Salle Park	2	Burlington	Opencut
57	NorthShore Boulevard	1	Burlington	Opencut
<b>2019 Sub-Total</b>		<b>105</b>		<b>5,999</b>
<b>2020 Projects</b>				
WWTP	Skyway Wastewater Treatment Plant	104	Burlington	Opencut
<b>2020 Sub-Total</b>		<b>104</b>		<b>6,000</b>
<b>2021 Projects</b>				
14	Argyle Drive	1	Oakville	Opencut
66	Belvedere Drive	3	Oakville	Opencut
87	16 Mile Creek	68	Oakville	Opencut
16	First Street	2	Oakville	Opencut
20	Lakewood Drive	4	Oakville	Opencut
23	BirchHill Lane	2	Oakville	Opencut
29	West River Street	1	Oakville	Opencut
31	Elizabeth Gardens	5	Oakville	Opencut
42	Chartwell Road	4	Oakville	Opencut
WWTP	Skyway Wastewater Treatment Plant	10	Burlington	Opencut
<b>2021 Sub-Total</b>		<b>100</b>		<b>5,976</b>
<b>2022 Projects</b>				
34	Roseland	23	Burlington	Opencut
12	Ninth Line	59	Oakville	Opencut
45	Weaver Avenue	1	Oakville	Opencut
	Oakville Southeast	30	Oakville	Opencut
<b>2022 Sub-Total</b>		<b>113</b>		<b>6,008</b>



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

## BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
<b>2023 Projects</b>				
WWTP	Mid Halton Wastewater Treatment Plant	23	Oakville	Opencut
55	Third Line	54	Oakville	Opencut
43	Morrison Heights	2	Oakville	Opencut
50	Sheldon Creek	3	Oakville	Opencut
21	Walker Street	10	Oakville	Opencut
18	Navy Street	7	Oakville	Opencut
40	Oakland Park	9	Burlington	Opencut
WWTP	Georgetown Wastewater Treatment Plant	3	Georgetown	Full Length Liner
2	Gollop Crescent	1	Georgetown	Full Length Liner
83	Main Street	1	Georgetown	Full Length Liner
100	10 Side Road	1	Georgetown	Full Length Liner
33	Junction	3	Burlington	Full Length Liner
34	Roseland	3	Burlington	Full Length Liner
<b>2023 Sub-Total</b>		<b>97</b>		<b>6,000</b>
<b>2024 Projects</b>				
WWTP	Skyway Wastewater Treatment Plant	41	Burlington	Full Length Liner
WWTP	Milton Wastewater Treatment Plant	5	Milton	Full Length Liner
86	MidBlock Arterial	3	Milton	Full Length Liner
88	Laurier Avenue	1	Milton	Full Length Liner
WWTP	Acton Wastewater Treatment Plant	1	Acton	Full Length Liner
83	Lakeview	1	Acton	Full Length Liner
55	Third Line	7	Oakville	Full Length Liner
65	Coronation Park	16	Oakville	Full Length Liner
87	16 Mile Creek	3	Oakville	Full Length Liner
0	Oak SW	16	Oakville	Full Length Liner
12	Ninth Line	11	Oakville	Full Length Liner
29	West River	1	Oakville	Full Length Liner
31	Elizabeth Gardens	1	Oakville	Full Length Liner



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

## BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
50	Sheldon Creek	1	Oakville	Full Length Liner
WWTP	Mid Halton Wastewater Treatment Plant	2	Oakville	Full Length Liner
WWTP	Oakville SouthEast Wastewater Treatment Plant	5	Oakville	Full Length Liner
WWTP	Skyway Wastewater Treatment Plant	327	Burlington	Spot Repair
<b>2024 Sub-Total</b>		<b>442</b>		<b>6,033</b>
<b>2025 Projects</b>				
55	Third Line	45	Oakville	Spot Repair
65	Coronation Park	61	Oakville	Spot Repair
66	Belvedere Drive	4	Oakville	Spot Repair
78	Providence Road	1	Oakville	Spot Repair
79	Riverbank Way	1	Oakville	Spot Repair
87	16 Mile Creek	39	Oakville	Spot Repair
WWTP	Oakville SouthWest Wastewater Treatment Plant	60	Oakville	Spot Repair
9	Carrington Park	6	Oakville	Spot Repair
12	Ninth Line	79	Oakville	Spot Repair
13	Bel Air Estates	4	Oakville	Spot Repair
15	Raymar Place	1	Oakville	Spot Repair
17	Gairloch Gardens	2	Oakville	Spot Repair
18	Navy Street	3	Oakville	Spot Repair
20	Lakewood Drive	1	Oakville	Spot Repair
21	Walker Street	1	Oakville	Spot Repair
23	BirchHill Lane	2	Oakville	Spot Repair
29	West River Street	8	Oakville	Spot Repair
31	Elizabeth Gardens	4	Oakville	Spot Repair
42	Chartwell Road	1	Oakville	Spot Repair
45	Weaver Avenue	8	Oakville	Spot Repair
50	Sheldon Creek	1	Oakville	Spot Repair
WWTP	Mid Halton Wastewater Treatment Plant	13	Oakville	Spot Repair
WWTP	Oakville SouthEast Wastewater Treatment Plant	24	Oakville	Spot Repair
33	Junction	10	Burlington	Spot Repair



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

BASEMENT FLOODING MITIGATION DETAILS				
ID 7230 - CAPITAL UPGRADES TO ADDRESS BASEMENT FLOODING				
SEWER CATCHMENT ID NUMBER	NAME OF CATCHMENT	NUMBER OF PROJECTS	MUNICIPALITY	TYPE OF WORK
34	Roseland	21	Burlington	Spot Repair
57	NorthShore Boulevard	4	Burlington	Spot Repair
68	Indian Road	1	Burlington	Spot Repair
77	Bridgeview	7	Burlington	Spot Repair
WWTP	Georgetown Wastewater Treatment Plant	36	Georgetown	Spot Repair
1	Armstrong Avenue	2	Georgetown	Spot Repair
2	Gollop Crescent	1	Georgetown	Spot Repair
3	Lynden Circle	2	Georgetown	Spot Repair
4	Moore Park	1	Georgetown	Spot Repair
83	Main Street	5	Georgetown	Spot Repair
WWTP	Acton Wastewater Treatment Plant	8	Acton	Spot Repair
5	Agnes Street	5	Acton	Spot Repair
53	Lakeview	4	Acton	Spot Repair
0	Milton Main	67	Milton	Spot Repair
84	Boyne	5	Milton	Spot Repair
86	MidBlock Arterial	65	Milton	Spot Repair
88	Laurier Avenue	22	Milton	Spot Repair
103	Tremaine Road	28	Milton	Spot Repair
	<b>2025 Sub-Total</b>	<b>663</b>		<b>5,744</b>
	<b>Total</b>	<b>1,281</b>		<b>60,403</b>



# Budget and Business Plan 2016

## Wastewater Development





# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)						REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES		
					NON-RES	RES			GROWTH	REGIONAL	
<b><u>Disposal Activities</u></b>											
PR-2966	6542	Decommissioning of 5 WWPSs (OAK)	400			264		136			
		<b>Sub-total</b>	<b>400</b>			<b>264</b>		<b>136</b>			
<b><u>Expansion Activities</u></b>											
PR-3015	6482	300 mm WWM on Plains Rd West from Grand View heading due north west 300 mm WWM on Plains Rd West from Grand View heading due north west (BUR)	26			17		9			
PR-3015	6483	325 mm WWM on Plains Rd West from Grand View heading due north west (BUR)	17			11		6			
PR-3015	6484	375 mm WWM on Plains Rd West from Grand View heading due north west (BUR)	18			12		6			
PR-2968	6565	TP Offset Program (HHACT)	2,800			1,932		868			
	6568	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd (HHGEO)	471			325		146			
	6569	900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave (HHGEO)	470			324		146			
	6571	104 ML/d WWPS on Trafalgar Rd/ Britannia Rd (1200 L/s) (HHGEO)	1,483			1,053		430			
	6572	1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement (HHGEO)	141			97		44			
	6507	1200 mm WWM on Britannia Rd to 5th Line to James Snow Pkwy (MIL)	63			45		18			

# CAPITAL BUDGET

# 2016

## WASTEWATER-CAPITAL

## BUDGET & BUSINESS PLAN

DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)					REGIONAL RESPONSIBILITY			
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
	6573	1050mm WWM 401 Crossing from Steeles Ave to Auburn Rd (MIL)	680			483		197		
	6574	1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd (MIL)	234			166		68		
	6575	1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd (MIL)	530			376		154		
	6576	1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course (MIL)	341			242		99		
	6577	1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS (MIL)	604			429		175		
	6579	Twinned 750 mm WWFM on Britannia Rd from Trafalgar Rd to 6th Line (MIL)	903			641		262		
	6580	1200 mm WWM on Britannia Rd from 6th Line to 5th Line (MIL)	152			108		44		
PR-2964	6528	31.9 L/s upgrade of West River WWPS (OAK)	374			184	95	95		
PR-3018	6529	375 mm WWM on Oak Park from Dundas Street East to Central Park then along Central Park to Georgian Drive (OAK)	168			111		57		
PR-3017	6538	Upgraded gravity sewer within UGC on North Service Rd from Truman Ave to east of Pearson Dr (OAK)	471			311		160		
PR-2965	6543	Gravity Sewers from Decommissioned WWPS's to New Deep Trunk (OAK)	1,049			692		357		
PR-2962	6544	6 L/s upgrade of Bronte Yacht Club WWPS (OAK)	70			36	15	19		
	6545	41 L/s upgrade of Junction Street WWPS (OAK)	478			244	108	126		
PR-2963	6547	23 L/s upgrade of Grandview Avenue WWPS (OAK)	267			103	111	53		



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT		2016 WASTEWATER SYSTEM PROJECT LISTING 2016 (000 DOLLARS)								
PROJECT NUMBER	UNIQUE ID	PROJECT DESCRIPTION	GROSS COST	SUBY/ RECOV	REGIONAL RESPONSIBILITY					
					DEVEL. CHGS.		GEN RESERV	CAP INVT RESERV	DEBENTURES	
					NON-RES	RES			GROWTH	REGIONAL
		<b>Sub-total</b>	<b>11,810</b>			<b>7,942</b>	<b>329</b>	<b>3,539</b>		
		<b>Non-Infrastructure Solutions</b>								
PR-2967	6566	Black Creek Monitoring Program (HHACT)	100			69		31		
PR-2209C	7170	Mid Halton WWTP Odour Control Studies (OAK)	87			60		27		
PR-2678B	7152	Wastewater Collection System Analysis (REG)	220			152		68		
PR-2679B	7153	Wastewater Treatment Capacity Annual Monitoring Report (REG)	90			62		28		
		<b>Sub-total</b>	<b>497</b>			<b>343</b>		<b>154</b>		
		<b>Total</b>	<b>12,707</b>			<b>8,549</b>	<b>329</b>	<b>3,829</b>		
		<b>Summary</b>								
		Disposal Activities	400			264		136		
		Expansion Activities	11,810			7,942	329	3,539		
		Non-Infrastructure Solutions	497			343		154		
		<b>Grand Total</b>	<b>12,707</b>			<b>8,549</b>	<b>329</b>	<b>3,829</b>		



**CAPITAL BUDGET**

**WASTEWATER-CAPITAL**

**2016**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6513	250 mm WWM on Storey Drive between Kingham and Cobblehill Rd (HHACT)	39										39
	6519	375 mm WWM between 50 m south of Wakefield Rd and the southern tip of Fulton Street (MIL)	71										71
	6520	525 mm WWM between 50 m south of Wakefield Rd and the southern tip of Fulton Street (MIL)	27										27
	6578	525 WWM on Trafalgar Rd from south of Britannia Rd to Britannia Rd/ Trafalgar Rd WWPS (MIL)	821										821
		<b>Sub-total</b>	<b>958</b>										<b>958</b>
<b>Disposal Activities</b>													
	6508	Decommissioning of HH WWPS #3, connection to new 8th Line trunk sewer (HHS)	500							100	400		
PR-2966	6542	Decommissioning of 5 WWPSs (OAK)	400	400									
		<b>Sub-total</b>	<b>900</b>	<b>400</b>						<b>100</b>	<b>400</b>		
<b>Expansion Activities</b>													
	5907	300 mm WWM North Aldershot Servicing (BUR)	4,268			4,268							
PR-3015	6482	300 mm WWM on Plains Rd West from Grand View heading due north west 300 mm WWM on Plains Rd West from Grand View heading due north west (BUR)	129	26		103							
PR-3015	6483	325 mm WWM on Plains Rd West from Grand View heading due north west (BUR)	82	17		65							
PR-3015	6484	375 mm WWM on Plains Rd West from Grand View heading due north west (BUR)	91	18		73							
	6485	375 mm WWM on Plains Rd West between Howard Rd and entrance to Spring Gardens (BUR)	588			118	470						



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6486	200 mm WWM on Plains Rd West between Howard Rd and entrance to Spring Gardens (BUR)	61			12	49						
	6487	525 mm WWM on Plains Rd West between Howard Rd and entrance to Spring Gardens (BUR)	2,288			458	1,830						
	6488	250 mm WWM on Guelph Line between Woodward and 120m south of Prospect Street (BUR)	332					67	265				
	6489	450 mm WWM on Appleby Line between Fairview Street and 151 m south of Harvester Rd (BUR)	1,445					289	1,156				
	6490	300 mm WWM on Pearl Street between Old Lakeshore Rd and Pine Street (BUR)	195				39	156					
	6491	525 mm WWM on Lakshore Rd between Old Lakeshore Rd entrance and Torrance Street (BUR)	133						27	106			
	6492	825 mm WWM on Maple Avenue East Between Lakeshore Rd and Fairview Street (BUR)	6,136						1,227	4,909			
	6509	450 mm WWM on Mill Street between Wilbur Street North and Wallace Street (HHA CT)	262			53	209						
	6510	300 mm WWM on Main Street South between Cobblehill Rd and Brock Street (HHA CT)	148				30	118					
	6511	600 mm WWM from Elgin Street South along Black Creek alignment to Tanners Drive (HHA CT)	465						93	372			
	6512	525 mm WWM from Elgin Street South along Black Creek alignment to Tanners Drive (HHA CT)	1,594								318	1,276	
PR-2968	6565	TP Offset Program (HHA CT)	2,800	2,800									
	6493	300 mm WWM on Atwood Ave/Murno Circle and existing sewer alignment from Berton Blvd to Maple Ave (HHGEO)	2,060			412	1,648						



# CAPITAL BUDGET

## WASTEWATER-CAPITAL

# 2016

## BUDGET & BUSINESS PLAN

DEVELOPMENT		2016-2025 WASTEWATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)											
PR NO	UNIQU ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6494	300 mm WWM on Arborglen Drive and across North Halton Golf Course towards Maple Ave (HHGEO)	280					56	224				
	6495	300 mm WWM on Delrex Blvd between Irwin Crescent and the southern entrance to Fauldon Drive (HHGEO)	140							28	112		
	6496	Twinned 250mm WWFM from Norval WWPS to Argyll Rd (HHGEO)	886									177	709
	6506	675 mm WWM on 9th Line from Argyll Rd to 10th Side Rd - Georgetown South Connection (HHGEO)	3,955			791		3,164					
	6567	Twinned 300mm WWFM on 10th Side Rd from 9th Ln to 8th Ln (HHGEO)	847			169		678					
	6568	900 mm WWM on 8th Line from 10th Side Rd to 5th Side Rd (HHGEO)	5,891	471			5,420						
	6569	900 mm WWM on 8th Line from 5th Side Rd to Steeles Ave (HHGEO)	5,870	470			5,400						
	6570	24 MLD WWPS at 10 Side Rd/9th Line (275 L/s) (HHGEO)	6,795			1,359		5,436					
	6571	104 ML/d WWPS on Trafalgar Rd/ Britannia Rd (1200 L/s) (HHGEO)	18,532	1,483			17,049						
	6572	1050 mm WWM on Steeles Ave from 8th Line to Crossing Easement (HHGEO)	1,755	141			1,614						
	6586	750 mm WWM on 8th Line from Argyll Rd to 10th Side Rd (HHGEO)	1,781				356	1,425					
	6587	600 mm WWM on 8th Line from Miller Rd to Argyll Rd (HHGEO)	1,420				284	1,136					
	6589	3 ML/d WWPS on 10th Side Rd in Norval (35 L/s) (HHGEO)	685								137	548	



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6497	300 mm WWM on Derry Rd from 8th Line to Trafalgar Rd (MIL)	828								166	662	
	6498	450 mm WWM on new road from 8th Line to Trafalgar Rd (MIL)	1,544								309	1,235	
	6499	300 mm WWM on Britannia Rd from 8th Line to Trafalgar/ Britannia WWPS (MIL)	1,074								215	859	
	6500	600mm WWM on 4th Line from new road to Lower Base Line WWPS (MIL)	866										866
	6501	450 mm WWM on 4th Line from south of Britannia Rd to new road (MIL)	696										696
	6502	525 mm WWM on Thompson Rd and new internal road from south of Britannia to 4th Line (MIL)	472										472
	6507	1200 mm WWM on Britannia Rd to 5th Line to James Snow Pkwy (MIL)	3,138	63		3,075							
	6514	450 mm WWM on Maple Ave between Main Street East and Turner Drive (MIL)	235			47	188						
	6515	300 mm WWM on Childs Drive between Ontario Street South and the south entrance of Satok Crescent (MIL)	416					83	333				
	6516	375 mm WWM on Nipissing Rd between Milton Mall entrance and Childs Drive (MIL)	206							41	165		
	6517	450 mm WWM on Oak Street between Charles Street and Ontario Street South (MIL)	1,044			209	835						
	6518	250 mm WWM on Donald Campbell Avenue between Ontario Street South and Cemetery Rd (MIL)	90									18	72



**CAPITAL BUDGET**

**2016**

**WASTEWATER-CAPITAL**

**BUDGET & BUSINESS PLAN**

DEVELOPMENT													
2016-2025 WASTEWATER FORECAST													
PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6524	600 mm WWM on Williams Ave/Commercial Street from southern corner of Williams Ave and south down Commercial Street to Laurier Ave (MIL)	908				182	726					
	6552	375 mm WWM on new road alignment in Milton Education Village from 950 m south of Louis St Laurent extension to Louis St Laurent extension (MIL)	2,917				583	2,334					
	6553	450 mm WWM on new road in Milton Education Village from 800m north of Louis St Laurent extension to Louis St Laurent extension and on Louis St Laurent extension from 340m west of Tremaine Rd to Tremaine Rd (MIL)	844				169	675					
	6554	600 mm WWM on Lower Base Line from WWFM discharge approx 650 m west of 1st Line to Regional Rd 25 (MIL)	1,424										1,424
	6555	17 ML/d WWPS on Tremaine Rd (200 L/s) (MIL)	6,476									1,296	5,180
	6556	Twin 300 mm WWFM from Tremaine WWPS to Lower Base Line, approx 650 m west of 1st Line (MIL)	514										514
	6557	600 mm WWM on Tremaine Rd from approximately 880 m north of South Tremaine Rd WWPS to South Tremaine Rd WWPS (MIL)	662										662
	6558	525 mm WWM on Tremaine Rd from approx 1500m north of South Tremaine WWPS to approx 880 m north of South Tremaine WWPS (MIL)	540										540
	6559	450 mm WWM on Tremaine Rd from Britannia Rd to 1700 m south of Britannia Rd (MIL)	831										831
	6560	525 mm WWM on James Snow Pkwy and new road alignment from Steeles Ave to Esquesing Line (MIL)	1,931							386	1,545		
	6561	375 mm WWM on new road and Britannia Rd from Milton Education Village to Tremaine Rd (MIL)	97										97



# CAPITAL BUDGET

## WASTEWATER-CAPITAL

# 2016

## BUDGET & BUSINESS PLAN

DEVELOPMENT													
2016-2025 WASTEWATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6564	525 mm WWM on new alignment from Esquesing Line to 3rd Line (MIL)	2,952								590	2,362	
	6573	1050mm WWM 401 Crossing from Steeles Ave to Auburn Rd (MIL)	8,499	680			7,819						
	6574	1050 mm WWM on Auburn Rd from Hwy 401 crossing easement to Trafalgar Rd (MIL)	2,923	234			2,689						
	6575	1050 mm WWM on Trafalgar Rd from Auburn Rd to Derry Rd (MIL)	6,623	530			6,093						
	6576	1050 mm WWM on Trafalgar Rd from Derry Rd to Golf Course (MIL)	4,269	341			3,928						
	6577	1050 mm WWM on Trafalgar Rd from Golf Course to Britannia Rd / Trafalgar Rd WWPS (MIL)	7,560	604			6,956						
	6579	Twinned 750 mm WWFM on Britannia Rd from Trafalgar Rd to 6th Line (MIL)	11,289	903		10,386							
	6580	1200 mm WWM on Britannia Rd from 6th Line to 5th Line (MIL)	7,597	152		7,445							
	6581	1350mm WWM on 5th Line from Britannia Rd to Lower Base Line (MIL)	14,663									2,932	11,731
	6582	1350 mm WWM on Lower Base Line from 5th Line to 4th Line (MIL)	9,357									1,872	7,485
	6583	525 mm WWM on new road from 1400 m north of Britannia Rd to Britannia Rd (MIL)	5,357				1,072	4,285					
	6584	156 ML/d WWPS at Lower Base Line and 4th Line (1805 L/s) (MIL)	28,402									5,680	22,722
	6585	Twinned 900 mm WWFM from Lower Base Line to RR 25 (MIL)	22,332								447	4,020	17,865



# CAPITAL BUDGET

2016

## WASTEWATER-CAPITAL

BUDGET & BUSINESS PLAN

DEVELOPMENT														
2016-2025 WASTEWATER FORECAST														
PROJECT FORECAST LISTING 2016 (000 DOLLARS)														
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR										
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	6526	450 mm WWM on service Rd for West River WWPS from West River Street to WWPS (OAK)	141			29	112							
	6527	450 mm WWM on service road to Marine Drive WWPS from Marine Drive (OAK)	27			6	21							
PR-2964	6528	31.9 L/s upgrade of West River WWPS (OAK)	374	374										
PR-3018	6529	375 mm WWM on Oak Park from Dundas Street East to Central Park then along Central Park to Georgian Drive (OAK)	838	168		670								
	6530	300 mm WWM on Kerr Street between Forster Park and Rebecca Street (OAK)	864							173		691		
	6534	375 mm WWM on Lyons Lane between Cross Ave and due north up Lyons Lane 150 m (OAK)	206									41	165	
	6535	450 mm WWM on Trafalgar Rd between 10 m north of Inglehart Street North and over Cornwall Rd and railway to connect to Cross Ave (OAK)	1,191									238	953	
	6537	675 mm WWM on Trafalgar Rd between Spruce Street until 60 m north of Cornwall Rd where it follows the side road crossing the railway line and through the Go Transit Stn car Park and heads due west and north up Argus Rd for 60 m (OAK)	3,276										655	2,621
PR-3017	6538	Upgraded gravity sewer within UGC on North Service Rd from Truman Ave to east of Pearson Dr (OAK)	471	471										
PR-2965	6543	Gravity Sewers from Decommissioned WWPS's to New Deep Trunk (OAK)	1,049	1,049										
PR-2962	6544	6 L/s upgrade of Bronte Yacht Club WWPS (OAK)	70	70										
	6545	41 L/s upgrade of Junction Street WWPS (OAK)	478	478										



# CAPITAL BUDGET

## WASTEWATER-CAPITAL

2016

BUDGET & BUSINESS PLAN

DEVELOPMENT													
2016-2025 WASTEWATER FORECAST PROJECT FORECAST LISTING 2016 (000 DOLLARS)													
PR NO	UNIQ ID	PROJECT DESCRIPTION	GROSS COST	GROSS EXPENDITURE BY YEAR									
				2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PR-2963	6547	23 L/s upgrade of Grandview Avenue WWPS (OAK)	267	267									
	6588	Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d (OAK)	93,303			1,866	16,794		74,643				
		<b>Sub-total</b>	<b>334,045</b>	<b>11,810</b>		<b>31,614</b>	<b>81,839</b>	<b>20,628</b>	<b>77,968</b>	<b>7,742</b>	<b>18,065</b>	<b>50,479</b>	<b>33,900</b>
<b>Non-Infrastructure Solutions</b>													
PR-2967	6566	Black Creek Monitoring Program (HHACT)	404	100		100	51	51	51	51			
PR-2209C	7170	Mid Halton WWTP Odour Control Studies (OAK)	870	87		174	87	87	87	87	87	87	87
PR-3027	7012	Halton Wastewater Master Plan (REG)	880						880				
PR-2678B	7152	Wastewater Collection System Analysis (REG)	1,100	220		110	110	110	110	110	110	110	110
PR-2679B	7153	Wastewater Treatment Capacity Annual Monitoring Report (REG)	450	90		45	45	45	45	45	45	45	45
		<b>Sub-total</b>	<b>3,704</b>	<b>497</b>		<b>429</b>	<b>293</b>	<b>293</b>	<b>1,173</b>	<b>293</b>	<b>242</b>	<b>242</b>	<b>242</b>
		<b>Total Required Financing</b>	<b>339,607</b>	<b>12,707</b>		<b>32,043</b>	<b>82,132</b>	<b>20,921</b>	<b>79,141</b>	<b>8,135</b>	<b>18,707</b>	<b>50,721</b>	<b>35,100</b>



