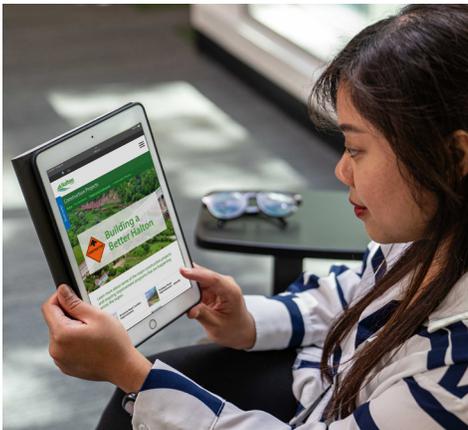


# Halton Region Budget and Business Plan



BUDGET REPORT 2024

# On the Cover



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

- Assisted housing for older adults at Wellington Terrace Supportive Housing in Burlington.
- Providing care services to a resident at one of Halton's Regionally owned and operated long-term care homes.
- Halton Region Paramedic Services work 24 hours a day, seven days a week, to provide life-saving emergency care to residents.
- The roundabout at William Halton Parkway and Sixth Line in Oakville.
- A resident accesses programs and services online; one of many ways to connect with Halton Region. Services can be accessed online, by email, by phone and in-person.
- Residents and business in Halton have access to high-quality drinking water 24/7, 365 days per year.
- Staff support early learning at one of Halton Region's child care centres.
- Halton Region provides residents with a variety of curbside collection services, including the Blue Box and Green Cart programs.

November 24, 2023

Dear Chair and Members of Regional Council,

**Re: Halton Region 2024 Budget and Business Plan**

We are pleased to present Halton's proposed 2024 Budget and Business Plan for consideration by Regional Council. The 2024 Budget is based on the solid financial planning principles that continue to preserve Halton's AAA/Aaa credit rating and strong long-term financial position.

This document includes both the Tax-Supported and Rate-Supported Budgets that detail the Region's planned investments for the coming year; the Executive Summary offers an overview of their combined impact. Together, these sections present a multi-year financial plan that addresses the key service priorities identified by Regional Council with a commitment to providing value for tax and rate payers. The 2024 Budget supports the strategic objectives approved by Regional Council through our 2023-2026 Strategic Business Plan, and includes priority investments to support the health and well-being of the community, while addressing the significant pressures caused by high inflation, growth and increased demand for services.

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

Council consideration of the 2024 Budget is scheduled for December 13, 2023. If you have any questions or require further information, please contact us.

Respectfully submitted,



J. E. MacCaskill  
*Chief Administrative Officer*



C. Winslow  
*Commissioner of Finance and Regional Treasurer*



# GFOA Distinguished Budget Presentation Award

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 its Annual Budget for the fiscal year beginning January 1, 2023.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Regional Municipality of Halton  
Ontario**

For the Fiscal Year Beginning

**January 01, 2023**

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# Halton Region Budget and Business Plan

## COMMUNITY PROFILE

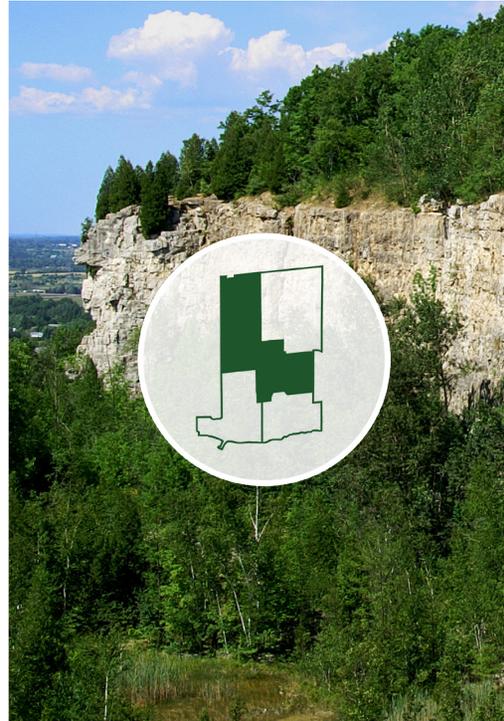
CITY OF BURLINGTON



TOWN OF HALTON HILLS



TOWN OF MILTON



TOWN OF OAKVILLE



# Welcome to Halton

*Recognized for its strong financial position, safe communities, green spaces and services, Halton is a great place to live, work, raise a family and retire.*

Halton has the charm of small-town life with vibrant agricultural communities. Residents also enjoy access to major urban centres and amenities, and spaces to explore such as waterfront trails and more.

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

Residents in Halton enjoy a high quality of life, which is supported by essential Regional programs, services and infrastructure. To learn more about Halton Region, please visit [halton.ca](https://www.halton.ca).



COMMUNITIES, GREEN SPACES AND INFRASTRUCTURE IN BURLINGTON, MILTON, HALTON HILLS AND OAKVILLE.



637,054

2022 Population<sup>1</sup>

78.1%

Post-Secondary Attainment<sup>3</sup>

13,820

Number of Employers in Halton in 2022<sup>4</sup>

240,200

Total Jobs in Halton in 2022<sup>4</sup>

#1

Lowest Crime Severity Index of all Canadian municipalities with more than 100,000 residents<sup>7</sup>

5.5%

Halton Unemployment Rate in 2022<sup>6</sup>

\$30.6B

Gross Domestic Product (GDP)<sup>8</sup>

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

2 Places to Grow Act, The Growth Plan for the Greater Golden Horseshoe, 2019

3 Statistics Canada Census, 2021

4 Halton Region Employment Survey, 2022

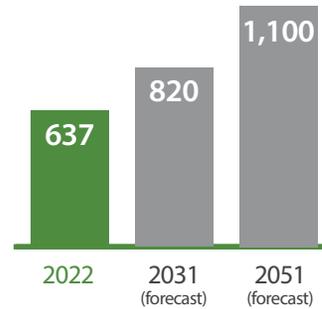
5 Statistics Canada, Building Permits Survey, 2022 Halton Region Economic Review

6 Statistics Canada Labour Force Survey, 2022 average

7 Statistics Canada Crime Severity Index, 2021

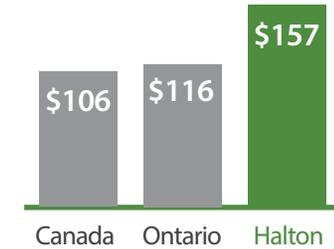
8 Conference Board of Canada, 2022 forecast

Population Growth<sup>2</sup> (thousands)



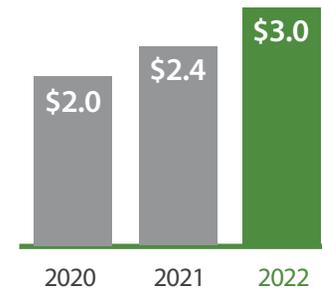
Halton Region is one of the fastest growing communities in Ontario. To meet requirements of the Provincial Places to Grow Act, Growth Plan for the Greater Golden Horseshoe (2019), Halton is expected to grow to 1.1 million people by 2051<sup>2</sup>.

Average Household Income<sup>3</sup> (thousands)



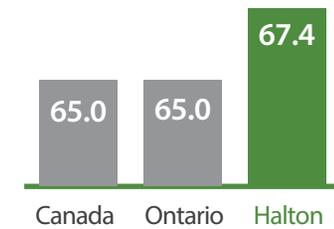
Halton Region residents have a higher average household income than residents in the rest of the province. Residents are also well educated, 78 per cent of adults have some level of post secondary education<sup>3</sup>.

Total Construction Value<sup>5</sup> (billions)



Over the past five years, Halton's total building permit construction value is \$10.8B<sup>5</sup>.

Participation Rate<sup>6</sup> (per cent)



In 2022, the labour force participation rate in Halton averaged 67.4 per cent, higher than the averages provincially and nationally<sup>6</sup>.



# Halton is a Great Place to Live



*Halton is home to more than 637,000 people and 13,820 businesses in four distinct municipalities: the City of Burlington and the Towns of Halton Hills, Milton and Oakville.*

The 2024 Budget and Business Plan is the Region's roadmap for keeping taxes at or below the rate of inflation while making strategic investments in our community. From clean drinking water to resilient infrastructure and public health programs, financial assistance and family supports, residents and businesses can rely on Halton Region to deliver programs and services that matter.

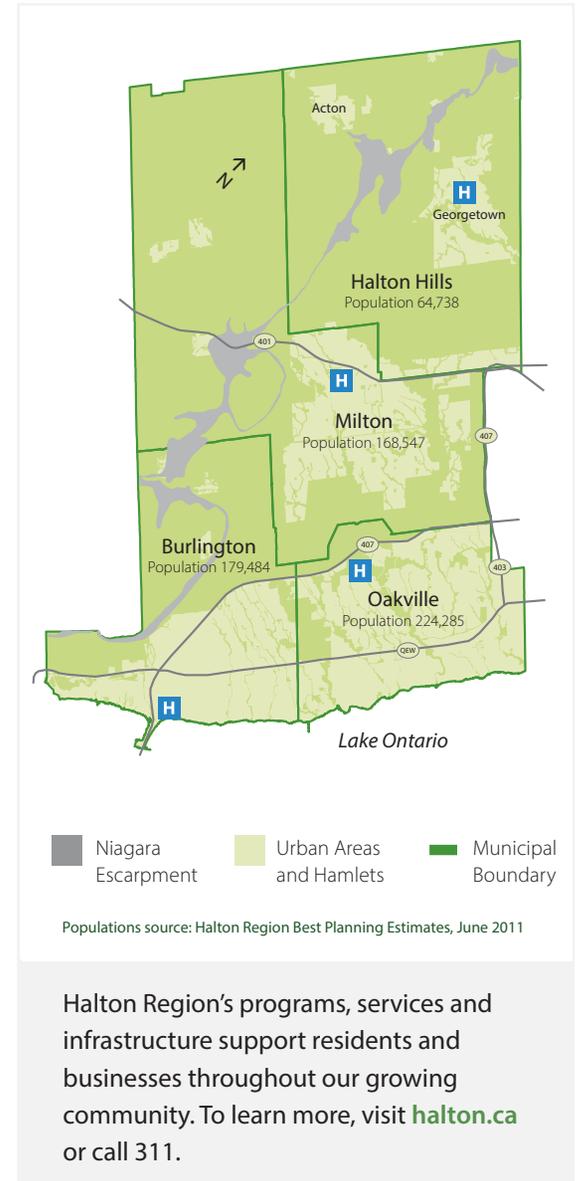
The 2024 Budget and Business Plan also details how we will support the themes and actions identified in our 2023-2026 Strategic Business Plan, and includes priority investments in critical services including long-term care, paramedic services and housing. This year's Budget and Business Plan also addresses the significant pressures caused by high inflation and increased demand for services.

We have a proven track record in successfully delivering and enhancing services and at the same time finding savings and reallocating resources to priority areas, ensuring value for tax and rate payers. The 2024 Budget and Business Plan is another example of our prudent, forward-looking financial planning principles that have earned Halton a top credit rating for more than 30 years, upholding our strong long-term financial position.

Ensuring our residents and business enjoy a high quality of life supported by essential Regional programs and services will always be a top priority. By making strategic investments and responding to community needs, Halton will remain a great place to live, work, raise a family and retire.

Sincerely,

Gary Carr  
Halton Regional Chair



# Halton's Heritage

*For thousands of years, Indigenous Peoples have lived on and cared for the waterways and fertile lands of the area now known as Halton.*

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

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

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

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

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



Historical pictures are from the Halton Heritage Services collection.

Top to bottom: **1)** The Glenorchy Bridge in Trafalgar Township, circa 1918. **2)** Two individuals stand with horses and a dog in front of a board and batten house in Nassagaweya (Milton), circa 1917. **3)** An early road grader working on the side of a road in the Township of Esquesing in Halton Hills, circa 1925. **4)** Telephone office in Lowville (Burlington).

# Education

## Elementary and secondary schools

- Among Ontario's elementary and secondary schools, Halton schools are consistently highly ranked.
- Oakville's Appleby College is ranked among the top 25 private schools in Canada by Top Private Schools Canada.
- Halton's education offerings include French and French Immersion, International Baccalaureate Diploma programs, and I-STEM\* (Halton District School Board) and STEAM\*\* (Halton Catholic District School Board) programs.

\* Innovation, science, technology, engineering and mathematics

\*\* Science, technology, engineering, arts and mathematics

## Post-secondary and continuing education

- Halton is located in the centre of an education triangle that includes more than 20 colleges and universities within an hour's drive.
- Located in Burlington, Canada's highly ranked McMaster University's 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, arts and design programs.
- Wilfred Laurier University and Conestoga College are scheduled to open Milton campuses in 2024.



McMaster University's DeGroot School of Business in Burlington, and Sheridan Institute of Technology and Advanced Learning in Oakville.

## Post-secondary Education

Percentage of population with post-secondary education<sup>1</sup>  
(age 25 to 64)



<sup>1</sup> Statistics Canada, 2021 Census

**101,941**

ELEMENTARY &  
SECONDARY  
STUDENTS

**163**

PROVINCIAL- FUNDED  
ELEMENTARY &  
SECONDARY  
SCHOOLS

**45**

RENOWNED  
PRIVATE  
SCHOOLS



# Hospitals

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



## Halton Healthcare Services

Halton Healthcare is an award winning healthcare organization comprised of three community hospitals (Georgetown Hospital, Milton District Hospital and Oakville Trafalgar Memorial Hospital) and numerous community-based services in the growing urban and rural communities of Halton Hills, Milton and Oakville. Reflecting the dynamic communities they serve, they take pride in offering some of the finest technology and healthcare expertise available in southwestern Ontario. Halton Healthcare has been recognized for its best practices in a number of patient safety and patient care initiatives.

Halton Healthcare, alongside Halton Region and a number of other key community partners, is a member of the Connected Care Halton Ontario Health Team. This is one of the first teams in the province to implement a new model of organizing and delivering health care by connecting patients and providers in their communities to improve patient outcomes.



## Joseph Brant Hospital (JBH)

Joseph Brant Hospital is a community hospital serving the City of Burlington and surrounding areas since 1961. The hospital provides a range of services including specialist clinics, medicine, surgery, emergency, maternal/child health, mental health and rehabilitation/complex continuing care. In 2018, the hospital completed a redevelopment and expansion project to better serve the growing community. The upgrades included a new patient tower, advanced technology, bright open spaces and calming environments to promote health and healing. It was the first Ontario hospital to construct a fully functioning field hospital during the COVID-19 pandemic.

Joseph Brant Hospital, alongside Halton Region and other partners, is a member of The Burlington Ontario Health Team. This collaborative team of health and social service providers plan and work together as one coordinated team to provide integrated services and supports to meet the health needs of Burlington and surrounding communities.



## Physician Engagement

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

# Regional Economy

Halton Region is dedicated to growing the regional economy in order to support a high standard of living and the delivery of high-quality public services. Halton's strong economy is bolstered by the competitive edge that comes from its geographic location, proximity to leading academic institutions and top talent, market access and highly skilled workforce.

## Facilitate Small Business Growth

The Halton Region Small Business Centre facilitates small business development by supporting local entrepreneurs looking to start and grow their businesses. Services include free one-on-one business consulting and coaching for starting or growing a business, assistance with business registration, resources and information about government programs and funding opportunities, seminars and entrepreneurial training programs.

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

## Facilitate Development Growth

Economic Development provides services to facilitate new non-residential development and spur assessment and job growth. Services include development concierge and research and data analysis to provide insights into Halton's economy, business sectors, labour force and competitiveness. To learn more, visit [halton.ca](http://halton.ca).



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

**Industrial, Commercial and Institutional Development Building Permit Value (millions)<sup>1</sup>**



Between 2012 and 2022, the value of Industrial, Commercial and Institutional (ICI) building permits in Halton decreased at an average annual rate of 2 per cent.

<sup>1</sup> Statistics Canada, Building Permits Survey

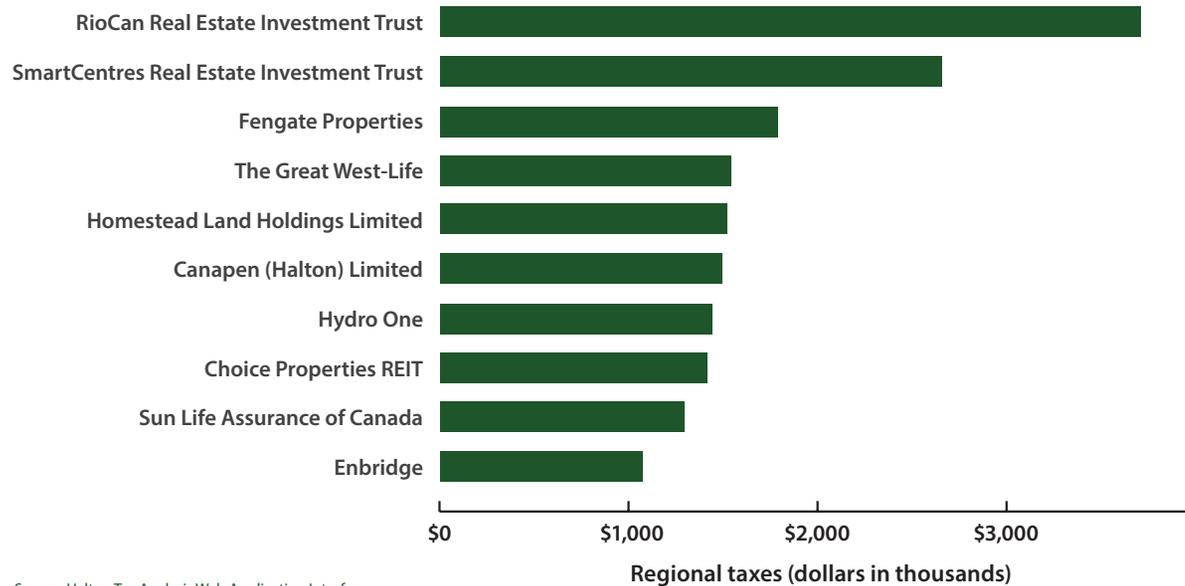


## Top 10 Private Sector Employers in Halton in 2022 (based on number of employees)

Business Name	Location	Sector
Ford Motor Company of Canada (Oakville Assembly Complex)	Oakville	Headquarters and automotive assembly (4,200+ employees)
Collins Aerospace Systems	Oakville	Aerospace parts manufacturing (1,500+ employees)
DSV Canada	Milton	Headquarters and freight logistics (1,000+ employees)
Evertz Microsystems	Burlington	Headquarters and electronics manufacturing (1,000+ employees)
Karmax Heavy Stamping (division of Magna)	Milton	Automotive parts manufacturing (1,000+ employees)
Geotab	Oakville	Headquarters and telematics services and fleet management (1,000+ employees)
Modatek Systems (division of Magna)	Milton	Automotive parts manufacturing (900+ employees)
Gordon Food Service	Milton	Food and beverage distribution (850+ employees)
Sofina Foods (Fearmans Pork)	Burlington	Meat processing (850+ employees)
Siemens Canada	Oakville	Headquarters and engineering technology professional services (750+ employees)

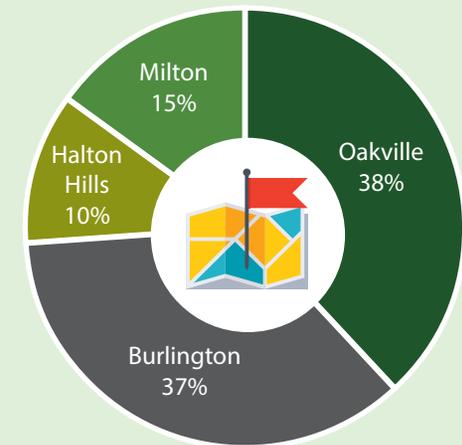
Source: Halton Economic Development, Halton Employment Survey, 2022

## Principal Corporate Taxpayers in 2022



Source: Halton Tax Analysis Web Application Interface

## Distribution of Businesses in Halton by Municipality



Based on 13,820 businesses

Source: Halton Employment Survey, 2022

## Key Sectors



# 2022-2026 Halton Regional Council



**Regional Chair**  
Gary Carr  
gary.carr@halton.ca

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

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

## City of Burlington



**Mayor**  
Marianne Meed Ward  
mayor@burlington.ca



**Ward 1**  
Kelvin Galbraith  
kelvin.galbraith@burlington.ca



**Ward 2**  
Lisa Kearns  
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**Ward 3**  
Rory Nisan  
rory.nisan@burlington.ca



**Ward 4**  
Shawna Stolte  
shawna.stolte@burlington.ca



**Ward 5**  
Paul Sharman  
paul.sharman@burlington.ca



**Ward 6**  
Angelo Bentivegna  
angelo.bentivegna@burlington.ca

## Town of Oakville



**Mayor**  
Rob Burton  
mayor@oakville.ca



**Ward 1**  
Sean O'Meara  
sean.omeara@oakville.ca



**Ward 2**  
Cathy Duddeck  
cathy.duddeck@oakville.ca



**Ward 3**  
Janet Haslett-Theall  
janet.haslett-theall@oakville.ca



**Ward 4**  
Allan Elgar  
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**Ward 5**  
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**Ward 6**  
Tom Adams  
tom.adams@oakville.ca



**Ward 7**  
Nav Nanda  
nav.nanda@oakville.ca

## Town of Halton Hills



**Mayor**  
Ann Lawlor  
mayor@haltonhills.ca



**Wards 1 and 2**  
Clark Somerville  
clarks@haltonhills.ca



**Wards 3 and 4**  
Jane Fogal  
janefogal@haltonhills.ca

## Town of Milton



**Mayor**  
Gordon Krantz  
executiveservices@milton.ca



**Ward 1**  
Colin Best  
colin.best@milton.ca



**Ward 2**  
Rick Malboeuf  
rick.malboeuf@milton.ca



**Ward 3**  
Sammy Ijaz  
sammy.ijaz@milton.ca



**Ward 4**  
Sameera Ali  
sameera.ali@milton.ca



# Halton Region Budget and Business Plan

## INTRODUCTION



# 2023-2026 Strategic Business Plan

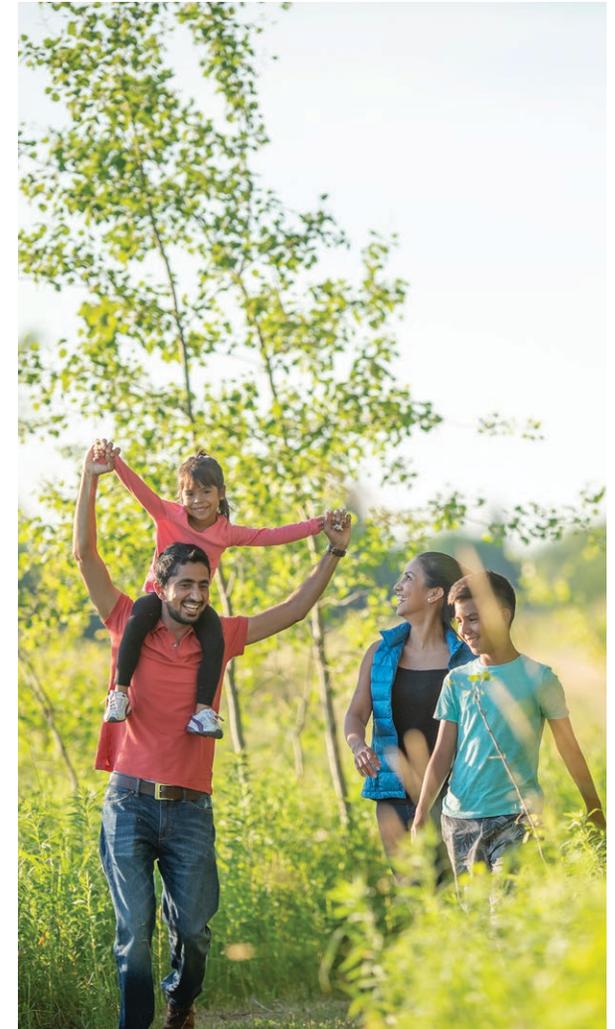
*The 2023-2026 Strategic Business Plan sets the strategic direction and priorities for Council's four-year term of office and our region's future. Halton's strategic planning process ensures a strong alignment between Council priorities, corporate and departmental business planning and processes, and the Region's Budget and Business Plan.*

To support the development of the Plan, residents, businesses and community partners as well as Indigenous People, Communities and First Nations were engaged in a public consultation process. Input received helped to inform the Plan and ensure it reflects what matters most to the community.

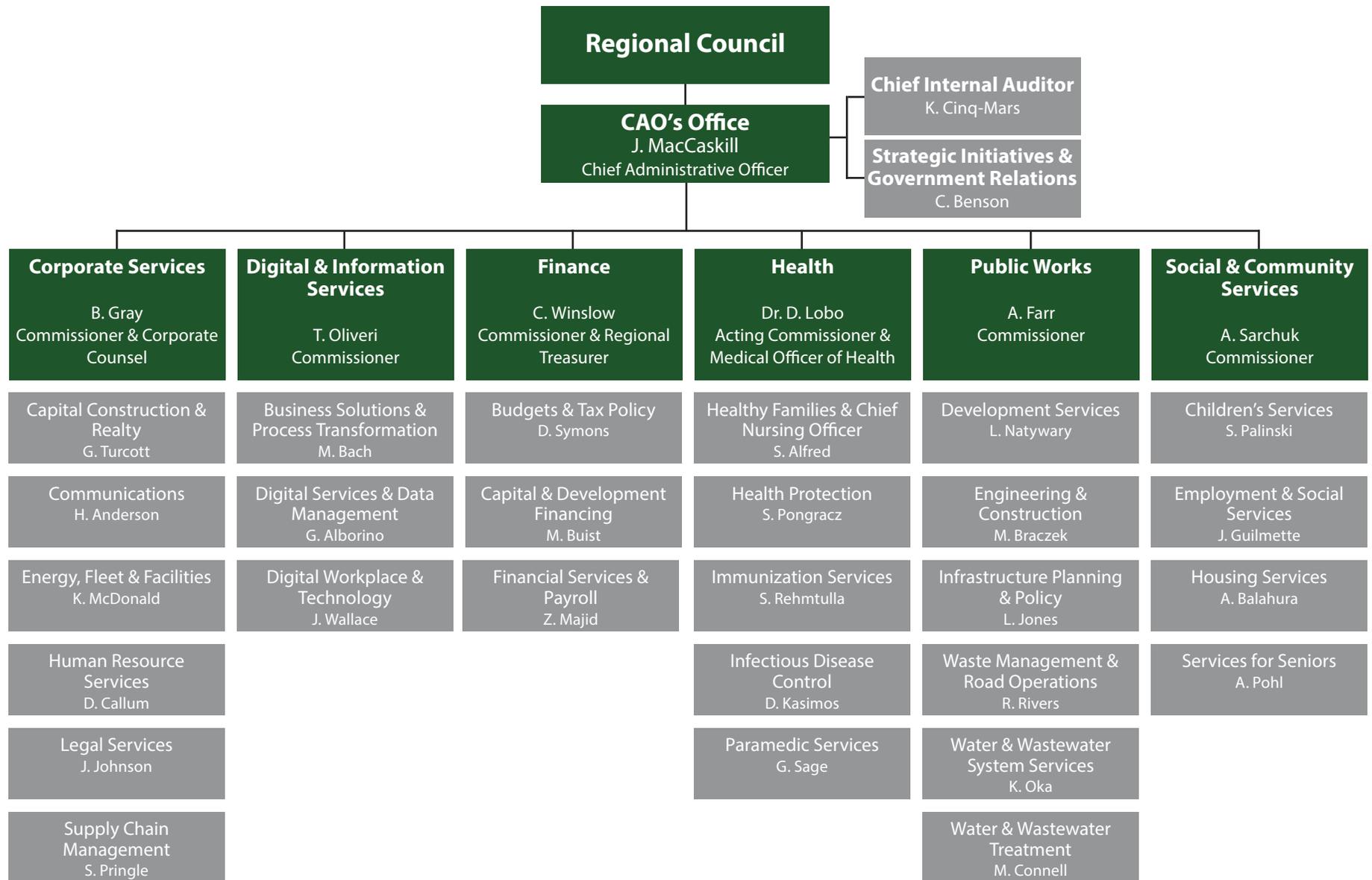
The **2023-2026 Strategic Business Plan** identifies 17 goals which are organized into four key themes. The Plan includes the actions that need to be undertaken to achieve these goals and their respective measures.

The four strategic themes outlined in the 2023-2026 Strategic Business Plan are:

- **Community Well Being:** focuses on collaborating with partners to deliver the programs, services and supports that the community needs to be safe and healthy.
- **Infrastructure and Growth:** focuses on ensuring that the necessary infrastructure and services are in place to maintain a high quality of life as the Region continues to grow.
- **Climate Change and the Environment:** focuses on reducing our collective carbon footprint to mitigate the impacts of climate change.
- **Excellence in Government:** focuses on our commitment to strong financial management, Truth and Reconciliation and being an employer of choice, as well as transforming service delivery.



# Halton Region's Corporate Organization



# Departments and Services

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

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

## Health

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



### Highlights:

- Investigated 184 COVID-19 outbreaks at institutions (long-term care homes, rest and retirement homes, hospitals, group homes and corrections) in 2022.
- Worked with partners (hospitals, long-term care homes, pharmacies, physicians) to administer 461,497 COVID-19 vaccine doses in 2022.
- Distributed 33,396 COVID-19 vaccine doses and 111,920 influenza vaccine doses to community partners in 2022.
- Conducted 4,243 food safety inspections in 2022.
- Administered 37,339 doses of school-based vaccinations during the 2022-23 school year: 17,198 doses of HPV vaccine, 12,052 doses of Hepatitis B vaccine, and 8,089 of Meningococcal vaccine.
- Provided 1,350 clients with Ontario Seniors Dental Care Program services in 2022, with projections to serve 2,676 clients in 2023.
- Answered 57,957 paramedic calls and transported 35,136 patients in 2022.

# Departments and Services - continued

## Social & Community Services

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

The department works closely with other human service providers in Halton through the Community Safety and Well-being Plan, and makes targeted investments to respond to health and social service needs through the Halton Region Community Investment Fund.



### Highlights:

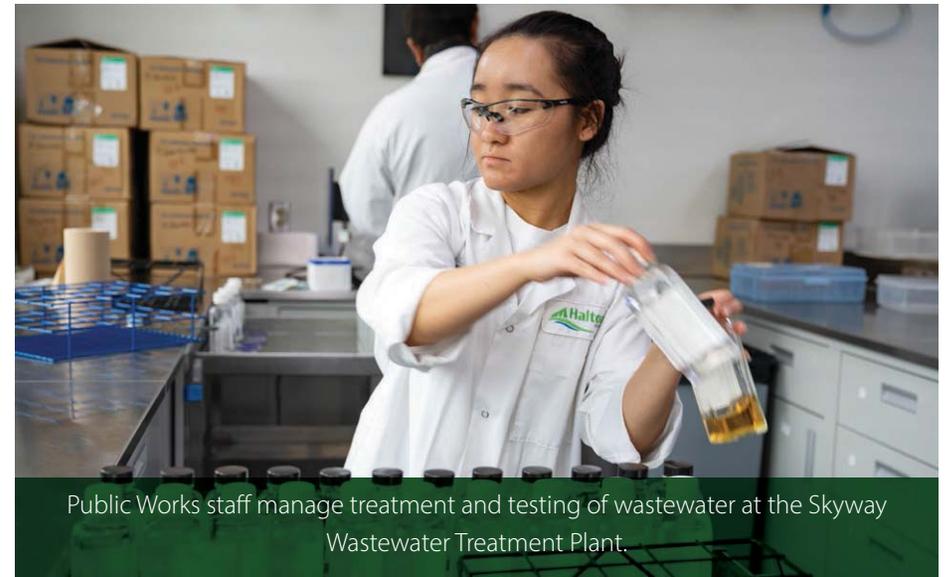
- Provided child care fee assistance for 4,997 children in 2022.
- A total of 32,035 licensed child care spaces in 2022.
- Enrolled 88 per cent of eligible child care sites in the Canada-Wide Early Learning and Child Care System in 2022.
- Provided financial assistance to an average monthly Ontario Works caseload of 1,862 in 2022.
- Oversaw 5,404 housing units in 2022, of which 2,210 were directly operated by Halton Community Housing Corporation.
- Developed 16 new assisted housing opportunities in 2022, for a cumulative total of 1,021 new units since 2014.
- Funded 76 community projects and programs through the Halton Region Community Investment Fund in 2022, using one-year and multi-year funds for a total of \$3.8 million.
- Provided direct care and service to older adults in 2022 through 572 beds at Regionally operated long-term care homes.
- Supported 559 residents who applied for and received Ontario Works emergency assistance in 2022.
- Delivered 5,283 pandemic-related essential goods packages in 2022.

# 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 six divisions: Engineering & Construction, Infrastructure Planning & Policy, Waste Management & Road Operations, Development Services, Water & Wastewater System Services, and Water & Wastewater Treatment.

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



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

### Highlights:

- Collected and disposed of 94,824 tonnes of residential garbage in 2022.
- Diverted 125,056 tonnes of residential Blue Box and organic materials from the landfill in 2022.
- Maintained 1,159 paved lane kilometres of roadway in 2022.
- Maintained 91 bridges and 219 major culverts in 2022.
- Operated and maintained 322 signalized intersections and 7,086 streetlights in 2022.
- Operated and maintained 12 water treatment plants (treatment provided prior to distribution), 22 municipal wells, six wastewater treatment plants, and one biosolids facility in 2022.
- Treated over 67 million cubic metres of water and over 85 million cubic metres of wastewater in 2022.
- Operated and maintained 2,366 kilometres of watermains, seven bulk water stations, 22 reservoirs and storage facilities, 15 booster stations, 1,983 kilometres of wastewater mains, and 83 pumping stations in 2022.
- Received and processed 803 development applications in 2022.
- Received and participated in 241 preconsultations for development during 2022.
- Maintained 695 hectares of wooded areas, wetlands and meadows in 14 Regional forest tracts.

# Departments and Services - continued

## Corporate Administration

Corporate Administration includes the CAO's Office, Corporate Services, Digital & Information Services, Finance, Office of the Chair and Regional Council. These internal services provide support to the service delivery departments. The Regional Clerk provides support services to Regional Council and its Committees. Digital transformation is a key priority, as Halton Region works towards becoming a Digital First organization committed to delivering modern, accessible, high quality digital services to the residents of Halton and Regional staff. Halton Region continues to support key partnerships, initiatives and policy frameworks aimed at developing and advancing Indigenous Relationships, the Region's Climate Change Response and Sustainability and Broadband Access Equity. The Region also fosters economic development and job growth in Halton by providing leadership on economic development, small business services and heritage services, thereby contributing to the quality of life for Halton residents.



**AAA/Aaa credit rating 35 years in a row**

### Highlights:

- Development of annual Budget and Business Plan.
- Awarded the Distinguished Budget Presentation Award for the past 19 years, with the most recent received for the 2023 Budget and Business Plan.
- Achieved AAA/Aaa credit rating.
- Achieved annual property tax increase at or below inflation.
- Awarded the Canadian Award for Financial Reporting for the past 16 years, with the most recent received for the 2021 Annual Financial Report.
- Continued advocacy to Provincial and Federal governments.
- Received Greater Toronto's Top Employers Award.
- Recorded 3.77 million visits to Halton's website in 2022 and operated five Regional social media channels.
- Supported 39 Regional Council and Committee meetings through the Clerk's Office in 2022.
- Received 306,638 inquiries and service requests through Access Halton in 2022.
- Supported 412 new claims through Risk and Insurance Services in 2022 due to the growth of the Region.
- Completed 28,227 Facilities Services work requests (preventative and demand) in 2022.
- Ongoing implementation of the 25-year Burlington Beach Waterfront Park Master Plan.
- Conducted 1,100 small business consultations in 2022.
- Held 72 small business seminars/workshops in 2022, attended by 700 entrepreneurs and small business clients.
- Ongoing delivery of programs that support agriculture and agri-tourism, including Simply Local, agricultural forums, hosting "Environmental Farm Plan" and "Grow Your Farm Profits" workshops and the Agricultural Community Development Fund.

# Recent Awards



**Distinguished Budget Presentation Award**  
 2023 Budget and Business Plan  
*The Government Finance Officers Association of the United States and Canada*



**2023 Gold Quill Award of Excellence: COVID-19 Response and Recovery Management**  
 Halton Region COVID-19 Vaccine Rollout Plan  
*International Association of Business Communicators*



**Canadian Award for Financial Reporting**  
 2021 Annual Financial Report  
*The Government Finance Officers Association of the United States and Canada*



**Canadian Public Relations Society 2023 Awards of Excellence**  
 Gold: Canadian Health Care Campaign of the Year, COVID-19 Response and Recovery Management and Communication



**Greater Toronto's Top Employer Award 2023**  
 Halton Region  
*Mediacorp Canada Inc.*



Bronze: Employee Engagement, Internal Communications Campaign of the Year, My Wellness  
*Canadian Public Relations Society*



**2023 Digital Disruptor**  
 Leadership and Digital Transformation Awards  
*IT World Canada*



**ACE Awards - Bronze**  
 2023 Healthcare Campaign of the Year, COVID-19 Vaccine Rollout Plan  
 2023 Marketing Campaign of the Year, BBH: Trafalgar Improvements  
*Canadian Public Relations Society, Toronto Chapter*

# It's easy to access the programs and services you need

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

## Halton Region Services

-  Business services and economic development
-  Infrastructure maintenance and construction
-  Children's services
-  Paramedic services
-  Community Safety & Well-being Plan and Halton Region Community Investment Fund
-  Public health
-  Emergency planning
-  Regional roads and transportation
-  Financial assistance
-  Long-term care and services for seniors
-  Housing services and the Halton Community Housing Corporation
-  Waste management
-  Infrastructure planning
-  Wastewater collection and treatment
-  Water purification and distribution

## Connect with us today:



Go to [halton.ca](https://www.halton.ca)



Download the **OneHalton app**

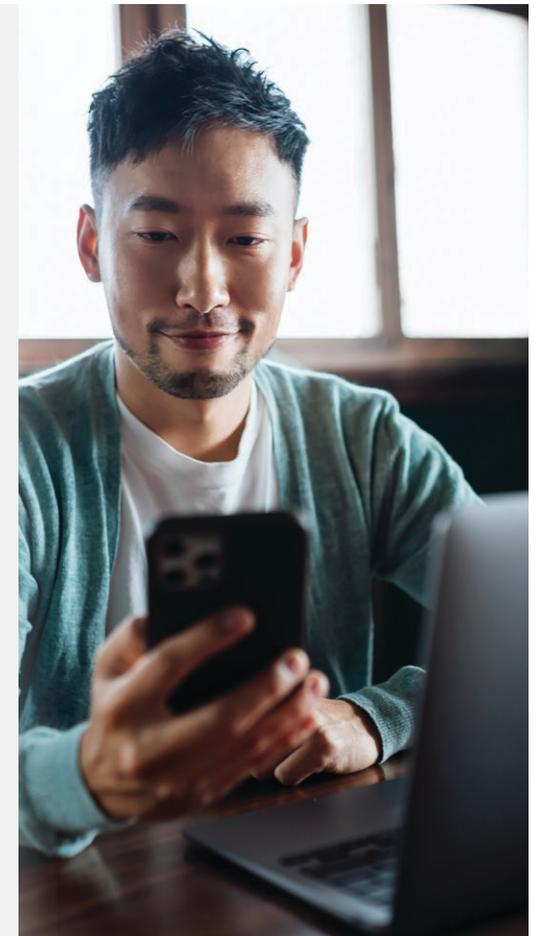


Visit us at the  
Halton Regional Centre  
1151 Bronte Road, Oakville  
or a Regional facility\*



Email [accesshalton@halton.ca](mailto:accesshalton@halton.ca)  
or call 311

\* Appointment may be required.  
Please email or call ahead.



## Property Tax Impact

The 2024 combined impact of Regional and Police Services is a 5.1 per cent increase in property taxes, which is comprised of 3.4 per cent for Regional Services and 7.7 per cent for Police Services, after assessment growth. The property tax impact of Regional and Police Services per \$100,000 current value assessment (CVA) will increase from \$286.39 in 2023 to \$300.87 in 2024. The 2024 property tax impact for Regional Services is an increase of \$6.14 and the impact for Police Services is an additional \$8.34, resulting in a combined increase of \$14.48 per \$100,000 CVA.

For example, for a household with \$500,000 CVA, the Regional tax increase would be \$72.40 including Police Services. This is calculated based on dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$14.48.

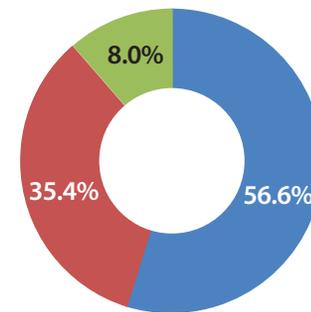
### Property Tax Impact of Regional Government Services<sup>1</sup> (per \$100,000 CVA)

	2023 Actual	2024 Budget	\$ Change	% Change
Regional Services	\$178.18	\$184.33	\$6.14	3.4%
Police Services	\$108.21	\$116.55	\$8.34	7.7%
<b>Regional Taxes<sup>1</sup></b>	<b>\$286.39</b>	<b>\$300.87</b>	<b>\$14.48</b>	<b>5.1%</b>

Schedule may not add due to rounding.

<sup>1</sup> Based on projected 1.7 per cent assessment growth.

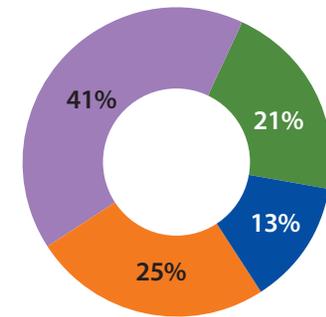
### Average Ontario Family 2023 Tax Bill Breakdown<sup>2</sup>



Federal Provincial  
Municipal

Figures may not add due to rounding.

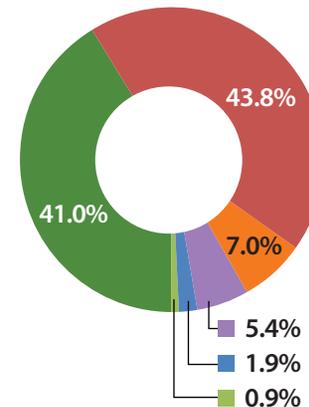
### Percentage Share of 2023 Property Tax Bill



Local Education  
Region Police

Figures may not add due to rounding.

### 2024 Tax-Supported Budget Revenues by Funding Source (\$000s)<sup>3</sup>



Figures may not add due to rounding.

<sup>2</sup> Fraser Institute's Canadian Tax Simulator, 2023.

<sup>3</sup> Figures exclude Halton Regional Police Services.

Property taxes  
\$321,436

Provincial funding  
\$342,966

Investment income  
\$54,792

Program & other revenue  
\$42,584

Federal funding  
\$14,803

Supplementary taxes  
\$7,300

# Halton Region Budget and Business Plan

## EXECUTIVE SUMMARY



# Executive Summary

The 2024 Budget Report focuses on Regional Services governed by Halton Regional Council. The Halton Regional Police Service (HRPS) budget is included in some of the summary tables as the *Police Services Act, 1990*, requires that Police Service Boards submit to Regional Council the operating and capital estimates to maintain the police service and provide it with the necessary equipment and facilities. Also included in the Regional Services budget are the municipal levy requests from Conservation Authorities, whose budgets are approved by the relevant Conservation Authority's Board.

The 2024 Budget for Regional Tax-Supported services results in a **3.4% tax increase** in the Regional share of property taxes (excluding Police Services), after assessment growth. This is consistent with Regional Council's priority of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The 2024 Budget for Police Services includes a net tax increase of **7.7%** after assessment growth, resulting in a combined tax increase of **5.1%**.

The 2024 Budget for Water and Wastewater Rate-Supported services has a **4.3% rate increase**, which is comprised of a 2.8% increase driven by capital financing required to support the State-of-Good-Repair capital program and a 1.5% increase to operate and maintain the water and wastewater system.

## 2024 Regional Property Tax Impact including Halton Regional Police Service

Regional property taxes fund Regional programs and services, including Social Services, Regional Road Operations, Housing Services, Waste Management, Public Health, Paramedic Services and other Regional services, as well as services provided by the Conservation Authorities. Regional property taxes also fund Police Services. Water and Wastewater Services are not funded by property taxes. These services are fully funded by water and wastewater rates, which are collected through electricity bills and are described in the Water and Wastewater Overview section.

The Regional 2024 Tax-Supported net expenditure budget is increasing by 5.2% and includes a 1.7% assessment growth assumption for a net tax rate increase of 3.4%. The Regional tax rate increase of 3.4% is within the guideline set out in Report No. **FN-28-23** (re: 2024 Budget Directions) on July 12, 2023 of a tax increase that does not exceed 4.0%, after 1.7% assessment growth.

The 2024 Budget request for Police Services reflects a net expenditure increase of 9.5% which is above the guideline provided by Regional Council of 5.7% as set out in the 2024 Budget Directions (**FN-28-23**). The increase is driven by resourcing requirements to address the policing needs of the growing region and support capital funding costs related to the facilities and technology programs. After assessment growth, the net tax impact for Police Services is 7.7% over the 2023 approved budget.

As shown in the table below, the 2024 combined impact of Regional Services and Police Services is a 5.1% increase in property taxes, which is comprised of 3.4% for Regional Services and 7.7% for Police Services after assessment growth.

2024 Budget Combined Tax Impact			
	Net Expenditure Increase	Assessment Growth	Tax Increase
Regional Services	5.2%	1.7%	3.4%
Police Services	9.5%	1.7%	7.7%
<b>Regional &amp; Police Services</b>	<b>6.8%</b>	<b>1.7%</b>	<b>5.1%</b>

For illustrative purposes, the property tax impact per \$100,000 current value assessment (CVA) is an increase of \$6.14 for Regional Services, and when combined with the impact for Police Services of \$8.34, the result is a combined increase of \$14.48 per \$100,000 CVA. The Regional tax increase including Police Services for 2024 would be \$72.40 for a household with a CVA of \$500,000. This is calculated by dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$14.48.

Property Tax Impact of Regional Government Services (Per \$100,000 CVA)					
	2023		2024		Change
	Actual	Budget	\$	%	
Regional Services	\$ 178.18	\$ 184.33	\$ 6.14	3.45%	
Police Services	108.21	116.55	8.34	7.71%	
<b>Total Regional Taxes*</b>	<b>\$ 286.39</b>	<b>\$ 300.87</b>	<b>\$ 14.48</b>	<b>5.06%</b>	

Schedule may not add due to rounding

\* Based on 1.7% assessment growth

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and was a significant driver of the increases in the 2024 capital and operating budgets in order to maintain core services. In addition, there continues to be funding shortfalls, and impacts that are still not known specifically related to funding models and programs that the Province has communicated will be changing or are currently under review including the Ontario Public Health Standards and related funding. Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received to date have been significantly lower. This has resulted in a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations in Public Health and Long-Term Care that will need to be addressed in future years if additional funding is not received from the Province to support these essential services.

Bill 23, *More Homes Built Faster Act, 2022*, was introduced in the Ontario Legislature on October 25, 2022 and on November 28, 2022 received Royal Assent. Bill 23 was introduced to support the objective of creating 1.5 million homes in Ontario by 2031. There are many parts of the bill which have not been enacted as they still require further regulation or bulletins to implement and as such, the full impacts of Bill 23 are still unknown. Below is a summary of the development charge (DC) changes.

#### **Changes to *Development Charges Act, 1997 (DCA)* enacted through Bill 23:**

- Removing housing services
- Removing certain studies, including DC Background Studies, as a DC capital expense
- Phasing in new DC rates over a 5-year period retroactive to DC by-laws passed after January 1, 2022
- Exemption for non-profit housing
- Reduction and deferral of DC payments for specific uses (i.e. long-term care, rental)
- Increasing average service level calculation from 10 to 15 years and
- Exemption for Inclusionary Zoning

Further, housing pledges were introduced and signed on by Local Municipalities to assist the Province in meeting the objective of delivering 1.5 million homes by 2031. Halton Region has a shared objective with the Province and Local Municipalities to advance housing supply and will need to play a role in providing infrastructure in support of Local Municipal housing pledges by proactively planning for, financing and delivering infrastructure. The housing pledges represent a significant acceleration of growth in Halton Region. The housing pledges total 92,500 units by 2031 which is more than a 70% increase over the residential growth anticipated in the Region's Infrastructure Master Plans.

The enacted and proposed changes to the DCA will significantly eliminate and restrict DC collections limiting the Region's ability to fund capital works. Without alternate strategies and/or sources of funding, additional costs will fall to the existing taxpayers. The 2024 Budget includes increased contributions to housing (\$1 million increase) to partially address the removal of housing services from a DC eligible service, this equates to 1/5 of the annual \$5 million per year impact that will need to be addressed in future budgets. Financing plans, specifically the 2023 Allocation program, has been developed to alleviate the impacts of phasing costs and accelerated infrastructure.

The 2023 Development Financing Plan, through Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) was initially presented in October to Council and has been deferred until December. As such, the capital related to the 2023 Allocation Program is not included as part of the approval of the 2024 Budget as a Council-approved development financing plan to finance growth to 2031 is required. Due to reduced DCs and accelerated infrastructure required to support the increased growth, alternate funding strategies were required. The financing plan includes a reduced roads program and alternate financing of key water/wastewater capacity capital works through senior level funding. Given the necessity of water and wastewater capacity to respond to the housing crisis, financing the delivery of this capacity should be a priority of both the Federal and Provincial Government. If senior funding is not secured, to finance these capital costs, debt will be used. Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) also sought approval of development related water, wastewater and roads capital works from 2023 to 2026 to provide flexibility to proceed with projects as soon as possible and provide flexibility to implement strategies to expedite the delivery of infrastructure. For illustrative purposes, the 2024 to 2026 development related water, wastewater and roads capital estimates related to the 2023 Allocation Program are included in the 2024 Budget and Business Plan and detailed in Appendix C of the **2024 Capital Report** under separate cover. However as noted above, the approval of this infrastructure will be subject to the approval of Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) or alternate report with an acceptable financing plan. Development-related project costs related to the 2020 Allocation Program increases are included in the 2024 Budget approval and detailed in Appendix B of the **2024 Capital Report** under separate cover.

The 2024 Budget incorporates the latest information available while identifying risks and pressures. The 2024 Budget and Business Plan supports the themes and actions identified in the **Region’s 2023-2026 Strategic Business Plan**, and includes priority investments in critical services including long-term care, paramedic services and housing to support the health and well-being of the community, while addressing the significant pressures caused by high inflation and increased demand for services. The 2024 Budget, along with approval of Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) or an alternate financing report, also ensures that the Region is well-positioned to support the Province’s objective of delivering 1.5 million new homes in Ontario by 2031, and therefore the growth priorities of the Local Municipalities, by implementing changes to streamline development review and advancing infrastructure delivery to support growth. There has been a continued focus on core services, continuous improvement and finding efficiencies in all program areas to achieve the targets set.

## 2024 Water and Wastewater Rate Impact

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

The 2024 Water and Wastewater Rate-Supported Budget has a 4.3% increase, which is mainly driven by capital financing required to support the State-of-Good-Repair capital program, as detailed in the Water and Wastewater Overview section. Of the 4.3% increase, 2.8% is driven by capital financing required to support the State-of-Good-Repair capital program and 1.5% is required to operate and maintain the water and wastewater system. The water and wastewater rate increase of 4.3% is in line with the guideline set out in the 2024 Budget Directions (**FN-28-23**). The 2024 Rate-Supported Budget includes the assumptions of 0.8% consumption growth to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends, and 1.4% customer growth.

2024 Budget Rate Increase				
	Net Expenditure Increase	Customer Growth	Consumption Growth	Rate Increase
Water & Wastewater Services	5.5%	1.4%	0.8%	4.3%

As shown in the following table, for a typical residential home using 226 cubic metres (m<sup>3</sup>) of water per year, this will result in an additional \$46 annually in 2024 for water and wastewater charges combined.

<b>Rate Impact</b>						
<b>On a Typical Residential Customer (226 m<sup>3</sup> / Year)</b>						
	<b>2023</b>		<b>2024</b>		<b>Change*</b>	
	<b>Budget</b>		<b>Budget</b>		<b>\$</b>	<b>%</b>
Water	\$	496	\$	515	\$ 19	3.8%
Wastewater		569		597	27	4.8%
<b>Total</b>	<b>\$</b>	<b>1,065</b>	<b>\$</b>	<b>1,111</b>	<b>\$ 46</b>	<b>4.3%</b>

Schedule may not add due to rounding

\*Based on 0.8% consumption growth and 1.4% customer growth

## 2024 Budget Overview

The requested 2024 Gross Operating Budget is \$1.1 billion for Regional Services and \$215.3 million for Police Services, resulting in \$1.3 billion for combined services. The \$1.1 billion gross operating budget for Regional Services includes financing of \$242.6 million for the Region’s capital program. The increase in the gross operating budget for Regional Services is \$37.1 million, comprised of \$21.9 million for tax-supported services and \$15.2 million for rate-supported services.

<b>2024 Gross Operating Budget of Regional Government Services (\$000s)</b>						
	<b>2024</b>			<b>2023</b>		
	<b>Tax Budget</b>	<b>Rate Budget</b>	<b>Requested Budget</b>	<b>Approved Budget*</b>	<b>Change</b>	
Regional Services	\$ 783,881	\$ 272,049	\$ 1,055,930	\$ 1,018,830	\$ 37,100	
Police Services	215,327	n/a	215,327	197,603	17,723	
<b>Total</b>	<b>\$ 999,207</b>	<b>\$ 272,049</b>	<b>\$ 1,271,256</b>	<b>\$ 1,216,433</b>	<b>\$ 54,823</b>	

Schedule may not add due to rounding.

\* Operating Budget for Regional Services restated as set out in **FN-28-23**

The requested 2024 Gross Capital Budget is \$450.1 million, consisting of \$437.3 million for Regional Services and \$12.8 million for Police Services. The Gross Capital Budget is financed by reserves, development charges, debt and other external recoveries. For illustrative purposes with the inclusion of the \$781.6 for the 2023 Allocation Program for approval under Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) or an alternate report, the Gross Capital for 2024 is \$1,231.7 million. Included in the gross operating budget above are transfers to capital reserves to support the infrastructure programs.

<b>2024 Gross Capital Budget of Regional Government Services (\$000s)</b>					
<b>\$000s</b>	<b>2024</b>			<b>2023</b>	
	<b>Tax Budget</b>	<b>Rate Budget</b>	<b>Total Budget</b>	<b>Approved Budget</b>	<b>Change</b>
Regional Services	\$ 181,823	\$ 255,511	\$ 437,334	\$ 697,204	\$ (259,870)
Police Services	12,773	n/a	12,773	51,984	(39,211)
<b>Total Requested Budget</b>	<b>\$ 194,596</b>	<b>\$ 255,511</b>	<b>\$ 450,107</b>	<b>\$ 749,188</b>	<b>\$ (299,081)</b>
2023 Allocation Program	326,473	455,103	781,576	-	781,576
<b>Total</b>	<b>\$ 521,069</b>	<b>\$ 710,614</b>	<b>\$ 1,231,683</b>	<b>\$ 749,188</b>	<b>\$ 482,495</b>

Includes financing costs, schedule may not add due to rounding

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

As part of the annual budget development process, the Region ensures continued financial sustainability through effective financial planning and risk management, which has resulted in maintaining a AAA/Aaa credit rating and tax rate increases at or below the rate of inflation. For the 2024 Budget, 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 2024 Budget has been prepared based on the following budget principles:

- The annual budget is prepared in accordance with the financial plans, annual targets and policies approved by Regional Council.
- Halton's strong financial position and financial planning principles will be continued to ensure the Region's AAA/Aaa credit rating is maintained.
- Strategic investments in additional staff or other resources resulting from growth, program enhancements or additional Federal and Provincial funding will require a business case to be considered by Council as part of the annual budget process.
- The Annual Budget includes investment in the state-of-good-repair of the Region's assets to maintain a good overall condition of the assets as the Region's infrastructure continues to age and expand.
- Regional programs are funded from sustainable revenues to ensure ongoing expenditures are not funded from temporary or one-time revenues.
- 10-year Operating and Capital Budget forecasts are prepared.
- All growth-related capital costs that can be recovered under the Development Charges Act (DCA) will be recovered from growth in the Annual Budget.
- In order to proceed with growth in the Region, an acceptable financing plan must be approved by Council prior to development proceeding.
- Halton's own debt limits are not exceeded throughout the 10-year forecasts.
- Reserves are maintained at levels to ensure financial sustainability to support the state-of-good-repair of Regional assets, tax and rate stabilization reserve targets, and to fund specific program requirements.
- The Budget that is presented to Halton Region tax and rate payers is clear and easy to understand, as evidenced by the annual receipt of the Distinguished Budget Presentation Award by the Government Finance Officers Association of the United States and Canada (GFOA).

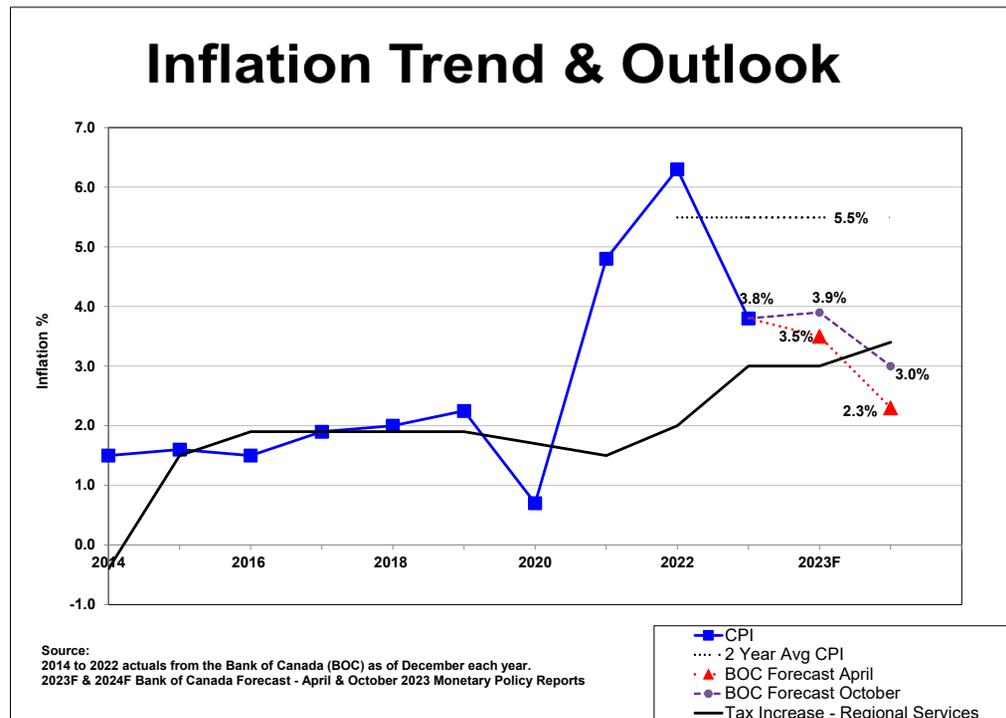
The following chart highlights the process undertaken to prepare the 2024 Tax-Supported and Rate-Supported Budgets.

2024 Budget Process						
	Report	Date	Tax Increase	Assessment Growth	Rate Increase	Consumption / Customer Growth
2024 Forecast	FN-06-23	January 25, 2023	3.0%	1.7%	4.1%	0.0% / 1.4%
2024 Budget Directions	FN-28-23	July 12, 2023	4.0%	1.7%	4.3%	0.8% / 1.4%
2024 Budget	FN-43-23	December 13, 2023	3.4%	1.7%	4.3%	0.8% / 1.4%

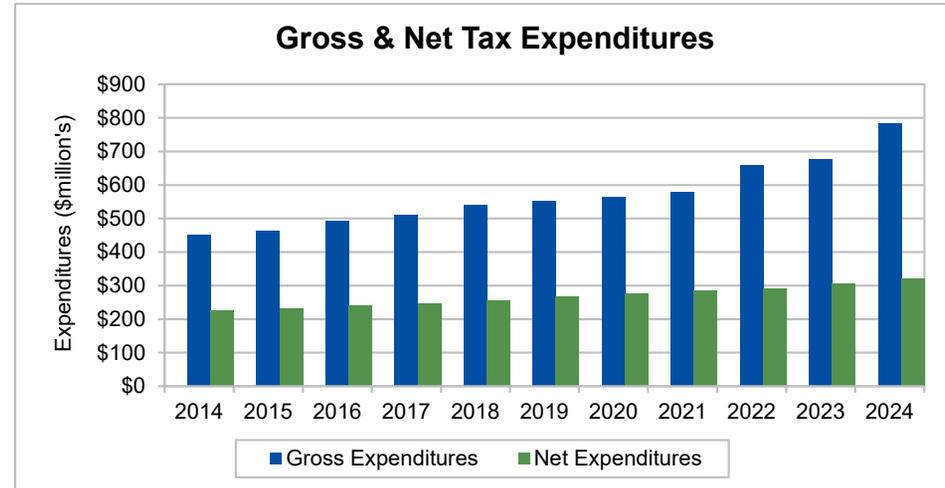
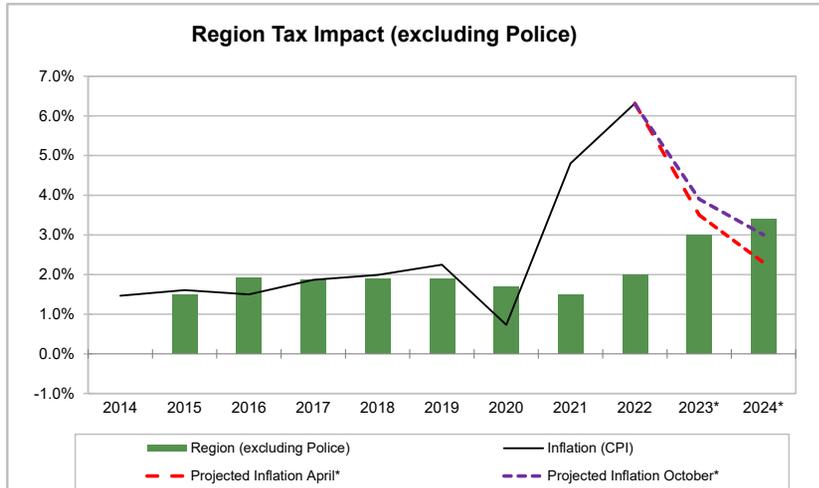
## Tax-Supported Budget

The 10-Year Operating Budget & Forecast in the 2023 Budget and Business Plan (**FN-06-23**) projected the tax increase for Regional programs (excluding Police Services) in 2024 to be 3.0%. The forecast was developed based on existing program financing plans, program-specific assumptions with respect to Provincial funding, and expected inflationary and growth factors. For the 2024 Budget Directions (**FN-28-23**), the tax forecast budget model assumptions reflected updated information, including adjusted program financing plans, assessment growth and Provincial funding announcements. Due to the impact of the extended period of high inflation on the cost of goods, services and construction, shortfalls in Provincial funding commitments particularly for Public Health and Long-Term Care, and development funding changes as a result of Bill 23, the target was increased to 4.0% from the 3.0% projection. Based on these factors, Council approved the 2024 Budget Directions with a tax rate increase not to exceed 4.0%. Through the development of the 2024 Budget, staff undertook a detailed review of program budgets, confirmed funding assumptions based on the latest information available, and identified strategies to incorporate savings into the budget. This has resulted in a tax rate increase of 3.4% for Regional Services, which aligns with the 2024 Budget Directions and Council’s priority of tax rate increases at or below the rate of inflation.

As reported in Report No. **CS-06-23** (re: Purchasing Activity Report for January 1, 2023 to August 31, 2023), the Region continues to be impacted by the increased cost of goods, services, and construction due to high inflation, and this trend is expected to continue. Actual inflation has remained above the Bank of Canada's (the Bank) 2.0% target since March 2021, with an overall average of 5.5% experienced during this time. As shown in the graph below, throughout 2021, 2022, and into 2023, actual inflation was significantly higher than the tax increase for Regional services, creating a gap between the budget and the actual cost of services for these years. The 2023 Budget was developed with the anticipation of inflation declining and returning to the Bank of Canada's target range in 2023, therefore an inflationary assumption of 3.0% was used. However actual inflation has remained above 3.0% for longer than anticipated, and as a result the Region is experiencing contract and other increases that significantly exceed the budget. Since reaching a peak of 8.1% in June 2022, inflation has been slowly declining, however the latest Consumer Price Index (CPI) release for September 2023 of 3.8% is still significantly above the Bank's target of 2.0%. The latest forecast from the Bank's October 2023 Monetary Policy Report projects overall inflation of 3.9% for 2023 and 3.0% for 2024. The Bank anticipates that inflation will remain persistently high, at roughly 3.5%, until the middle of 2024, and is then projected to fall to around 2.5% in the second half of 2024, before returning to the 2.0% target in 2025. The Bank noted however that the pace of future declines in inflation remains uncertain, as core inflation has been more persistent than expected. The 2024 Budget incorporates known inflationary impacts, and includes an inflationary assumption of 4.0%. Continued periods of high inflation and cost escalations will put additional pressure on future years' budgets.

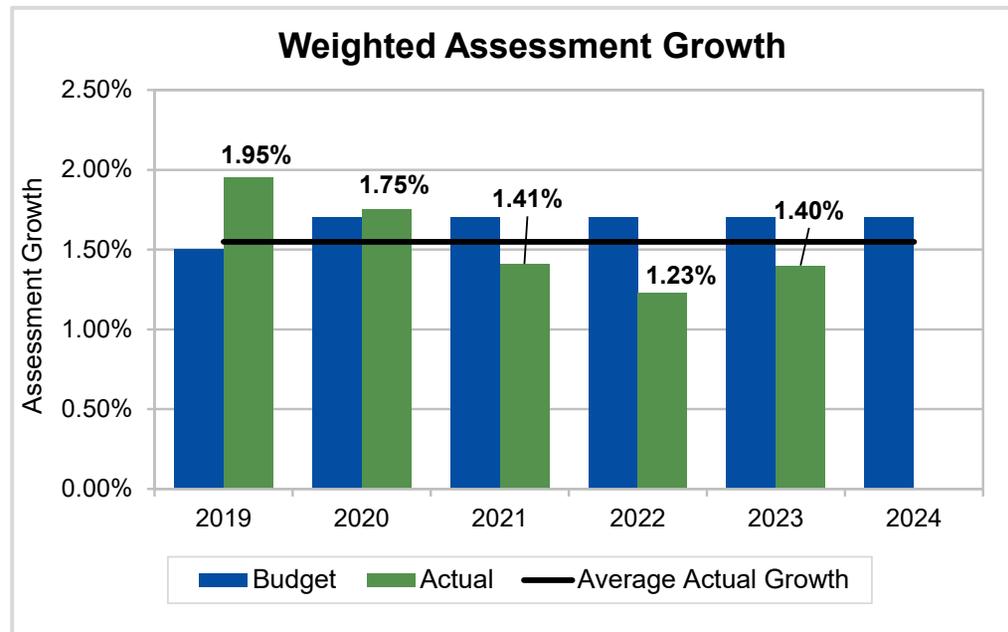


The Region Tax Impact (excluding Police) chart below provides the history of property tax increases for Regional Services (excluding Police Services) in Halton for the last 10 years. The Region has successfully delivered an average property tax increase of 1.7% for Regional Services (excluding Police Services) from 2014 to 2023, while maintaining or enhancing core services as outlined in the Strategic Investments section. The Region has kept the average property tax rate increases at or below the rate of inflation even though gross expenditures have increased at an average rate of 4.3%, while net expenditures (after deducting Federal and Provincial funding, other revenues and recoveries) have increased at an average rate of 3.3%, as shown in the Gross & Net Tax Expenditures chart below. Net expenditure increases were offset by the increase in the Region's assessment base due to average growth of 1.7% over the same 10-year period, resulting in an average tax increase of 1.7%. Halton has for many years identified savings and reallocated resources to priority areas to address program pressures and service levels. Many of these savings and efficiencies have been identified in the 2024 Budget and Business Plan, which has helped bring the tax increase down to the average of 1.7%.



2014 to 2022 actuals from the Bank of Canada (BOC) as of December each year.  
 \*2023F & 2024F Bank of Canada Forecast - April & October 2023 Monetary Policy Reports

When estimating assessment growth, it is important to look at historical data as well as implications of a development allocation program. As shown in the following chart, the actual assessment growth has fluctuated, with growth ranging from 1.23% to 1.95% over the past five years. While actual assessment growth has been lower than anticipated over the past three years, this trend is anticipated to be temporary in nature due to the one-time impacts of tax write-offs. Any growth realized over or under the provision in the budget (1.7%) will be transferred to or from the Tax Stabilization reserve, as set out in Report No. **FN-43-23** (re: 2024 Budget and Business Plan and Disposition of the 2023 Surplus). Assessment growth is scheduled to be finalized with the final tax roll returned to municipalities on December 12, 2023. It is important to note that assessment growth is impacted by property tax write-offs resulting from successful assessment appeals to the Assessment Review Board (ARB) and the Municipal Property Assessment Corporation (MPAC).



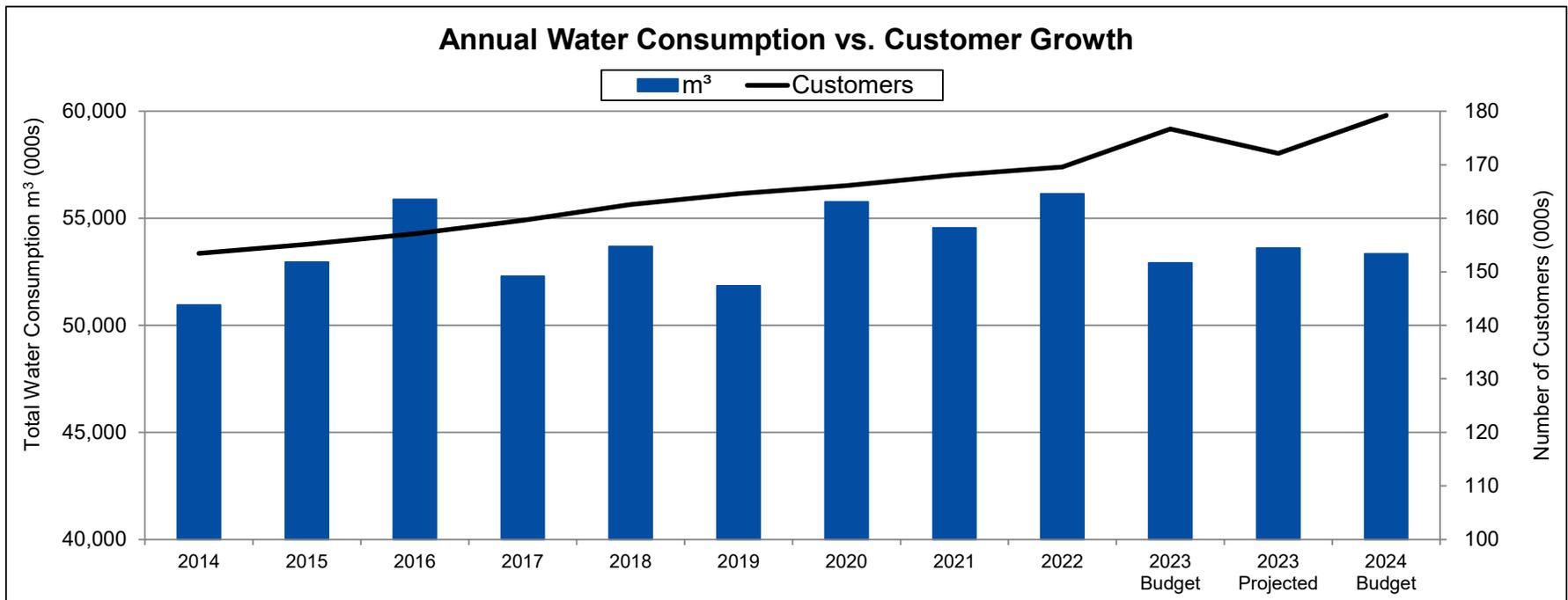
## Rate-Supported Budget

The 10-Year Operating Budget & Forecast in the 2023 Budget and Business Plan (**FN-06-23**) projected a rate increase of 4.1% in 2024. The forecast was developed based on existing program financing plans and program-specific assumptions with respect to expected inflationary and growth factors. For the 2024 Budget Directions (**FN-28-23**), the rate forecast budget model assumed 0.8% consumption growth to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends, maintained the customer growth assumption of 1.4% projected in the forecast, and included capital financing based on the updated Asset Management Program and Lifecycle Models Update as set out in Report No. **PW-01-22/FN-11-22/DI-01-22**. The 2024 Budget Directions also recognized that some program enhancements would be needed to address growth and other program pressures to maintain service levels. Due to increased inflationary pressures experienced to date and forecasted to continue into 2024, the target was increased to 4.3% from the 4.1% projection. Based on these factors, Council approved the 2024 Budget Directions with a rate increase not to exceed 4.3% for Water and Wastewater services, including operations and the State-of-Good-Repair capital program.

As shown on the following table, Halton’s average water and wastewater rate increase since 2010 has been 3.7%, while the average increases in other municipalities across the Greater Toronto and Hamilton Area have been higher over the same period of time. The increases in the water and wastewater rates are largely driven by requirements to support the State-of-Good-Repair capital program, with increases to support operations and maintenance costs at or below the rate of inflation.

Municipality	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Average
Halton	0.0%	4.1%	3.5%	4.8%	4.3%	4.9%	5.0%	5.1%	3.8%	3.7%	3.3%	2.6%	2.8%	4.1%	3.7%
Toronto	9.0%	9.0%	9.0%	9.0%	9.0%	8.0%	8.0%	5.0%	5.0%	4.0%	3.0%	1.5%	3.0%	3.0%	6.1%
Peel	5.0%	9.1%	8.0%	7.0%	7.4%	7.0%	9.0%	4.3%	6.5%	6.5%	7.2%	5.5%	5.8%	7.9%	6.9%
Durham	7.2%	4.5%	6.4%	8.4%	6.5%	5.0%	5.0%	3.6%	4.0%	1.8%	2.3%	0.8%	1.8%	4.3%	4.4%
Hamilton	4.0%	4.3%	4.3%	4.3%	4.0%	4.2%	4.7%	4.9%	4.5%	4.7%	4.1%	4.3%	5.0%	6.5%	4.5%

Water consumption has varied over the years mainly due to changing seasonal conditions, as shown in the chart below. Since the beginning of the COVID-19 pandemic, there has been increased residential water consumption as a result of the shift to more residents working from home, however it is still uncertain if this trend will continue in the long term. As such, the 2024 Budget includes an increase of 0.8% to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends. In addition, the number of water and wastewater customers continues to grow, and the 2024 Budget reflects this trend with a 1.4% increase in customer growth.



## 2024 Budget Key Drivers

The 2024 Budget continues to maintain service levels in the Region's core service areas and ensures the delivery of priorities identified by Regional Council.

### Strategic Priorities

As approved through Report No. **CA-05-23** (re: Halton Region 2023-2026 Strategic Business Plan), the **Halton Region 2023-2026 Strategic Business Plan** establishes Regional Council's priorities for its four year term of office. The Strategic Business Plan is comprised of the following four themes which reflect Council's priorities in the 2024 Budget:

- Community Well-Being
- Infrastructure and Growth
- Climate Change and the Environment
- Excellence in Government



### Community Well-Being

Halton Region is committed to protecting and enhancing the health and safety of the community. The Region's programs and services continue to respond to changing demographics and needs of residents. The Region is focused on collaborating with partners to deliver the programs, services, and supports that the community needs to be safe and healthy. Key priorities include expanding assisted housing, supportive housing and emergency shelter options in partnership with the Federal and Provincial Governments, preventing illness and improving the health of residents while reducing health inequities, improving Paramedic Service response times, advancing community safety and well-being, and aligning key human services with new Provincial policy directions.

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

- Assisted and Affordable Housing
- Community Safety and Well-Being Plan and Halton Region Community Investment Fund
- Paramedic Services
- Addressing Needs in Long-Term Care
- Improving Access to Financial Assistance

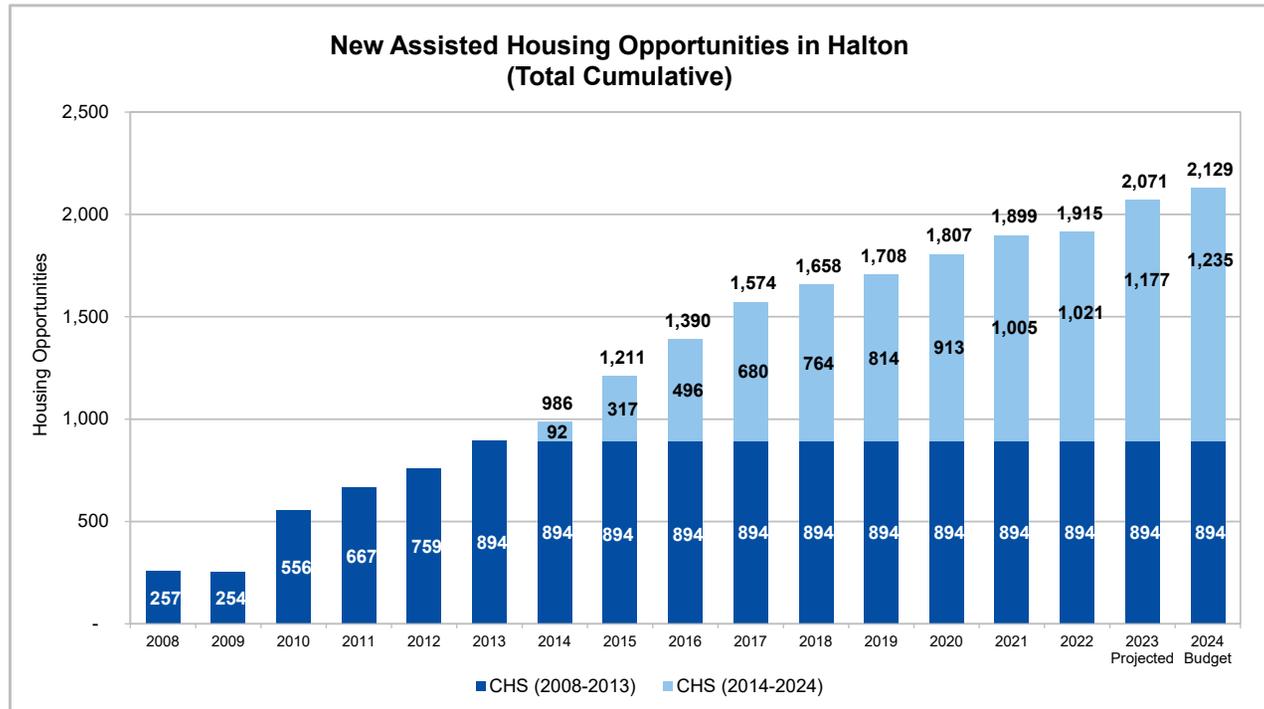
#### Assisted and Affordable Housing

A key priority identified in the 2023-2026 Strategic Business Plan is to expand assisted housing. The 2024 Budget supports this goal with an increased investment of \$3.3 million in assisted and affordable housing in the Region. The Regional funding for new assisted housing has increased by \$1.0 million to a total of \$8.8 million in the 2024 Budget, to partially offset the loss of development charge revenues as a result of Bill 23. Of this amount, \$7.5 million will be transferred to the Regional Housing New Units reserve, and the remaining \$1.3 million will remain in the operating budget to support the Halton Rental Assistance Program (HRAP). Additional increases include \$1.3 million in assisted housing provider grants based on the Provincial indices, and an increase of \$1.0 million in Rent Supplement programs to sustainably fund the programs and support projected growth.

In addition, the following strategic investment is included in the 2024 Budget to help support the goals of the Comprehensive Housing Strategy (CHS) for the creation of new assisted housing units:

- HCHC Assisted Housing Staffing - \$422,000 (no net tax impact):** As a result of the growth in Halton Community Housing Corporation's (HCHC) assisted housing portfolio, three additional resources are required in the Housing Services division to effectively manage the growing number of units managed by HCHC and ensure high quality service is provided to tenants, operational risks are mitigated and all legislative requirements are met. These positions are fully funded from the HCHC Budget.

Halton Region creates assisted housing opportunities for residents by acquiring new rental units through construction, the preservation of existing stock and the provision of Regional subsidies to make rental costs more affordable. Funding related to acquiring or developing new units is in the Housing Services Capital Budget. Through the Region's significant investment and the Provincial government's previous Investment in Affordable Housing-Extension (now Ontario Priorities Housing Initiative (OPHI)), Investment in Affordable Housing-Social Infrastructure Fund (IAH-SIF) and Home for Good (capital component) programs, Halton has been successful in the delivery of additional new assisted housing opportunities through the Regional CHS since 2014. As reported through **LPS84-21/SS-25-21** (re: Portfolio Approach to Achieving Comprehensive Housing Strategy Objectives), in 2021, Halton Region implemented a portfolio approach to create up to 600 additional housing opportunities through both capital and operating programs by 2031, if funding support from senior levels of government is made available. This multi-year approach is consistent with the objectives of the CHS. As shown in the graph below, progress has been made towards this interim target with 156 additional new housing opportunities created in 2023 increasing the total number of assisted housing opportunities created since 2014 to 1,177. An additional 58 assisted housing opportunities are projected to be created in 2024 increasing this number to 1,235.



The following table shows the updated housing program plan that has been incorporated in the 2024 Budget and Forecast based on the projected funding contributions, with further details provided in the Tax Overview section.

<b>Halton Region 10-year Housing Program - New Units (\$000s)</b>			
<b>Program - Delivered by Halton</b>	<b>2024 Budget</b>	<b>2025 Forecast</b>	<b>2026-2033 Total</b>
<b>Expenditures:</b>			
Rental Component (new units)	\$ 11,200	\$ 10,000	\$ 80,000
Rental Component (HFG)	52	52	417
Rental Assistance	53	-	-
Support Services	136	68	-
Homeownership/Renovation	786	1,662	-
Admin fees	136	102	-
<b>Total</b>	<b>\$ 12,363</b>	<b>\$ 11,884</b>	<b>\$ 80,417</b>
<b>Funding:</b>			
Regional Reserve (New Housing Units)	\$ 8,605	\$ 10,000	\$ 80,000
Regional DC Reserve	2,595	-	-
Prov/Fed IAH-SIF	53	-	-
Prov/Fed OPHI	1,058	1,832	-
Prov/Fed HFG	52	52	417
<b>Total</b>	<b>\$ 12,363</b>	<b>\$ 11,884</b>	<b>\$ 80,417</b>
<b>Delivered &amp; Funded by Province</b>			
Housing Allowance (OPHI)	\$ 435	\$ 326	\$ -

As discussed above, the enactment of Bill 23 eliminated housing services as an eligible expense for which the Region can collect DCs. Municipalities, the Province and the Federal Government have all identified assisted housing as a priority and contribute to the delivery of new units. The Region has been very successful over the last 16 years in delivering new units consistent with the Region’s Housing Strategy. The revenues collected through the Housing Services DC were an important source of funding in the delivery of assisted housing for vulnerable populations. As noted earlier, the 2024 Budget includes a \$1.0 million increase in the capital transfer to the Regional New Units reserve to support assisted housing to partially offset the loss of development charges revenues as a result of Bill 23. This transfer increase provides for \$10 million over 10 years compared to the \$50 million estimated to be recovered from DCs. Further impacts resulting from the loss of the DC revenue will continue to be reviewed and incorporated into future budgets and forecasts to identify alternate sources of funding or a reduction in the programs.

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

The Region works with community partners on a wide range of issues to support residents who are vulnerable to negative social, economic or health outcomes. Two primary vehicles through which this occurs are the Halton Region Community Investment Fund (HRCIF) and the Halton Community Safety and Well-Being (CSWB) Plan, both of which serve as mechanisms to identify and respond to human service issues in a collaborative manner. Halton Region’s **Community Safety and Well-Being in Halton: A Plan for Collaboration and Action** outlines a model for collaboration, planning, and action to identify and address system-level issues that impact safety and well-being in Halton Region, particularly among priority populations that may be more vulnerable to negative health or social outcomes. Community Safety and Well-Being Action Tables address priority issues identified by the community, with significant progress made in many areas through the



engagement of community partners and organizations. The HRCIF is an important tool to support the CSWB. Strong alignment between the HRCIF and CSWB reinforces an integrated approach to planning and investment in keeping with Halton Region's 2023-2026 Strategic Business Plan. Since 2012, the HRCIF has committed \$25.7 million through 439 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents. In 2023, a wide range of programs have been funded to support the well-being of children, youth and older adults; increase food security among residents with low incomes; strengthen equity and inclusion; and enhance mental health. The following strategic investment is included in the 2024 Budget to further enhance the HRCIF:

- **Halton Region Community Investment Fund (HRCIF) - \$500,000:** The HRCIF enhances the health, safety and well-being of Halton residents through \$4.0 million in annual funding to non-profit human service programs and initiatives. The HRCIF funding framework enables the provision of single year and multi-year grants of up to three years. There is a growing need in the community to stabilize initiatives critical to the human services system in Halton through longer term funding. A \$500,000 increase in the HRCIF will support emerging community needs and fund key human service programs and initiatives.

### Paramedic Services

As outlined in Report No. **MO-14-23** (re: Paramedic Services Division Annual Update), over the past ten years, overall call volume has increased by 51%, and is expected to continue to increase between 3-5% annually. The number of paramedics has also grown, requiring additional critical supports to ensure effective operations. The following strategic investments totaling **\$2.2 million (\$1.2 million net tax impact)** are proposed in the 2024 Budget to address operational pressures in the Paramedic Services division and support the strategic goal identified in the 2023-2026 Strategic Business Plan to improve Paramedic Service response times:

- **Paramedics - \$1.6 million (\$828,000 net tax impact):** are required to maintain response times while addressing pressures related to increasing call volume, population and employment growth, an ageing population, hospital offload delays and paramedic workload. The addition of 8.0 Paramedic FTEs and 7,891.2 relief hours will be utilized to provide two additional ambulances with 12 hour per day / 7 day per week staffing to address these pressures. This investment includes Provincial funding based on the current funding model, for a net tax impact of \$828,000.
- **Operations Commanders - \$429,000 (\$227,000 net tax impact):** 2.0 Operations Commander FTEs are required, as a result of the growth in call volume and system pressures, to provide management of field operations, ensuring customer service standards are met, concerns are reviewed in a timely manner, and that the delivery of pre-hospital care is provided in accordance with Regulations and Standards. This investment includes Provincial funding based on the current funding model, for a net tax impact of \$227,000.
- **Workforce Management Coordinator Lead - \$105,000 (\$56,000 net tax impact):** is required to address pressures in the Paramedic Services division related to managing scheduling functions with the Workforce Management system (WFM). The Paramedic Services division currently has approximately 30,000 shifts that are managed through WFM annually. This role will support effective and efficient scheduling, and provide the unique set of skills required to navigate the specific scheduling and WFM requirements within the division, as well as investigating and implementing efficiencies within the division. The investment includes Provincial funding based on the current funding model, for a net tax impact of \$56,000.
- **Logistics Officer - \$116,000 (\$61,000 net tax impact):** is required to provide increased capacity to address pressures within the Paramedic Services logistics program related to growth and changes to new standards of practice as a result of COVID-19. This additional resource will provide an opportunity to expand logistics hours to evenings and weekends to better support 24/7 paramedic operations. This investment includes Provincial funding based on the current funding model, for a net tax impact of \$61,000.

### Addressing Needs in Long-Term Care

As reported in Report No. **SS-03-22**, on October 6, 2021 the Ministry of Long-Term Care announced new funding to Long-Term Care (LTC) homes across the Province to increase staffing levels to provide more direct hours of care for residents. This funding has enabled the Region's three LTC homes to hire additional FTEs with associated relief hours for resident care and support services and enable the Region to support the Provincial requirement of an overall average of four hours of care per day by the 2024-25 fiscal year. Funding for Halton Region is confirmed for the 2023-24 fiscal year, and notional funding is committed by the Province until the 2024-25 fiscal year. The following strategic investment of **\$2.1 million (no net tax impact)** is included in the 2024 Budget to utilize this funding which will increase staffing levels and provide more direct care hours to residents:

- **Direct Care Hours - \$2.1 million (no net tax impact):** 17.0 FTEs and associated relief hours will provide more hours of direct care for residents at the Region's Long-Term Care homes, utilizing funding provided by the Ministry of Long-Term Care as part of the Province's commitment to ensure that residents receive, on average, four hours of direct care per day by 2024-25.

In addition, with growth in the Services for Seniors division, the complex scheduling requirements of 24/7 operations across three home requires an additional resource to utilize the reporting capabilities and functions of the Workforce Management System. The *Fixing the Long-Term Care Act, 2021* also set forth several requirements for emergency planning and preparedness in the Long-Term Care homes which requires an additional resource to provide adequate support for business continuity planning, emergency preparedness and related training. The following strategic investments totaling \$262,000 are included in the 2024 Budget to address these pressures:

- **Emergency Management Specialist - \$125,000:** is required to provide specialized knowledge in Long-Term Care emergency response planning, lead training for more than 900 staff to respond to emergencies and regulatory reporting requirements, and maintain the LTC homes' Business Continuity Plans, Emergency Response Plan, and all other related resource documents, which will ensure ongoing compliance with emergency preparedness obligations and best practices to protect the residents of the Region's Long-Term Care homes.
- **Workforce Management Data Specialist - \$137,000:** is required to support the Services for Seniors division with the Workforce Management (WFM) system including key functions within the scheduling office including testing of WFM fixes and enhancements, responding to scheduling inquiries and investigations, and monthly workforce management reporting.

### Improving Access to Financial Assistance

Demand for assistance through the Ontario Works and Low Income Financial Assistance programs has significantly increased. Coming out of the COVID-19 pandemic, the number of individuals applying for Ontario Works assistance has increased by 85%, and over the past five years, the number of emergency applications received has increased by 900% primarily due to Ukrainian arrivals. In addition, over the past five years, the number of individuals applying for health-related supports through the Regionally funded Low Income program has increased by 74%, and the number of individuals purchasing Subsidized Passes for Low Income Transit (SPLIT) passes has increased by 48%.

As a result of the increased volume of applications and growing caseloads, it has become challenging to meet the Ministry of Children, Community and Social Services' mandated standard of 4 business days to process Ontario Works applications. The percentage of Ontario Works applications processed that meet the Ministry's mandated standard has decreased from 81% in 2021 to 53% in 2023.

These programs have relied on temporary contract staff to meet client needs as demand increased following the COVID-19 pandemic, however demand has not returned to pre-pandemic levels and is expected to continue to increase. The following strategic investment is included in the 2024 Budget to provide sustainable support for Halton's growing Ontario Works caseload and meet client needs:

- **Integrated Case Managers - \$210,000:** 2.0 Integrated Case Manager FTEs are required as a result of increased demand for assistance through the Ontario Works and Low Income Financial Assistance programs. These additional resources will enable the Employment & Social Services division to sustain the programs, meet forecasted demand growth and deliver excellent customer service to Halton's most vulnerable residents.

Alignment of Provincial modernization efforts with Regional priorities requires review and analysis of data and policy changes, resulting in the development of implementation, communication, training and change management plans. The 2024 Budget includes the following strategic investment to provide support and strategic advice to the Employment & Social Services division in order to continue to provide high quality customer service as efficiently and effectively as possible, and make service enhancements:

- **Senior Program Support Analyst - \$151,000:** is required to provide additional oversight, support and strategic advice to the Employment & Social Services division. This resource will analyze data and policy changes, enabling the division to evaluate program effectiveness and make service enhancements that improve the client experience and outcomes, while ensuring approaches and programs align with Regional, Provincial and Federal priorities.



## Infrastructure and Growth

Based on the Provincial Growth Plan, Halton is expected to grow to a population of 1.1 million people and employment of 500,000 jobs by 2051. Halton Region is committed to ensuring that the necessary infrastructure and services are in place to support the Province's objective of delivering 1.5 million new homes in Ontario by 2031, ensuring Halton's high quality of life is maintained as the Region continues to grow. Key priorities include delivering Regional infrastructure required to support housing growth and economic development in Halton's communities, maintaining the Region's infrastructure in a state-of-good-repair, improving access to transit, cycling and other active transportation on Regional roads, and promoting enhanced broadband services including 5G technology in both rural and urban areas. These priorities that are vital to Halton all need to be addressed while managing the impacts of extended periods of high inflation that have had a significant impact on the cost of goods, services and construction.

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

- Capital Project Delivery
- Asset Management Plans and State-of-Good-Repair
  - Water and Wastewater
  - Roads
  - Corporate Facilities and Housing

## Capital Project Delivery

The Province has established an objective of delivering 1.5 million new homes in Ontario by 2031 and has passed legislation to support this objective. This includes Bill 23, *More Homes Built Faster Act, 2022* which makes changes to the *Planning Act* by identifying Halton Region as an “Upper-tier Municipality Without Planning Responsibilities”, which in large part removes Regional Council’s statutory responsibilities for land use planning and growth management. While Bill 23 has been passed, at the time of preparing the 2024 Budget and Business Plan, the date for which all components of the Bill come in to force and effect has not been proclaimed, including those related to Regional jurisdiction in respect of land use planning. The Region will maintain its current Planning responsibilities until the Bill takes effect. Halton Region has developed a transition plan for the transfer of specific Regional Planning responsibilities to the Local Municipalities (**LPS34-23**). The Region will continue to be responsible for reviewing Planning applications particularly related to infrastructure and Regional Services.

The following changes have been reflected in the 2024 Budget to reflect the changes to the Region’s role:

- \$980,000 reduction due to the elimination of the capital transfer to fund the Regional Official Plan.
- \$285,000 reduction to reflect the removal of Ontario Land Tribunal (OLT) litigation expenditures. The remaining capital transfer will fund ongoing Litigation expenditures and will be reduced in a future budget.
- Organizational changes were implemented in the Region in 2023 to support the Province’s objective by creating opportunities for streamlining development review, advancing infrastructure delivery to support growth and focusing resources on the long-term role of the Region in development review. These changes also provided additional resourcing to support the delivery of assisted and supportive housing, and have been reflected in the 2024 Budget and Business Plan with no net impact.

In addition, the following strategic investments are included in the 2024 Budget to support the capital programs, including supporting the growth priorities of the Local Municipalities:

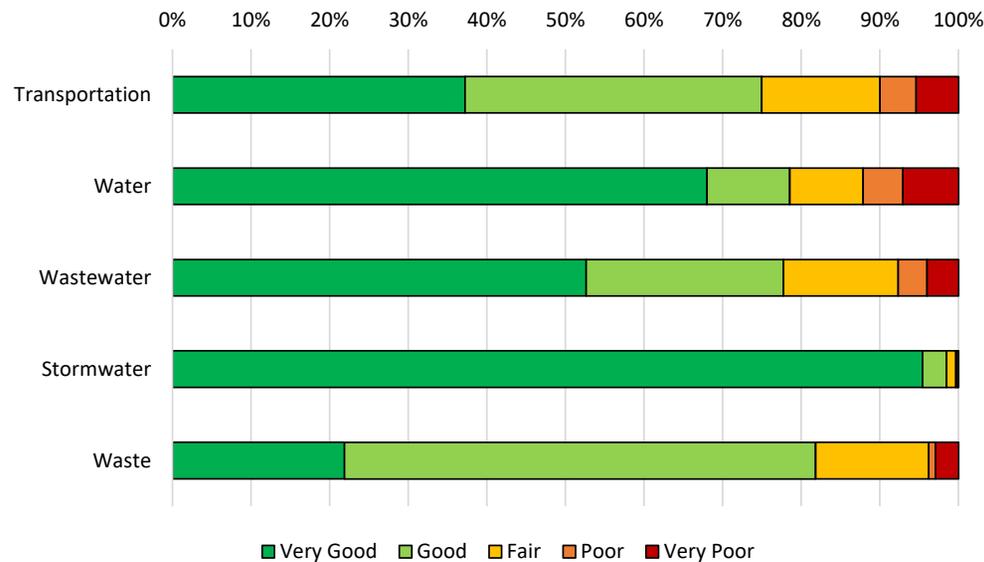
- **Infrastructure Master Planning - \$491,000 (\$224,000 net rate impact):** Three positions (2.0 FTEs Senior Project Advisors, 1.0 FTE Project Manager II) are required to support the monitoring and implementation of the Water & Wastewater and Transportation Master Plans and related studies to support the growth priorities of the Local Municipalities. The Master Plans to support the transportation and water and wastewater systems in the Region and the delivery of the capital programs will need to be monitored, maintained and updated on a continuous basis to support the growth priorities of the Local Municipalities, including the Housing Pledges. These resources will provide the technical leadership and capacity necessary to deliver the Master Plan and growth-related infrastructure, as well as support the Region’s new dynamic hydraulic models to provide additional functionality and capabilities for monitoring the Region’s water and wastewater systems and provide timely hydraulic modelling review of development applications. These positions will be responsible for streamlining and will act as central resources for both internal and external stakeholders (i.e. providing consistent support to growth-related studies) through dedicated project management. This investment will be partially funded through the Capital Budget and Road Operations budget, with a net rate impact of \$224,000.
- **Capital Project Delivery - \$878,000 (no net rate impact):** Six positions (1.0 FTE Senior Project Advisor, 2.0 FTEs Project Manager I, 2.0 FTEs Project Manager II and 1.0 FTE Project Manager III) are required in the Engineering & Construction division to provide increased capacity and agility to support the acceleration of infrastructure to support the growth priorities of the Local Municipalities. These resources will provide increased project delivery capacity to mitigate existing capacity shortfalls and prepare for the planned increases in the capital program, future allocation program, and support for the planned increases in the State-of-Good-Repair capital program based on Public Works’ Asset Management Plan (**PW-01-22/FN-11-22/DI-01-22**). This investment will be funded through the Capital Budget, with no net rate impact.

- **Procurement - \$267,000 (no net tax impact):** A Senior Procurement Advisor and a Supply Chain Management Analyst are required to provide support and expertise regarding complex, high-risk and high-value construction and related service procurements. These positions will accommodate the increase in procurement volumes and provide the resources necessary to expedite the procurement process that will facilitate meeting the Local Municipalities' housing targets and the Strategic Business Plan objectives. This investment is fully funded through the capital budget with no net tax impact.

**Asset Management Plans and State-of-Good-Repair**

Halton Region places a high priority on maintaining assets and infrastructure in a state-of-good-repair to ensure the provision of services to residents, businesses, and institutions at the desired level, as presented through Report No. **PW-01-22/FN-11-22/DI-01-22** (re: Asset Management Program and Lifecycle Models Update). The Regional Asset Management Plan is a well-thought-out strategy that is in compliance with the requirements of O. Reg. 588/17 and aligns with industry best practices and asset management standard ISO 55000, providing a line of sight between capital/operating investments and strategic priorities. The 2024 Budget and Business Plan includes for illustrative purposes a 10-year capital plan at a projected cost of \$8.8 billion. Of the \$8.8 billion 10-year capital plan, \$5.2 billion is presented to Council for approval as part of the 2024 Budget & Business Plan, and \$3.6 billion is related to the 2023 Allocation Program and development water, wastewater and transportation Masterplan estimates for 2032 & 2033 which is approved through separate reports. The total \$8.8 billion is broken down between \$5.5 billion that is projected to address growing infrastructure needs, and \$3.3 billion to address the State-of-Good-Repair capital program for existing infrastructure.

Through Report No. **PW-01-22/FN-11-22/DI-01-22**, the condition of each category of assets was assessed using several different methodologies and reported using industry standard condition scales (1-Very Good to 5-Very Poor).



Halton’s Asset Management Program has resulted in most infrastructure assets being rated in very good to good condition and meeting desired service levels. Infrastructure assets have significant value and are the key resources used to provide services to the public and improve the quality of life for residents. Halton Region endeavours to reduce construction impacts on residents and businesses and achieve the lowest project delivery costs by bundling water, sewer, and road replacement components as large contracts where practical.

In addition to the asset condition summary noted above, another indicator that has been used by municipalities to assess the adequacy of the financing for the state-of-good-repair infrastructure is the ratio of operating contributions to the amortization expense for these assets in the financial statements. A ratio of 1 indicates that the budgeted operating contributions are equivalent to the annual amortization expense in the financial statements. The target for this ratio should generally be greater than 1, as the amortization expense is based on historical costs, and therefore does not reflect the replacement costs of the assets or changes in standards, technology or legislation. For 2024, projected ratios for Water, Wastewater and Roads are as follows:

<b>2024 Reserve Contributions for State-Of-Good-Repair vs. Annual Amortization (\$000s)</b>				
	<b>Operating Transfers * (A)</b>	<b>Estimated Annual Amortization (B)</b>	<b>2024 Ratio (A)/(B)</b>	<b>2023 Ratio</b>
Water & Wastewater	\$ 149,171	\$ 91,405	1.6	1.5
Roads	\$ 63,618	\$ 27,250	2.3	2.3

\* Includes transfers relating to CCBF.

The 2024 operating contributions of \$149.2 million (including interest earnings) for the Water and Wastewater State-of-Good-Repair capital program result in a ratio of 1.6, and the \$63.6 million (including interest earnings) for the Roads State-of-Good-Repair capital program result in a ratio of 2.3. These ratios are based on the significant growth in assets that Halton has been experiencing as a growing community, and additional operating contributions provided, as discussed further below.

The Region has significant assets particularly in water, wastewater, roads, and waste management that are highlighted below. As of December 31, 2022, the total net book value of these assets was \$5.1 billion, a small reduction compared to the 2021 net book value driven by a small increase in Amortization and an increase in Assets Under Construction not captured in the table below. The replacement value of these assets would be significantly higher.

Assets - Net Book Value (\$ Millions)			
	2021	2022	Change
Water and Wastewater	\$ 3,588	\$ 3,556	\$ (32)
Roads	1,097	1,082	(15)
Waste Management	73	71	(2)
Other*	436	435	(1)
<b>Total</b>	<b>\$ 5,194</b>	<b>\$ 5,145</b>	<b>\$ (50)</b>

\* Includes Corporate Facilities, Social Housing, etc

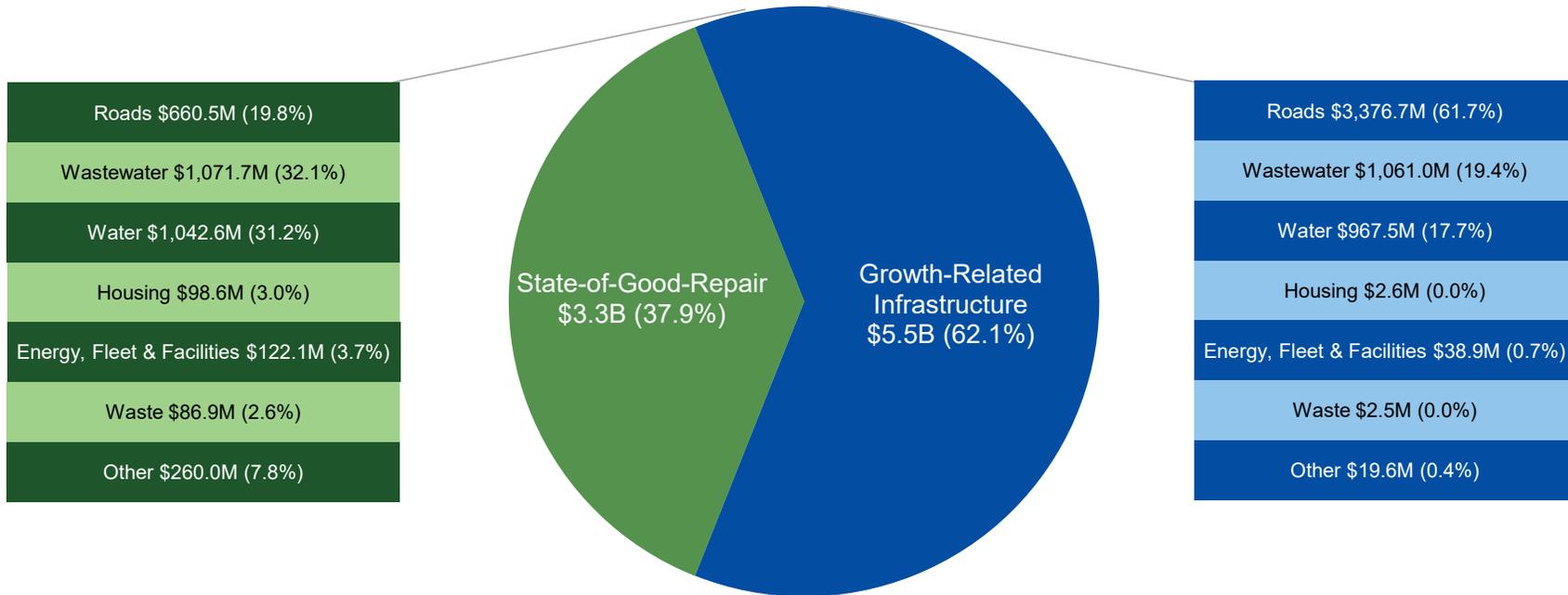
The 2024 Budget includes the following strategic investment to provide appropriate oversight for the growing asset base:

- Supervisor, Capital Assets - \$151,000:** The volume of tangible capital assets (TCA) inventory owned by the Region has grown significantly since 2009, from \$2.6 billion Net Book Value (NBV) in 2009 to \$5.1 billion in NBV at December 31, 2022, or a 96% growth. Additionally, effective for 2023, the new Public Sector Accounting Standard - Asset Retirement Obligations (ARO) has also increased the complexity of the accounting entries and manual processes to be performed. Given these pressures, there is a need for a Supervisor to provide oversight to the transactions and staff resources for TCA. This role will provide the necessary oversight to review, analyze and reconcile the work of the TCA staff, and provide opportunity for cross-training and business continuity with the other leadership roles in Financial Services.

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

## 2024-2033 Total Capital Expenditures: \$8.8B

(\$5.2 billion for approval as part of the 2024 Budget & Business Plan and  
\$3.6 billion for 2023 Allocation Program and Masterplan estimates for 2032 & 2033)



Schedule may not add due to rounding

- Includes estimates for 2023 Allocation program for 2024 to 2026 (\$2.3 billion total; \$0.6 billion Water, \$0.8 billion Wastewater, \$1.0 billion Roads)
- Includes estimates for 2032 & 2033 (based on 8 year avg. from 2024 to 2031) (\$1.2 billion total; \$0.2 billion Water, \$0.3 billion Wastewater, \$0.8 billion Roads)

As shown in the table below, the operating contributions to fund reserves included in the 2024 Budget in support of the entire State-of-Good-Repair capital program (excluding Police) totals \$208.7 million.

<b>Transfer to Reserves (\$000s)</b>			
	<b>2023</b>	<b>2024</b>	<b>Change</b>
<b>Public Works</b>			
Water & Wastewater*	\$ 118,504	\$ 128,087	\$ 9,583
Roads*	46,026	47,782	1,756
Waste Management	7,431	7,977	545
Infrastructure Planning & Policy	50	20	(30)
<b>Sub-Total</b>	<b>\$ 172,012</b>	<b>\$ 183,866</b>	<b>\$ 11,854</b>
<b>Non-Public Works</b>			
Energy, Fleet & Facilities	6,813	7,796	982
Health	3,199	3,345	146
Social & Community Services	2,315	2,331	16
Digital & Information Systems	4,817	5,126	308
Corporate Services	2,293	1,028	(1,265)
Vehicles	1,679	1,742	63
Waterfront Master Plans	3,459	3,459	-
<b>Sub-Total</b>	<b>\$ 24,575</b>	<b>\$ 24,825</b>	<b>\$ 250</b>
<b>Total</b>	<b>\$ 196,587</b>	<b>\$ 208,691</b>	<b>\$ 12,104</b>

\* Excludes Vehicles, Digital & Information Systems related costs, and interest earnings

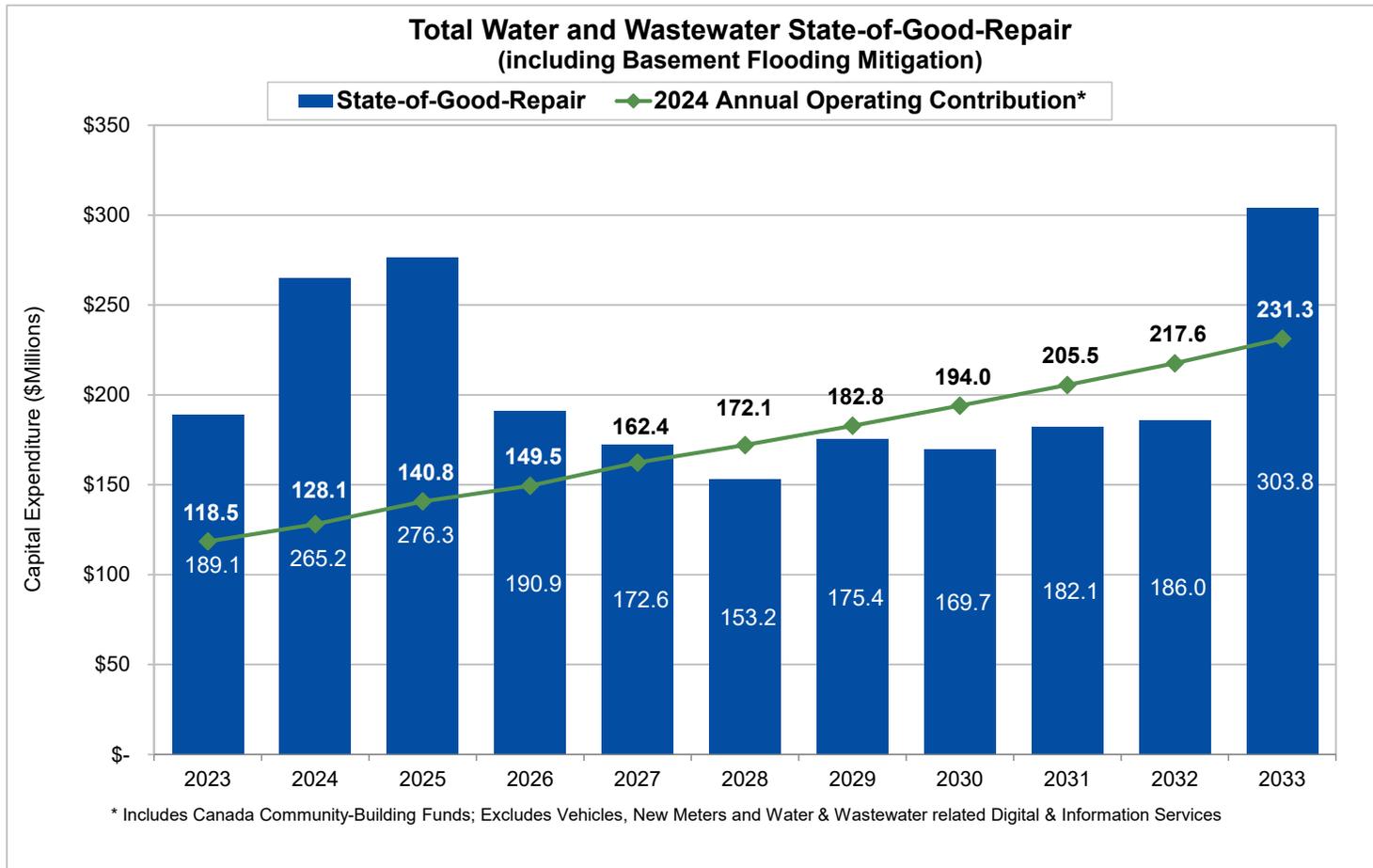
Schedule may not add due to rounding

The \$208.7 million in operating contributions to reserves (including Canada Community-Building Fund) is a \$12.1 million increase compared to the 2023 transfers, driven primarily by a \$9.6 million increase to support the Water and Wastewater State-of-Good-Repair capital program. The remaining operating transfer increases are primarily driven by Roads (\$1.8 million) and Energy, Fleet & Facilities (\$1.0 million) of which \$0.5 million is related to the Regional Accommodation Plan and \$0.5 million is related to increases to support corporate facility projects. It is projected that the operating contributions will continue to increase throughout the forecast as the Region's infrastructure continues to expand, and the Region continues with a pay-as-you-go financing strategy for its State-of-Good-Repair capital program. The State-of-Good-Repair capital program remains a significant driver of the tax-supported and rate-supported programs throughout the 10-year forecast.

#### Water and Wastewater

The operating contributions included in the 2024 Budget in support of the Water and Wastewater State-of-Good-Repair capital program total \$128.1 million. These contributions are a \$9.6 million increase over the 2023 transfers to support the growing infrastructure base. As discussed above, based on the Region's pay-as-you-go strategy and increasing asset base, it is projected that the operating contributions will continue to increase throughout the forecast. The State-of-Good-Repair capital program is a significant driver of the rate-supported program throughout the 10-year forecast requiring a 2.4% to 2.9% rate increase each year.

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



As detailed in the Water and Wastewater Overview section, the 2024 10-year State-of-Good-Repair capital program has increased by \$192.5 million from the 2023 10-year program to a total of \$1.8 billion revised through the annual budget process based on the updates in Report No. **PW-01-22/FN-11-22/DI-01-22** (re: Asset Management Program and Lifecycle Models Update). As a result, the total operating contributions over the forecast period increase from \$128.1 million in 2024 to \$231.3 million in 2033 to address the impact of inflation on construction prices along with the long-term capital needs assessment in the lifecycle models.

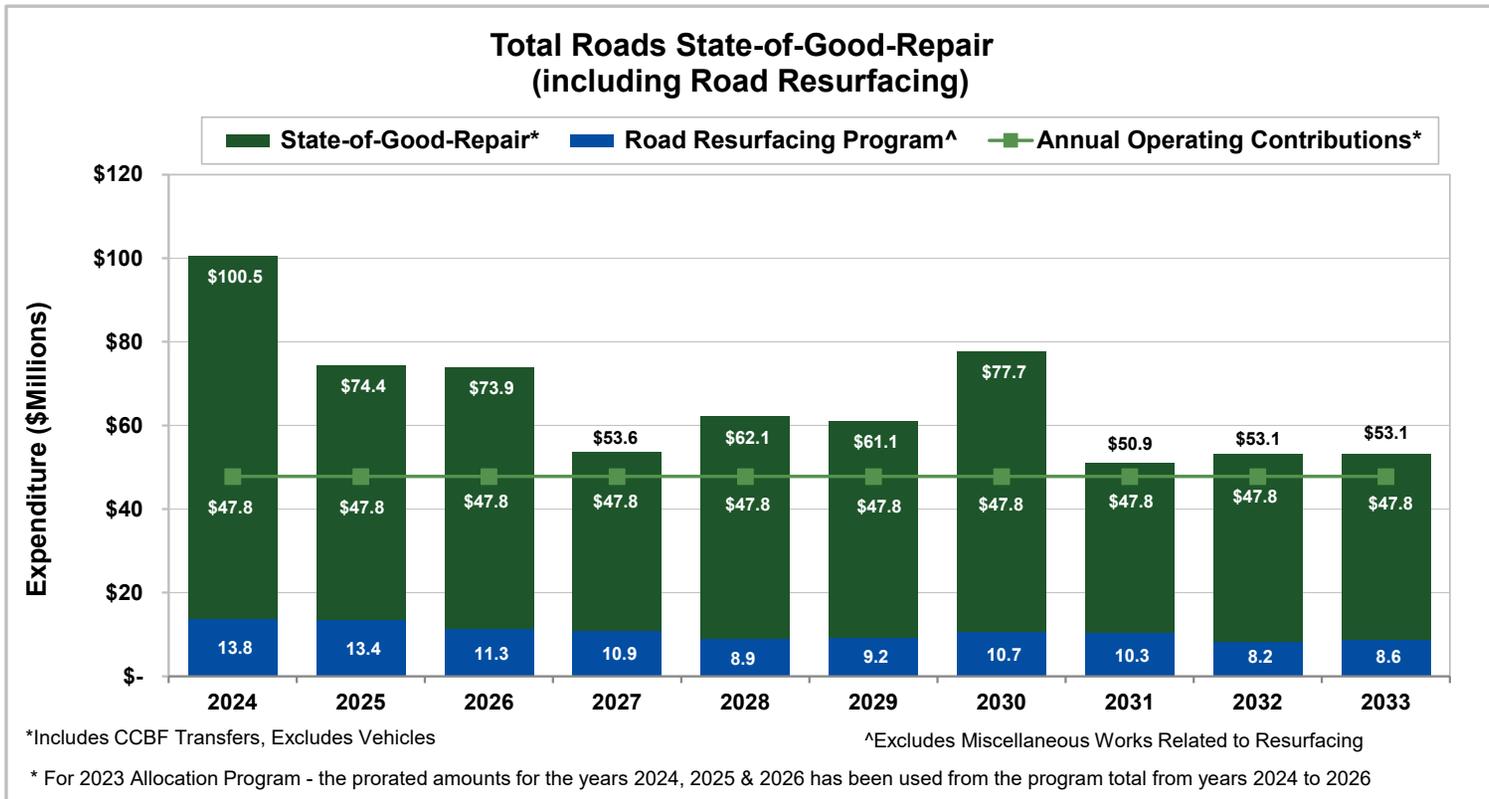
The appropriate level of operating contribution will continue to be refined based on the Halton Region Asset Management Roadmap Implementation Plan to ensure the proper maintenance of the Region’s existing aging assets as well as the new assets constructed as part of the Region’s Development-Related Capital Budget.

The 2024 Budget includes the following strategic investment to support the Water and Wastewater System:

- **Project Manager II - \$142,000 (\$121,000 net rate impact):** is required to lead projects for the configuration and management of operational enhancements needed to meet the increasingly complex requirements of the Computerized Maintenance Management System (inforPS) for Halton's Water and Wastewater System Services. This role will drive the configuration and management of operational enhancement to support compliance with current and new regulations/legislation for Halton's Water and Wastewater System.

Roads

The 2024 Budget includes \$47.8 million in operating contributions to support the Roads State-of-Good-Repair capital program, including road resurfacing. The \$47.8 million includes operating transfers to reserves (including Canada Community-Building Fund) of \$37.5 million for roads capital projects and \$10.3 million for road resurfacing (excluding related miscellaneous works). The \$47.8 million of operating transfers increased by \$1.8 million from the 2023 Budget. This \$1.8 million increase is due to a \$1.0 million increase for transfers to Roads Resurfacing and a \$0.8 million increase in Canada Community-Building Fund transfers to accommodate the revised expenditure of the State-of-Good-Repair capital program through the Asset Management Plan (AMP). As detailed in the Tax Overview section, the 2024 10-year Roads State-of-Good-Repair capital program totals \$660.5 million.



The following strategic investments are included in the 2024 Budget to support Road Capital Programs:

- **Senior Project Advisor - \$175,000:** is required to provide technical leadership within the Road Operations division to manage the Roads State-of-Good-Repair Capital Program and growth-related infrastructure. This position will provide expert, consistent and dedicated support, overseeing regulatory requirements, complex contracts and studies, while mitigating risks and supporting the Region's rapidly growing infrastructure system.
- **Project Manager III - \$158,000 (no net rate impact):** is required to identify immediate upstream assistance with the improvements to the Roads State-of-Good-Repair asset class rehabilitation/replacement strategies and enable a more effective approach to managing urgent and emergency related rehabilitation. This position will be critical to ensure that the planned capital program benefits from a dedicated subject matter expert overseeing the creation and upkeep of Regional Road design standards that include emerging Active Transportation considerations.
- **Traffic Operations & Safety Technologist - \$116,000:** is required to collect, manage, and analyze information for all traffic, safety and operational matters relating to signals and road assets. The Technologist will help to ensure the accuracy of all relevant data, including asset specific data to traffic and Intelligent Traffic Systems, provide capacity for the division to deliver new safety programs, and support capital and development projects.

The Permits group provides essential services to the residents and businesses in Halton Region providing oversight of contractor activity related to permits issued for works in the Regional Road right-of-ways and connections to the Region's water and wastewater systems. Given the anticipated increase in developments associated with the upcoming Allocation program, the following strategic investment is included in the 2024 Budget to ensure adequate oversight to protect Regional assets:

- **Senior Construction Inspector - \$139,000 (\$7,000 net tax impact):** is required to address pressures related to an increasing number of permits and development inspections. This additional resource will support the increased need and ensure the required level of coverage of both permit and development inspections is provided with sufficient oversight of contractor activity to protect Regional assets. This role will provide support to, and therefore be partially recovered from, both the Tax and Rate-Supported Budgets.

#### Corporate Facilities and Housing

The 2024 Budget includes \$6.2 million to support the corporate facilities State-of-Good-Repair capital program, a decrease of \$2.7 million from the 2023 Budget. The Building Condition Assessments (BCAs) completed in 2021/2022 were used to inform the 2024 Budget, as detailed in the Tax Overview section. The 2024 Corporate Facilities 10-year State-of-Good-Repair capital program totals \$161.0 million, with \$6.2 million in 2024. The building components for the corporate facilities were assessed in 2021/2022 and it was identified that 79% of the assets are in Good Condition, 17% are in Fair Condition, 3% are in Poor Condition and none are in Critical Condition. The needs have been prioritized through a five-point scale (Essential, Necessary High, Necessary Medium, Necessary Low, and Desirable). The 2024 10-year capital program incorporates \$17.1 million in the short-term forecast (years 1-2), \$120.0 million in the mid-term (3-5 years), and \$29.6 million in the long-term (years 6-10).

In 2018, the Region undertook BCAs for 54 social housing properties in Halton, representing 3,790 units, including HCHC-owned housing assets as well as the assets of other community housing providers and supportive housing environments under the Region's funding purview. In order to ensure that Halton is financially sustainable in meeting the capital requirements of the Social Housing providers over the next 25 years, staff reviewed the results of the BCAs and developed a social housing capital needs financing plan in 2018. The BCA identified priority ratings of the building systems and components ranging from 1 - (Essential), 2 - (Necessary High), 3 - (Necessary Medium), 4 - (Necessary Low), to 5 - (Desirable). The analysis indicated that the overall housing stock was in good condition and there is sufficient financing to account for expenditures in ratings 1 – (Essential) and 2 – (Necessary High). However, on an individual provider basis, there are six providers with greater building system and capital needs identified in the BCAs that could affect the Regional reserve balances unfavourably. The Region's Energy, Fleet &

Facilities staff worked with property managers of these buildings regarding their capital spending needs to keep these properties in a state-of-good-repair. Any additional funding required will be the responsibility of the Region. The Region will continue to closely monitor the annual capital funding requirements of the social housing providers to ensure the housing stock is maintained in a state-of-good-repair. The 2023 10-year Capital Plan forecast for HCHC owned housing assets is primarily based upon BCAs and energy audits completed in 2018. BCAs are completed on a 5-year cycle with the most recent revised BCA completed in 2023. As a result of the late timing of the 2023 BCAs only the 2024 budget reflects these revisions. The 2025 through 2033 plan utilizes the 2018 BCAs and will be adjusted once a more thorough analysis is completed.



## Climate Change and the Environment

Halton Region is committed to protecting the environment and taking action to address climate change. Reducing our collective carbon footprint to mitigate the impacts of climate change is a priority which underpins all of the priorities detailed in **Halton's 2023-2026 Strategic Business Plan**. The Region continues its effort to reduce the carbon footprint of Regional operations to mitigate the impacts of climate change. The Region also continues to ensure that Halton infrastructure and services are resilient and that risks associated with severe weather events are mitigated where possible. The Region is committed to protecting the natural and agricultural areas and natural heritage system of Halton. Key priorities include taking action to achieve a corporate target of net-zero greenhouse gas emissions prior to 2050, partnering with the Local Municipalities, Conservation Authorities and other Halton stakeholders to advance a collective community climate change response and protect the environment, and maximizing residential waste diversion in Halton.

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

- Climate Change Response
- Emerald Ash Borer
- Floodplain Mapping
- Long-Term Water Meter Strategy
- Solid Waste Management Strategy and Master Plan
- Waste Collection Services in Rural Halton Hills

### Climate Change Response

On September 11, 2019, Regional Council approved a motion to declare a climate emergency for the purposes of deepening the Region's commitment to protecting and improving the resiliency of the economy, environment and community from climate change. Through this declaration, Regional Council asked staff to develop a climate change strategy, including short and long-term actions to address climate change mitigation and adaptation across Halton Region.

As reported through Report No. **CA-05-22** (re: Halton Region Strategic Plan 2019-2022 Report), key achievements have been made over the past four years in the priority area of environmental sustainability and climate change, including:

- Declaring a Climate Change Emergency and committing to the establishment of long and short-term goals for the organization and further engagement of the community;

- Entering into a Memorandum of Understanding with the Halton Environmental Network (HEN) to assist in coordinating climate change initiatives in Halton and enhance community engagement;
- Achieving a 5.1% decrease in Corporate greenhouse gas emissions since 2019, a 9.3% decrease in hydro consumption per square foot and a 17.5% decrease in heating consumption per square foot;
- Saving more than \$3 million annually in energy costs related to LED streetlights, treatment plants and other initiatives; and
- Updating Halton Region's Solid Waste Management Strategy with a focus on increasing diversion rates from the current 58% to between 64% and 70% over the next 10 years.

Through Report No. **CA-16-23** (re: Corporate Climate Change Action Plan and Greenhouse Gas Emissions Reduction Target), Regional Council endorsed the Corporate Greenhouse Gas Emissions (GHG) reduction target of Net Zero by 2045. In 2021, the Federal government confirmed their commitment to net-zero through the *Canadian Net-Zero Emissions Accountability Act*, in which a target of net-zero by 2050 was established. The proposed target for Halton Region aligns with this commitment and positions the Region as a leader in climate action. Halton's 2023-2026 Corporate Climate Action Plan is the foundation that guides Halton's work to accelerate its climate response and will serve as the base that all future work related to climate change will build upon and utilize. This includes a number of initiatives currently underway such as the development of the Region's Conservation and Demand Management Plan and several other energy conservation initiatives. The initiatives identified in the Corporate Climate Action Plan will be incorporated into the budgets of the respective program areas responsible for delivering them.

In addition, Report No. **PW-43-23** (re: Climate Change Initiatives in Wastewater Treatment) provided an update on the work underway to advance a number of projects and studies that will support Halton Region's climate change response through energy conservation, implementing renewable energy technologies and reducing the Region's greenhouse gas emissions in the Wastewater Treatment Plants. A renewable energy technology study was initiated in early 2021 designed to determine the best renewable energy technology solutions at the Skyway and Mid-Halton Wastewater Treatment Plants. This study will continue through to the end of 2024. Staff will bring the results of the study to Regional Council when complete to present the best plant-specific implementation options for greenhouse gas reduction for consideration.

### **Emerald Ash Borer**

Emerald Ash Borer (EAB) is a non-native invasive insect species to Canada, first identified in 2002, that kills healthy, native North American ash trees. Through Report No. **FN-19-17** (re: Emerald Ash Borer Funding Request from Conservation Halton), Council approved Conservation Halton's Forestry Business Case which set out a 10-year EAB management program on Conservation Halton lands within Halton Region at an estimated cost of \$8.4 million. The funding required in the forecast period is considered as part of the Region's annual budget process. In 2024, it is expected that the Region will fund a total of \$834,000 from the Tax Stabilization reserve for the Conservation Halton EAB program. The 2024 operating transfer from the Region's Non-Program budget to replenish the Tax Stabilization reserve will decrease by \$106,000.

### **Floodplain Mapping**

Floodplains are areas of low-lying land next to water, which allow for the natural dispersion of water during periods of overflow. Mapping and the associated hydrologic and hydraulic models are important tools for both conservation authorities and municipalities to support flood forecasting and warning, emergency planning and response, prioritization and planning for infrastructure renewal and flood mitigation works as well as land use planning. Floodplain mapping was funded 50% from the municipal levy and 50% from the National Disaster Mitigation Program. The National Disaster Mitigation Program ended in March 2020 and at that time, Conservation Halton requested that the remaining costs for this project be funded by the Region. Conservation Halton is requesting a total of \$649,000 in the 2024 Budget for floodplain mapping. Of this amount, \$500,000 will be financed through a capital account (account T5230A - Conservation Halton – Floodplain Mapping), and will continue to be funded from the Tax Stabilization reserve with repayments to the reserve over a five-year period. The 2024 operating transfer from the Region's Non-Program budget to replenish the Tax Stabilization reserve will be increased by \$100,000. Conservation Halton also included a request in the 2024

Budget for a new Benefit-based municipal levy related to Floodplain mapping for \$149,000 to support a new staff position to accelerate the floodplain mapping project in Halton Region.

### Long-Term Water Meter Strategy

As reported to Council in Report No. **PW-12-23/FN-19-23** (re: Advanced Metering Infrastructure Project - Update), deployment of the Advanced Metering Infrastructure (AMI) system network is underway and expected to be completed by late 2023, with residential and business AMI meter installations anticipated for late 2023 through 2026. Through the utilization of AMI technology, the water and wastewater system will become more efficient through improved system performance monitoring, which is projected to result in less water being wasted, resulting in additional revenue protection and positive environmental impacts. Improved access to data will allow staff to proactively identify leaks and other issues and is anticipated to result in enhanced customer service and a reduction in the number of meter reading issues and service calls to which meter technicians respond.

The following strategic investment is included in the 2024 Budget to support AMI:

- **Financial Analyst, Water - \$123,000 (no net tax impact):** is required to review and validate the increased water consumption data provided through the implementation of AMI, and will implement appropriate analytical and monitoring measures to support strong internal controls and reporting, and provide enhanced customer service. This position will support and therefore be recovered from the Rate-Supported Budget.

### Solid Waste Management Strategy and Master Plan

The Tax-Supported Budget is facing a number of significant cost pressures, most notably impacting the contracts in Waste Management. High inflationary increases are having a significant impact on many of the waste management contracts with annual increases based on inflation. The 2024 Budget includes a \$2.5 million increase for waste management contracts based on consumer price index (CPI) increases and higher contract renewal costs for the Halton Region Household Hazardous Waste Program.

Through Report No. **PW-10-22** (re: Recommended Solid Waste Management Strategy 2023-2030), Regional Council endorsed the Solid Waste Management Strategy which provides the framework to develop policy directions that meet the environmental, economic and social outcomes that established the key initiatives. Once implemented, the key initiatives have the ability to increase the total diversion of waste generated in Halton from landfill from the current 58% to between 64% and 70% by the year 2030. In addition, the Strategy proposes to reduce greenhouse gas emissions by over 13,000 tonnes per year and extend the lifespan of the landfill out to 2050-2054.

The following strategic investments are included in the 2024 Budget to support the implementation of the Solid Waste Management Strategy initiatives ensuring the effective operation of integrated waste management programs:

- **Senior Project Advisor - \$175,000:** is required in the Waste Management division to provide technical leadership and strategic planning to implement the Region's Solid Waste Management Strategy, including support for the development of complex contracts, capital projects and studies to enhance the way the Region provides waste collection, transfer, reuse, and disposal services. The position will develop and implement detailed plans, recommending policies regarding program-specific requirements, as well as new programs in order to meet the Region's diversion target and extend the life of the Halton Waste Management Site.
- **Project Manager III - \$157,000:** is required in the Waste Management division to coordinate and execute project management work related to program enhancements and business continuity. The position will work to implement projects outlined in the Solid Waste Management Strategy, lead long range planning of the division's capital budget, and support the planning and implementation of business transformation and change management plans.

### Waste Collection Services in Rural Halton Hills

As reported in Report No. **PW-09-23** (re: Rural Halton Hills Survey to Determine Level of Support for Roadside Collection of Garbage and Metal Items), the Region and Town of Halton Hills conducted a survey in the spring of 2023 to determine if owners of households in rural Halton Hills wanted to receive roadside collection of garbage and bulk waste materials and metal items. Based on the survey results, and as approved by Regional Council through Report No. **PW-34-23** (re: Rural Halton Hills Waste Collection), the collection of roadside garbage and bulk waste and a call-in service for the collection of metal items will commence on April 1, 2024 for households in rural Halton Hills. Additional tonnages and the associated costs to provide this service have been included in the 2024 Budget. The actual tax rates and impacts for rural Halton Hills residents will be determined and implemented through the 2024 Tax Policy process.



## Excellence in Government

Halton Region is committed to ensuring continued financial sustainability through effective financial planning and risk management, enhancing service delivery by increasing access to digital services and modernizing the Region's technology platforms, partnering in advancing Truth and Reconciliation through meaningful relationships with Indigenous People, Communities and First Nations, and being an employer of choice committed to Equity, Diversity and Inclusion.

The following drivers are highlighted in the Excellence in Government section:

- Financing Growth
- Provincial Funding
- Digital Strategy Implementation
- Corporate Administration
- Regional Investments in Employment Lands

### Financing Growth

On May 25, 2022, through Report No. **FN-12-22** (re: Final 2022 Water, Wastewater, Roads and General Services Development Charges (DC) Proposals), Council adopted By-law No. **25-22** which established the new DC rates and policies for water, wastewater, roads and general services that came into force on September 1, 2022. During the legislated 40-day appeal period, as presented in a memorandum to Council dated July 13, 2022, the Region received and registered two appeals with the Ontario Land Tribunal (OLT). The DC by-law issues identified in the appeal submissions (which were previously raised and responded to during the consultation process and reported in Report No. **FN-12-22**) include project costs, DC calculation, benefit to existing, post period benefit, growth forecast and land acquisition assumptions. The appeal hearing at the OLT is currently being mediated at the time of writing the budget book with the goal of settling appeal issues or reducing as many issues between the parties as possible. If a full settlement is not reached during the mediation process, then any remaining issues will proceed to a hearing.

#### Growth Financing Principles

A key principle in accommodating the Region's growth-related capital infrastructure program is that existing taxpayers are not affected, to the extent possible under the *Development Charges Act, 1997* (DCA), by the cost of growth-related capital requirements or the risks related to finance these costs. To achieve this objective, while accommodating Provincial growth targets, Council requires a financing plan be approved prior to the accommodation of new growth. The 2023 Development Financing Plan presented in Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program), which was presented to Council in October and deferred to

December 2023 Council, included the release of a minimum of 29,787 units (approximately 16,426 Single Detached Equivalents (SDEs)) in Halton, without financial impact to the existing taxpayers to the extent possible under the DCA. In addition, as part of this program, staff have allotted an additional 5,000 units (approximately 2,760 SDEs) of servicing capacity for a Special Purpose pool similar to the 2020 program. This pool will be used to facilitate developments of key public interest, such as unlocking a new school sites. To provide flexibility to complete projects expeditiously to meet the housing pledges by 2031, Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) included approval of water, wastewater and roads development related infrastructure from 2023 to 2026 and is detailed in Appendix C of the **2024 Capital Report** under separate cover. For illustrative purposes, the 2024 Budget and Business Plan includes the 2023 Allocation Program when presenting the 2024 capital budget and ten-year capital forecast. Estimates have been made of the allocation program costs each year to provide a complete picture of 10-year capital expenses, however the approval of those works are not included in the 2024 Budget and Forecast. If the report is further deferred or altered, capital budget approval related to the program will not proceed until there is a report that approves the projects based on an acceptable financing plan. The projects that are projected to be approved in the 2023 Allocation report are detailed in Appendix C of the **2024 Capital Report** under separate cover and are included in the 2024 Budget and Business Plan for illustrative purposes. The 2024 Budget does include approval for increased water, wastewater and roads development-related capital costs for previous allocation programs with approved financing plans.

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

- "Growth pays for growth" to the extent possible under DCA.
- Enable Local Municipalities to meet their housing pledges and align with local growth priorities.
- Infrastructure requirements must align to growth areas.
- Ensure Halton's strong financial position and financial planning principles will not be compromised.
- Develop financing strategies to unlock specific geographic areas as necessary.
- Ensure program requirements respond to feedback from participants if aligned to the above principles.
- 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.
- The Development Financing Plan will not affect the current or subsequent years' forecasted tax and rate increases.
- The Development Financing Plan will not require the Region to exceed its own debt capacity levels.

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 DCA as amended. As part of the current DC update process, staff identified and updated the capital costs that are not being recovered from growth based on the principle of "growth pays for growth".

The DCA creates a significant financial challenge for municipalities, as it does not satisfy the "growth pays for growth" principle by not allowing municipalities to recover the full cost of growth. DCA limitations, prior to Bill 23, have resulted in an estimated funding gap of **\$15.5 million** average per year and a tax impact of 5.1% on the Regional portion of property taxes to the residents of Halton. The funding gap consists of:

- **\$7.4 million** average per year for Ineligible Services, including services such as waste management (excluding waste diversion), social services, acquisition of parkland, municipal administration buildings, museums and computer equipment are not covered, even though demand for these services directly relates to the level of growth.
- **\$3.9 million** average per year in DC recoverable costs based on the average service level provided throughout the 10 years leading up to the DC background study as opposed to a forward-looking service level.
- **\$4.2 million** average per year for a mandated 50% industrial expansion exemption.

Since 2018, the Provincial government has advanced a number of initiatives and legislative changes related to the supply of housing in Ontario that impact DC collections, the most notable is Bill 23, *More Homes Built Faster Act, 2022*, which received Royal Assent on November 28, 2022. As discussed in Report No. **LPS72-22/FN-34-22** (re: Proposed Changes to the Provincial Planning Framework – Bill 23 and More Homes, Built Faster: Ontario’s Housing Supply Action Plan), this Act was in response to a series of Provincial initiatives related to increasing the supply of housing in Ontario to support the creation of 1.5 million homes over the next 10 years. The bill includes sweeping and substantive changes to a range of legislation, including the DCA and associated regulations.

Bill 23 contains considerable changes to the DCA, not all which have been enacted, that will have drastic impacts to municipal finances, particularly in growing municipalities such as Halton Region. The majority of changes result in the reduction of DC revenue being collected which will likely delay the delivery of key infrastructure required to support growth. There are many parts of the bill which have not been enacted as they still require further regulation or bulletins to implement and at this time their impact is still unknown as noted earlier. Below is a summary of key changes within the Bill:

#### Changes to DCA enacted through Bill 23:

- removing housing services as an eligible DC service (**loss of approximately \$50 million over 10 years**);
- removing certain studies, including DC Background Studies, as a DC capital expense that is chargeable (**loss of approximately \$9 million over 10 years**). This change does not come into effect until the passing of a new DC by-law;
- phasing in new DC rates over a 5-year period retroactive to DC by-laws passed after January 1, 2022 (**this will result in a funding gap of approximately \$131 million over 5 years**);
- exemption for non-profit housing. The impacts are unknown, however based on past approvals the impact is expected to be minimal;
- defer DC payments over 5 years from occupancy for long term care and rental housing, and reducing DCs for rental housing. The impacts are unknown, and are expected to be minimal based on past take-up, however, if rental housing becomes more attractive to build, then this could result in a significant shortfall in future collections;
- increasing average service level calculation from 10 to 15 years (**extending the average service level to 15 years will potentially cap services at an even lower service level and increase costs to taxpayers**). This change does not come into effect until the passing of a new DC by-law, however based on the current DC background study there currently is no impact; and
- exemption for Inclusionary Zoning. The impact of when this will be administered is not clear, as it requires a by-law under section 34 of the *Planning Act*.

#### Changes proposed through Bill 23 that have not been enacted:

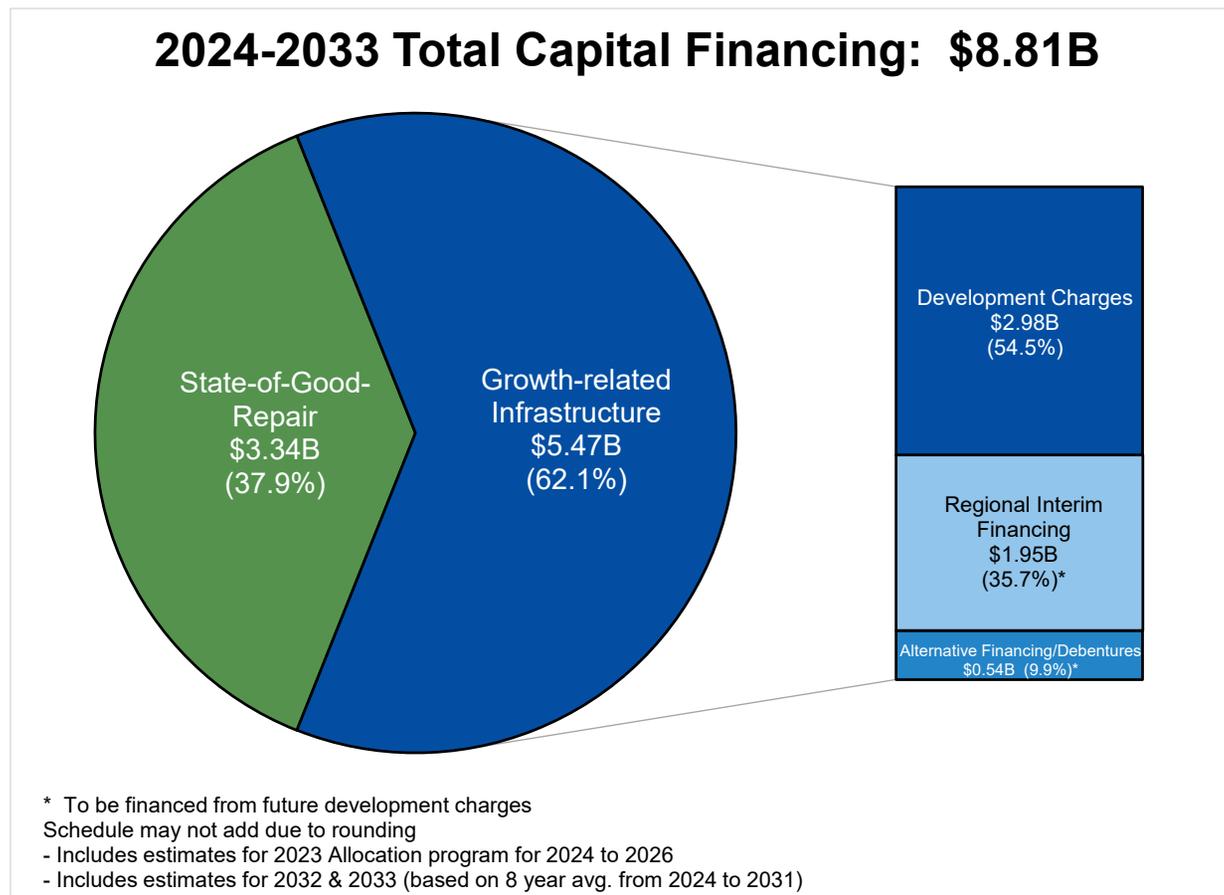
- removing cost to acquire land as a chargeable cost for certain services as prescribed (**magnitude unknown as this has not been prescribed. For example, if the Province was to prescribe land for roads services, the loss based on the current DC by-law would be approximately \$400 million over 10 years**);
- exempting affordable residential units from DCs. On September 28, 2023, the Province introduced Bill 134 “Affordable Homes and Good Jobs Act, 2023” which proposes to amend the definitions for “affordable” (for both rental and ownership) and “Affordable Residential Units bulletin” proposed in Bill 23. As discussed in **FN-42-23/CA-12-23** (re: Implications of Amendments to the definition of an “Affordable Residential Unit” in the Development Charges Act, 1997 (DCA) and information on GO Transit Station Funding Act (Bill 134 and Bill 131), without further information on the bulletin and the methodology (e.g data source and timing) it is not clear what the ultimate financial impacts could be resulting from affordability thresholds in Bill 134. However, based on 2022 new residential unit sales in Halton potential impacts could result in approximately 40% of all new units (made up of primarily apartment units) being exempt from DCs. The estimated loss in revenue would amount to more than \$1 billion, over a 10-year period, based on Halton’s 2022 DC Update.
- exempting Attainable residential units from DCs. It is still unclear what constitutes as an Attainable residential unit and therefore impact is unknown.

Removing DC chargeable items, providing exemptions and discounts will reduce the amount of DC collection and the ability to fund capital works. Without alternate sources of funding, the changes to the DCA will significantly impact the timing of delivery of infrastructure required to deliver the Province's 1.5 million new homes target and will have a significant negative impact on existing taxpayers.

The following are 2024 Budget and 2023 Allocation Program items to address the impacts of the changes

- increased contributions to housing (\$1 million increase) included in the budget for approval to partially address the removal of housing services from a DC eligible service
- review of roads program within the 2023 Allocation program housing targets
- alternate financing of water/wastewater capital works through debt or senior level funding proposed through the 2023 Allocation Program.

Under the 10-year capital plan, including the 2023 Allocation Program, the growth-related programs are financed based on DCs, alternative financing, combined with the Regional interim financing through the Capital Investment Revolving Fund and Tax Capital reserve for the non-residential share of the costs as shown below.



### Allocation Programs

Allocation programs are Halton's tool to finance and deliver infrastructure to support new housing growth within greenfield areas of the Region in accordance with Halton Region's long standing principles that an acceptable financing plan for growth related infrastructure must be in place prior to new stages of growth proceeding. This has been accomplished through the delivery of Allocation Programs which ensure Halton maintains the principle that "growth pays for growth" to the extent possible. The Allocation program is the tool the Region uses to ensure the residential greenfield developers pay for growth related infrastructure and could include pre-payment of a portion of Development Charges (DCs) and/or front-ending if required to address any funding gaps. The Region provides interim funding for non-residential development 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. This financing for non-residential development is a strategic investment for the Region as the infrastructure is required to support economic growth in the Region.

### 2020 Allocation Program

The 2020 Allocation Program Update as per Report No. **LPS14-23/PW-13-23/FN-20-23** includes the release of 18,969 Single Detached Equivalents (SDEs) in Halton and includes water, wastewater and roads projects approved in budgets between 2018 and 2022. As part of the development of the 2024 Capital Budget, the timing and costs estimates for projects within the 2020 Allocation Program were reviewed and updated where required. The changes were predominately driven by land acquisition, updated cost estimates as projects progress through detail design, inflation and supply constraints. The gross \$1.5 billion project list included in Report No. **FN-46-19/PW-50-19/LPS112-19**, and updated as part of the 2024 Capital Budget & Forecast.

Below is a summary of the adjustments to the 2020 Allocation Program, which is detailed in Appendix B of the **2024 Capital Report** under separate cover. The adjustments to the projects have been incorporated into the 2024 Budget and 10-year Forecast.

Summary of 2020 Allocation Program (\$000s)				
Per FN-46-19/ PW-50-19/ LPS112-19	Cost Changes/ Cancelled	Reprogrammed Beyond 2022	Total Revised 2020 Program	Difference
\$ 1,488,849	\$ 905,936	\$ (419,573)	\$ 1,975,212	\$ 486,363

The net impact of the adjustments to the 2020 Allocation Program is an increase of \$486.4 million since the introduction of the program, with an increase of \$127.5 million of that amount being included in the 2024 budget. Significant project cost increases including inflation and supply constraints are a concern and put pressure on the program, however, staff will continue to monitor project costs and implement strategies to mitigate future cost increases and ensure that the principles established under the financing plan are met.

### 2023 Allocation Program

As noted earlier, the 2023 Allocation Program was presented in October 2023 through Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program). This report was deferred until the December 2023 Council meeting to allow further review and discussion with local municipalities. As such, the 2023 Allocation Program is not included in the 2024 capital budget and 10-year capital forecast presented to Council for approval, as the approval of the financing plan is outlined in Report No. **CA-08-23/PW-40-23/FN-36-23**. Approval of development related capital projects for water, wastewater and roads projects from 2023-2026 considered in **CA-08-23/PW-40-23/FN-36-23** are shown in the 2024 Budget and Business Plan only for illustrative purposes and their approval will proceed through **CA-08-23/PW-40-23/FN-36-23** or another report.

In response to the current financial climate, municipal housing pledge targets of 92,500 (which is over a 70% increase over residential growth originally anticipated), and accelerated infrastructure, a financing plan was developed which ensured financial capacity was available. As part of the analysis, a capital timing assessment was undertaken to review the current capital program that does not directly impact the delivery of growth. The review determined that the roads program could be scoped based on stage of project development (e.g. EA, design), project coordination (e.g. local coordination), and masterplan review. The roads projects not included in the financing plan, will still remain in the forecasted budget, however the timing will continue to be assessed as projects proceed through implementation and financing availability is reviewed. Although this review had positive impacts to address the shortfall, it was still not sufficient to alleviate the need for front-end financing, which based on feedback from the development community, would be difficult to include given the current economic climate.

To avoid front-ending, alternate funding for the residential and non-residential share is necessary and is primarily due to the sudden acceleration of growth which requires significant capacity and necessitates the need for costly capacity expansion projects to be accelerated prior to 2031. The financing plan assumes the alternate financing would be some combination of Federal, Provincial and Regional (debt or interim reserve financing, which will be reimbursed from future DCs) financing. Given the necessity of water and wastewater capacity to respond to the housing crisis, financing the delivery of this capacity should be a priority of both the Federal and Provincial Government. It is anticipated that this requirement for alternate financing is a one-time issue to address the sudden acceleration of housing growth that was not anticipated. The 2023 Allocation Program indicates that this financing should be senior funding, however the impact of debt on debt capacity limits is provided for illustrative purposes.

Below is a summary of 2023 Allocation Program, which is detailed in Appendix C of the **2024 Capital Report** under separate cover. The “to be approved” projects (2024-2026) have been provided in the 2024 Budget & Business Plan for illustrative purposes.

Summary of 2023 Allocation Program (\$000s)					
	Prior Approvals	To Be Approved (CA-08-23/PW-40-23/FN-36-23) 2024 - 2026	Total Expenditure 2023-2026	Future Approvals 2027-2031	Total
Expenditures	\$ 87,068	\$ 2,344,727	\$ 2,431,795	\$ 468,996	\$ 2,900,791
Commitments	6,642	293,699	300,341	31,612	331,953
<b>Total</b>	<b>\$ 93,710</b>	<b>\$ 2,638,426</b>	<b>\$ 2,732,136</b>	<b>\$ 500,608</b>	<b>\$ 3,232,744</b>

### Provincial Funding

Provincial funding represents approximately 44%, of the funding for the 2024 Tax-Supported Budget. The 2024 Budget was prepared with the most current information available at the time, however there is uncertainty that could affect 2024 due to reviews currently being conducted by the Province on several programs and funding models, including the Ontario Public Health Standards and related funding.

As shown in the following table, the total increase in Provincial funding in the 2024 Budget is \$452,000 or 0.1%. The 2024 base budget for Provincial funding is \$339.8 million and includes \$2.0 million in one-time COVID-19 funding to support COVID-19 response and recovery efforts in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2024, however, it has funded all COVID-19 response and the majority of recovery one-time expenditures in 2023. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services. In addition, \$3.1 million in Provincial funding is included in the strategic investments. Of this amount, \$2.1 million is related to a confirmed funding increase from the Ministry of Long-Term Care to provide more hours of direct care for residents of Long-Term Care homes as part of the Province's commitment to ensure that residents receive, on average, four hours of direct care per day by 2024-25 (**SS-03-22**). The remaining \$1.0 million in Provincial funding included in the strategic investments for Paramedic Services is anticipated based on the current funding model.

Provincial Funding By Program (\$000s)						
	2023 Total	2024			Change in Budget	
		Base	Strategic Investments	Total	Total	
Public Health	\$ 32,979	\$ 31,757	\$ -	\$ 31,757	\$ (1,222)	-3.7%
Paramedic Services	24,583	26,658	1,040	27,698	3,115	12.7%
Children's Services	191,635	183,496	-	183,496	(8,139)	-4.2%
Employment & Social Services	26,632	27,506	-	27,506	874	3.3%
Housing Services	17,989	18,609	-	18,609	620	3.4%
Services for Seniors	48,339	51,452	2,091	53,543	5,205	10.8%
Road Operations	150	150	-	150	-	0.0%
Economic Development	208	208	-	208	-	0.0%
<b>Total</b>	<b>\$ 342,514</b>	<b>\$ 339,835</b>	<b>\$ 3,131</b>	<b>\$ 342,966</b>	<b>\$ 452</b>	<b>0.1%</b>

Schedule may not add due to rounding

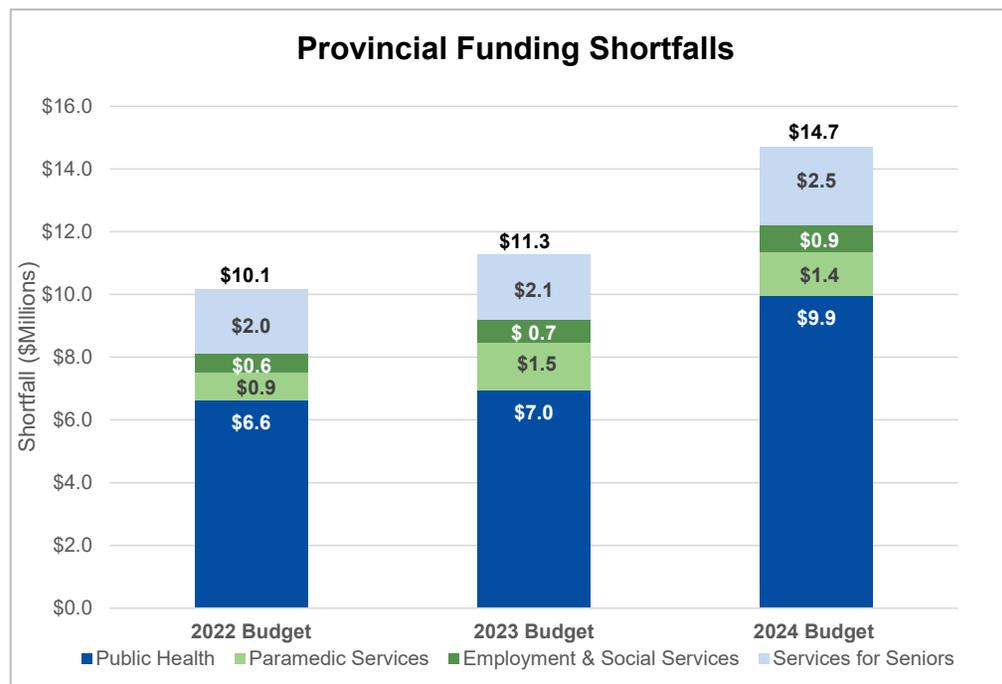
Provincial funding does not keep pace with increases in costs and growth, which create shortfalls requiring increased Regional contribution in order to maintain service levels. Increased Provincial funding shortfalls are reflected in the 2024 Budget for the following program areas:

- As of January 1, 2020, the Province changed the funding formula for Public Health from a cost-share model with 100% and 75% Provincial funding for various programs, to 70% Provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region contributes more than 30%, Halton's 2020 and 2021 funding allocations were frozen. On August 23, 2023, the Province announced that effective January 1, 2024, it will restore annual base funding for public health units to the 75% Provincial / 25% Municipal cost-share ratio, with 1% annual funding increases over the next three years. Since Halton Region's funding was previously frozen and not reduced, it is anticipated that Halton Region's funding allocation will only be increased by 1% annually over the next three years. The 2024 Budget for Public Health's cost-shared programs with the Ministry of Health is funded based on 56% funding from the Province, and 44% from the Region, as the Province has not committed to providing additional funding to make up the current Provincial shortfall. The Healthy Babies, Healthy Children (HBHC) program receives Provincial funding from the Ministry of Children, Community and Social Services, however, the funding level has not increased since 2013 and does not provide for service demand changes due to population growth and demographic changes in Halton, or inflationary pressures, resulting in the 2024 Budget for HBHC including 51% of funding from the Region. In 2024, the Region will contribute

\$9.9 million more than its share to compensate for shortfalls in Provincial funding to maintain essential services, which reflects an increase of \$3.0 million from the shortfall in the 2023 Budget mainly as a result of the change in the cost-share ratio.

- Provincial funding for Paramedic Services is intended to support a cost-share between the Province and the Region of 50/50, however, the 2024 Budget is funded based on a cost-share of 47% funding from the Province, and 53% from the Region, which reflects the current funding model that supports program growth but not inflation, resulting in a shortfall of \$1.4 million.
- In Services for Seniors, the majority of Provincial funding is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis. The funding is adjusted to reflect the Case Mix Index (CMI) of the home, which is a numeric value assigned to a LTC home used as a measure of the care requirements of residents. The MLTC re-indexes the funded portion of the calculated CMI annually, which results in a growing gap between the required level of funding, and the funding received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$2.5 million in the 2024 Budget.
- In Employment & Social Services, Provincial funding is provided for Ontario Works (OW) benefits, OW cost of administration, and Employment programs. The cost of administering the OW program is intended to be cost-shared 50/50 with municipalities, however the 2024 Budget is funded based on 39% funding from the Province and 61% from the Region, resulting in a shortfall of \$877,000.

As shown in the following chart, the total shortfall that the Region will need to fund that is more than its proportionate share is increasing by \$3.4 million to a total of \$14.7 million in the 2024 Budget. This \$14.7 million shortfall equates to a 4.8% tax impact.

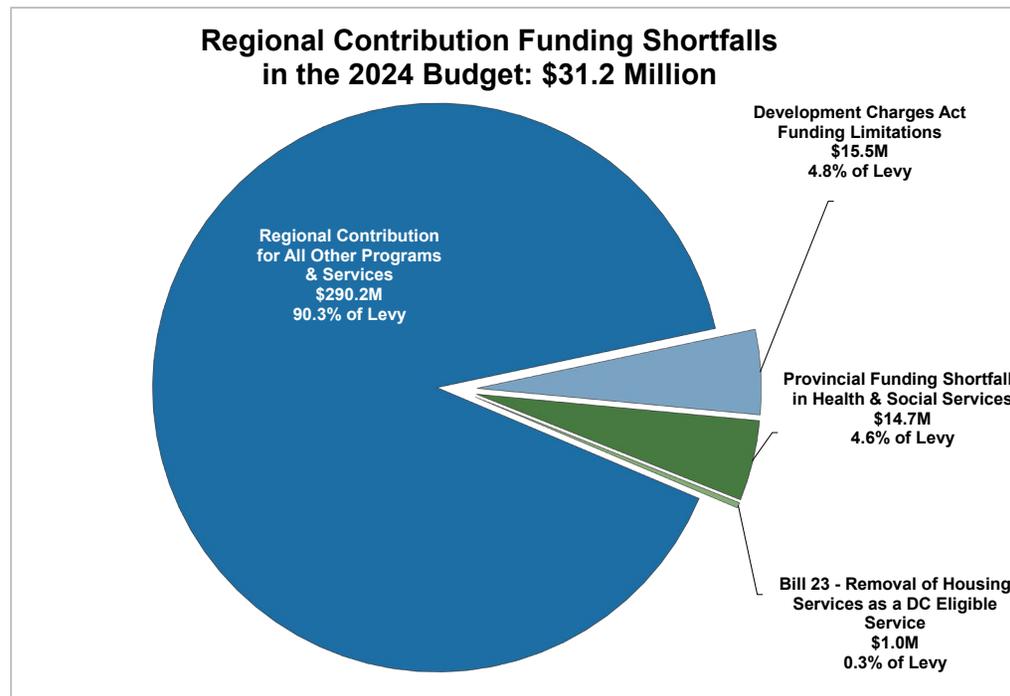


In addition to these Provincial funding formula short-falls, there is a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations in Public Health and Long-Term Care. Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received to date have been significantly lower. This issue has not been addressed in the 2024 Budget given the other pressing challenges in the budget, but may result in a significant unfavourable variance in 2024, and will need to be addressed in future budgets if additional Provincial funding is not provided to support these essential services.

Total Regional Contribution Required to Fund Shortfalls

As shown in the chart below, out of the total 2024 levy required for Regional tax-supported services of \$321.4 million, **\$31.2 million** in Regional contribution, or 9.7%, is required to fund shortfalls. This represents a total tax impact of **10.2%** which is comprised of:

- Excluding Bill 23 impacts, an estimated funding gap of **\$15.5 million / tax impact of 5.1%** as a result of the *Development Charges Act* limitations related to recovering the full cost of growth
- A Provincial funding shortfall of **\$14.7 million / tax impact of 4.8%** for cost-shared programs in Health & Social Services where the Provincial funding received is less than the prescribed cost-share level, requiring increased Regional contribution in order to maintain service levels
- To begin to address the loss of development charge revenues as a result of Bill 23, **\$1.0 million / 0.3% tax impact** in Regional funding is included in the 2024 Budget for new assisted housing (1/5 of the annual \$5.0 million impact).



In addition to the funding shortfalls noted above, there are impacts related to Bill 23 that have not been included in the 2024 Budget and Business Plan, given the current level of uncertainty, as many parts of the bill have not been enacted as they still require further regulation or bulletins to implement and at this time their impact is still unknown, including the following:

- The 2024 Budget includes \$1.0 million in Regional funding for new assisted housing to partially offset the loss of development charge revenues, which represents only one fifth of the annual \$5.0 million impact, therefore there is a loss of \$4.0 million remaining that will need to be addressed in future budgets to support assisted housing.
- After the passing of a future development charge bylaw, additional losses related to the exclusion of studies as an eligible cost will take effect. This is estimated to be \$9 million over ten years.
- Although, currently mitigated through alternate financing and a reduced transportation program in the 2023 Allocation Program, it is estimated based on the DC study that there is a funding gap of \$131 million over ten years due to phasing exemptions in the DC rate which will impact future DC collections and abilities to fund future infrastructure.

The full extent of the financial effects are not yet known and could have significant impacts to financing growth.

### Digital Strategy Implementation

A key strategic objective approved by Regional Council includes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed “Digital First: A Digital Strategy for Halton Region” (Report No. **ST-07-21** (re: Digital Strategy and Audit and Accountability Fund Update)). The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. To support the successful implementation of the Digital Strategy, a significant investment in digital technology services will be required. The 2024 Operating Budget includes a \$1.4 million increase in software costs based on operational needs and to support the implementation of the digital strategy, including \$300,000 for the transition to SAP S/4 HANA Cloud Subscriptions (Report No. **DI-01-23** (re: Digital Strategy Implementation: SAP Upgrade)) and \$448,000 to support the transition to Microsoft 365. In addition, the 2024 Capital Budget includes \$6.85 million to support Information Technology and the Digital Strategy. Included in this is \$4.0 million for SAP transformation which aims to modernize and automate Halton’s Human Resource Services and financial management processes, \$2.5 million for the Salesforce Implementation, and \$0.35 million for the Information Management Strategy.

The following strategic investment is proposed to support the Region’s Digital Strategy through the implementation and ongoing support for the Salesforce Customer Relationship Management System (CRM).

- **Senior CRM Analyst - \$138,000:** is required to support the goal of the Region’s Digital Strategy to digitize 125 customer-facing services and 50 internal services by 2025 by providing support to ensure uninterrupted and optimal service delivery. This role will provide strategic guidance and product expertise on how to use the Region’s Customer Relationship Management System (CRM), Salesforce, to achieve business goals; develop and implement new functionalities and continuous improvement activities to ensure Salesforce remains up to date and relevant to meet constantly evolving business needs; plan, implement and maintain activities related to the Salesforce platform; and support the legacy Siebel CRM platform during the transition.

## Corporate Administration

The Region ensures continued financial sustainability through effective financial planning and risk management, which has resulted in maintaining a AAA/Aaa credit rating and tax rate increases at or below the rate of inflation. To assist the Region in ensuring it remains legislatively compliant and able to proactively address changes operationally and strategically, as well as maintain, update and implement financial policies in order to uphold the Region's strong financial position, an additional resource has been included in the 2024 Budget to support the Finance department:

- **Policy Advisor, Finance - \$151,000:** is required to provide policy support across the Finance department, ensuring the Region remains legislatively compliant and able to proactively address changes operationally and strategically. This role will provide project management in the development of corporate policies, best practices and plans to address and stay current with operational and strategic decision making and reporting.

To address pressures related to growth across the organization and provide operational efficiencies and improvements in the inventory planning, warehousing and distribution of centrally stored supplies on behalf of the Region's internal customers, the following strategic investments have been included in the 2024 Budget to support the Supply Chain Management division:

- **Stockkeeper - \$90,000:** is required to manage inventory and on-demand ordering and expediting to support Fleet Services. The Fleet Services Stockkeeper will perform all parts picking, goods issuing, order placement and expediting for inventory and on-demand parts on behalf of Fleet Services, which will improve service levels for all client groups by increasing the Mechanics' wrench-time, thereby reducing vehicle downtime and turnaround time, while improving inventory control.
- **Inventory Planner - \$113,000:** The value of inventory managed by Supply Chain Management has increased by 174% since 2018, and includes non-pandemic related stock which has consistently increased in recent years in response to customer needs. This role will address pressures related to growth across the organization, and will facilitate the effective planning, warehousing and distribution of centrally stored supplies, ensuring reliable service for the Region's internal customers.

## Regional Investments in Employment Lands

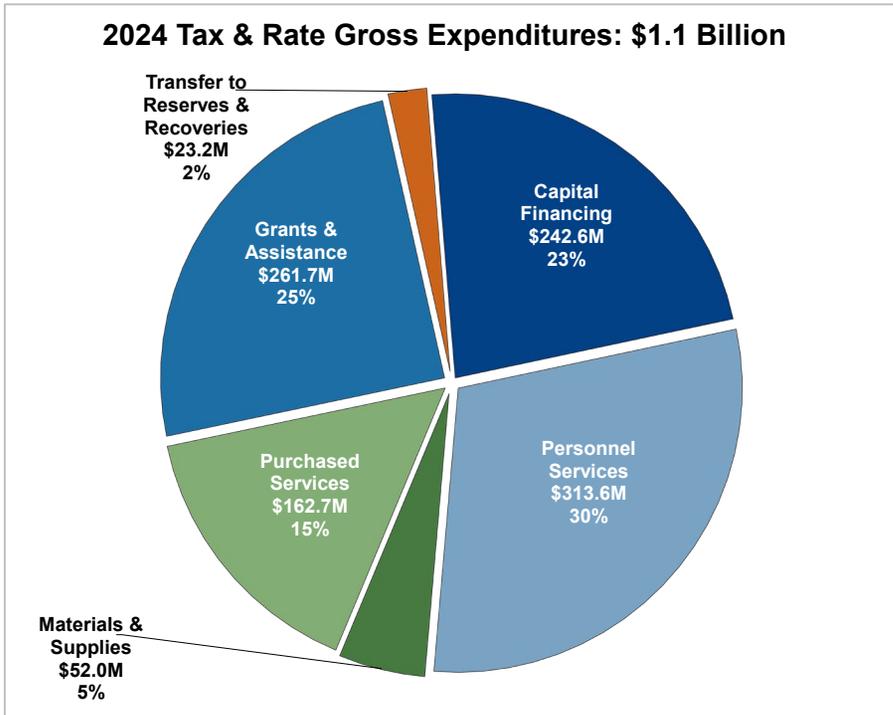
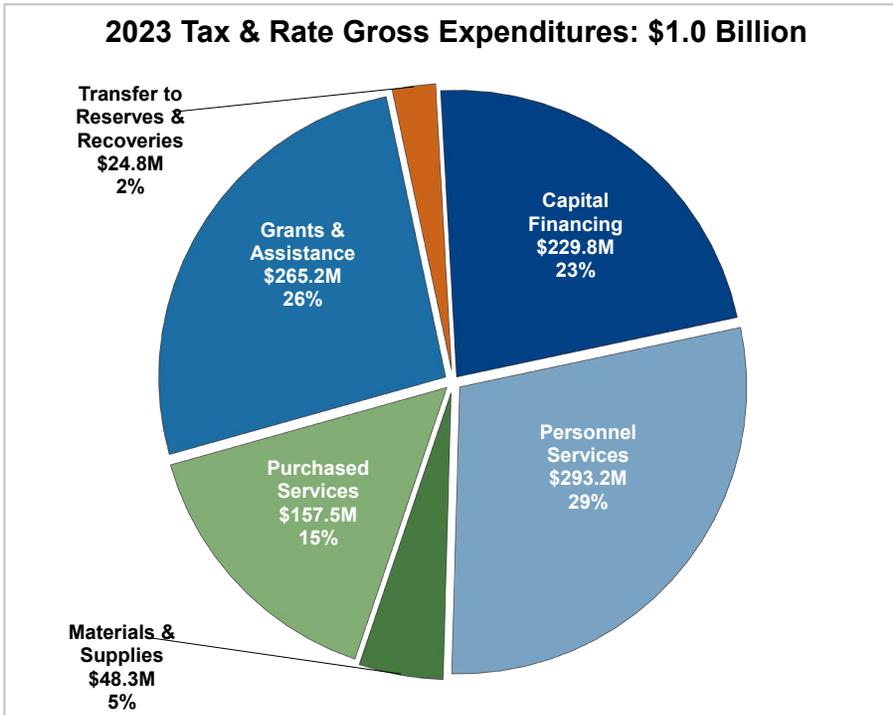
The 2024 Budget includes the Region's continued investment in employment lands through its interim financing for non-residential growth as set out in Report No. **CA-08-23/PW-40-23/FN-36-23**. The Region has historically provided interim funding in recognition of infrastructure development being driven by residential development and delivered well in advance of non-residential requirements. To ensure that this interim financing does not affect tax or water and wastewater rates, the Region uses internal borrowing for related non-residential employment growth and external debt for growth in key employment lands. The Capital Investment Revolving Fund is used for the water and wastewater growth program and the Tax Capital reserve is used for the Transportation program. The Region provides an annual operating contribution of \$14.3 million to the Capital Investment Revolving Fund in order to sustain the reserve fund capacity for interim financing. In addition, the Region provides an annual contribution of \$39.1 million to the Tax Capital reserve and Roads Resurfacing reserve for the state-of-good-repair Transportation capital cost, excluding Canada Community-Building Fund (CCBF) revenue (\$8.7 million).

By the end of 2023, the Region's non-residential investment from the Capital Investment Revolving Fund is projected to be approximately \$300.1 million, while the investment from the Tax Capital reserve is projected to be \$273.9 million. In 2011, the Region also invested, through the issuance of debt, \$106.0 million in water and wastewater infrastructure for the key employment areas (Milton Business Park 2, Oakville Winston Park West, and Halton Hills Premier Gateway Employment Area - 401 Corridor). These Regional investments will be fully reimbursed (including interest) from the collection of DCs as non-residential development proceeds in the future.

# 2024 Budget Summary

## Gross Operating Budget – Regional Services Expenditures

The following chart shows the breakdown of the gross expenditures in the total 2024 operating budget for Regional tax-supported and rate-supported services of \$1.1 billion by cost category. This distribution of expenditures is consistent with the 2023 Budget.



## Personnel Services

The total budgeted compensation for Regional employees is \$313.6 million, accounting for 30% of the total gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table.

2024 Compensation Summary - Regional Total (Excluding Police Services)											
	Salary		Fringe Benefits & Other		Total		FTE	Relief Hours			
<b>2023 Approved Budget</b>	\$	223,077,240	-	\$	70,077,896	-	\$	293,155,136	-	2,393.3	200,541.2
2024 Increase		6,143,923	-		2,597,194	-		8,741,117	-	-	-
<b>Subtotal</b>		<b>229,221,163</b>	<b>2.75%</b>		<b>72,675,090</b>	<b>3.71%</b>		<b>301,896,253</b>	<b>2.98%</b>	<b>2,393.3</b>	<b>200,541.2</b>
In Year Adjustments		2,650,640	-		578,794	-		3,229,434	-	-	-
<b>2024 Base Budget</b>		<b>231,871,803</b>	<b>3.94%</b>		<b>73,253,884</b>	<b>4.53%</b>		<b>305,125,687</b>	<b>4.08%</b>	<b>2,393.3</b>	<b>200,541.2</b>
Strategic Investments		6,681,175	-		1,792,720	-		8,473,895	-	61.0	18,483.4
<b>2024 Requested Budget</b>	\$	<b>238,552,978</b>	<b>6.94%</b>	\$	<b>75,046,604</b>	<b>7.09%</b>	\$	<b>313,599,582</b>	<b>6.97%</b>	<b>2,454.3</b>	<b>219,024.6</b>
Total Change		15,475,738	-		4,968,708	-		20,444,446	-	61.0	18,483.4

As shown above, compensation costs are proposed to increase by \$20.4 million, or 6.97%, which consists of a \$15.5 million, or 6.94%, net increase in salaries and a \$5.0 million, or 7.09%, increase in fringe benefits and other compensation expenditures.

- The 6.94% increase in salaries includes a 2.5% grid increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements for union employees, and strategic investments in 61.0 full-time equivalents (FTEs) and 18,483.4 relief hours for a total of \$6.7 million.
- Following a third party consultant's review of non-union positions and pay bands, it was recommended that certain positions be moved to different pay bands to better align with market comparators and maintain internal equity. The 2024 Budget includes a provision for these adjustments, which has been largely offset with an adjustment to the budgeted percentage of job rate (from 96.0% to 94.5%) to reflect actual trends.
- The increase of \$5.0 million in fringe benefits and other compensation expenditures primarily relates to an increase of \$1.8 million in strategic investments and the corresponding benefits associated with the salary increases outlined above.
- Included in the total increase is a \$2.8 million provision for the \$3/hour Personal Support Worker in Long-Term Care wage enhancement. This was made permanent by the Province effective April 21, 2022 and is fully offset by Ministry of Long-Term Care funding.

The 2024 Budget includes an additional 61.0 FTE staff positions requested as strategic investments. Of the 61.0 FTEs, 43.0 FTEs will be either fully or partially funded by Provincial funding, or through the capital & HCHC budgets as follows:

- 17.0 FTEs and 10,592.2 relief hours include Provincial funding to fully fund the cost to provide increased direct care hours for residents in Long-Term Care
- 12.0 FTEs and 7,891.2 relief hours in Paramedic Services include Provincial funding based on the current funding model to partially fund the cost
- 11.0 FTEs will support capital programs and will therefore be partially or fully recovered from the capital budget
- 3.0 FTEs will support the growing number of units managed by HCHC, and will therefore be recovered from the HCHC budget

The remaining 18.0 FTEs will be funded through property taxes and water and wastewater rates, and will support strategic priorities and address pressures driven by growth and increased demand for services.

As discussed in more detail in the Tax Overview section, in the event that full-time staff who provide direct client care in areas such as Paramedic Services and Services for Seniors are absent from work for various reasons, there is a requirement to replace these staff with casual relief employees in order to maintain service levels. The hours required for backfilling these positions are budgeted as relief hours. The relief resources are budgeted based on the number of hours required in order to better reflect the nature of the resource needs. The 2024 Budget includes 219,024.6 relief hours, which reflects an increase of 18,483.4 from the 2023 Budget proposed as strategic investments comprised of 7,891.2 relief hours to support Paramedic Services, partially offset with Provincial funding based on the current funding model, and 10,592.2 relief hours to support Long-Term Care, which is fully offset with Provincial funding. A pool of relief resources will be maintained which will then be allocated based on the number of hours required to provide the appropriate coverage.

### **Materials & Supplies**

The 2024 Budget for Materials & Supplies is \$52.0 million, which is a \$3.7 million, or 7.6%, increase from the 2023 Budget, largely driven by a significant increase in the cost of water and wastewater treatment chemicals as a result of increased raw material costs, market demand, inflationary increases and global supply chain shortages. There are also increased costs for natural gas and fuels due to increased market rates, and increased contract costs for food and other supplies. This cost category is largely comprised of expenditures related to hydro, natural gas and other commodities, food and medical supplies, telephone, data line and cell phones, laboratory supplies and materials from stores.

### **Purchased Services**

The 2024 Budget for Purchased Services is \$162.7 million, which is a \$5.2 million, or 3.3% increase from the 2023 Budget largely driven by increases of \$2.5 million in waste management contract costs which have been significantly impacted by high Consumer Price Index (CPI) price increases, \$1.4 million in software costs and computing services based on operational needs and to support the implementation of the digital strategy, and \$945,000 in insurance premiums as a result of unfavourable market conditions. All other costs have been reviewed in detail to mitigate the impact of these large increases. This cost category also includes fee subsidies provided through Children's Services, road maintenance contracts, property taxes, janitorial, landscaping, snow removal and building maintenance contracts.

## Grants & Assistance

As shown in the following table, the 2024 Budget for Grants & Assistance is \$261.7 million, and largely includes grants provided through Children's Services, Housing Services, Employment & Social Services, and the municipal levies provided to the Boards & Agencies. The 2024 Budget is decreasing by \$3.5 million, or 1.3%, mainly due to a decrease in Children's Services to align with the latest confirmed funding allocation received from the Ministry of Education for the Canada-Wide Early Learning and Child Care System. As reported in **SS-18-23** (re: Canada-Wide Early Learning and Child Care System Directed Growth Plan), in May 2023 the Ministry of Education adjusted funding allocations to reflect licensed child care spaces that opted into the Canada-Wide Early Learning and Child Care (CWELCC) System as of December 31, 2022. Halton Region's adjusted allocation was reduced by \$8.1 million, which is offset with an equivalent reduction largely in Grants. Additional decreases include a reduction of \$705,000 in Water and Wastewater Services mainly in the Basement Flooding Prevention program driven by the significant progress made to date, and \$6,000 in Public Health to reflect trends. Partially offsetting this are increases in Housing Services mainly due to increases in Housing Provider subsidies based on the Provincial indices and an increase to align with the latest funding allocations, an increase in Employment & Social Services due to a projected increase in Ontario Works caseload, an increase of \$828,000 in municipal funding to the Boards & Agencies, an increase of \$761,000 in Human Services Planning & Program Support related to the Building Safer Communities Fund (**SS-21-22**) and the strategic investment for the Halton Region Community Investment Fund of \$500,000.

Tax & Rate Grants & Assistance (\$000s)				
	2023	2024	Change	
Children's Services	\$ 167,858	\$ 158,752	\$ (9,105)	-5.4%
Housing Services	48,669	51,494	2,825	5.8%
Employment & Social Services	25,245	27,179	1,934	7.7%
Boards & Agencies	12,839	13,667	828	6.4%
Human Services Planning & Program Support	5,208	5,970	761	14.6%
Non-Program	3,201	3,201	-	0.0%
Water & Wastewater Services	1,539	834	(705)	-45.8%
Economic Development	250	250	-	0.0%
Waste Management	219	219	-	0.0%
Corporate Administration	71	71	-	0.0%
Public Health	77	71	(6)	-7.8%
<b>Total Grants &amp; Assistance</b>	<b>\$ 265,176</b>	<b>\$ 261,708</b>	<b>\$ (3,468)</b>	<b>-1.3%</b>

Schedule may not add due to rounding

## Capital Financing

The 2024 Budget includes capital financing transfers of \$242.6 million, accounting for 23% of the total tax and rate gross operating expenditures (excluding Police Services). The breakdown of these costs is shown in the following table.

Transfer to Reserves (\$000s)			
	2023	2024	Change
<b>Transfer to Reserves</b>			
<b>Public Works</b>			
Water & Wastewater*	\$ 118,504	\$ 128,087	\$ 9,583
Roads*	46,026	47,782	1,756
Waste Management	7,431	7,977	545
Infrastructure Planning & Policy	50	20	(30)
<b>Sub-Total</b>	<b>\$ 172,012</b>	<b>\$ 183,866</b>	<b>\$ 11,854</b>
<b>Non-Public Works</b>			
Energy, Fleet & Facilities	6,813	7,796	982
Health	3,199	3,345	146
Social & Community Services	2,315	2,331	16
Digital & Information Systems	4,817	5,126	308
Corporate Services	2,293	1,028	(1,265)
Vehicles	1,679	1,742	63
Waterfront Master Plan	3,459	3,459	-
<b>Sub-Total</b>	<b>\$ 24,575</b>	<b>\$ 24,825</b>	<b>\$ 250</b>
<b>Total Transfer to Reserves</b>	<b>\$ 196,587</b>	<b>\$ 208,691</b>	<b>\$ 12,104</b>
Net Debt Charges	9,446	8,383	(1,062)
Social Housing	6,500	7,650	1,150
Non-Program Transfers	17,246	17,911	665
<b>Total Capital Financing</b>	<b>\$ 229,778</b>	<b>\$ 242,635</b>	<b>\$ 12,857</b>

\* Excludes Vehicle, Digital & Information Systems related costs, and interest earnings

Schedule may not add due to rounding

As outlined in the table above, \$208.7 million is to support the State-of-Good-Repair capital program (excluding Police Services) and \$33.9 million in other transfers is primarily related to net debt charges (\$8.4 million), operating contributions provided to the Regional Housing New Units reserve (\$7.6 million) and non-program related transfers primarily related to the Revolving fund financing (\$17.9 million). The Region updates the Corporate Asset Management Plan on a regular basis, which guides investment decisions in the Budget to ensure assets continue to be in good condition and meet desired levels of service. As the Region continues to transition to pay-as-you-go financing, the net debt charges have decreased from 2023 by \$1.1 million.

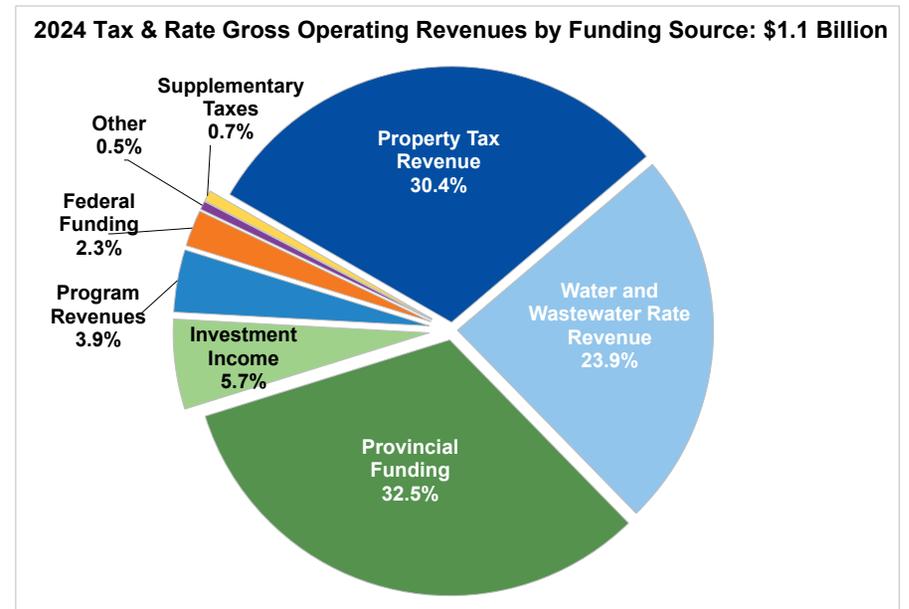
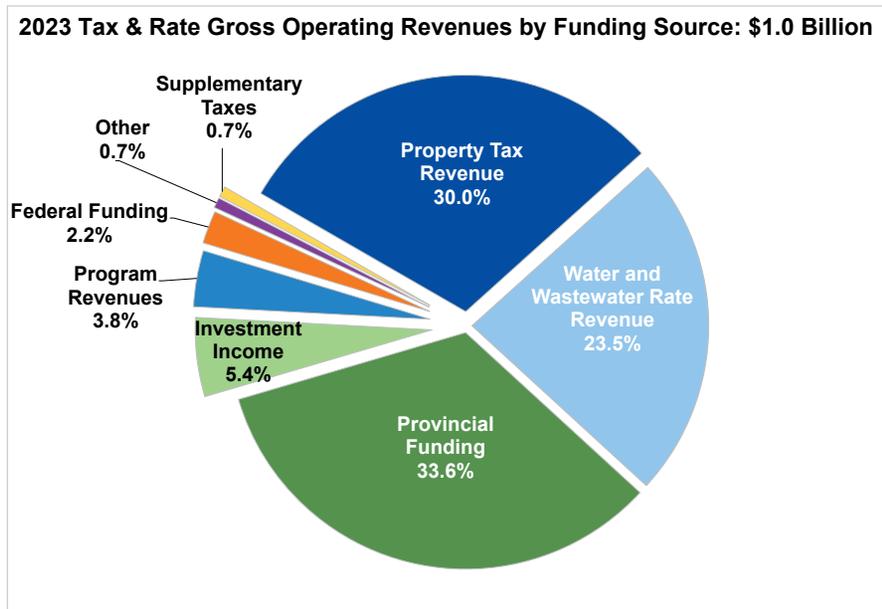
## Gross Operating Budget – Regional Services Revenues

The \$1.1 billion gross operating budget for Regional Services (excluding Police Services) will be funded from a variety of sources as shown in the table below.

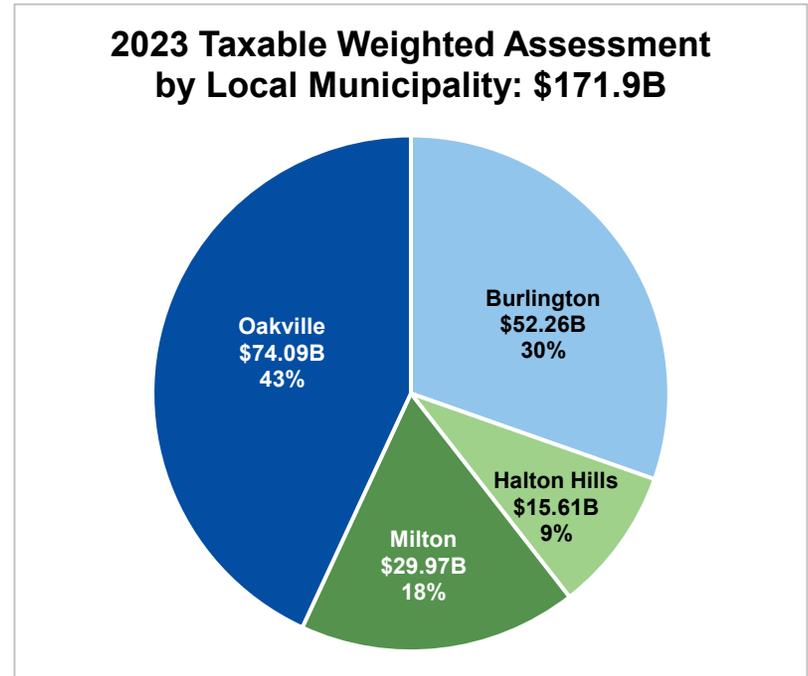
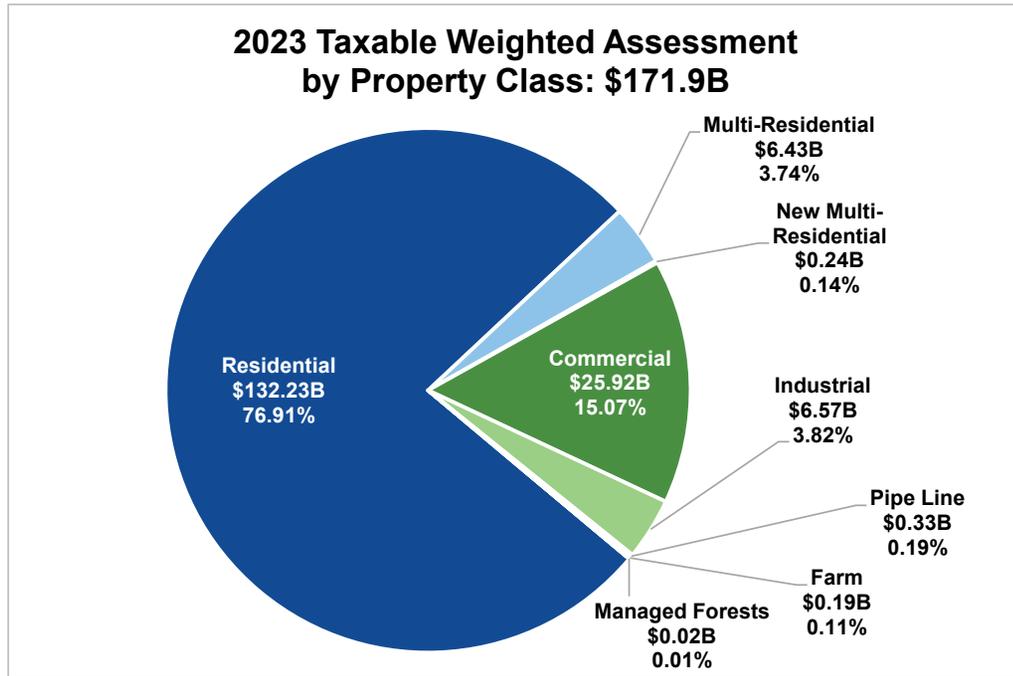
Tax & Rate Gross Operating Revenues by Funding Source (\$000s)				
	2023	2024	Change	
Property Tax Revenue	\$ 305,537	\$ 321,436	\$ 15,899	5.2%
Water and Wastewater Rate Revenue	239,435	252,645	13,210	5.5%
Provincial Funding	342,514	342,966	452	0.1%
Federal Funding	22,779	24,285	1,506	6.6%
Program Revenues	39,167	41,635	2,468	6.3%
Other	7,099	5,663	(1,435)	-20.2%
Investment Income	55,000	60,000	5,000	9.1%
Supplementary Taxes	7,300	7,300	-	0.0%
<b>Total Revenue</b>	<b>\$ 1,018,830</b>	<b>\$ 1,055,930</b>	<b>\$ 37,100</b>	<b>3.6%</b>

Schedule may not add due to rounding

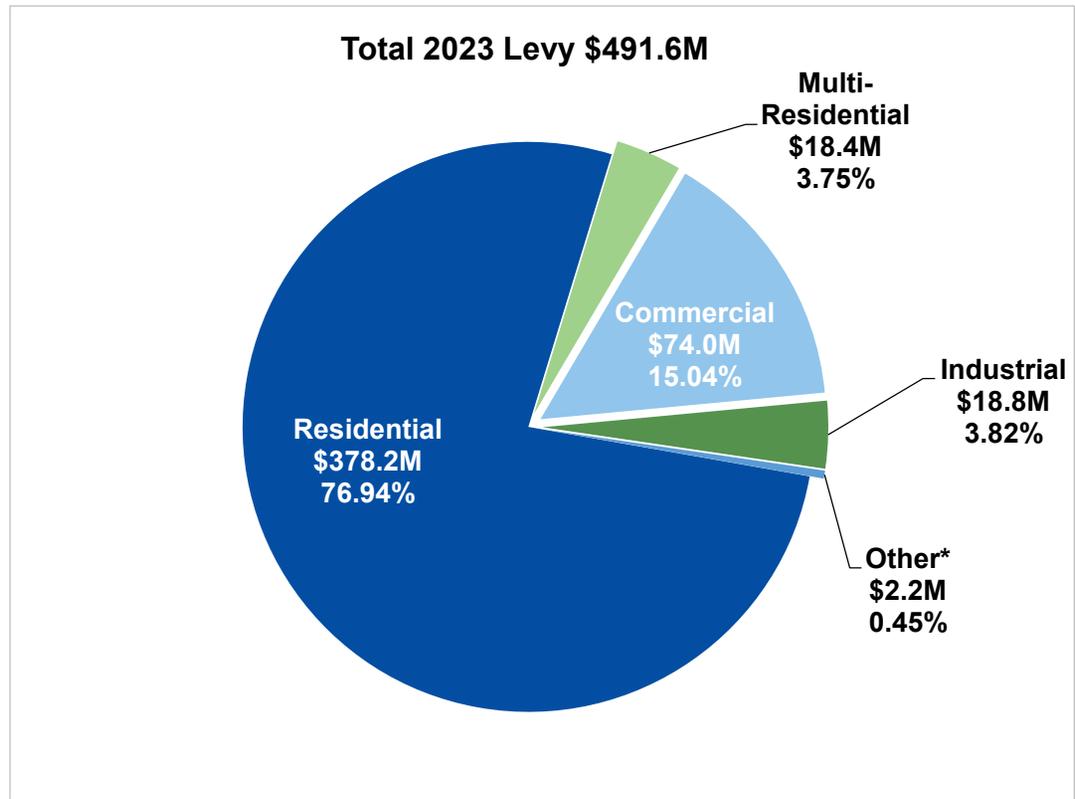
Gross operating revenues are increasing by \$37.1 million in 2024, and the distribution is in line with 2023.



- Property Tax Revenue** funds approximately 30.4% of gross expenditures for Regional Services, the increase for which is generated from a 3.4% tax rate increase and 1.7% assessment growth. Property tax rates are calculated by taking the Regional levy requirement and dividing it by the taxable weighted assessment. For the 2023 taxation year, Halton Region had a total of \$171.9 billion in taxable weighted assessment. The following pie charts show the breakdown of the 2023 taxable weighted assessment by property class as well as local municipality.



As shown in the chart below, the total 2023 levy of \$491.6 million (including Police Services) is derived primarily from the residential property class, followed by the commercial, industrial and multi-residential property classes.



\*Other includes: New Multi-Residential, Pipe Line, Farm, and Managed Forests

- **Water and Wastewater Rate Revenue** funds 23.9% of gross expenditures, the increase for which is generated from a 4.3% rate increase, 1.4% customer growth and 0.8% consumption growth.

- Provincial Funding** funds 32.5% of gross expenditures and are primarily used to fund cost-shared Health and Social & Community Services programs. As shown in the table below, there is an increase of \$452,000, or 0.1%, anticipated in the 2024 Budget. Provincial funding is expected to be \$343.0 million in total, which includes \$2.0 million in one-time funding to support the COVID-19 response and recovery efforts in Public Health and \$3.1 million in funding anticipated in the strategic investments for Paramedic Services and Services for Seniors.

<b>Change in Provincial Funding 2023-2024 (\$000s)</b>		
<b>Program</b>	<b>Funding</b>	<b>2023-2024 Change</b>
<b>Public Health</b>	COVID-19 Response & Recovery*	(1,222)
	<b>Subtotal</b>	<b>(1,222)</b>
<b>Paramedic Services</b>	Base Funding	1,140
	Strategic Investments	1,040
	Dedicated Ambulance Patient Offload Position**	958
	Community Paramedicine**	(24)
	<b>Subtotal</b>	<b>3,115</b>
<b>Children's Services</b>	Canada-Wide Early Learning and Child Care	(8,139)
	<b>Subtotal</b>	<b>(8,139)</b>
<b>Housing Services</b>	Federal Block Funding**	47
	Investment in Affordable Housing (IAH-SIF)**	(113)
	Anti-Human Trafficking (AHT)**	(31)
	Ontario Priorities Housing Initiative (OPHI)**	(116)
	Canada-Ontario Community Housing Initiative (COCHI)**	(269)
	Home for Good (HFG)**	7
	Homelessness Prevention Program (HPP)**	1,095
	<b>Subtotal</b>	<b>620</b>
<b>Services for Seniors</b>	Community Support Services**	172
	Per Diem funding at the Long-Term Care Homes**	175
	Strategic Investment: Direct Care & PSW Wage Enhancement Funding**	2,091
	Minor Capital Program**	(27)
	PSW Wage Enhancement**	2,794
	<b>Subtotal</b>	<b>5,205</b>
<b>Employment &amp; Social Services</b>	Ontario Works Employment Assistance**	(732)
	Ontario Works Benefits	2,293
	Employment Ontario Program (Employment Services)	(687)
	<b>Subtotal</b>	<b>874</b>
<b>Total Change in Provincial Funding</b>		<b>\$ 452</b>

\*Funding not confirmed.

\*\*Funding confirmed.

All other funding is based on current funding models or allocations

- **Federal Funding** is increasing by \$1.5 million, or 6.6%, mainly driven by an increase of \$681,000 in Reaching Home funding and \$756,000 in Canada Community-Building Fund funding.
- **Program Revenues** are increasing by \$2.5 million, or 6.3%, mainly due to an increase in HCHC administration fees of \$709,000 driven by strategic investments proposed in Housing Services for 3.0 FTEs to support the growing number of units managed by HCHC, an increase of \$350,000 in container station revenues at the Halton Waste Management Site to reflect the new user fee schedule, and increases in bulk water revenues and resident revenues at the Long-Term Care homes based on trends.
- **Other Revenue** is comprised of *Provincial Offences Act*, payment-in-lieu of taxes, railway right-of-way, and local improvement revenues. The 2024 Budget is decreasing by \$1.4 million driven by a reduction in *Provincial Offences Act* (POA) revenues to align with the actual trends experienced over the past four years and Halton Court Services' 2024 budget. POA revenues dropped significantly as a result of the COVID-19 pandemic and related lockdowns. The shortfall in revenues was expected to be transitory due to the pandemic, however is now projected to continue as a result of a continued reduction in the number of charges filed and judicial resource pressures.
- **Investment Income** is increasing by \$5.0 million, or 9.1%, to a total of \$60.0 million to reflect the sustained performance of the Region's investment portfolio. Of this revenue, \$42.9 million will be transferred directly to finance the Region's State-of-Good-Repair capital programs, and the remaining \$17.1 million will support the tax (\$11.9 million) and rate (\$5.2 million) supported operating budgets to offset the impact of capital financing. The gross revenue budget for investment earnings is based on general economic trends, the mix of investments in the Region's portfolio, and the fluctuating balances in reserves, reserve funds and the capital fund.
- **Supplementary Taxes** have been maintained at the 2023 level for the 2024 Budget of \$7.3 million, which is in line with the actual average revenues over the past 7 years (2016-2022). Throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with additions to the assessment roll for supplementary and/or omitted assessment, which generates supplementary tax revenue. This revenue is difficult to predict, as it is dependent on the quantity of properties assessed by MPAC, general economic conditions, and the level of development within each local municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. Staff will continue to monitor supplementary tax revenues for future budgets.

## Net Operating Budget

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

### Tax-Supported Services

The following table outlines the net expenditures by program for the 2024 Tax-Supported Budget (excluding Police Services).

Net Operating Budget for Tax-Supported Services (Excluding Police Services)								
Levy Requirement by Program (\$000s)								
	2023	2024			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved	
Healthy Families	\$ 5,670	\$ 6,015	\$ -	\$ 6,015	\$ 345	6.1%	\$ 345	6.1%
Health Protection	3,802	4,050	-	4,050	248	6.5%	248	6.5%
Immunization Services	3,931	4,090	-	4,090	159	4.0%	159	4.0%
Infectious Disease Control	3,462	3,785	-	3,785	323	9.3%	323	9.3%
Public Health Resources	2,551	2,683	-	2,683	132	5.2%	132	5.2%
Paramedic Services	25,233	25,771	1,173	26,944	538	2.1%	1,711	6.8%
Children's Services	13,087	10,734	-	10,734	(2,353)	-18.0%	(2,353)	-18.0%
Employment & Social Services	7,233	7,623	361	7,985	390	5.4%	752	10.4%
Housing Services	39,475	43,246	-	43,246	3,770	9.6%	3,770	9.6%
Human Services Planning & Program Support	9,138	9,198	500	9,698	60	0.7%	560	6.1%
Services for Seniors	24,020	27,536	262	27,798	3,516	14.6%	3,778	15.7%
Waste Management	47,842	50,919	331	51,251	3,077	6.4%	3,408	7.1%
Road Operations	60,445	62,512	428	62,939	2,066	3.4%	2,494	4.1%
Development Services	8,088	8,348	-	8,348	260	3.2%	260	3.2%
Economic Development	3,628	3,713	-	3,713	85	2.3%	85	2.3%
Non-Program*	34,902	33,786	643	34,429	(1,116)	-3.2%	(473)	-1.4%
Boards & Agencies	13,030	13,727	-	13,727	697	5.3%	697	5.3%
<b>Net Regional Impact</b>	<b>305,537</b>	<b>317,737</b>	<b>3,699</b>	<b>321,436</b>	<b>12,200</b>	<b>4.0%</b>	<b>15,899</b>	<b>5.2%</b>
<b>Assessment Growth</b>							<b>(5,194)</b>	<b>1.7%</b>
<b>Regional Levy Requirement</b>	<b>\$ 305,537</b>	<b>\$ 317,737</b>	<b>\$ 3,699</b>	<b>\$ 321,436</b>	<b>\$ 12,200</b>	<b>4.0%</b>	<b>\$ 10,705</b>	<b>3.4%</b>

Schedule may not add due to rounding

\* Strategic investments for Corporate Administration are reflected under Non-Program in the net amount of \$643,000. This includes 8.0 FTEs to support Finance, Digital & Information Services, and Corporate Services. Further details can be found in the Tax Overview section.

The requested 2024 net expenditure budget for tax-supported services (excluding Police Services) is increasing from \$305.5 million to \$321.4 million, an increase of \$15.9 million, or 5.2%, before assessment growth. Of this increase, the base budget is increasing by \$12.2 million, or 4.0%, related to inflation and other cost increases. In addition to the base budget increase, the 2024 Budget proposes strategic investments of \$3.7 million, or 1.2%, that support Regional Council's strategic priorities, as well as critical program enhancements to support the health and well-being of Halton residents, and investments that address pressures driven by growth and increased demand for services. The net expenditures shown above incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

The combined base budget (\$12.2 million) and strategic investments (\$3.7 million) result in a \$15.9 million increase in net expenditures for 2024. The assessment growth (primarily related to new properties) in 2023 is estimated to be 1.7%, or \$5.2 million. This results in a net tax increase of 3.4% for the 2024 Budget. The key changes from the 2023 Budget to the 2024 Budget for a net tax impact of \$10.7 million, or 3.4% are outlined below:

- **Paramedic Services** includes strategic investments totalling **\$2.2 million (\$1.2 million net tax impact)** for 8.0 Paramedic FTEs to provide critical support to address pressures related to growth resulting from increased call volumes, 2.0 Operations Commander FTEs to provide management of field operations, a Workforce Management Coordinator Lead to provide scheduling support and a Logistics Officer to expand logistics hours to evenings and weekends to better support 24/7 paramedic operations.
- **Children's Services** includes a reduction of \$2.6 million in the non-legislated Regional contribution in the fee subsidy program. Reductions in child care fees for parents/caregivers funded through the Canada-Wide Early Learning and Child Care (CWELCC) program have lessened the overall fee subsidy expenditures, thereby reducing the Regional contribution required in the fee subsidy program.
- **Housing Services** includes an increase of **\$3.3 million** to support assisted and affordable housing in Halton Region. The Regional funding for new assisted housing has increased by \$1.0 million to a total of \$8.8 million in the 2024 Budget, to partially offset the loss of development charge revenues as a result of Bill 23. Additional increases include \$1.3 million in assisted housing provider grants based on the Provincial indices, and an increase of \$1.0 million in Rent Supplement programs to sustainably fund the programs and support projected growth. A strategic investment is proposed for 3.0 FTEs to support the growing number of units managed by Halton Community Housing Corporation's (HCHC), which is fully recovered from the HCHC Budget.
- An additional investment of **\$500,000** for the **Halton Region Community Investment Fund (HRCIF)** to support emerging community needs and fund key human service programs and initiatives.
- **Services for Seniors** 2024 Budget is increasing by **\$3.8 million or 15.7%** largely driven by increases in food, medical supply and other contract costs, compensation, and increased capital financing costs to support the Allendale facility replacement, without equivalent increases in Provincial funding. Base funding to offset these costs increased by only 0.7% in the 2024 Budget. There are also strategic investments of \$262,000 for 2.0 FTEs to provide emergency planning and scheduling support for the division. The 2024 Budget also includes an investment for 17.0 FTEs and associated relief hours to provide more hours of direct care for residents at the Region's Long-Term Care homes, utilizing funding provided by the Ministry of Long-Term Care with no net tax impact.
- **Employment & Social Services** 2024 Budget includes strategic investments of **\$361,000** for 3.0 FTEs to provide sustainable support for Halton's growing Ontario Works caseload to improve access to financial assistance and meet client needs, and provide additional oversight, support and strategic advice to the division. The 2024 Budget includes an increase of \$2.4 million in Ontario Works benefits based on the projected increase in caseloads, fully offset by Provincial funding.
- **Waste Management** includes a **\$2.5 million** increase for waste management contracts based on consumer price index (CPI) increases and higher contract renewal costs for the Halton Region Household Hazardous Waste Program, a \$516,000 increase in capital financing costs to support the Waste Management

State-of-Good-Repair and Landfill Equipment replacement programs, and strategic investments of \$331,000 for 2.0 FTEs proposed to support planning and implementing the strategic initiatives outlined in the approved 2023-2030 Solid Waste Management Strategy (SWMS) that will advance the circular economy and extend the lifespan of the landfill. These increases are partially offset by higher container station revenue arising from increased user fees at the Halton Waste Management Site.

- **Road Operations** includes a **\$1.0 million** increase in capital financing to fund the road resurfacing and State-of-Good-Repair capital programs, \$763,000 in increases for road maintenance to reflect inflationary contract increases and growth in the Regional road network, and strategic investments of \$291,000 for 2.0 FTEs to address pressures related to the Region’s rapidly growing infrastructure system and support traffic and safety programs.
- **Non-Program:** The 2024 Budget reflects a net decrease of \$473,000, or 1.4%, over the 2023 Budget which is comprised of:
  - \$3.4 million increase in investment income to reflect the sustained performance of the Region’s investment portfolio
  - \$980,000 decrease due to the elimination of the capital transfer to fund the Regional Official Plan
  - \$285,000 decrease to reflect the removal of OLT litigation expenditures
  - \$1.4 million decrease in *Provincial Offences Act* revenues to align with the actual trends experienced over the past four years and Halton Court Services’ 2024 budget
  - \$1.4 million increase to remove the one-time transfer in the 2023 Budget to offset the shortfall in assessment growth
  - \$250,000 capital transfer to support the Digital Strategy
- **Boards & Agencies** include the Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic. Council set guidelines through Report No. **FN-28-23** which have been achieved as follows:
  - Conservation Halton 5.7% increase in the municipal general levy request, including a new benefit-based levy request of \$149,000 to fund a new staff position to accelerate the floodplain-mapping project in Halton Region
  - Credit Valley Conservation 3.0% increase in the municipal general levy request
  - Grand River Conservation Authority 2.5% increase in the municipal levy request
  - Royal Botanical Gardens has been provided a 4.0% increase as per the guideline
  - North Halton Mental Health Clinic funding of \$1.3 million, which includes an increase of \$62,000 over the 2023 Budget to reflect increased lease costs

### Rate-Supported Services

The 2024 net expenditure budget for Water and Wastewater Services is increasing from \$239.4 million to \$252.6 million, an increase of \$13.2 million, or 5.5% as shown in the following table. This includes the base budget increase of \$12.6 million, or 5.3%, and net strategic investments of \$600,000 that address operational and strategic priorities. Consumption growth is estimated to be 0.8%, or \$1.3 million, while customer growth is estimated to be 1.4%, or \$1.6 million. This results in a net water and wastewater rate increase for the 2024 Budget of \$10.4 million, or 4.3%. The net expenditures in the following table incorporate the cost of Corporate Administration in order to reflect the full cost of service delivery.

Net Operating Budget for Water & Wastewater Services (\$000s)									
	2023	2024			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
Water Treatment and Distribution	\$ 54,471	\$ 56,117	\$ 299	\$ 56,416	\$ 1,646	3.0%	\$ 1,945	3.6%	
Wastewater Treatment and Collection	64,492	66,793	301	67,094	2,301	3.6%	2,602	4.0%	
Infrastructure Management	120,472	129,135	-	129,135	8,663	7.2%	8,663	7.2%	
<b>Net Program Impact</b>	<b>\$ 239,435</b>	<b>\$ 252,044</b>	<b>\$ 600</b>	<b>\$ 252,645</b>	<b>\$ 12,610</b>	<b>5.3%</b>	<b>\$ 13,210</b>	<b>5.5%</b>	
Consumption Growth (0.8%)							(1,253)	-0.5%	
Customer Growth (1.4%)							(1,596)	-0.7%	
<b>Net Increase Requirement</b>							<b>\$ 10,361</b>	<b>4.3%</b>	

Schedule may not add due to rounding.

As shown in the following table, gross operating expenditures are increasing by \$6.5 million driven by inflationary costs and other projected increases mitigated with savings and efficiencies, which are discussed in detail in the Water and Wastewater Overview section.

2024 Budget Summary (\$000s)						
	2023		2024		Change in Budget	
	Approved Budget		Requested Budget		2024 Requested / 2023 Approved	
Gross Operating Expenditures	\$ 126,881	\$	133,412	\$	6,531	5.1%
Capital Financing Expenditures	130,004		138,637		8,633	6.6%
Gross Expenditures	\$ 256,886	\$	272,049	\$	15,163	5.9%
Other Revenues	(17,451)		(19,404)		(1,953)	11.2%
<b>Net Program Impact</b>	<b>\$ 239,435</b>	<b>\$</b>	<b>252,645</b>	<b>\$</b>	<b>13,210</b>	<b>5.5%</b>
Consumption Growth*					(1,253)	-0.5%
Customer Growth*					(1,596)	-0.7%
<b>Rate Increase</b>				<b>\$</b>	<b>10,361</b>	<b>4.3%</b>

Schedule may not add due to rounding.

\* Includes 0.8% consumption growth and 1.4% customer growth

As shown in the following table, of the \$10.4 million (4.3%) net increase after customer growth, \$6.8 million (2.8%) is needed to provide sustainable funding for state-of-good-repair of existing water and wastewater assets based on the Public Works' Asset Management Plan ([PW-01-22/FN-11-22/DI-01-22](#)), and the remaining \$3.6 million (1.5%) is required to operate and maintain the water and wastewater systems.

2024 Budget: Operating and Capital Financing Impact (\$000s)					
	Change in Budget				
	Net Program Impact		Growth*	With Growth*	Rate Impact
Gross Operating Expenditures	\$ 6,531				
Other Revenues	(1,953)				
Net Operating Expenditures	\$ 4,577	\$	(987)	\$	3,590 1.5%
Capital Financing Expenditures	8,633		(1,862)		6,771 2.8%
<b>Net Program Impact</b>	<b>\$ 13,210</b>	<b>\$</b>	<b>(2,849)</b>	<b>\$</b>	<b>10,361 4.3%</b>

Schedule may not add due to rounding.

\* Includes 0.8% consumption growth and 1.4% customer growth

The key driver of the 2024 Budget net rate impact is the \$8.6 million increase in capital financing expenditures, which will fund the Water and Wastewater State-of-Good-Repair capital program. The operating contributions for the existing Water and Wastewater State-of-Good-Repair capital program have increased by \$9.7 million based on the Public Works' Asset Management Plan, which is an increase of \$1.6 million from the 2024 Forecast included in the 2023 Budget as discussed in more detail in the Water and Wastewater Overview section of the 2024 Budget and Business Plan. This increase is partially offset by a \$1.1 million reduction in debt charges due to retiring debt.

## 2024 Budget Risks

The 2024 Budget includes a number of potential risks that continue to be monitored by staff through the variance reporting to Council three times per year. In addition, any important announcements by the Province or significant changes in budget assumptions will be reported to Council. Several significant risks are included in the 2024 Budget and are summarized below.

Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received to date have been significantly lower. This has resulted in a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations for Public Health and Long-Term Care. This issue has not been addressed in the 2024 Budget given the other pressing challenges in the budget, but may result in a significant unfavourable variance in 2024, and will need to be addressed in future budgets if additional Provincial funding is not provided to support these essential services. This gap between the budget and the latest confirmed funding allocations is in addition to the Provincial funding shortfalls that have existed for many years which have been funded through additional Regional contribution, which amount to \$14.7 million in the 2024 Budget.

The 2024 Budget includes \$2.0 million of COVID-19 related expenditures based on anticipated COVID-19 response and recovery needs in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2024, however, it has funded all COVID-19 response and the majority of recovery one-time expenditures in 2023. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services.

As reported through Report No. **SS-03-22**, the Province has committed to providing funding to Long-Term Care homes to increase staffing levels to be able to provide, on average, four hours of direct care to residents by 2024-25. While the Province has funded an additional 96.4 FTEs and 31,241.4 relief hours in Halton's Long-Term Care homes over the last two years to meet this objective, there has not been commitment to fund future costs associated with these staff including wage increases and additional costs to support the staff such as technology, supplies and administrative support. In addition, while Provincial funding for the permanent \$3/hour Personal Support Worker in Long-Term Care Wage Enhancement has been confirmed, any future inflationary wage and associated benefit increases have not been confirmed by the Ministry of Long-Term Care.

As identified in Report No. **SS-20-23** (re: Comprehensive Housing Strategy Update: 2014 – 2024 Annual Progress Report), there is a growing need in Halton Region for supportive housing to help alleviate pressures on the emergency shelter system and provide sustainable solutions to homelessness. Supportive housing for individuals with complex mental health and addictions remains the most significant gap in the Region. Staff have identified an immediate requirement for 120 new supportive housing units. Staff will continue to seek out opportunities to meet this demand with support from senior levels of government, however there will be ongoing Regional commitment required for operating costs in addition to capital funding to build units that will need to be addressed in future budgets.

Bill 23, the *More Homes Built Faster Act, 2022*, was introduced in the Ontario Legislature on October 25, 2022 and on November 28, 2022 received Royal Assent and is now law. There are many parts of the bill which have not been enacted as they still require further regulation or bulletins to implement and at this time their

impact is still unknown. Given the uncertainty of the impacts of changes that still require more approval, the current annual impact is estimated to be \$5 million related to the removal of housing services as an eligible DC related cost. The 2024 Budget includes a \$1.0 million increase in Regional funding for new assisted housing to partially offset the loss of development charge revenues (1/5 of the annual impact). After the passing of a future development charge bylaw, additional losses related to the exclusion of studies as an eligible cost will take effect. This is estimated to be \$9 million over ten years. Although, currently mitigated through alternate financing and a reduced transportation program in the 2023 Allocation Program, it is estimated based on the DC study that there is a funding gap of \$131 million over ten years due to phasing exemptions in the DC rate which will impact future DC collections and abilities to fund future infrastructure. The full extent of the financial effects are not yet known and could have significant impacts to financing growth.

In addition to changes through Bill 23, the demand for infrastructure has been accelerated to achieve the Provincial housing target to achieve 1.5 million homes by 2031. The 2024 Budget and Business Plan has been prepared based on current master plans and financing plans approved by Council to maintain levels of service. These plans will need to be updated and refined to support the acceleration of infrastructure and the cost changes are unknown. Further, extended periods of high inflation have had significant pressures on the cost of delivering infrastructure and the risk that this continues could impact future budgets. In combination with the changes to the *Development Charges Act* through Bill 23, which will significantly eliminate and restrict Development Charge collections limiting the Region's ability to fund capital works, without alternate sources of funding, these changes could have a significant impact on existing taxpayers and the delivery of services.

As noted earlier, the Bank of Canada (the Bank) anticipates that inflation will remain persistently high, at roughly 3.5%, until the middle of 2024, and is then projected to fall to around 2.5% in the second half of 2024, before returning to the 2.0% target in 2025. The Bank noted however that the pace of future declines in inflation remains uncertain, as core inflation has been more persistent than expected. The 2024 Budget incorporates known inflationary impacts, however there is a risk that there are significant inflationary impacts, including possible impacts of wage settlements and impacts on the capital program, that have not been anticipated in the budget that could result in unfavourable variances in 2024, as well as create longer term impacts on the forecast.

The following chart highlights some of the major assumptions and risks underpinning the 2024 Budget and the sensitivity of these assumptions.

2024 Budget Risks and Sensitivities (excluding Police)			
Key Budget Components	Budget Assumptions	\$ Impact	% Tax/Rate Impact
<b>Budget Risks</b>			
<b>Provincial Funding</b>			
Public Health (Cost-Shared Base Funding)	Gap of \$2.5 million between the 2024 Budget and the latest confirmed funding allocation	2024 Budget Gap: \$2.5 million	0.83%
Services for Seniors (LTC base funding)	Gap of \$819,000 between the 2024 Budget and the latest confirmed funding allocation	2024 Budget Gap: \$819,000	0.27%
<b>Bill 23</b>			
Removal of Housing Services as an eligible DC service	\$1.0 million Regional contribution included in the 2024 Budget to offset 1/5 of the annual loss	\$4.0 million annual loss remaining to be addressed	1.3%
Exclusion of Studies as an eligible cost	Not reflected in the 2024 Budget. After the passing of a future development charge bylaw, the exclusion of studies as an eligible cost will take effect	Estimated impact of \$9.0 million over 10 years	0.3%
Phasing exemptions in the DC rate which will impact future DC collections and ability to fund future infrastructure	Not reflected in the 2024 Budget	Full extent of the financial effects are not yet known and could have significant impacts to financing growth; estimated funding gap of \$131.0 million over ten years	4.3%
Changes proposed through Bill 23 that have not been enacted	Not reflected in the 2024 Budget	Full extend of financial impacts are not yet known and could have significant impacts to financing growth	TBD
<b>Budget Sensitivities</b>			
<b>Tax-Supported Budget</b>			
<b>Provincial &amp; Federal Funding</b>			
Paramedic Services	8.4% increase based on the current funding model / allocations	1.0% change in Provincial Funding = \$267,000	0.09%
Paramedic Services (Strategic Investments)	Based on the current cost-share level	\$1.0 million included in the 2024 SIFs based on the current cost-share level	0.34%
Community Support Services	3.1% increase based on the latest confirmed allocation	1.0% change in Provincial Funding = \$58,000	0.02%
Services for Seniors (Strategic Investment)	Based on Confirmed Allocation	\$2.1 million in confirmed Direct Care Hours Funding & PSW Wage Enhancement Funding is included in the 2024 SIF	0.68%
Children's Services - excluding CWELCC	0% increase based on the latest confirmed allocation	1.0% change in Provincial Funding = \$592,000	0.19%
Children's Services - CWELCC	6.1% decrease based on the latest confirmed allocation	1.0% change in Provincial Funding = \$1,243,000	0.41%
Housing Services	6.0% increase based on the latest confirmed allocations	1.0% change in Provincial/Federal Funding = \$228,000	0.07%
Employment & Social Services	3.3% decrease based on the latest confirmed allocation / 3% growth in OW benefits	1.0% change in Provincial/Federal Funding = \$279,000	0.09%
<b>Expenditures &amp; Revenues</b>			
Waste Management Contracts	4.0% CPI increase 0.9% tonnage decrease	1.0% CPI increase = \$324,000 1.0% increase in tonnages = \$288,000	0.10% 0.09%
Provincial Offences Act Revenues	2024 Budget includes a decrease of \$1.4 million to align with trends & Halton Court Services' Budget	1.0% change in revenues = \$9,200	0.00%
Resource Recovery and Productivity Authority Funding (Formerly Waste Diversion Ontario)	47.4% recovery of costs	1.0% change in recovery rate = \$108,000	0.03%
Investment Income	2.5% rate of return; 2024 Budget increased by \$5.0 million	0.1% change in rate of return = \$2.4 million in total investment income	0.77%
Supplementary Taxes	No change; based on 7-year average	1.0% change in supplementary taxes = \$73,000	0.02%
Tax Write-Offs	No change; based on 7-year average	1.0% change in tax write offs = \$49,000	0.02%
Assessment Growth	1.7%	1.0% change in budget (excluding Police) = \$3.1 million	1.00%
<b>Rate-Supported Budget</b>			
Consumption Growth	0.8% consumption growth	1.0% change in consumption growth = \$1.6 million	0.64%
Customer Growth	1.4% customer growth	1.0% change in customer growth = \$1.1 million	0.46%

## 2024 Operating Budget & Forecast

Looking forward to 2024 and beyond, the impacts of legislative changes, Provincial funding shortfalls, geopolitical risks, and global economic conditions continue to be very challenging and present risks to the 2024 Operating Budget & Forecast.

While the 2024 Budget includes measures to mitigate the risks to the extent possible, the 2024 Operating Budget & Forecast continues to have areas of risk exposure including the following:

### Cost Increases

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and was a significant driver of the increases in the 2024 capital and operating budgets in order to maintain core services. Continued periods of high inflation and cost escalations coupled with the increase in construction in the GTA to support the housing targets will put additional pressure on future years' budgets. It is expected that it will take a number of years to recover from the high impacts of inflation experienced over the past several years, and projected to continue into 2024. The impact of inflation has put increased pressure on the forecast, and it is expected that inflationary pressures will require tax rate increases at the mid to high-end of the Bank's 1.0% to 3.0% target range for the first 5 years of the forecast, before returning to the midpoint of 2.0% in the later years.

### Growth Assumptions

The 2024 Budget includes an assumption of 1.7% for assessment growth, with 1.8% to 3.0% assessment growth projected in the forecast period. This has been increased from the 10-Year Operating Forecast in the 2023 Budget and Business Plan to reflect the projected increase as a result of the Local Municipalities' housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Shortfalls in assessment growth experienced in recent years are anticipated to be temporary in nature largely due to the one-time impacts of tax write-offs, and assessment growth is anticipated to increase as a result of the Provincial Housing target. Staff will monitor the impacts to assessment growth projected and update as necessary throughout the forecast period.

The 2024 Budget includes an increase of 0.8% in water consumption growth to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends, with 0.5% consumption growth projected in the last five years of the forecast period. The 2024 Budget also includes an increase of 1.4% in customer growth, with 1.4% to 3.0% customer growth projected in the forecast period. These assumptions have been increased from the 10-Year Operating Forecast in the 2023 Budget and Business Plan to reflect the projected increase as a result of the Local Municipalities' housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Staff will monitor the impacts to consumption and customer growth projected and update as necessary throughout the forecast period.

### Performance of the Region's Investment Portfolio

As part of the annual budget process, staff review trends and projections related to the Region's investment performance. It is expected that in the short-term, over the next 1 to 2 years, there will be opportunities for higher interest earnings mostly due to a very aggressive rate hiking campaign by the Bank of Canada. Interest rates were at emergency lows (due to the COVID-19 global pandemic) and are now at levels not seen in decades. Some economists are forecasting an upcoming recession which could result in the Bank of Canada cutting rates, and higher interest earnings short-term in nature. Pressures such as inflationary costs within the capital program, accelerated spending and the potential for lower interest rates create uncertainty in the longer-term investment forecast. A detailed analysis was undertaken to ensure that any changes to the budgeted investment earnings were both achievable in the short- and longer-term timeframes as the market settles and inflation reduces. Based on this review, the Region's investment income budget has been increased by \$5.0 million over the 2023 budget, from \$55.0 million to \$60.0 million, as a result of the strong performance of the Region's investment portfolio and to reflect the projected level of sustainable earnings. It is likely that this target will be achieved with positive variances in the short-term, however there is risk of achieving earnings beyond \$60.0 million in the longer term.

The market, cash flows and future investment targets will continue to be monitored carefully and further adjustments will be made, where appropriate, for future budgets. As part of the year-end process and in keeping with the Region's Reserve Policy as approved by Regional Council through Report No. CS-83-02 (re: Regional Reserve Policy), any residual surplus after the stabilization targets are met will be distributed to the appropriate Capital Reserves (Tax, Water or Wastewater). This amount is taken into consideration when reviewing reserve balances and transfers in the budget process.

### **Future Liabilities**

The Public Sector Accounting Board (PSAB), which establishes municipal financial reporting standards, requires municipalities to report on future liabilities including post-employment benefits and asset retirement obligations including the solid waste landfill, which is in addition to reporting Tangible Capital Assets and the associated amortization. The Province requires municipalities that do not budget for these expenses to report on the implications of these liabilities separately. The Region budgets for reserve transfers to fund these future liabilities. These liabilities are assessed periodically and the Region adjusts the contribution to reserves accordingly. The Region budgets reserve transfers for Tangible Capital Assets based on anticipated future capital replacement requirements in accordance with the Region's Asset Management Plan. The total annual transfers to capital reserves currently exceed amortization.

The 10-Year Operating Forecast has been prepared to maintain the tax impact for Regional Services within the target range of inflation set by the Bank of Canada, and the rate increase related to operations at or below the rate of inflation for rate-supported services. The forecast reflects current services and service levels. Any change in service or service level will affect the forecast. In addition, if general inflation rates increase, the tax and rate impacts will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can affect the forecast. The 10-Year Operating Forecast prepared for the 2024 Budget was based on the following key assumptions:

- General inflation of 2.0% to 3.0%, where applicable
- Interest on reserves of 3.0%
- Debt financing rate of 5.0%
- Capital expenditures based on the financing plan for the Capital Budget
- Assessment growth of 1.8% to 3.0% per year
- Provincial funding to follow current funding formulas
- Water customer growth of 1.4% to 3.0%
- Water consumption growth of 0.0% to 0.5%

### Tax-Supported Services

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

<b>Ten Year Operating Budget Forecast For Tax Supported Services (\$000s)</b>										
	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
	<b>Requested Budget</b>	<b>Forecast</b>								
<b>Region:</b>										
Net Expenditures	\$ 321,436	\$ 337,154	\$ 353,910	\$ 371,943	\$ 389,612	\$ 409,525	\$ 429,022	\$ 450,775	\$ 473,606	\$ 497,506
Net Expenditure Change	5.2%	4.9%	5.0%	5.1%	4.8%	5.1%	4.8%	5.1%	5.1%	5.0%
<b>Region Tax Impact (after assessment growth)</b>	<b>3.4%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Halton Regional Police Service:</b>										
Net Expenditures	\$ 203,787	\$ 216,576	\$ 231,360	\$ 245,396	\$ 259,790					
Police Net Expenditure Change	9.5%	6.3%	6.8%	6.1%	5.9%					
<b>Police Tax Impact (after assessment growth)</b>	<b>7.7%</b>	<b>4.4%</b>	<b>4.8%</b>	<b>4.0%</b>	<b>3.6%</b>					
<b>Region Including Police:</b>										
Net Expenditures	\$ 525,223	\$ 553,730	\$ 585,271	\$ 617,339	\$ 649,402					
Regional Net Expenditure Change (Includes Police)	6.8%	5.4%	5.7%	5.5%	5.2%					
<b>Region Including Police Tax Impact (after assessment growth)</b>	<b>5.1%</b>	<b>3.6%</b>	<b>3.7%</b>	<b>3.4%</b>	<b>2.9%</b>					
<b>Assessment Growth Assumption</b>	<b>1.7%</b>	<b>1.8%</b>	<b>1.9%</b>	<b>2.0%</b>	<b>2.2%</b>	<b>2.5%</b>	<b>2.7%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>

<b>Tax Budget Forecast as projected in the 2023 Budget</b>										
<b>Region Tax Impact (after assessment growth)</b>	<b>3.0%</b>	<b>3.0%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>

### Rate-Supported Services

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

As shown in the following table, the rate forecast anticipates increases in a range between 4.3% and 4.5%, with over half of the increase (2.4% to 2.9%) 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>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
	<b>Requested Budget</b>	<b>Forecast</b>								
Net Program Impact (\$000's)	\$ 252,645	\$ 265,687	\$ 279,349	\$ 294,000	\$ 310,099	\$ 328,371	\$ 348,002	\$ 368,516	\$ 390,178	\$ 413,391
Annual Water Consumption m <sup>3</sup> (000s)	53,340	53,340	53,340	53,340	53,340	53,607	53,875	54,144	54,415	54,687
Residential Bill (226 m <sup>3</sup> p.a.)	\$ 1,111	\$ 1,162	\$ 1,214	\$ 1,268	\$ 1,326	\$ 1,385	\$ 1,446	\$ 1,508	\$ 1,573	\$ 1,641
<b>Annual % Rate Increase</b>	<b>4.3%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.4%</b>	<b>4.4%</b>	<b>4.3%</b>	<b>4.3%</b>	<b>4.3%</b>
<b>Rate Impact:</b>										
State-of-Good-Repair	2.8%	2.8%	2.9%	2.9%	2.9%	2.6%	2.5%	2.4%	2.4%	2.5%
Operating Expenses	1.5%	1.7%	1.6%	1.6%	1.6%	1.8%	1.9%	1.9%	1.9%	1.9%

<b>Rate Budget Forecast as Projected in the 2023 Budget</b>									
Net Program Impact (\$000's)	\$ 250,936	\$ 262,763	\$ 274,930	\$ 287,307	\$ 300,251	\$ 313,779	\$ 327,616	\$ 342,251	\$ 356,869
Annual Water Consumption m <sup>3</sup> (000s)	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913	52,913
Residential Bill (226 m <sup>3</sup> p.a.)	\$ 1,109	\$ 1,154	\$ 1,201	\$ 1,247	\$ 1,296	\$ 1,347	\$ 1,398	\$ 1,452	\$ 1,507
<b>Annual % Rate Increase</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.0%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.8%</b>
<b>Rate Impact:</b>									
State-of-Good-Repair	2.5%	2.5%	2.6%	2.5%	2.5%	2.6%	2.5%	2.5%	2.4%
Operating Expenses	1.6%	1.6%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%	1.4%

## 2024 Capital Budget & Forecast

The capital program identifies the significant investments in infrastructure that are required to appropriately maintain and replace the Region's existing infrastructure assets (State-of-Good-Repair) and expand the infrastructure to meet the housing pledges (Development). The following table summarizes the 2024 Capital Budget & Ten Year Forecast, including the Police Services capital program. The water, wastewater and roads development-related infrastructure requirements for 2024-2026 associated with the 2023 Allocation Program are anticipated to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23** (currently deferred), therefore although not approved as part of the 2024 budget, the expenditures for comparison purposes have been estimated and included in the 2024 Budget and Business Plan to show the magnitude of the program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans to reflect the new planning period. The table below provides a breakout of what is included in the 2024 Budget and Business Plan and what is anticipated to be approved under an Allocation report (Report No. **CA-08-23/PW-40-23/FN-36-23** or alternate) and masterplan estimates to show the magnitude of the program. Project details can be found in the **2024 Capital Report**.

2024 Capital Report Reconciliation (\$000s)											
	Gross Cost	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>2024-2033 Capital Plan</b>											
<b>2024 Budget and Forecast Program Expenditures*</b>											
Water	\$ 1,243,374	\$ 130,522	\$ 81,227	\$ 53,555	\$ 106,029	\$ 140,226	\$ 159,787	\$ 145,640	\$ 101,179	\$ 117,805	\$ 207,404
Wastewater	1,060,988	124,989	125,626	67,496	149,032	222,135	88,193	76,903	102,882	38,405	65,327
Transportation	2,301,197	113,802	32,145	31,612	418,884	329,363	340,547	463,267	546,649	12,482	12,446
All Other Services	631,159	80,794	73,653	164,264	56,206	49,256	45,176	44,072	39,001	36,132	42,605
<b>Sub-Total</b>	<b>\$ 5,236,718</b>	<b>\$ 450,107</b>	<b>\$ 312,651</b>	<b>\$ 316,927</b>	<b>\$ 730,151</b>	<b>\$ 740,980</b>	<b>\$ 633,703</b>	<b>\$ 729,882</b>	<b>\$ 789,711</b>	<b>\$ 204,824</b>	<b>\$ 327,782</b>
<b>For illustrative purposes</b>											
<b>Budget Estimates for 2032 &amp; 2033 (Masterplans to 2031) - approval through future budgets</b>											
Water	\$ 197,458	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98,729	\$ 98,729
Wastewater	275,762	-	-	-	-	-	-	-	-	137,881	137,881
Transportation	756,616	-	-	-	-	-	-	-	-	378,308	378,308
<b>Sub-Total</b>	<b>\$ 1,229,836</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 614,918</b>	<b>\$ 614,918</b>
<b>2023 Allocation Program avg. expenditures from 2024-2026 - presented to Council through Report No. CA-08-23/PW-40-23/FN-36-23</b>											
Water	\$ 569,292	\$ 189,764	\$ 189,764	\$ 189,764	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater	796,017	265,339	265,339	265,339	-	-	-	-	-	-	-
Transportation	979,418	326,473	326,473	326,473	-	-	-	-	-	-	-
<b>Sub-Total</b>	<b>\$ 2,344,727</b>	<b>\$ 781,576</b>	<b>\$ 781,576</b>	<b>\$ 781,576</b>	<b>\$ -</b>						
<b>Total</b>	<b>\$ 8,811,281</b>	<b>\$ 1,231,683</b>	<b>\$ 1,094,226</b>	<b>\$ 1,098,503</b>	<b>\$ 730,151</b>	<b>\$ 740,980</b>	<b>\$ 633,703</b>	<b>\$ 729,882</b>	<b>\$ 789,711</b>	<b>\$ 819,742</b>	<b>\$ 942,700</b>

\*(includes 2020 Allocation Program cost increases, 2027-2031 Dev W/WW & Roads Projects , SOGR Water/wastewater & roads budgets and all other services)

For illustrative purposes, the table below presents the 2024 Budget and 10-year forecast with the 2023 Allocation Program as part of Report No. **CA-08-23/PW-40-23/FN-36-23** or alternate and estimates for the 2032 and 2033 development water, wastewater and transportation capital requiring masterplan updates. Below is the combined expenditure forecast and the associated financing.

<b>2024 Capital Budget &amp; Forecast (including 2023 Allocation Program)</b>											
<b>Summary of Total Capital Budget &amp; Financing (\$000s)</b>											
	<b>Gross Cost</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
<b>Program Expenditures</b>											
Water	\$ 2,010,124	\$ 320,286	\$ 270,991	\$ 243,319	\$ 106,029	\$ 140,226	\$ 159,787	\$ 145,640	\$ 101,179	\$ 216,534	\$ 306,133
Wastewater	2,132,767	390,328	390,965	332,835	149,032	222,135	88,193	76,903	102,882	176,286	203,208
Transportation	4,037,231	440,275	358,618	358,085	418,884	329,363	340,547	463,267	546,649	390,790	390,754
Energy, Fleet and Facilities	161,013	6,197	10,928	100,233	5,736	8,369	5,629	8,985	6,358	4,084	4,494
Housing	101,200	11,200	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Digital & Information Services	103,191	13,473	16,450	14,224	10,559	10,215	8,258	7,956	7,197	7,774	7,086
Waste Management	89,376	22,908	15,124	16,705	8,807	7,835	6,460	3,030	2,872	2,924	2,711
Paramedic Services	43,594	2,180	6,489	1,229	3,917	5,762	3,246	3,446	4,590	3,575	9,160
Waterfront	12,686	5,150	-	-	4,036	-	3,500	-	-	-	-
Services for Seniors	6,620	650	650	650	650	650	650	770	650	650	650
Other Tax	19,920	6,263	1,520	8,497	439	447	472	650	524	565	544
Police	93,559	12,773	12,492	12,726	12,063	5,978	6,960	9,235	6,810	6,560	7,960
<b>Total</b>	<b>\$ 8,811,281</b>	<b>\$ 1,231,683</b>	<b>\$ 1,094,226</b>	<b>\$ 1,098,503</b>	<b>\$ 730,151</b>	<b>\$ 740,980</b>	<b>\$ 633,703</b>	<b>\$ 729,882</b>	<b>\$ 789,711</b>	<b>\$ 819,742</b>	<b>\$ 942,700</b>
<b>Financing</b>											
Tax Reserves	\$ 2,681,483	\$ 302,294	\$ 250,218	\$ 319,711	\$ 258,117	\$ 233,991	\$ 220,787	\$ 297,224	\$ 327,905	\$ 232,085	\$ 239,151
Rate Reserves	2,129,628	277,255	275,624	212,246	175,590	156,559	178,198	173,305	185,863	189,552	305,438
Dev't Charges - Resid.	2,974,331	422,156	350,985	349,648	272,244	178,078	218,249	247,334	261,918	336,857	336,861
Dev't Charges - Non-Res.	3,618	511	838	335	508	240	359	233	232	180	181
Capital Invstmt Revolv. Fnd	466,887	96,611	85,824	85,824	20,445	20,820	14,817	10,493	12,501	59,776	59,776
External Rcvry/Other	15,041	3,411	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292	1,292
Alternative Financing/Debenture	540,294	129,446	129,446	129,446	1,956	150,000	-	-	-	-	-
<b>Total</b>	<b>\$ 8,811,281</b>	<b>\$ 1,231,683</b>	<b>\$ 1,094,226</b>	<b>\$ 1,098,503</b>	<b>\$ 730,151</b>	<b>\$ 740,980</b>	<b>\$ 633,703</b>	<b>\$ 729,882</b>	<b>\$ 789,711</b>	<b>\$ 819,742</b>	<b>\$ 942,700</b>

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

- For 2023 Allocation program: Based on estimated average expenditures for 2024 to 2026.

- For 2032 & 2033 has been estimated based on 8 year avg. from 2024 to 2031

The forecast is updated annually to reflect new information related to capital requirements, project timing, and costs, including inflation. This forecast represents the projected future requirements based on Environmental Assessments (EAs), detailed designs, master plans, infrastructure staging plans, revised cost estimates, reprogrammed projects and program objectives.

As shown above, the Region's 10-year capital program between 2024 and 2033 is projected at \$8.8 billion inclusive of the 2023 Allocation Program and 2032 and 2033 estimates. The 10-year program includes \$4.1 billion (47.0%) in rate-supported projects and \$4.7 billion (53.0%) in tax-supported projects. Financing of the 2024 Capital Budget & Forecast is based on Council approved financing plans.

## 2024 Capital Budget

The requested 2024 Gross Capital Budget is \$450.1 million. For illustrative purposes with the inclusion of the 2023 Allocation Program presented as part of Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) or an alternate report, the Gross Capital is \$1,231.7 million. Of this total, \$710.6 million (57.7%) is for rate-supported services (Water and Wastewater) and \$521.1 million (42.3%) is for tax-supported services which includes \$440.3 million for the Transportation program.

The 2024 Capital Budget and 2023 Allocation Program is \$526.3 million higher than previously projected for 2024 in the 2023 Budget mainly due to the capital related to the 2023 Allocation program which has accelerated infrastructure needs to address the housing pledges and inflationary pressures. This increase includes an additional \$212.6 million for the Transportation capital program \$283.6 million for Water and Wastewater Development-related program and \$4.2 million for the Water and Wastewater State-of-Good-Repair program.

The section below highlights the 2024 Capital Budget and changes from the 2024 Forecast included in the 2023 Budget:

- **\$710.6 million 2024 Water and Wastewater capital program** consists of \$513.7 million for the Development-related program and \$196.9 million for the State-of-Good-Repair (Non-Development) program to address upgrade and replacement needs.
- **\$513.7 million Water and Wastewater Development-related program** in 2024 reflects \$455.1 million in estimated expenditures related to the 2023 Allocation Program, \$56.5 million for increases related to the 2020 Allocation Program and \$2.1 million to finance development-related external works included in a Regional Contract per capital financing policies. Some of the key projects include:
  - \$455.1 million in estimated expenditures for the 2023 Allocation Program, pending approval under Report No. **CA-08-23/PW-40-23/FN-36-23** or alternate report
  - \$20.0 million for 8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK) – Design and Construction
  - \$19.1 million for West River WWPS - Capacity Upgrade to 120 L/s, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK) – Design and Construction
  - \$3.4 million for Watermain upsize and intensification on Brock Ave, Regina Dr, Brant St, and Fairview St. (BUR) – Construction
  - \$3.1 million for 600 mm WWM on new North Oakville road from Burnhamthorpe Rd to Dundas St (OAK) – Construction
  - \$2.4 million for 300mm WM on Sovereign St between Bronte Rd and East St (OAK) – Construction
  - \$2.2 million for 400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (OAK) – Construction
  - \$2.0 million for 200/300/375mm WWM on Dundas Street from Avenue 2 (North Oakville) to approx. 500m west of Tremaine Road (BUR) - Design and Construction
  - \$1.6 million for 375mm WWM on Fairwood Place West from Hendrie Avenue to North Shore Boulevard West, and on North Shore Boulevard West from Fairwood Place West to the La Salle Park WWPS (BUR) - Design, Land and Construction
  - \$1.6 million for 300 mm replacement on Guelph St between Mountainview Rd North and Sinclair Ave (HHGEO) - Construction

- **\$196.9 million Water and Wastewater State-of-Good-Repair program** in 2024 is \$4.2 million higher than the 2024 Forecast included in the 2023 Budget and includes the following:
  - \$117.4 million for water distribution and wastewater collection systems rehabilitation and replacements, including \$6.0 million related to the Basement Flooding Mitigation program
  - \$68.4 million for plants and facilities infrastructure upgrades and replacements, including Georgetown WWTP - Plant Updates, Milton WWTP Plant Decommissioning, Acton WWTP – Filter Building Retrofit, Zone 4 Eighth Line Zone 4 Booster Station, Reservoir & Rechlorination Facility Renewal and Burlington WTP - Roof Rehabilitation

The 2024 Budget includes the following major projects:

- \$21.6 million for WWM on McCraney St W and side streets
  - \$12.8 million for WM on McCraney St W and side streets
  - \$12.7 million for the replacement of WM on Prospect St. from Brant St to Joyce St, WM on Prospect St. from Guelph Line to Ashley Ave and WM on Grahams Lane from Brant St to 30m E. of Hammond St
  - \$10.5 million for 300mm WM on Havendale Blvd. from Brant St to End \$10.2 million for WWM Linwood, Bromley, Broughton, Verheovan, Brewer, Maureen, Whitepines, Kenwood
  - \$8.8 million for the replacement of WM on Bromley from White Pines Dr. to Linwood Cres., Linwood Cres. from Spruce Ave to Cul-de-sac and Maureen Court Bromley to end
  - \$7.8 million for supply and redundancy to Oakville Zone 3 and 2A \$7.7 million SCADA Master Plan Implementation - Wastewater \$7.3 million for the replacement of WWM on Prospect St from Brant St to Guelph Line and WWM on Grahams Lane from Brant St to Easement
  - \$6.8 million for Georgetown WWTP - Plant Updates
  - \$6.0 million for the Basement Flooding Mitigation program (**PW-22-15**)
- **\$440.3 million 2024 Transportation capital program** includes \$326.5 million based on the estimated 2023 Allocation Program expenditures for 2024, \$71.0 million in increases to projects related to the 2020 Allocation Program and \$42.8 million for the state of good repair projects. The 2024 Budget and 2023 Allocation Program, includes the following major projects:
    - \$326.5 million in estimated expenditures for the 2023 Allocation Program, pending approval under Report No. **CA-08-23/PW-40-23/FN-36-23** or alternate report
    - \$61.7 million for Dundas – widening from 4 to 6 lanes from Guelph Line to Appleby Line and Tremaine Road to Bronte Road
    - \$18.0 million for Bridges and Culverts projects
    - \$16.1 million for Road Resurfacing and Related Works
    - \$9.3 million for Trafalgar Road – Widening from 4 to 6 lanes from Dundas Street to Highway 407
    - \$2.5 million for Noise Attenuation Barriers
    - \$2.1 million for Miscellaneous Work related to Operation Improvements
    - \$1.6 million for Derry Road – Reconstruction from Milborough Line to McNiven Road and Intersection Improvements at Appleby Line
  - **\$6.2 million 2024 Energy, Fleet & Facilities capital program** is \$2.7 million lower than the 2024 Forecast included in the 2023 Budget due to the revised timing for design from 2024 to 2025 of the PS HQ and PW Operations Centre expansion (\$2.0 million).
  - **\$11.2 million 2024 Housing capital program** is unchanged from the 2024 Forecast included in the 2023 Budget.

- **\$13.5 million 2024 Digital & Information Services capital program** is \$373,000 lower than the 2024 Forecast included in the 2023 Budget mainly due to reductions of \$1.0 million mainly due the rationalization of budgets associated with Service & Process Transformation projects and \$0.4 million in Rate Program Specific technology projects offset by a \$1.5 million increase to the Salesforce Implementation project. This program supports the Digital Strategy and ongoing life cycle replacement of IT assets, including software licensing, and software and hardware upgrades/replacements.
- **\$22.9 million 2024 Waste Management capital program** is \$20.6 million higher than the 2024 Forecast included in the 2023 Budget mainly due to the acceleration and additional funding of \$20.4 million related to the Cell 4 West construction as well as \$1.5 million in additional funding for the Automated Wheeled Cart Pilot study to expand on the demonstration areas.
- **\$2.2 million 2024 Paramedic Services capital program** is \$313,000 higher than the 2024 Forecast included in the 2023 Budget mainly due to SIFs for an Ambulance and a Superintendent vehicle.
- **\$5.2 million 2024 Waterfront capital program** is \$70,000 lower than the 2024 Forecast included in the 2023 Budget mainly due to the cancellation of the Recreational Works and Environmental Restoration associated with the Burlington Beach Master Plan as discussed in Report No. **CS-09-23/CA-09-23** (Burlington Beach Regional Waterfront Park Update). Also included in the 2024 expenditures is a \$0.5 million increase related to the Burloak Waterfront project.
- **\$0.7 million 2024 Services for Seniors capital program** is unchanged from the 2024 Forecast included in the 2023 Budget. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$6.3 million 2024 other capital program** is \$3.7 higher than the 2024 Forecast included in the 2023 Budget due mainly due to increased funding required for the OLT and other Litigation project. Other capital programs include projects to Corporate Services, Children's Services, Public Health, Infrastructure Planning & Policy, and Capital & Development Financing.
- **\$12.8 million 2024 Police capital program** is \$4.5 million higher than the 2024 Forecast included in the 2023 Budget due to increases for the 1 District New Facility, P25 Channel Addition, HRIS/ERP System, Fleet, and Security Systems.

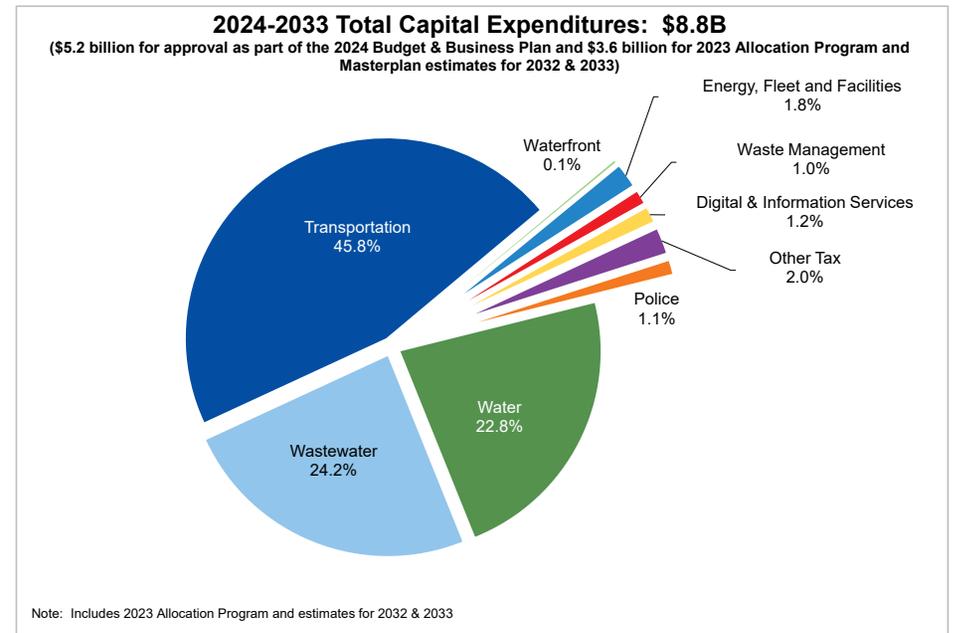
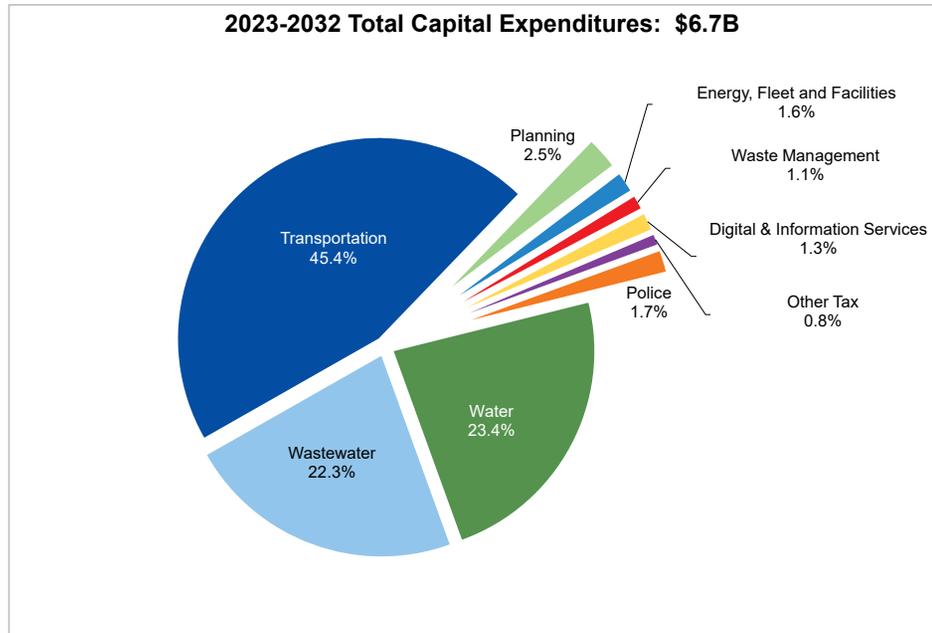
The financing of the capital program is outlined in detail within the Tax Overview and the Water and Wastewater Overview sections of the 2024 Budget and Business Plan. The following are the 10 highest dollar value projects, excluding the 2023 Allocation Program, included in the 2024 Capital Budget estimates. These projects total \$213.5 million and account for 17.3% of the 2024 Capital Budgets.

<b>2024 Capital Budget &amp; Forecast</b>		
<b>Top 10 Largest Capital Expenditures in 2024 (\$ Millions)</b>		
<b>Program</b>	<b>Project Descriptions</b>	<b>Cost</b>
Roads	Dundas Street - Widening	\$ 61.7
Wastewater	WWM on McCraney St. W. and side streets (OAK)	21.6
Waste	Halton Waste Management Site - Cell 4 West (REG)	20.3
Water	8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK)	20.0
Wastewater	West River WWPS - Capacity Upgrade to 120 L/s, including 450 mm inlet WWM to the station on Service Rd from West River St. to West River WWPS (OAK)	19.1
Roads	Bridges/Culverts/ Retaining Wall	18.0
Roads	Road Resurfacing & Related Works	16.1
Water	WM on McCraney St W and side streets (OAK)	12.8
Water	Replacement of WM on Prospect St. from Brant St to Joyce St., WM on Prospect St. from Guelph Line to Ashley Ave. and WM on Grahams Lane from Brant St. to 30m E. of Hammond St. (BUR)	12.7
Tax	Assisted Housing Development	11.2
<b>Total</b>		<b>\$ 213.5</b>

Schedule may not add due to rounding.

# 10-Year Capital Budget & Forecast

The following charts illustrate the 2024 10-year expenditures compared to the 2023 forecast. The development-related infrastructure requirements for 2024-2026 are to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**, therefore for comparison purposes the expenditures for this time period have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans. The 10-year forecast Council is approving is \$5.2 billion however for illustrative purposes the 2023 Allocation Program and 2032 and 2033 development water, wastewater and transportation estimates have been included.



The 2024 10-Year Capital Budget & Forecast (2024 to 2033) totals \$8.8 billion, which is \$2.1 billion higher than the 2023 10-year program mainly due to the 2023 Allocation program which has accelerated infrastructure needs to address the housing pledges and inflationary pressures. The increase include \$1,002.5 million in Transportation, a \$900.4 million increase in the Water and Wastewater development program, a \$192.7 million increase in the Water and Wastewater State-of-Good-Repair program, a \$19.1 million increase in Waste Management, a \$57.1 million increase in Energy, Fleet and Facilities, and a \$14.4 million increase in Digital & Information Services, offset by a decrease of a \$19.5 million in Police as outlined below.

The Water, Wastewater and Transportation 10-year capital program has been updated through the preparation of the 2023 Financing plan for infrastructure between 2023 and 2031 as presented in Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program), the Public Works Asset Management Plan (**PW-28-17**) and cost updates based on Environmental Assessments (EAs) and design work. As illustrated, a significant portion (92.7%) of the 2024 10-year program continues to be committed to the Water, Wastewater and Transportation programs.



- **\$4.1 billion 10-year Water and Wastewater capital program** consists of \$2.4 billion for the Development-related program and \$1.8 billion for the State-of-Good-Repair program (Non-Development).
  - **\$2.4 billion 10-year Water and Wastewater Development program** is a \$900.4 million increase from the 2023 capital program and reflects the cost updates for the 2023 Allocation Program. The majority of costs are related to greenfield and capacity related infrastructure. The 10-year capital program includes:
    - \$895.0 million to service region-wide capacity-related infrastructure.
    - \$1,146.5 million to service greenfield area related infrastructure.
    - \$176.2 million to service built boundary areas related infrastructure.
    - \$148.4 million for employment land servicing related infrastructure.
  - **\$1.8 billion 10-year Water and Wastewater State-of-Good-Repair program** is a \$192.5 million increase from the 2023 program. The 2024 plan has been prepared based on the updated Asset Management Program and Lifecycle Models Update (**PW-01-22/FN-11-22/DI-01-22**) and the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on the optimized decision-making process developed under the PWs' Asset Management Strategy. The 2024 10-year Capital Budget includes:
    - \$1.2 billion for water distribution and wastewater collection systems rehabilitation and replacements, including the Basement Flooding Mitigation program of \$11.8 million.
    - \$503.3 million for plants/facilities infrastructure upgrades and replacements, including \$56.3 million for plant maintenance.
    - \$32.8 million for SCADA Master Plan implementation and other SCADA related projects.
- **\$4.0 billion 10-year Transportation capital program** consists of \$3.4 billion for the Development-related program and \$660.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2024 is \$1,002.5 million higher than the 2023 program. The increase is predominately driven by cost updates through the analysis undertaken as part of the 2023 Financing Plan. The 10-year program provides significant road widening, grade separations, road resurfacing program initiatives, road studies, bridges and culverts projects.

The 10-year program includes:

- \$351.1 million for Regional Road 25
  - \$350.5 million for Trafalgar Road
  - \$333.4 million for Steeles Avenue
  - \$307.3 million for James Snow Parkway
  - \$218.9 million for Tremaine Road
  - \$217.1 million for Upper Middle Road
  - \$210.9 million for 5 ½ Line
  - \$194.0 million for Derry Road
- **\$161.0 million 10-year Energy, Fleet & Facilities capital program** is \$57.1 million higher than the 2023 program, primarily driven by a \$64.4 million increase to the construction costs of the PS HQ and PW Operations Centre Expansion and capital expenditures associated with the three Long-Term Care homes related to serveries, Oak Room renovations and floor replacements.

- **\$101.2 million 10-year Housing capital program** is intended to deliver Assisted and Affordable Housing projects at the Region and remains unchanged from the 2023 program.
- **\$89.4 million 10-year Waste Management capital program** is \$19.1 million higher than the 2023 program mainly due to the \$5.3 million associated with the acceleration and increases in construction costs for the Cell 4 West construction as well as \$17.0 million related to additional funding for the Automated Wheeled Cart Pilot study larger phased roll-out with the start of the next collection contract in 2026.
- **\$103.2 million 10-year Digital & Information Services capital program** is \$14.4 million higher than the 2023 program, mainly due to the \$14.5 million increase to support the SAP Transformation project and \$2.3 million associated with SalesForce Implementation projects. This is offset by rationalization of budgets related to the Rate Program for Water Lab Information Systems of \$0.3 million and \$0.5 million related to the M365 implementation. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades and replacements, as well as mobile strategy implementation and new software implementation.
- **\$43.6 million 10-year Paramedic Services capital program** is \$9.0 million higher than the 2023 program, mainly due to revised costs to purchase ambulances.
- **\$12.7 million 10-year Waterfront capital program** is \$26.0 million lower than the 2023 program, mainly due to the \$23.0 million cancellation of the Hydro Tower project as outlined in the revision the Burlington Beach Master Plan as discussed in Report No. **CS-09-23/CA-09-23** (re: Burlington Beach Regional Waterfront Park Update).
- **\$6.6 million 10-year Services for Seniors capital program** is unchanged from the 2023 program. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$19.9 million 10-year other capital programs** are \$18.8 million lower than the 2023 program. This is mainly due to the \$12.4 million elimination of the Regional Official Plan projects and reduction of \$5.0 million to the OLT & Other Litigation project. Other capital programs include projects to Corporate Services, Children's Services, Public Health, Infrastructure Planning & Policy, and Capital & Development Financing.
- **\$93.6 million 10-year Police capital program** is \$19.5 million lower than the 2023 program, mainly due to 1 District New Construction was approved in 2023. This is offset by increases to Fleet, Technology, Portable Radios and P25 Channel Addition.

The following table shows the 20 largest dollar value projects in the 10-Year Capital Budget & Forecast including the 2023 Allocation Program. These projects total \$4.4 billion and represent 50.1% of the total capital program. It is important to note that unlike previous budgets the last years of the forecast (2032 and 2033) do not have specific projects identified for the development water, wastewater and transportation program.

<b>2024 Capital Budget &amp; Forecast Top 20 Largest Expenditures (2024 - 2033) (\$ Millions)</b>				
<b>Program</b>	<b>Project Descriptions</b>	<b>2024</b>	<b>2025-2033</b>	<b>Total</b>
Water	Water Treatment – Lifecycle Model (REG)	\$ -	\$ 356.7	\$ 356.7
Roads	Regional Rd 25 – Widening and Reconstruction	10.9	340.2	351.1
Roads	Trafalgar Road – Widening and Grade Separation	29.4	321.1	350.5
Roads	Steeles Avenue – Widening, Grade Separation and Intersection	31.8	301.7	333.4
Roads	James Snow Parkway – Widening and New Road	5.1	302.2	307.3
Wastewater	Mid-Halton - North WWPS expansion of 2,000 L/s and WWTP expansion from 125 ML/d to 175 ML/d (OAK)	-	304.7	304.7
Wastewater	Wastewater Infrastructure to service MP4 Britannia SPA South of Britannia Road (MIL)	45.0	193.2	238.2
Roads	Tremaine Road – Widening	-	218.9	218.9
Roads	Upper Middle Road – Widening	-	217.1	217.1
Roads	5 ½ Line – New Road	-	210.9	210.9
Wastewater	Wastewater Treatment - Lifecycle Model (REG)	-	203.2	203.2
Wastewater	Skyway - New 2400mm WWM inlet to WWTP parallel to QEW; Expand WWTP by 20 MLD - EA, Design and Construction (BUR)	6.9	195.9	202.8
Roads	Derry Road – Widening, Reconstruction and Intersection	1.6	192.4	194.0
Water	Burloak WPP Phase 2 Expansion from 55ML/d to 165ML/d (OAK)	-	178.3	178.3
Water	Water Transmission – Lifecycle Model (REG)	-	150.5	150.5
Roads	Ninth Line – Widening	11.3	135.7	147.0
Wastewater	300mm and 450mm WWM to Service 8th Line (MIL)	-	123.2	123.2
Roads	Road Resurfacing & Related Works	16.1	106.9	123.0
Tax	Assisted Housing Development	11.2	90.0	101.2
Roads	North Service Road – New Road	-	100.4	100.4
<b>Total</b>		<b>\$ 169.3</b>	<b>\$ 4,243.3</b>	<b>\$ 4,412.6</b>

Schedule may not add due to rounding.

## Impact of Capital Investments on the Operating Budget

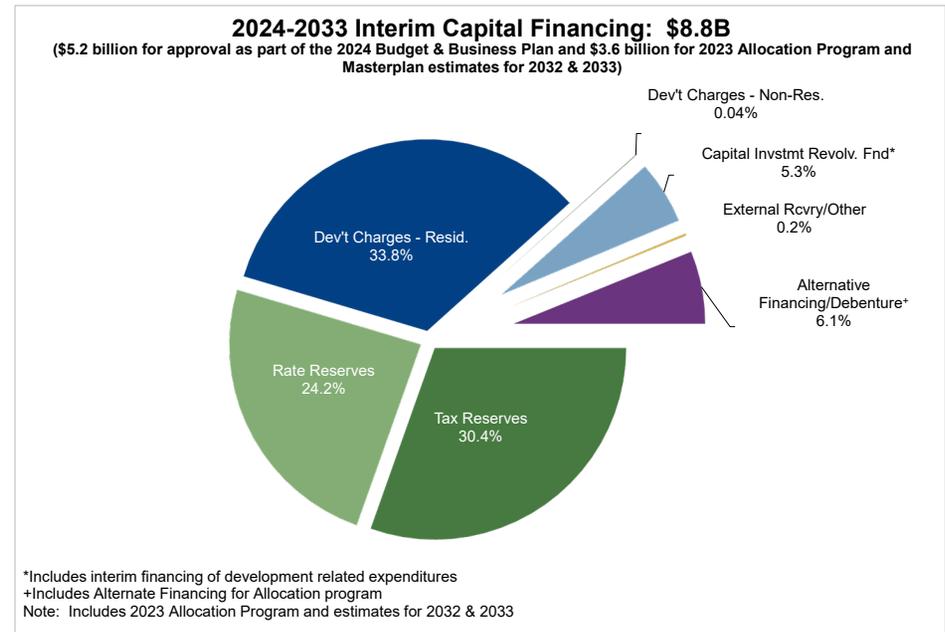
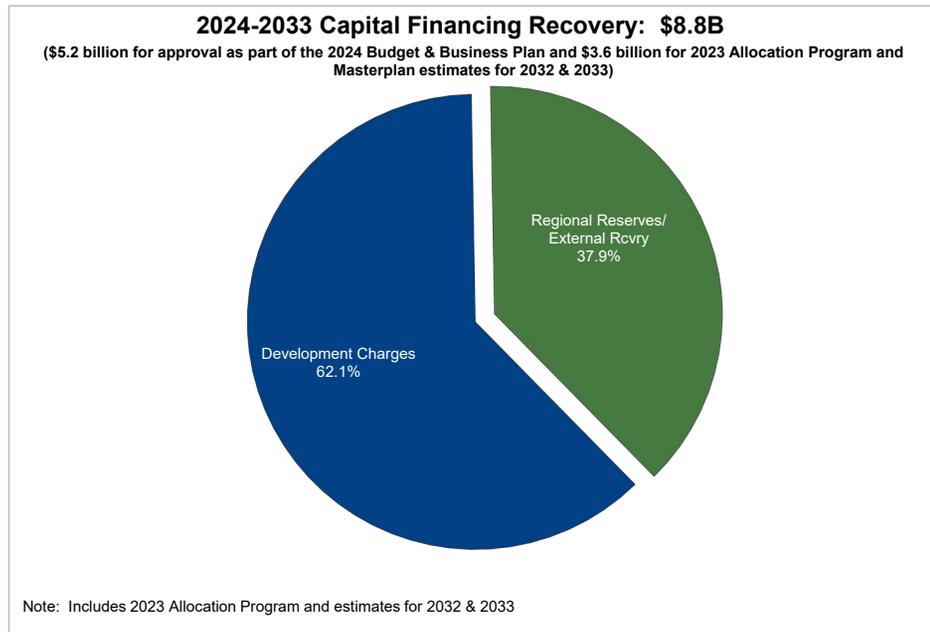
Although Halton Region prepares the capital budget separately from the operating budget, the two budgets are linked. These links include ongoing operating, maintenance and repair costs associated with new or renovated facilities and infrastructure. The operating budget impact estimates for capital projects are important for future planning and are included in budget projections used in the annual budget process. These costs or savings adjust the annual operating budget in the year the asset is complete and operational. The Region utilizes its reserves and debt in financing the State-of-Good-Repair capital program in addition to operating measures such as increase to investment revenues, water and wastewater rates and the expiration of leases to develop the 2024 budgeted operating impacts which are included in the table below.

Impact of Capital Investments on Operating Budget excluding Police and including 2023 Allocation Program (\$000s)					
	Capital Budget		Annual Operating Impact		
	2023	2024	2023	2024	Difference
<b>Public Works</b>					
Water & Wastewater	\$ 302,781	\$ 710,614	\$ 140,462	\$ 149,050	\$ 8,588
Roads	352,994	440,275	46,058	47,815	1,757
Waste Management	8,662	22,908	7,266	7,782	516
Infrastructure Planning & Policy	-	-	50	20	(30)
<b>Sub-total</b>	<b>\$ 664,437</b>	<b>\$ 1,173,797</b>	<b>\$ 193,837</b>	<b>\$ 204,667</b>	<b>\$ 10,830</b>
<b>Non-Public Works</b>					
Energy, Fleet & Facilities	9,279	6,197	11,447	12,879	1,432
Health	2,114	2,180	3,283	3,429	146
Social & Community Services	700	778	2,315	2,331	16
Digital & Information Systems	8,025	13,473	4,817	5,376	558
Corporate Services	1,500	5,785	2,293	1,028	(1,265)
Social Housing	9,450	11,200	6,558	7,703	1,145
Waterfront Master Plan	1,250	5,150	3,459	3,459	-
Conservation Authorities & Other	450	350	1,769	1,764	(6)
<b>Sub-total</b>	<b>\$ 32,767</b>	<b>\$ 45,113</b>	<b>\$ 35,942</b>	<b>\$ 37,968</b>	<b>\$ 2,026</b>
<b>Total</b>	<b>\$ 697,204</b>	<b>\$ 1,218,910</b>	<b>\$ 229,778</b>	<b>\$ 242,635</b>	<b>\$ 12,857</b>

Schedule may not add due to rounding

# 10-Year Capital Financing

A breakdown of the 2024 10-year Capital Plan, including the 2023 Allocation Program and 2032 & 2033 development water, wastewater, and roads estimates, financing is presented in the following graphs. The development-related infrastructure requirements for 2024-2026 are to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**, therefore for comparison purposes the expenditures for this time period have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans. Of the \$8.8 billion 10-year Capital Plan, \$5.2 billion is presented to Council for approval as part of the 2024 Budget & Business Plan and \$3.6 billion is related to the 2023 Allocation Program and development water, wastewater and transportation Masterplan estimates for 2032 & 2033 which are approved through separate reports.



Included in the 10-year capital plan of \$8.8 billion is \$3.3 billion (37.9%) to address state-of-good-repair capital needs (upgrades/rehabilitation/replacements) and \$5.5 billion (62.1%) to address growth-related capital programs (capacity expansion). Although financing strategies such as alternative financing (debt) are required to finance the development growth related program, the growth-related program (62.1%) will ultimately be funded from DCs, and the State-of-Good-Repair program will be funded from Regional reserves (37.9%).

As detailed later in the Long-Term Financing section, Regional reserves (including transfers from the Operating Budget and investment earnings) and debt are used to fund the state-of-good-repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2024 Budget increased the total operating contributions (excluding investment earnings) from \$164.5 million to \$175.9 million

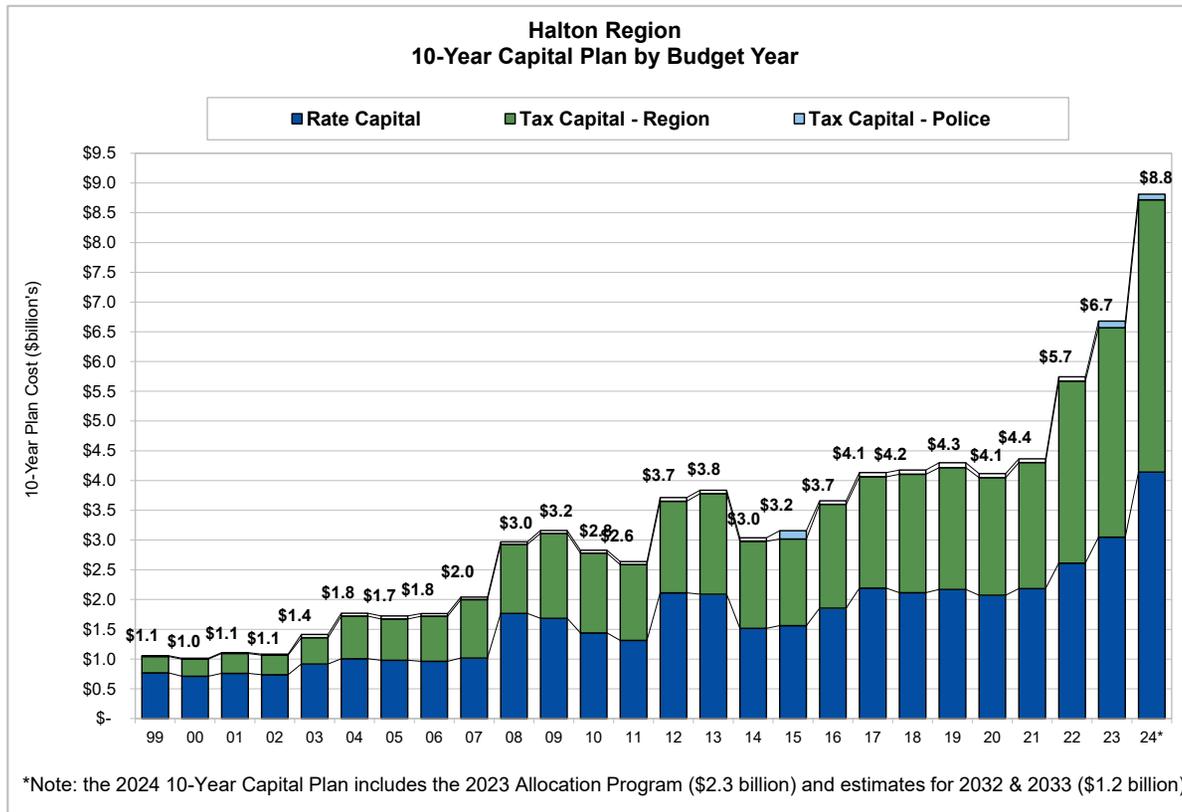


(\$11.4 million increase) in support of the Water and Wastewater and Transportation State-of-Good-Repair capital programs. This provided an opportunity to increase use of the capital reserves, in order to finance the growing State-of-Good-Repair capital program on a pay-as-you-go basis.

Development charges fund growth-related infrastructure. However, financing of growth infrastructure requires interim financing from the Region, as set out in the Development Financing Plan (**CA-08-23/PW-40-23/FN-36-23**). The Region’s interim financing is required for the significant plant capacity projects and non-residential employment capital cost in order to continue strategic investment in employment lands. Accordingly, as illustrated in the 2024-2033 Interim Capital Financing chart above, the Region will provide interim financing from the Capital Investment Revolving Fund, Tax Reserves, and debt, which will be recovered from future DCs including carrying cost.

**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 & Forecast. The following graph shows the significantly growing capital requirements between 1999 and 2024.



In 2009, the 10-year capital program had escalated to \$3.2 billion, due to expanding capital programs and significant cost increases based on the 2008 Master Plan updates for Development Water and Wastewater and Transportation programs. Similarly, in 2012, the 10-year program jumped to \$3.7 billion driven by the 2011 Master Plan updates for the same programs and the 2017 program to \$4.1 billion based on the Water and Wastewater Master Plans revised to support the 2017 DC update (**PW-33-16**). In 2022, the capital program expanded mainly as a result of the update to the Water, Wastewater and Transportation Master Plans to support the 2022 DC Update. The 2023 10-year capital program increased to \$6.7 billion due to cost changes predominately driven by land acquisition and higher than anticipated construction costs and reprogramming of projects from previous budgets in instances where it was not practical or possible to deliver a project within the 2020 Allocation Program timeframe due to their current project status (e.g., EA, design, coordination etc.). The 2024 increase for the 10-year program is largely driven by the acceleration of capital projects to support the housing pledges, infrastructure planning to ensure there is capacity beyond the 2031 timeframe, updated costs due to project staging and inflationary pressures.

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

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

The Region uses its reserves and debt to finance the State-of-Good-Repair capital program for existing infrastructure. The reserves (including operating contributions, Canada Community-Building Fund revenue, and investment earnings) are used in support of the Region's pay-as-you-go approach in financing the ongoing or recurring life cycle requirements. Debt financing is utilized for significant upgrade and rehabilitation initiatives, ensuring that the operating impacts from the significant capital program remain smooth and that the timing of revenue recoveries from taxpayers is appropriately matched with the benefit of infrastructure. The 2024 Budget includes increasing operating budget contributions to reserves throughout the forecast period, to provide sustainable investment for the growing assets and to continue with pay-as-you-go financing for the State-of-Good-Repair capital program. Although the 2024 Budget employs limited use of debt over the forecast period, debt still remains a viable funding option and will continue to be utilized where appropriate.

### **Financing of Growth**

The Allocation Program is Halton's tool to finance and deliver infrastructure to support new housing growth within the Region. In accordance with Halton Region's long-standing principles that an acceptable financing plan for growth related infrastructure must be in place prior to new greenfield growth proceeding This has been accomplished through the delivery of Allocation Programs which ensure Halton maintains the principle that "growth pays for growth" to the extent possible. The Allocation program is the tool the Region uses to ensure the residential greenfield developers pay for growth related infrastructure.

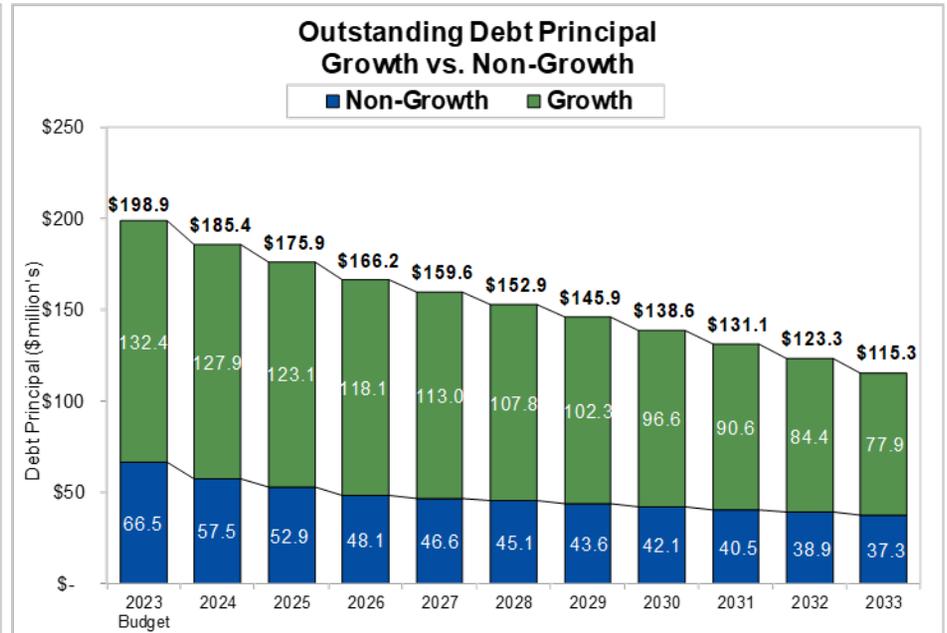
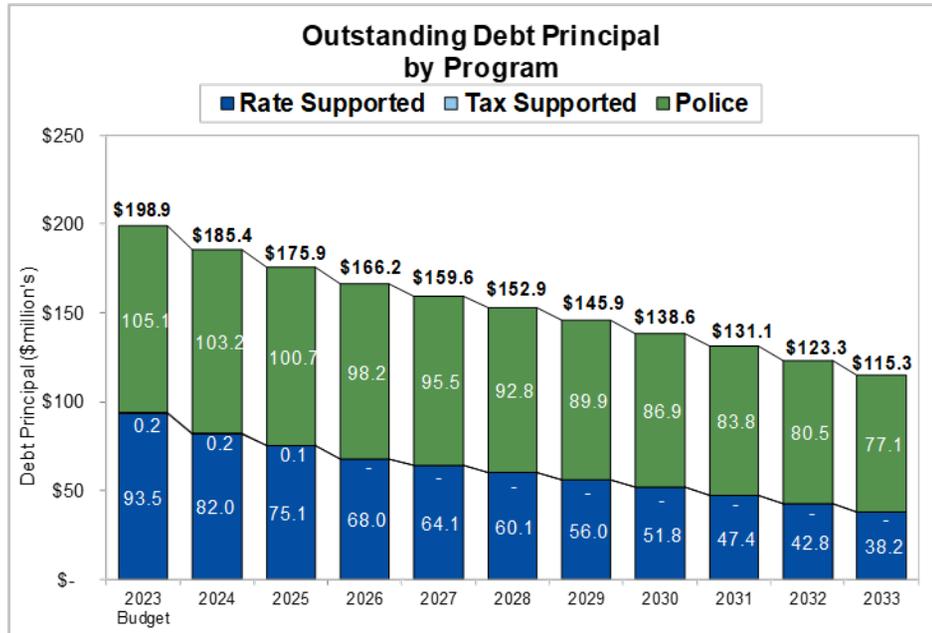
DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund, Tax Capital reserve and alternative financing (debt), are used for the financing growth-related projects in the 10-year capital budget. In particular, the Regional interim financing is provided for the non-residential employment capital cost share and will be recovered from future DCs including carrying costs under the financing plan. This plan ensures that all growth-related costs that can be recovered under the DC By-law will be recovered, and that Halton's strong financial position is not compromised. The 2024 Budget incorporates the Regional interim financing requirements, including the financing of the resulting debt charges.

### **Debt Financing**

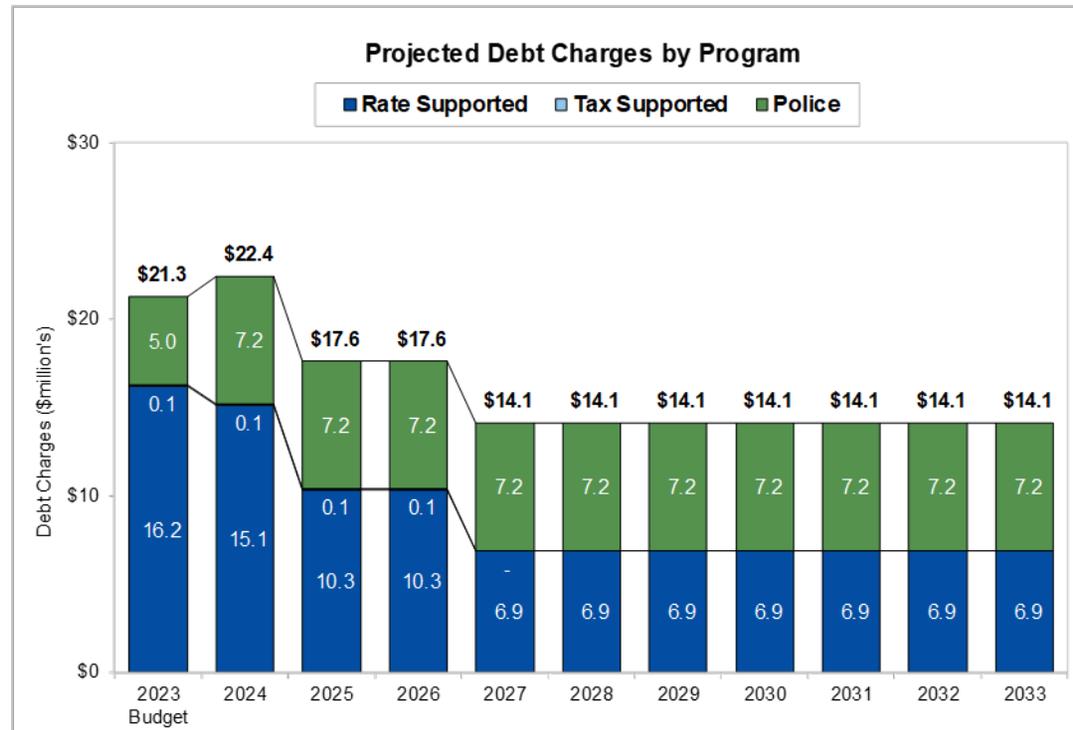
When debt financing is required, the Region leverages its long history of maintaining a AAA/Aaa credit rating to obtain the most competitive rates available in the market typically over a 10-year term. This is considered financially prudent in order to maintain financial flexibility in the face of significant and changing funding requirements. These requirements occur over the forecast period to accommodate new construction, replacement and upgrade of capital assets. Notwithstanding, the Region continues to monitor market conditions to best utilize longer-term debt financing. For instance, the Region issued a 30-year term sinking fund debt in the amount of \$106.0 million in 2011 to service strategic employment lands (CS-33-11/PW-53-11/LPS58-11 re: 2011 Water and Wastewater Servicing to Employment Lands in Halton) and \$62.5 million in 2015 and \$42.8 million in 2023 to construct the new Police Headquarters. The Development Financing Plan presented as part

of Report No. **CA-08-23/PW-40-23/FN-36-23** contemplates the utilization of debt, if alternative financing is not secured, for the residential and non-residential share of the major capacity projects being proposed totalling \$540.3 million.

The following charts illustrate the annual projected debt levels over the next 10 years. Debt levels have peaked at \$198.9 million in 2023, mainly driven by the budgeted funding required for the 1 District New Construction in 2023 which has been deferred to 2024. 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.



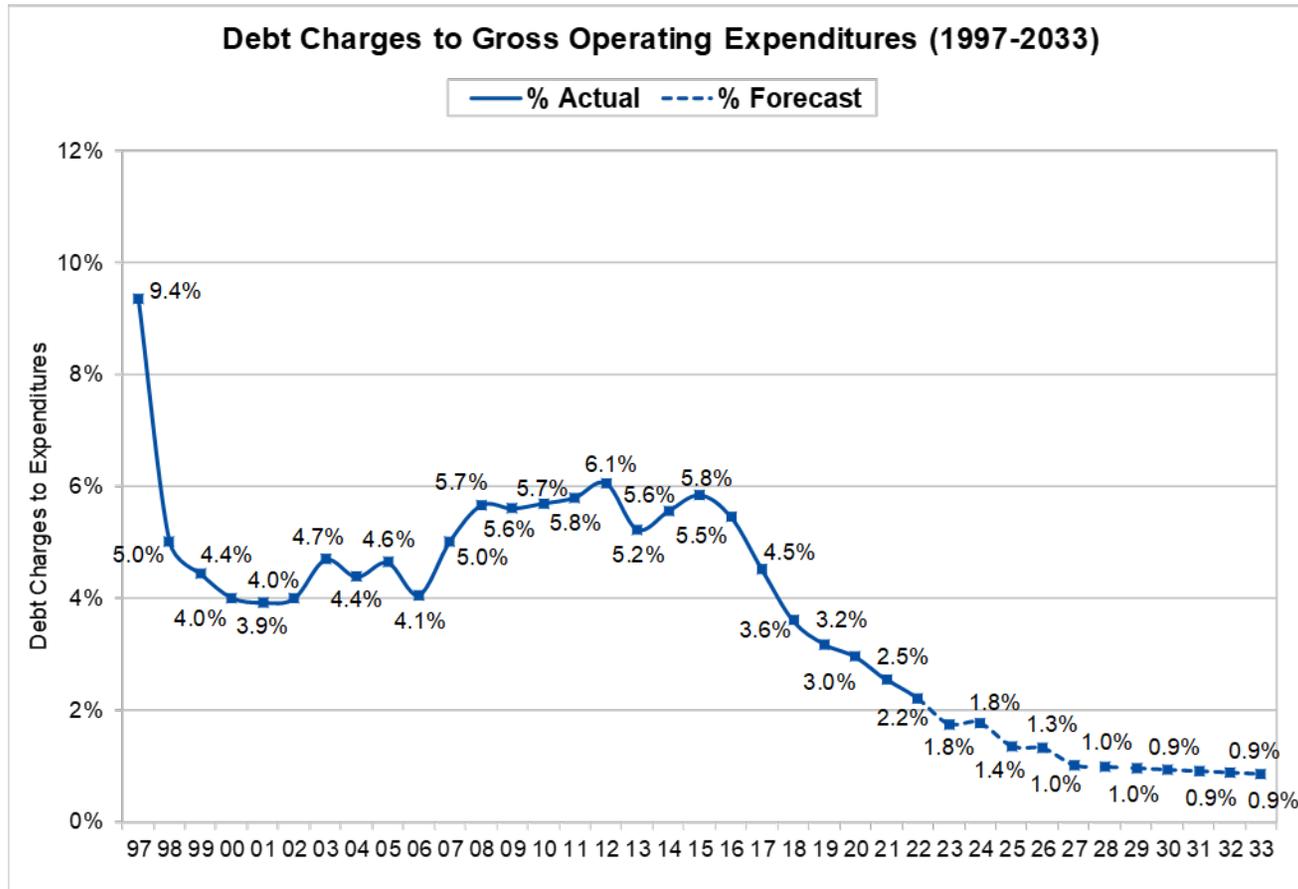
As illustrated in the chart below, total budgeted debt charges will increase in 2024, as compared to 2023 due to the complete debt charge coming on board for the Police debt for the 1 District New Construction.



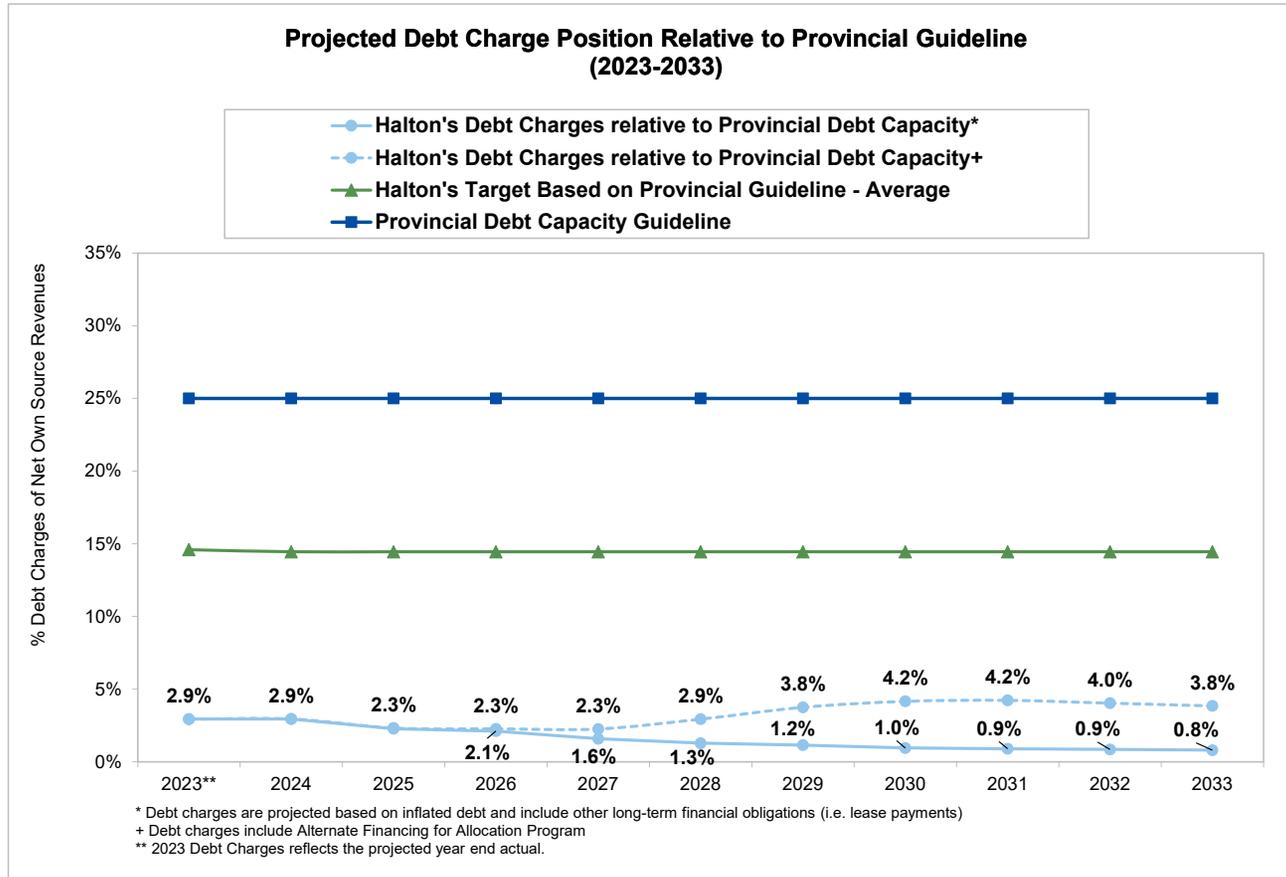
While debt charges will continue to have an impact on the Rate-Supported Budgets, the debt charges are expected to decrease over the forecast period based on declining debt as noted above.

The projected levels are affordable in the context of the Region's total financial plan and relative to Halton's substantial asset base. The affordability of the debt can be measured by examining projected debt charges as a percentage of total operating expenditures as shown in the Debt Charges to Gross Operating Expenditures chart below.

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



The Province sets a debt capacity guideline for municipalities of 25% of own revenues. The Region's own guidelines (10% of gross operating expenditures) translate to approximately 14.4% 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. Due to the accelerated infrastructure necessary to meet housing pledges, the financing plan for the 2023 Allocation Program assumes the alternate financing would be some combination of Federal, Provincial and Regional (debt or interim reserve financing, which will be reimbursed from future DCs) financing. Given the necessity of water and wastewater capacity to respond to the housing crisis, financing the delivery of this capacity should be a priority of both the Federal and Provincial Government. For this reason, the 2024 budget assumes the alternate financing is provided by senior levels of government, however the chart below sets out a forecast that assumes the cost for water and wastewater capacity infrastructure is provided by senior levels of government and also provides a scenario where the Region uses debt (over 30 years) to finance the costs.



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, Canada Community-Building Fund revenue and investment earnings are a primary funding source to sustain ongoing/recurring capital programs, in particular by ensuring that the Region can fund its State-of-Good-Repair capital program. In addition, reserves are also used to fund unanticipated or one-time expenditure requirements to allow the Region the flexibility to issue debt only when market opportunities arise, and to minimize the fluctuation of property taxes and water and wastewater rates caused by temporary or cyclical conditions.

As shown in the Reserve Continuity schedule below, the projected balance of the Region's reserves at December 31, 2023 is \$1,292.6 million, \$204.5 million of which are reserve funds (e.g., DC funds and self-insurance funds).

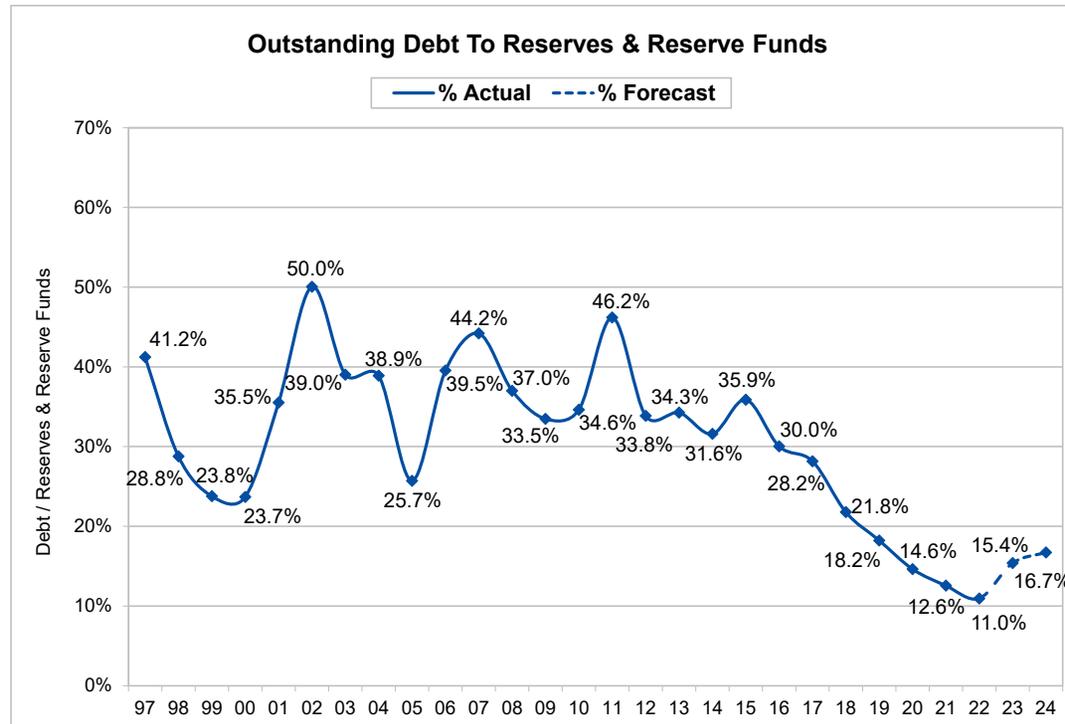
2024 Budget and Forecast Reserve Continuity (\$000s)									
	2022 Ending	2023 Projected Ending*	2024 Transfers						2024 Projected Ending
			Transfers From/(To) Operating	Transfers From/(To) Capital	Intra Reserve Transfers	Projected DC/Dvel. Cntrbtn	Projected Interest Allocation	Total	
<b>Reserves</b>									
Tax Stabilization	\$ 78,977	\$ 78,667	\$ 1,636	\$ (1,334)	\$ -	\$ -	\$ -	\$ 302	\$ 78,969
Rate Stabilization	36,933	36,933	-	-	-	-	-	-	36,933
Program Specific	88,980	85,835	8,430	(8,605)	-	-	-	(175)	85,660
Vehicle & Equipment	94,441	92,092	30,601	(32,036)	(243)	-	2,755	1,076	93,169
Tax Capital	421,233	399,941	58,870	(280,510)	33,843	-	15,304	(172,493)	227,448
Rate Capital	349,983	295,532	119,237	(190,342)	-	-	18,792	(52,312)	243,220
Capital Invst Rvlvg Fund	125,797	99,109	7,366	(5,229)	31,804	-	4,616	38,557	137,666
<b>Sub-Total</b>	<b>1,196,344</b>	<b>1,088,110</b>	<b>226,140</b>	<b>(518,056)</b>	<b>65,404</b>	<b>-</b>	<b>41,467</b>	<b>(185,045)</b>	<b>903,065</b>
<b>Reserve Funds</b>									
Corporate	240,666	200,102	18,583	(18,150)	-	-	5,176	5,609	205,711
Development Charges	9,892	4,401	(6,294)	(361,177)	(65,404)	427,962	316	(4,597)	(195)
<b>Sub-Total</b>	<b>250,558</b>	<b>204,503</b>	<b>12,289</b>	<b>(379,326)</b>	<b>(65,404)</b>	<b>427,962</b>	<b>5,492</b>	<b>1,013</b>	<b>205,516</b>
<b>Gross</b>	<b>\$ 1,446,902</b>	<b>\$ 1,292,613</b>	<b>\$ 238,429</b>	<b>\$ (897,382)</b>	<b>\$ -</b>	<b>\$ 427,962</b>	<b>\$ 46,959</b>	<b>\$ (184,033)</b>	<b>\$ 1,108,581</b>

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

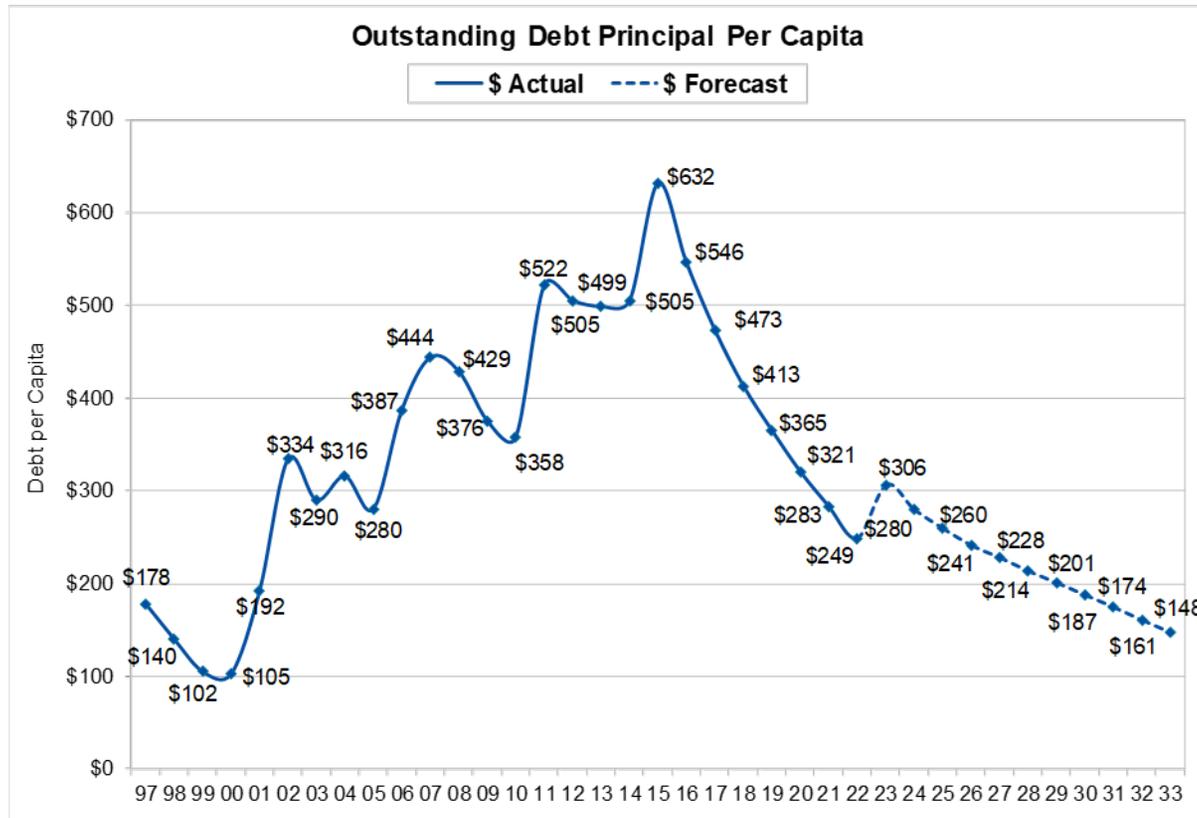
The target balance for the stabilization reserves is 10% of gross operating expenditures for Tax and 15% for Rate (CS-05-13 re: 2012 Year End Accounting Transactions). In 2024, the Tax Stabilization reserve balance is projected to be \$79.0 million, which is \$21.0 million below the target of \$99.9 million. The Rate Stabilization reserve balance is projected to be \$36.9 million, which is \$3.9 million below the target of \$40.8 million. Any operating surplus funds are first applied to the stabilization reserves in order to meet the target levels and any funds in excess of the target balance are transferred to the Tax and Rate Capital reserves or other program areas as per the Reserve Policy.

As shown in the above schedule, the reserve position is projected to decrease by \$184.0 million to \$1,108.6 million (including the reserve funds) at the end of 2024. This reduction is mainly related to the funding required for transportation state-of-good-repair financed from the Tax Capital reserve and Rate state-of-good-repair financing from the Rate Capital reserves.

The following Outstanding Debt to Reserves & Reserve Funds chart illustrates the impact of the Region's Financial Plan in terms of the debt to reserve ratio. The lower the ratio, the more financial flexibility is available to respond to new requirements, and the more secure the Region's overall financial position. The ratios over the past 24 years have fluctuated according to capital infrastructure funding needs over time. The ratio rose in 2011 (46.2%) as the Region issued a 30-year term sinking fund debt for \$106.0 million (CS-33-11/PW-53-11/LPS58-11) to service strategic employment lands. The ratio is expected to increase in 2024 (16.7%) from the 2023 level due declining reserve levels and full onboarding of the Police Debt related to 1 District New Construction.



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



## Conclusion

The 2024 Budget results in a property tax increase of 3.4% for Regional Services and 7.7% for Police Services for a combined tax increase of 5.1%, and a 4.3% rate increase for Water and Wastewater Services. The 2024 Budget supports the themes and actions identified in our **2023-2026 Strategic Business Plan**, and includes priority investments in critical services including long-term care, paramedic services and housing to support the health and well-being of the community, while addressing the significant pressures caused by high inflation and increased demand for services.

# Halton Region Budget and Business Plan

## TAX OVERVIEW



ASSISTED HOUSING FOR OLDER ADULTS; EARLY CHILDHOOD EDUCATION;  
PROMOTING HEALTH AND WELL-BEING; SERVICES FOR SENIORS

BUDGET REPORT 2024

# Tax Budget Overview

## 2024 Regional Property Tax Impact including Halton Regional Police Service

Property taxes fund Regional programs and services including Social Services, Road Operations, Housing Services, Waste Management, Public Health, Paramedic Services and other Regional services. Property taxes also fund Police Services, and provide funding for Conservation Authorities, Royal Botanical Gardens, and the North Halton Mental Health Clinic operated by Halton Healthcare.

The 2024 Budget for Regional tax-supported services results in a **3.4% increase** in the Regional share of property taxes (excluding Police Services). This is consistent with Regional Council's priorities of maintaining tax rate increases at or below the rate of inflation while delivering high quality services to Halton residents. The Regional 2024 Tax-Supported Budget is increasing by 5.2% and includes a 1.7% assessment growth assumption for a net tax rate increase of 3.4%.

The Halton Regional Police Service (Police Services) 2024 budget request is \$203.8 million, which is an increase of \$17.7 million, or 9.5%, over the 2023 approved budget. This increase is above the guideline provided by Regional Council of 5.7% as set out in the 2024 Budget Directions (**FN-28-23**), and is driven by resourcing requirements to address the policing needs of the growing region and support capital funding costs related to the facilities and technology programs. The Police Services' 2024 budget was approved by the Halton Police Board on October 26, 2023.

The 2024 combined impact of Regional Services and Police Services is a **5.1% increase** in property taxes. The following table provides a summary of the net tax levy requirement for Regional and Police Services.

Tax-Supported Budget Summary (\$000s)											
	2023	2024			Change in Budget				2024		
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		Assessment Growth (1.7%)	Tax Impact After Assessment	
Regional Services	\$ 305,537	\$ 317,737	\$ 3,699	\$ 321,436	\$ 12,200	4.0%	\$ 15,899	5.2%	\$ (5,194)	\$ 10,705	3.4%
Police Services	186,039	197,241	6,545	203,787	11,202	6.0%	17,748	9.5%	(3,163)	14,585	7.7%
<b>Total</b>	<b>\$ 491,576</b>	<b>\$ 514,978</b>	<b>\$ 10,244</b>	<b>\$ 525,223</b>	<b>\$ 23,403</b>	<b>4.8%</b>	<b>\$ 33,647</b>	<b>6.8%</b>	<b>\$ (8,357)</b>	<b>\$ 25,290</b>	<b>5.1%</b>

Schedule may not add due to rounding

The net tax levy for Regional Services is increasing from \$305.5 million in 2023 to \$321.4 million in 2024, an increase of \$15.9 million or 5.2%, with a net tax impact of 3.4% after assessment growth. Of this amount, the 2024 base budget is increasing by \$12.2 million or 4.0%, with the balance relating to strategic investments proposed in the 2024 Budget.

The net tax levy for Police Services is increasing from \$186.0 million in 2023 to \$203.8 million in 2024, an increase of \$17.7 million or 9.5% with a net tax impact of 7.7% after assessment growth. Of this amount, the 2024 base budget is increasing by \$11.2 million or 6.0%, with the balance relating to strategic investments proposed in the 2024 Budget.



The combined 2024 levy request totals \$525.2 million and represents an increase of 6.8%. After assessment growth of 1.7%, these increases result in a net tax impact of 5.1% for the Region and the Police.

The table below illustrates the property tax impact per \$100,000 of current value assessment (CVA).

<b>Property Tax Impact of Regional Government Services (Per \$100,000 CVA)</b>					
	<b>2023</b>		<b>2024</b>		<b>Change</b>
	<b>Actual</b>		<b>Budget</b>	<b>\$</b>	<b>%</b>
Regional Services	\$ 178.18	\$	184.33	\$ 6.14	3.45%
Police Services	108.21		116.55	8.34	7.71%
<b>Total Regional Taxes*</b>	<b>\$ 286.39</b>	<b>\$</b>	<b>300.87</b>	<b>\$ 14.48</b>	<b>5.06%</b>

Schedule may not add due to rounding

\* Based on 1.7% assessment growth

For illustrative purposes, the property tax impact per \$100,000 current value assessment (CVA) is an increase of \$6.14 for Regional Services, and when combined with the impact for Police Services of \$8.34, the result is a combined increase of \$14.48 per \$100,000 CVA. The Regional tax increase including Police Services for 2024 would be \$72.40 for a household with a CVA of \$500,000. This is calculated by dividing the assessed household value of \$500,000 by \$100,000 and multiplying the calculated value (5) by the total Regional tax increase per \$100,000 CVA of \$14.48.

## 2024 Budget Overview

The following table highlights the process undertaken to prepare the 2024 Tax Budget.

<b>2024 Budget Process</b>				
	<b>Report</b>	<b>Date</b>	<b>Tax Increase</b>	<b>Assessment Growth</b>
2024 Forecast	FN-06-23	January 25, 2023	3.0%	1.7%
2024 Budget Directions	FN-28-23	July 12, 2023	4.0%	1.7%
2024 Budget	FN-43-23	December 13, 2023	3.4%	1.7%

Several times during the budget process, Management Committee reviewed the base budget and proposed strategic investments to ensure levels of service are maintained, continuous improvements are undertaken and Council priorities are achieved, which has resulted in a 3.4% tax increase in the 2024 Budget. Bringing the budget in within the guideline set out in the 2024 Budget Directions (**FN-28-23**), including strategic investments, is a result of prudent decision making by Regional Council and continuous improvements to programs and services.

## 2024 Tax Operating Budget by Program

The following table summarizes the 2024 Tax Budget by program (excluding Police Services). The 2024 requested budget is increasing from \$305.5 million to \$321.4 million, an increase of \$15.9 million or 5.2% before assessment growth. Of this increase, the base budget is increasing by \$12.2 million or 4.0%. This increase includes cost-saving measures and redeployment of staff resources to priority areas in 2024. This results in a net tax increase for the 2024 Budget of 3.4%. The assessment growth (primarily new properties) in 2023 is estimated to be 1.7%, or \$5.2 million. Program budgets are discussed later in the Tax Overview.

Net Operating Budget for Tax-Supported Services (Excluding Police Services)									
Levy Requirement by Program (\$000s)									
	2023		2024			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
Healthy Families	\$ 5,670	\$ 6,015	\$ -	\$ 6,015	\$ 345	6.1%	\$ 345	6.1%	
Health Protection	3,802	4,050	-	4,050	248	6.5%	248	6.5%	
Immunization Services	3,931	4,090	-	4,090	159	4.0%	159	4.0%	
Infectious Disease Control	3,462	3,785	-	3,785	323	9.3%	323	9.3%	
Public Health Resources	2,551	2,683	-	2,683	132	5.2%	132	5.2%	
Paramedic Services	25,233	25,771	1,173	26,944	538	2.1%	1,711	6.8%	
Children's Services	13,087	10,734	-	10,734	(2,353)	-18.0%	(2,353)	-18.0%	
Employment & Social Services	7,233	7,623	361	7,985	390	5.4%	752	10.4%	
Housing Services	39,475	43,246	-	43,246	3,770	9.6%	3,770	9.6%	
Human Services Planning & Program Support	9,138	9,198	500	9,698	60	0.7%	560	6.1%	
Services for Seniors	24,020	27,536	262	27,798	3,516	14.6%	3,778	15.7%	
Waste Management	47,842	50,919	331	51,251	3,077	6.4%	3,408	7.1%	
Road Operations	60,445	62,512	428	62,939	2,066	3.4%	2,494	4.1%	
Development Services	8,088	8,348	-	8,348	260	3.2%	260	3.2%	
Economic Development	3,628	3,713	-	3,713	85	2.3%	85	2.3%	
Non-Program*	34,902	33,786	643	34,429	(1,116)	-3.2%	(473)	-1.4%	
Boards & Agencies	13,030	13,727	-	13,727	697	5.3%	697	5.3%	
<b>Net Regional Impact</b>	<b>305,537</b>	<b>317,737</b>	<b>3,699</b>	<b>321,436</b>	<b>12,200</b>	<b>4.0%</b>	<b>15,899</b>	<b>5.2%</b>	
<b>Assessment Growth</b>							<b>(5,194)</b>	<b>1.7%</b>	
<b>Regional Levy Requirement</b>	<b>\$ 305,537</b>	<b>\$ 317,737</b>	<b>\$ 3,699</b>	<b>\$ 321,436</b>	<b>\$ 12,200</b>	<b>4.0%</b>	<b>\$ 10,705</b>	<b>3.4%</b>	

Schedule may not add due to rounding

\* Strategic investments for Corporate Administration are reflected under Non-Program in the net amount of \$643,000. This includes 8.0 FTEs to support Finance, Digital & Information Services, and Corporate Services, which are described in further detail below.

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

The following table summarizes the 2024 Corporate Administration cost by department that has been allocated to the program areas, including Non-Program for the tax-supported governance-related services. Of the \$104.0 million, \$29.5 million is recovered from the Rate-Supported Budget. The 2024 Corporate Administration budget is increasing by \$6.3 million, or 6.5%, and includes strategic investments for 8.0 FTEs to ensure levels of service are maintained and Council priorities are achieved. Of the 8.0 FTEs, 4.0 FTEs will support Corporate Services, 3.0 FTEs will support Finance, and 1.0 FTE will support Digital & Information Services. These investments will support the strategic objectives approved by Regional Council and provide the capacity needed to facilitate meeting the Local Municipalities' housing targets and respond to needs within the organization, leverage technology to improve service delivery, and ensure the Region remains legislatively compliant and able to proactively address changes operationally and strategically. Significant drivers of the base budget increase in Corporate Administration are the increases in Corporate Services of \$945,000 in insurance premiums driven by unfavourable market conditions, and \$1.4 million in Digital & Information Services for software and computing services costs based on operational needs and to support the implementation of the digital strategy. The 2024 Budget related to Corporate Administration is discussed in detail later in the Tax Overview.

Net Operating Budget for Corporate Administration Levy Requirement by Program (\$000s)								
	2023	2024			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved	
Finance	\$ 11,254	\$ 11,726	\$ 425	\$ 12,151	\$ 472	4.2%	\$ 897	8.0%
Digital & Information Services	26,024	28,119	138	28,257	2,095	8.1%	2,233	8.6%
Corporate Services	52,485	55,049	470	55,519	2,564	4.9%	3,034	5.8%
Chief Administrative Officer's Office	5,885	5,963	-	5,963	78	1.3%	78	1.3%
Office of the Chair	300	308	-	308	9	3.0%	9	3.0%
Regional Council	1,709	1,760	-	1,760	52	3.0%	52	3.0%
<b>Total</b>	<b>\$ 97,657</b>	<b>\$ 102,927</b>	<b>\$ 1,033</b>	<b>\$ 103,960</b>	<b>5,270</b>	<b>5.4%</b>	<b>\$ 6,303</b>	<b>6.5%</b>

Schedule may not add due to rounding

## 2024 Tax Operating Budget by Cost Category

The following table summarizes the 2024 Budget by expenditure and revenue categories and shows that total gross expenditures have increased by \$21.9 million, or 2.9%, to \$783.9 million. Provincial & Federal funding and other program revenue are increasing by \$6.0 million, or 1.3%, to \$462.4 million, resulting in a net expenditure increase of \$15.9 million, or 5.2%, to \$321.4 million.

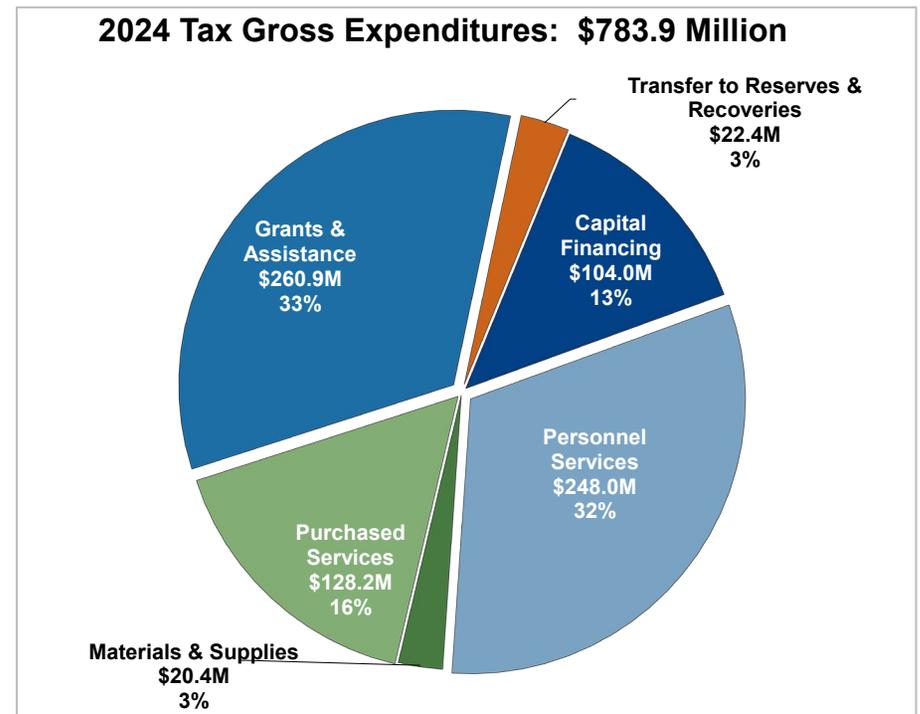
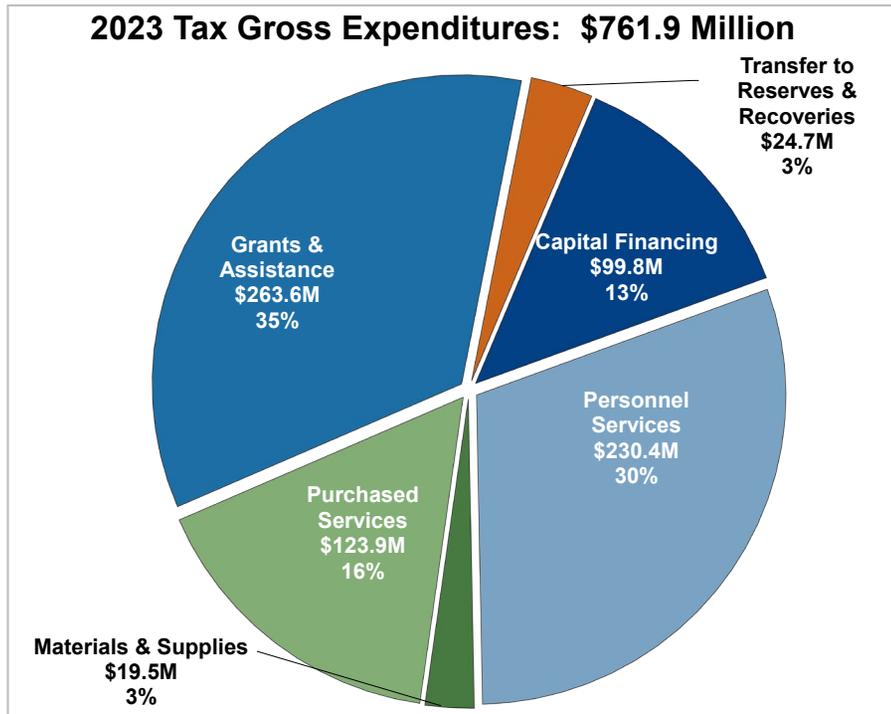
Total Tax Operating Budget Comparison by Cost Category (Excluding Police Services) (\$000s)									
	2023		2024			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
Personnel Services	\$ 230,433	\$ 241,158	\$ 6,879	\$ 248,036	\$ 10,725	4.7%	\$ 17,603	7.6%	
Materials & Supplies	19,459	20,222	175	20,396	763	3.9%	937	4.8%	
Purchased Services	123,900	128,133	91	128,225	4,233	3.4%	4,324	3.5%	
Financial & Rent Expenses	9,600	7,554	-	7,554	(2,046)	-21.3%	(2,046)	-21.3%	
Grants & Assistance	263,637	260,374	500	260,874	(3,263)	-1.2%	(2,763)	-1.0%	
<b>Total Direct Costs</b>	<b>647,030</b>	<b>657,441</b>	<b>7,645</b>	<b>665,086</b>	<b>10,411</b>	<b>1.6%</b>	<b>18,055</b>	<b>2.8%</b>	
Allocated Recoveries	(11,497)	(12,697)	(392)	(13,089)	(1,200)	10.4%	(1,592)	13.9%	
Corporate Support Recoveries	(20,849)	(22,397)	-	(22,397)	(1,548)	7.4%	(1,548)	7.4%	
Transfers to Reserves - Operating	54,938	54,923	-	54,923	(14)	0.0%	(14)	0.0%	
Transfers from Reserves - Operating	(7,452)	(4,640)	-	(4,640)	2,812	-37.7%	2,812	-37.7%	
<b>Gross Operating Expenditures</b>	<b>662,171</b>	<b>672,630</b>	<b>7,253</b>	<b>679,883</b>	<b>10,460</b>	<b>1.6%</b>	<b>17,712</b>	<b>2.7%</b>	
Capital Financing Expenditures	99,774	103,998	-	103,998	4,224	4.2%	4,224	4.2%	
<b>Total Gross Expenditures</b>	<b>761,945</b>	<b>776,628</b>	<b>7,253</b>	<b>783,881</b>	<b>14,684</b>	<b>1.9%</b>	<b>21,936</b>	<b>2.9%</b>	
Provincial & Federal Funding	(355,811)	(354,638)	(3,131)	(357,769)	1,174	-0.3%	(1,958)	0.6%	
Other Revenue	(100,596)	(104,254)	(422)	(104,676)	(3,657)	3.6%	(4,079)	4.1%	
<b>Total Revenue</b>	<b>(456,408)</b>	<b>(458,891)</b>	<b>(3,554)</b>	<b>(462,445)</b>	<b>(2,483)</b>	<b>0.5%</b>	<b>(6,037)</b>	<b>1.3%</b>	
<b>Net Program Expenditures</b>	<b>\$ 305,537</b>	<b>\$ 317,737</b>	<b>\$ 3,699</b>	<b>\$ 321,436</b>	<b>\$ 12,200</b>	<b>4.0%</b>	<b>\$ 15,899</b>	<b>5.2%</b>	
<b>Assessment Growth</b>									<b>1.7%</b>
<b>Tax Impact</b>									<b>3.4%</b>

Schedule may not add due to rounding

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

## Gross Expenditures

The following charts show the breakdown of the total gross expenditures in the 2023 and 2024 operating budgets for Regional tax-supported services by cost category. The 2024 operating budget includes \$783.9 million in total gross expenditures.



Total gross expenditures are increasing by \$21.9 million, or 2.9%, in the 2024 Tax-Supported Budget, attributable to the following key changes.

### Personnel Services – \$17.6 million increase

Personnel costs account for 32% of total gross expenditures for tax-supported services (excluding Police Services). As shown in the following table, compensation costs are proposed to increase by 7.64% or \$17.6 million in 2024 as a result of:

- 4.65% or \$10.7 million for base budget compensation increases, comprised of the following:
  - 3.45% or \$8.0 million increase to salary budget based on a 2.5% increase in the non-union pay band based on a pay-for-performance merit system and anticipated increases in union agreements;
  - 1.20% or \$2.8 million increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings

- Following a third party consultant's review of non-union positions and pay bands, it was recommended that certain positions be moved to different pay bands to better align with market comparators and maintain internal equity. The 2024 Budget includes a provision for these adjustments, which has been largely offset with an adjustment to the budgeted percentage of job rate (from 96.0% to 94.5%) to reflect actual trends.
  - Included in the total increase is a \$2.8 million provision for the \$3/hour Personal Support Worker in Long-Term Care wage enhancement. This was made permanent by the Province effective April 21, 2022 and is fully offset by Ministry of Long-Term Care funding.
- 2.99% or \$6.9 million increase for an additional 50.0 FTEs and 18,483.4 relief hours included as strategic investments in the 2024 Budget.

2024 Compensation Summary (Excluding Police Services)						
	2022	2023	2024			
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Healthy Families	\$ 8,191,300	\$ 9,514,370	\$ 385,198	\$ -	\$ 9,899,568	4.05%
Health Protection	6,273,170	6,432,430	190,490	-	6,622,920	2.96%
Immunization Services	8,493,385	7,511,710	269,154	-	7,780,864	3.58%
Infectious Disease Control	5,718,990	5,870,790	226,460	-	6,097,250	3.86%
Public Health Resources	3,421,870	3,876,750	132,553	-	4,009,303	3.42%
Paramedic Services	32,110,070	33,473,480	1,139,621	2,091,227	36,704,328	9.65%
Children's Services	12,537,910	13,481,910	258,115	-	13,740,025	1.91%
Employment & Social Services	6,007,480	6,130,350	219,163	361,428	6,710,941	9.47%
Housing Services (Excluding HCHC)	3,846,850	4,111,560	156,380	-	4,267,940	3.80%
Halton Community Housing Corporation	2,763,860	3,200,720	271,749	412,108	3,884,577	21.37%
Human Services Planning & Program Support	3,311,740	3,282,690	73,754	-	3,356,444	2.25%
Services for Seniors	57,143,410	60,263,750	4,999,797	2,264,552	67,528,099	12.05%
Development Services	6,803,040	5,100,860	222,873	131,488	5,455,221	6.95%
Roads Operations	2,008,730	2,059,120	71,043	278,679	2,408,842	16.98%
Waste Management	4,767,280	4,955,340	141,140	319,505	5,415,985	9.30%
Economic Development	2,029,980	1,970,230	72,568	-	2,042,798	3.68%
Corporate Administration	52,943,883	57,508,516	1,845,126	1,019,707	60,373,349	4.98%
Office of the Chair & Regional Council	1,649,180	1,688,570	49,427	-	1,737,997	2.93%
<b>Total</b>	<b>\$ 220,022,128</b>	<b>\$ 230,433,146</b>	<b>\$ 10,724,611</b>	<b>\$ 6,878,694</b>	<b>\$ 248,036,451</b>	<b>7.64%</b>
<b>Compensation Increase</b>			<b>4.65%</b>	<b>2.99%</b>	<b>7.64%</b>	

Schedule may not add due to rounding

### Staff Complement and Relief Hours

As shown in the following table, the additional staff complement proposed in the 2024 Tax-Supported Budget (excluding Police Services) includes an increase of 50.0 FTEs and 18,483.4 relief hours for strategic investments.

2024 Complement Summary (Excluding Police Services)						
	2022	2023		2024		
	Budgeted Staff Complement	Budgeted Staff Complement	Total In-Year Adjustments	Strategic Investments	Budgeted Staff Complement	Change
<b>FTE:</b>						
Healthy Families	72.1	81.1	-	-	81.1	0.00%
Health Protection	50.7	50.7	-	-	50.7	0.00%
Immunization Services	75.9	66.3	-	-	66.3	0.00%
Infectious Disease Control	47.5	47.6	-	-	47.6	0.00%
Public Health Resources	23.0	26.0	-	-	26.0	0.00%
Paramedic Services	210.5	217.5	-	12.0	229.5	5.52%
Children's Services	106.8	111.8	-	-	111.8	0.00%
Employment & Social Services	57.0	57.0	-	3.0	60.0	5.26%
Housing Services (Excluding HCHC)	32.0	35.0	-	-	35.0	0.00%
Halton Community Housing Corporation	27.0	30.0	1.0	3.0	34.0	13.33%
Human Services Planning and Program Support	27.0	27.0	-	-	27.0	0.00%
Services for Seniors	582.4	604.2	-	19.0	623.2	3.14%
Development Services	39.0	39.0	-	1.0	40.0	2.56%
Road Operations	17.0	17.0	-	2.0	19.0	11.76%
Waste Management	43.4	43.4	-	2.0	45.4	4.61%
Economic Development	15.0	15.0	-	-	15.0	0.00%
Corporate Administration	420.2	432.7	(1.0)	8.0	439.7	1.62%
Office of the Chair & Regional Council	1.0	1.0	-	-	1.0	0.00%
<b>Relief Hours:</b>						
Paramedic Services	88,933.8	75,781.8	-	7,891.2	83,673.0	10.41%
Immunization Services	1,350.2	1,350.2	-	-	1,350.2	0.00%
Children's Services	3,587.5	3,587.5	-	-	3,587.5	0.00%
Services for Seniors	112,722.5	119,821.7	-	10,592.2	130,413.9	8.84%
<b>Total:</b>						
<b>FTE</b>	<b>1,847.5</b>	<b>1,902.3</b>	<b>-</b>	<b>50.0</b>	<b>1,952.3</b>	<b>2.63%</b>
<b>Relief Hours</b>	<b>206,594.0</b>	<b>200,541.2</b>	<b>-</b>	<b>18,483.4</b>	<b>219,024.6</b>	<b>9.22%</b>

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

As noted above, the 2024 Budget includes an additional 50.0 FTEs and 18,483.4 relief hours requested proposed as strategic investments. Of the 50.0 FTEs, 34.0 FTEs will be either fully or partially funded by Provincial funding, or through the capital & HCHC budgets as follows:

- 17.0 FTEs and 10,592.2 relief hours include Provincial funding to fully fund the cost to provide increased direct care hours for residents in Long-Term Care
- 12.0 FTEs and 7,891.2 relief hours in Paramedic Services include Provincial funding based on the current funding model to partially fund the cost
- 3.0 FTEs will support tenancy management for the HCHC housing portfolio, and will therefore be recovered from the HCHC budget
- 2.0 FTEs will support capital programs and will therefore be partially or fully recovered from the capital budget

The remaining 16.0 FTEs will be funded from property taxes, and will support strategic priorities and address pressures driven by growth and increased demand for services.

#### **Materials & Supplies – \$937,000 increase**

- \$405,000 increase in contract costs related to food and supplies in Services for Seniors
- \$265,000 increase due to increased rates for natural gas and fuel
- \$221,000 increase in cellular and data line costs

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

- \$2.5 million increase for waste management contracts based on consumer price index (CPI) increases and higher contract renewal costs for the Halton Region Household Hazardous Waste Program
- \$1.4 million increase for software and computing services based on operational needs and to support the implementation of the digital strategy, including transitioning to SAP S/4 HANA Cloud Subscriptions and Microsoft 365
- \$958,000 increase in the Dedicated Ambulance Patient Offload Position Program, fully offset with increased funding. As reported in Report No. **MO-19-23**, the Province increased the funding to \$1.4 million for the 2023/2024 fiscal year, which will be utilized to expand the dedicated ambulance offload position at the Milton District Hospital site to 24 hours / 7 days a week
- \$945,000 increase in insurance premiums and paid claim losses as a result of unfavourable market conditions
- \$763,000 or 5.1% overall increase in road maintenance activities to reflect lane kilometre growth and inflation, with additional increases required to support increased costs for bridge and culvert maintenance and repairs, road sweeping, guiderail maintenance, and asphalt repairs
- \$745,000 increase in janitorial, building maintenance, security and other operational costs to support the expanded Halton Regional Centre (HRC) square footage following the completion of the HRC Renovation and Modernization project, fully offset with savings due to the termination of several satellite leases
- (\$177,000) decrease in Public Health due to the utilization of Provincial funding to offset existing expenditures and to reflect savings trends
- (\$1.2 million) decrease due to the removal of one-time expenditures in the Public Health 2023 Budget for temporary staff and other support related to COVID-19
- (\$2.6 million) net reduction in Children's Services in the non-legislated Regional contribution in the fee subsidy program to reflect the reduction in the overall fee subsidy expenditures as a result of the fee reductions provided through the Canada-Wide Early Learning and Child Care (CWELCC) program

### **Financial & Rent Expenses – (\$2.0 million) decrease**

- (\$2.0 million) decrease in lease expenditures as a result of the completion of the HRC Renovation and Modernization project, offset with increased capital financing and operational costs to support the expanded HRC square footage

### **Grants & Assistance – (\$2.7 million) decrease**

- (\$8.1 million) decrease in Children's Services to align with the latest confirmed funding allocation received from the Ministry of Education for the Canada-Wide Early Learning and Child Care System, to reflect licensed child care spaces that opted into the System as of December 31, 2022
- \$2.8 million increase in Housing Services mainly due to increases in Housing Provider subsidies based on the Provincial indices, and an increase to align with the latest funding allocations for the Homelessness Prevention Program and Reaching Home
- \$1.9 million increase in Employment & Social Services mainly due to a projected increase in Ontario Works caseload, fully offset with funding, partially offset with reductions to align with the latest funding allocations for the Employment programs
- \$828,000 increase in municipal funding for the Boards & Agencies
- \$500,000 increase proposed as a strategic investment for the Halton Region Community Investment Fund (HRCIF) to support emerging community needs and fund key human service programs and initiatives

### **Allocated Recoveries – (\$1.6 million) increase**

- (\$617,000) increase in recoveries from capital projects driven by a strategic investment proposed for a Senior Procurement Advisor and a Supply Chain Management Analyst to provide support and expertise regarding complex, high-risk and high-value construction and related service procurements
- (\$520,000) net increase in recoveries from the Rate-Supported Budget mainly related to increases in risk management, software costs, and fleet services
- (\$334,000) increase in recoveries from Police Services mainly related to risk management services provided by the Region
- (\$123,000) incremental recovery from the Rate-Supported Budget related to 1.0 FTE proposed as a strategic investment (Financial Analyst, Water) to support the review and analysis of the increased water consumption data provided through the implementation of Advanced Metering Infrastructure (AMI)

### **Corporate Support Recoveries – (\$1.5 million) increase**

- Increased recoveries from rate-supported programs for expanding needs, including additional resources acquired through the 2023 strategic investments, and to support the Region's Digital Strategy

### **Transfers to Reserves - Operating – (\$14,000) decrease**

- (\$14,000) decrease mainly due to the completion of paybacks to the Tax Stabilization reserve for the Mobile Strategy in Services for Seniors, Public Health and Paramedic Services, partially offset by increased transfers related to mobile device replacement costs in Digital Workplace & Technology

### **Transfers from Reserves - Operating – (\$2.8 million) decrease**

- \$1.4 million decrease due to the removal of the transfer from the Tax Stabilization reserve to fund the 2023 assessment growth shortfall
- \$1.2 million decrease due to the removal of one-time transfers from the COVID-19 Recovery reserve to fund costs related to COVID-19 in the 2023 Budget
- \$217,000 decrease due to the removal of the one-time transfer to fund consulting services to support new Public Sector Accounting Standards

### **Capital Financing Expenditures – \$4.2 million increase**

- \$1.0 million increase to fund the road resurfacing capital program
- \$1.0 million increase to fund the Regional New Units reserve to support new assisted housing to partially offset the loss of development charge revenues as a result of Bill 23
- \$950,000 increase for the Regional Long-Term Accommodation Strategy payback, fully offset with savings due to the termination of several satellite leases

- \$756,000 increase to fund the transportation capital and road resurfacing programs, fully offset with an increase in Canada Community-Building funding
- \$500,000 increase to support Waste Management State-of-Good-Repair and landfill equipment replacement programs
- \$482,000 to support the ongoing Regional Facilities State-of-Good-Repair capital program
- \$250,000 increase to fund the Digital Strategy
- \$233,000 to support corporate and program specific technology capital requirements
- \$150,000 to fund the Region's Facilities Replacement reserve to maintain emergency shelters in a state-of-good-repair
- \$100,000 increase to support floodplain mapping for Conservation Halton (FN-41-19)
- \$97,000 increase to fund Paramedic Services and Waste Management vehicle and equipment replacement programs
- \$66,000 to support interim reserve financing and the Paramedic Services Master Plan (MO-14-15)
- \$16,000 increase to support child care capital improvements
- (\$106,000) decrease in the payback for the Emerald Ash Borer program for Conservation Halton (FN-19-17) and Credit Valley Conservation (FN-49-15)
- (\$285,000) decrease to reflect the removal of Ontario Land Tribunal (OLT) litigation expenditures
- (\$980,000) decrease due to the elimination of the capital transfer to fund the Regional Official Plan

## Gross Revenues

The \$783.9 million total gross expenditures in the Tax-Supported Budget are funded from various sources as shown in the table below. In the 2024 Tax-Supported Budget, 41.0% of the total gross expenditures are funded from property taxes and 43.8% are funded from Provincial funding. The other 15.2% of the funding comes from Federal funding, investment income, program & other revenue, and supplementary taxes.

Tax Gross Operating Revenues By Funding Source (\$000s)						
	2023		2024		Change in Budget	
	\$	% of Total	\$	% of Total	\$	%
Property Tax Revenue	\$ 305,537	40.1%	\$ 321,436	41.0%	\$ 15,899	5.2%
Provincial Funding	342,514	45.0%	342,966	43.8%	452	0.1%
Investment Income	51,383	6.7%	54,792	7.0%	3,409	6.6%
Program & Other Revenue	41,913	5.5%	42,584	5.4%	670	1.6%
Federal Funding	13,297	1.7%	14,803	1.9%	1,506	11.3%
Supplementary Taxes	7,300	1.0%	7,300	0.9%	-	0.0%
<b>Total Revenue</b>	<b>\$ 761,945</b>	<b>100.0%</b>	<b>\$ 783,881</b>	<b>100.0%</b>	<b>\$ 21,936</b>	<b>2.9%</b>

Schedule may not add due to rounding

Overall, for the 2024 Budget, revenues are expected to increase by \$21.9 million, or 2.9%. This includes a \$15.9 million increase in property taxes (including a property tax increase of 3.4% and assessment growth of 1.7%), and a \$3.4 million increase in investment income to reflect the strong performance of the Region's investment portfolio. Additional increases are discussed below and include \$452,000 in Provincial funding, an additional \$670,000 in program fees and other revenues, and a \$1.5 million increase in Federal funding. The 2024 Budget for supplementary tax revenue are in line with 2023.

**Provincial Funding - \$452,000 increase**

In total, \$343.0 million in Provincial funding is included in the 2024 Tax-Supported Budget and is primarily used to fund cost-shared programs in Health and Social & Community Services.

<b>Change in Provincial Funding 2023-2024 (\$000s)</b>		
<b>Program</b>	<b>Funding</b>	<b>2023-2024 Change</b>
<b>Public Health</b>	COVID-19 Response & Recovery*	(1,222)
	<b>Subtotal</b>	<b>(1,222)</b>
<b>Paramedic Services</b>	Base Funding	1,140
	Strategic Investments	1,040
	Dedicated Ambulance Patient Offload Position**	958
	Community Paramedicine**	(24)
	<b>Subtotal</b>	<b>3,115</b>
<b>Children's Services</b>	Canada-Wide Early Learning and Child Care	(8,139)
	<b>Subtotal</b>	<b>(8,139)</b>
<b>Housing Services</b>	Federal Block Funding**	47
	Investment in Affordable Housing (IAH-SIF)**	(113)
	Anti-Human Trafficking (AHT)**	(31)
	Ontario Priorities Housing Initiative (OPHI)**	(116)
	Canada-Ontario Community Housing Initiative (COCHI)**	(269)
	Home for Good (HFG)**	7
	Homelessness Prevention Program (HPP)**	1,095
	<b>Subtotal</b>	<b>620</b>
<b>Services for Seniors</b>	Community Support Services**	172
	Per Diem funding at the Long-Term Care Homes**	175
	Strategic Investment: Direct Care & PSW Wage Enhancement Funding**	2,091
	Minor Capital Program**	(27)
	PSW Wage Enhancement**	2,794
	<b>Subtotal</b>	<b>5,205</b>
<b>Employment &amp; Social Services</b>	Ontario Works Employment Assistance**	(732)
	Ontario Works Benefits	2,293
	Employment Ontario Program (Employment Services)	(687)
	<b>Subtotal</b>	<b>874</b>
<b>Total Change in Provincial Funding</b>		<b>\$ 452</b>

\*Funding not confirmed.

\*\*Funding confirmed.

All other funding is based on current funding models or allocations

The 2024 Budget was prepared with the most current information available at the time. However, there is uncertainty that could affect 2024 due to reviews currently being conducted by the Province on several programs and funding models, including the Ontario Public Health Standards and related funding.

As shown in the table below, the total increase in Provincial funding in the 2024 Budget is \$452,000, or 0.1%. The 2024 base budget for Provincial funding is \$339.8 million, and includes \$2.0 million in one-time COVID-19 funding to support COVID-19 response and recovery efforts in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2024, however, it has funded all COVID-19 response and the majority of recovery one-time expenditures in 2023. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services. In addition, \$3.1 million in Provincial funding is included in the strategic investments. Of this amount, \$2.1 million is related to an increase in Direct Care Hours funding from the Ministry of Long-Term Care to provide more direct hours of care for residents of the Region's Long-Term Care homes (**SS-03-22**). The remaining \$1.0 million in Provincial funding included in the strategic investments for Paramedic Services is anticipated based on the current funding model, but not yet confirmed.

Provincial Funding By Program (\$000s)						
	2023 Total	2024			Change in Budget	
		Base	Strategic Investments	Total	Total	
Public Health	\$ 32,979	\$ 31,757	\$ -	\$ 31,757	\$ (1,222)	-3.7%
Paramedic Services	24,583	26,658	1,040	27,698	3,115	12.7%
Children's Services	191,635	183,496	-	183,496	(8,139)	-4.2%
Employment & Social Services	26,632	27,506	-	27,506	874	3.3%
Housing Services	17,989	18,609	-	18,609	620	3.4%
Services for Seniors	48,339	51,452	2,091	53,543	5,205	10.8%
Road Operations	150	150	-	150	-	0.0%
Economic Development	208	208	-	208	-	0.0%
<b>Total</b>	<b>\$ 342,514</b>	<b>\$ 339,835</b>	<b>\$ 3,131</b>	<b>\$ 342,966</b>	<b>\$ 452</b>	<b>0.1%</b>

Schedule may not add due to rounding

### Public Health

As of January 1, 2020, the Province changed the funding formula for Public Health from a cost-share model with 100% and 75% Provincial funding for various programs, to 70% Provincial funding for all programs (excluding the Ontario Seniors Dental Care Program). Since the Region contributes more than 30%, Halton's 2020 and 2021 funding allocations were frozen. On August 23, 2023, the Province announced that effective January 1, 2024, it will restore annual base funding for public health units to the 75% Provincial / 25% Municipal cost-share ratio, with 1% annual funding increases over the next three years. Since Halton Region's funding was previously frozen and not reduced, it is anticipated that Halton Region's funding allocation will only be increased by 1% annually over the next three years. The 2024 Budget for Public Health's cost-shared programs with the Ministry of Health is funded based on 56% funding from the Province, and 44% from the Region, as the Province has not committed to providing additional funding to make up the current Provincial shortfall.

The Healthy Babies Healthy Children (HBHC) program receives Provincial funding from the Ministry of Children, Community and Social Services, however, the funding level has not increased since 2013 and does not provide for service demand changes due to population growth and demographic changes in Halton, or

inflationary pressures, resulting in the 2024 Budget for HBHC including 51% of funding from the Region. The funding is anticipated to remain frozen at the 2023 funding levels based on the latest allocations received from the Province.

In 2024, the Region will contribute \$9.9 million more than its share to compensate for shortfalls in Provincial funding to maintain essential services, which reflects an increase of \$3.0 million from the shortfall in the 2023 Budget mainly as a result of the change in the cost-share ratio.

Public Health (\$000s)												
	Expenditure Budget			Provincial Funding Budget						Anticipated Shortfall		
	2023	2024	Change	2023	2024	Change	2023	2024	Change	2023	2024	Change
Public Health - Cost-Shared Programs	\$ 41,465	\$ 42,586	\$ 1,121	\$ 23,937	58%	\$ 23,937	56%	\$ -	0%	\$ 5,129	\$ 8,037	\$ 2,907
Ontario Seniors Dental Care Program	3,931	3,931	-	3,931	100%	3,931	100%	-	0%	-	-	-
Healthy Babies Healthy Children	3,700	3,786	86	1,874	51%	1,874	49%	-	0%	1,826	1,912	86
<b>Total</b>	<b>\$ 49,095</b>	<b>\$ 50,303</b>	<b>\$ 1,208</b>	<b>\$ 29,741</b>	<b>61%</b>	<b>\$ 29,741</b>	<b>59%</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 6,956</b>	<b>\$ 9,949</b>	<b>\$ 2,994</b>

Schedule may not add due to rounding

In addition to the Provincial funding formula shortfall, there is also a gap between the 2024 Budget and the latest confirmed funding allocation for Public Health cost-shared programs of \$2.5 million. Through the COVID-19 pandemic, the budget included anticipated increases in Provincial funding to maintain the budgeted cost-share level and support critical investments in the ongoing work continuing post-pandemic in Public Health, however as noted earlier, the actual increases received to date have been significantly lower. This issue has not been addressed in the 2024 Budget given the other pressing challenges in the budget, but may result in a significant unfavourable variance in 2024, and will need to be addressed in future budgets if additional Provincial funding is not provided to support these essential services. Staff will continue to monitor and provide updates to Council through the variance reports.

### Paramedic Services

The 2024 Budget includes a funding increase of \$2.2 million comprised of \$1.1 million in base funding and \$1.0 million included in strategic investments, which reflects the current funding model that supports program growth, but not inflation. Cost-shared funding is intended to support a cost-share between the Provincial and Regional governments of 50/50, however, the 2024 Budget is funded based on a cost-share of 47% funding from the Province, and 53% from the Region. The shortfall in the 2024 Budget is \$1.4 million.

Paramedic Services (\$000s)												
	Expenditure Budget			Provincial Funding Budget						Anticipated Shortfall		
	2023	2024	Change	2023	2024	Change	2023	2024	Change	2023	2024	Change
Paramedic Services 50/50 Cost-Shared Programs	\$ 46,911	\$ 50,981	\$ 4,070	\$ 21,926	47%	\$ 24,106	47%	\$ 2,180	10%	\$ 1,530	\$ 1,384	\$ (145)

Schedule may not add due to rounding

## Children's Services

As shown in the following table, the 2024 Budget reflects a net decrease of \$8.1 million, or 6.1%, in funding to align with the latest confirmed funding allocation from the Ministry of Education. As reported in **SS-18-23**, in May 2023 the Ministry of Education adjusted funding allocations to reflect licensed child care spaces that opted into the Canada-Wide Early Learning and Child Care (CWELCC) System as of December 31, 2022. Halton Region's adjusted allocation was reduced by \$8.1 million, which is offset with an equivalent reduction in Community Support expenditures to provide CWELCC fee reduction and workforce compensation funding for child care providers.

Children's Services (\$000s)			
	2023 Amended Budget*	2024 Requested Budget	2024 / 2023 Change
<b>Expenditures:</b>			
Administration	\$ 8,578	\$ 8,487	\$ (91)
Regional Child Care Centres	2,982	3,127	145
Fee Subsidy	19,952	18,372	(1,580)
Special Needs	12,043	12,257	214
Community Support (including CWELCC)	162,706	153,526	(9,180)
<b>Total Expenditures</b>	<b>\$ 206,262</b>	<b>\$ 195,770</b>	<b>\$ (10,492)</b>
<b>Funding:</b>			
Ministry of Education (EDU):			
Base Program (includes Child Care Expansion Plan)	\$ 36,850	\$ 36,850	\$ -
Early Learning and Child Care Bi-Lateral Agreement (ELCC)	3,861	3,861	-
EarlyON Child and Family Centres	4,689	4,689	-
Wage Enhancement Grant (WEG)	12,301	12,301	-
Licensed Home Child Care	566	566	-
Canada-Wide Early Learning and Child Care (CWELCC)	132,438	124,299	(8,139)
Total EDU	190,705	182,565	(8,139)
Ministry of Children, Community, and Social Services	931	931	-
Other Revenues	1,540	1,540	-
Net Regional Contribution	13,087	10,734	(2,353)
<b>Total Funding</b>	<b>\$ 206,262</b>	<b>\$ 195,770</b>	<b>\$ (10,492)</b>

\* 2023 Budget amended for \$82.5 million in CWELCC funding as per Report No. **SS-08-23** (re: Children's Services Program and Funding Update)

## Housing Services

The 2024 Budget for Provincial funding is increasing by \$620,000 mainly due the annualized increase in base funding of the Homelessness Prevention Program (HPP) of \$1.1 million, partially offset with decreased allocations for Canada-Ontario Community Housing Initiative (COCHI) (\$269,000) and Ontario Priorities Housing Initiative (OPHI) (\$116,000), and the Investment in Affordable Housing (IAH-SIF) (\$113,000).

## Services for Seniors

The majority of Provincial funding in Services for Seniors is provided for the Long-Term Care (LTC) homes by the Ministry of Long-Term Care (MLTC) on a per bed, per day basis, with an adjustment to reflect the Case Mix Index (CMI) of the home, which is a numeric value assigned to a LTC home used as a measure of the care requirements of residents. As shown in the table below, the 2023/2024 re-indexing of eligible CMI funding by the MLTC results in funding received that is 90.8% of the calculated care needs of residents which has decreased by 1.3% from 2022/2023. While the calculated CMI has been increasing, the MLTC re-indexing factor has been decreasing, resulting in a gap between funding required and funding received. The projected shortfall resulting from the difference between the calculated CMI and the funded CMI is \$2.5 million in the 2024 Budget. This shortfall results in increased Regional investment required to maintain service levels.

Long-Term are Homes - Case Mix Index									
Case Mix Index	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024
Allendale	103.76%	104.97%	110.13%	117.78%	120.27%	123.36%	124.42%	124.42%	122.49%
Post Inn Village	105.71%	105.95%	106.34%	112.82%	115.66%	118.20%	120.53%	120.53%	123.59%
Creekway Village	115.45%	114.72%	116.56%	120.52%	120.51%	123.11%	125.14%	125.14%	127.24%
<b>MLTC Re-Indexing Factor</b>	<b>97.3%</b>	<b>96.4%</b>	<b>95.6%</b>	<b>94.6%</b>	<b>93.2%</b>	<b>92.7%</b>	<b>92.1%</b>	<b>92.1%</b>	<b>90.8%</b>
Change in Re-Indexing Factor		-0.9%	-0.8%	-1.0%	-1.4%	-0.5%	-0.6%	0.0%	-1.3%

The 2024 Budget for Provincial funding is increasing by \$5.2 million driven by an increase of \$2.8 million in PSW Wage Enhancement funding and \$2.0 million in funding confirmed by the MLTC to support an increase in direct care hours which has been included as a strategic investment to fund 17.0 FTEs and 10,592.2 relief hours. Base funding to support all other cost increases in Services for Seniors has increased by only 0.7% in the 2024 Budget, which includes a net increase of \$147,000 from the MLTC for the Long-Term Care Homes and an increase of \$172,000 from Ontario Health for Supportive Housing and Adult Day programs.

In addition to the shortfall in CMI funding, there is also a gap between the 2024 Budget and the latest confirmed base funding allocation for Services for Seniors of \$819,000. Through the COVID-19 pandemic, the budget included anticipated increases in Provincial funding at the current cost-share level to support critical investments in the ongoing work that would continue post-pandemic in Long-Term Care, however as noted earlier, the actual increases received to date have been significantly lower. This issue has not been addressed in the 2024 Budget given the other pressing challenges in the budget, but may result in a significant unfavourable variance in 2024, and will need to be addressed in future budgets if additional Provincial funding is not provided to support this essential service. Staff will continue to monitor and provide updates to Council through the variance reports.

## Employment & Social Services

Provincial funding is provided for Ontario Works (OW) benefits, OW cost of administration, and Employment programs. OW benefits are 100% Provincially-funded, and the cost of administering the OW program is intended to be cost-shared 50/50 with municipalities, however the 2024 Budget is funded based on 39% funding from the Province and 61% from the Region, resulting in a shortfall of \$877,000.

The 2024 Budget includes a reduction of \$732,000 in Ontario Works Employment Assistance funding as a result of the transformation of employment services and the transfer of responsibility for the delivery of employment supports to Ontario Works job seekers from Halton Region to the Service System Manager. The net impact of the reduction has been largely mitigated through equivalent expenditure reductions in the 2024 Budget. Funding for Employment Ontario has decreased by \$687,000 due to the reclassification of funding provided from Fedcap Canada from Provincial funding to other revenues to align with the change in responsibility for the employment service system in Halton region. The 2024 Budget for OW benefit expenditures is increasing by \$2.4 million based on a 3% projected increase in demand, and is fully offset by Provincial funding, with no net Regional impact.

**Program Fees and Other Revenue - \$670,000 increase**

The program-specific fees and charges are anticipated to be \$42.6 million in 2024, a \$670,000 or 1.6% increase. Fees are reviewed annually and adjusted as appropriate to reflect changes in quantities, inflation and other cost adjustments. The following table details the fees and other revenues (excluding Police Services) by major program. The most significant user fee revenues are those received from the residents of the Region’s Long-Term Care homes of \$15.4 million.

Tax Program Fees & Other Revenues (\$000s)				
	2023	2024	Change in Budget	
Health Protection	\$ 49	\$ 50	\$ 1	1.0%
Immunization Services	4	5	1	22.8%
Infectious Disease Control	75	57	(18)	-23.9%
Paramedic Services	18	17	(1)	-5.6%
Children's Services	1,540	1,540	-	0.0%
Employment & Social Services	966	1,625	659	68.2%
Housing Services	2,398	2,863	465	19.4%
Services for Seniors	15,040	15,401	361	2.4%
Development Services	1,754	1,792	38	2.2%
Road Operations	564	548	(16)	-2.8%
Waste Management	8,068	8,410	343	4.2%
Economic Development	8	8	-	0.0%
Non-Program	7,086	5,672	(1,414)	-20.0%
Corporate Services	3,362	3,615	253	7.5%
Finance	715	715	-	0.0%
Digital & Information Services	266	266	-	0.0%
<b>Total</b>	<b>\$ 41,913</b>	<b>\$ 42,584</b>	<b>\$ 670</b>	<b>1.6%</b>

Schedule may not add due to rounding

The \$670,000 increase in program fees and other revenues is driven by:

- \$659,000 increase in Employment & Social Services mainly due to a reclassification of funding provided from Fedcap Canada from Provincial funding to other revenues to align with the change in responsibility for the employment service system in Halton region



- \$465,000 increase in Housing Services due to increased recoveries from HCHC primarily related to 3.0 FTEs proposed as strategic investments to support the growing number of units managed by HCHC
- \$361,000 increase in Services for Seniors to reflect actual and projected trends in resident revenues
- \$343,000 increase in Waste Management driven by a projected increase in container station revenues the Halton Waste Management Site to reflect the new user fee schedule
- \$253,000 increase in Corporate Services primarily related to increased recoveries from HCHC
- (\$1.4 million) decrease in Non-Program due to a reduction in *Provincial Offences Act* (POA) revenues to align with the actual trends experienced over the past four years and Halton Court Services' 2024 budget.

### Federal Funding - \$1.5 million increase

The 2024 Tax-Supported Budget includes \$14.8 million of Federal funding.

Federal Funding by Program (\$000s)				
	2023	2024	Change in Budget	
Healthy Families	\$ 90	\$ 90	\$ -	0.0%
Employment & Social Services	413	430	17	4.1%
Human Services Planning & Program Support	1,329	1,381	52	3.9%
Housing Services	3,553	4,234	681	19.2%
Non-Program (CCBF)	7,912	8,668	756	9.6%
<b>Total</b>	<b>\$ 13,297</b>	<b>\$ 14,803</b>	<b>\$ 1,506</b>	<b>11.3%</b>

Schedule may not add due to rounding

The \$1.5 million increase in Federal funding includes increases in Housing Services to reflect an annualized increase in Reaching Home funding, an increase in Human Services Planning & Program Support for Building Safer Communities funding, and an increase in Employment & Social Services for Newcomer Strategy funding.

The Region is also expected to receive an increase of \$756,000 in Canada Community-Building funding (CCBF) in 2024, for a total of \$18.1 million. Of this amount, \$9.5 million will continue to be applied to the Rate-Supported Budget to help fund the Water and Wastewater State-of-Good-Repair capital program, and the remaining \$8.7 million will be applied to the Transportation capital (\$7.6 million) and road resurfacing programs (\$1.1 million) in the Tax-Supported Budget.

### Supplementary Taxes

Supplementary tax revenue is generated from additional assessment. Supplementary tax revenue is difficult to predict as this is dependent on the number of properties assessed by the Municipal Property Assessment Corporation (MPAC), general economic conditions, and the level of growth within each of the local municipalities. For these reasons, many municipalities choose not to budget, or budget conservatively, for supplementary tax revenue as a recurring source of revenue. The 2024 supplementary tax revenue budget was maintained at \$7.3 million. Staff will continue to monitor supplementary tax revenue.

## 2024 Tax Strategic Investments

The 2024 Budget and Business Plan includes proposed strategic investments to support priorities approved by Regional Council, program enhancements to support the health and well-being of the Halton community, and investments that address pressures driven by growth and increased demand in services. Additional information related to these initiatives can be found in the Strategic Investments section.

### Health

- **Paramedics - \$1.6 million (\$828,000 net tax impact):** are required to maintain response times while addressing pressures related to increasing call volume, population and employment growth, an ageing population, hospital offload delays and paramedic workload. The addition of 8.0 Paramedic FTEs and 7,891.2 relief hours will be utilized to provide two additional ambulances with 12 hour per day / 7 day per week staffing to address these pressures. This investment includes Provincial funding based on the current funding model, for a net tax impact of \$828,000.
- **Operations Commanders - \$429,000 (\$227,000 net tax impact):** 2.0 Operation Commander FTEs are required, as a result of the growth in call volume and system pressures, to provide management of field operations, ensuring customer service standards are met, concerns are reviewed in a timely manner, and that the delivery of pre-hospital care is provided in accordance with Regulations and Standards. This investment includes Provincial funding based on the current funding model, for a net tax impact of \$227,000.
- **Workforce Management Coordinator Lead - \$105,000 (\$56,000 net tax impact):** is required to address pressures in the Paramedic Services division related to managing scheduling functions with the Workforce Management system (WFM). The Paramedic Services division currently has approximately 30,000 shifts that are managed through WFM annually. This role will support effective and efficient scheduling, and provide the unique set of skills required to navigate the specific scheduling and WFM requirements within the division, as well as investigating and implementing efficiencies within the division. The investment includes Provincial funding based on the current funding model, for a net tax impact of \$56,000.
- **Logistics Officer - \$116,000 (\$61,000 net tax impact):** is required to provide increased capacity to address pressures within the Paramedic Services logistics program related to growth and changes to new standards of practice as a result of COVID-19. This additional resource will provide an opportunity to expand logistics hours to evenings and weekends to better support 24/7 paramedic operations. This investment includes Provincial funding based on the current funding model, for a net tax impact of \$61,000.

### Social & Community Services

- **HCHC Assisted Housing Staffing - \$422,000 (no net tax impact):** As a result of the growth in Halton Community Housing Corporation's (HCHC) assisted housing portfolio, three additional resources are required in the Housing Services division to effectively manage the growing number of units managed by HCHC and ensure high quality service is provided to tenants, operational risks are mitigated and all legislative requirements are met. These positions are fully funded from the HCHC Budget.
- **Halton Region Community Investment Fund (HRCIF) - \$500,000:** The HRCIF enhances the health, safety and well-being of Halton residents through \$4.0 million in annual funding to non-profit human service programs and initiatives. The HRCIF funding framework enables the provision of single year and multi-year grants of up to three years. There is a growing need in the community to stabilize initiatives critical to the human services system in Halton through longer term funding. A \$500,000 increase in the HRCIF will support emerging community needs and fund key human service programs and initiatives.
- **Direct Care Hours - \$2.1 million (no net tax impact):** 17.0 FTEs and associated relief hours will provide more hours of direct care for residents at the Region's Long-Term Care homes, utilizing funding provided by the Ministry of Long-Term Care as part of the Province's commitment to ensure that residents receive, on average, four hours of direct care per day by 2024-25.

- **Emergency Management Specialist - \$125,000:** is required to provide specialized knowledge in Long-Term Care emergency response planning, lead training for more than 900 staff to respond to emergencies and regulatory reporting requirements, and maintain the LTC homes' Business Continuity Plans, Emergency Response Plan, and all other related resource documents, which will ensure ongoing compliance with emergency preparedness obligations and best practices to protect the residents of the Region's Long-Term Care homes.
- **Workforce Management Data Specialist - \$137,000:** is required to support the Services for Seniors division with the Workforce Management (WFM) system including key functions within the scheduling office including testing of WFM fixes and enhancements, responding to scheduling inquiries and investigations, and monthly workforce management reporting.
- **Integrated Case Managers - \$210,000:** 2.0 Integrated Case Manager FTEs are required as a result of increased demand for assistance through the Ontario Works and Low Income Financial Assistance programs. These additional resources will enable the Employment & Social Services division to sustain the programs, meet forecasted demand growth and deliver excellent customer service to Halton's most vulnerable residents.
- **Senior Program Support Analyst - \$151,000:** is required to provide additional oversight, support and strategic advice to the Employment & Social Services division. This resource will analyze data and policy changes, enabling the division to evaluate program effectiveness and make service enhancements that improve the client experience and outcomes, while ensuring approaches and programs align with Regional, Provincial and Federal priorities.

### Public Works

- **Senior Project Advisor - \$175,000:** is required to provide technical leadership within the Road Operations division to manage the Roads State-of-Good-Repair Capital Program and growth-related infrastructure. This position will provide expert, consistent and dedicated support, overseeing regulatory requirements, complex contracts and studies, while mitigating risks and supporting the Region's rapidly growing infrastructure system.
- **Traffic Operations & Safety Technologist - \$116,000:** is required to collect, manage, and analyze information for all traffic, safety and operational matters relating to signals and road assets. The Technologist will help to ensure the accuracy of all relevant data, including asset specific data to traffic and Intelligent Traffic Systems, provide capacity for the division to deliver new safety programs, and support capital and development projects.
- **Senior Construction Inspector - \$139,000 (\$7,000 net tax impact):** is required to address pressures related to an increasing number of permits and development inspections. This additional resource will support the increased need and ensure the required level of coverage of both permit and development inspections is provided with sufficient oversight of contractor activity to protect Regional assets. This role will provide support to, and therefore be partially recovered from, both the Tax and Rate-Supported Budgets.
- **Senior Project Advisor - \$175,000:** is required in the Waste Management division to provide technical leadership and strategic planning to implement the Region's Solid Waste Management Strategy, including support for the development of complex contracts, capital projects and studies to enhance the way the Region provides waste collection, transfer, reuse, and disposal services. The position will develop and implement detailed plans, recommending policies regarding program-specific requirements, as well as new programs in order to meet the Region's diversion target and extend the life of the Halton Waste Management Site.
- **Project Manager III - \$157,000:** is required in the Waste Management division to coordinate and execute project management work related to program enhancements and business continuity. The position will work to implement projects outlined in the Solid Waste Management Strategy, lead long range planning of the division's capital budget, and support the planning and implementation of business transformation and change management plans.

## Finance

- **Supervisor, Capital Assets - \$151,000:** The volume of tangible capital assets (TCA) inventory owned by the Region has grown significantly since 2009, from \$2.6 billion Net Book Value (NBV) in 2009 to \$5.1 billion in NBV at December 31, 2022, or a 96% growth. Additionally, effective for 2023, the new Public Sector Accounting Standard - Asset Retirement Obligations (ARO) has also increased the complexity of the accounting entries and manual processes to be performed. Given these pressures, there is a need for a Supervisor to provide oversight to the transactions and staff resources for TCA. This role will provide the necessary oversight to review, analyze and reconcile the work of the TCA staff, and provide opportunity for cross-training and business continuity with the other leadership roles in Financial Services.
- **Financial Analyst, Water - \$123,000 (no net tax impact):** is required to review and validate the increased water consumption data provided through the implementation of AMI, and will implement appropriate analytical and monitoring measures to support strong internal controls and reporting and provide enhanced customer service. This position will support and therefore be recovered from the Rate-Supported Budget.
- **Policy Advisor – Finance - \$151,000:** is required to provide policy support across the Finance department, ensuring the Region remains legislatively compliant and able to proactively address changes operationally and strategically. This role will provide project management in the development of corporate policies, best practices and plans to address and stay current with operational and strategic decision making and reporting.

## Digital & Information Services

- **Senior CRM Analyst - \$138,000:** is required to support the goal of the Region's Digital Strategy to digitize 125 customer-facing services and 50 internal services by 2025 by providing support to ensure uninterrupted and optimal service delivery. This role will provide strategic guidance and product expertise on how to use the Region's Customer Relationship Management System (CRM), Salesforce, to achieve business goals; develop and implement new functionalities and continuous improvement activities to ensure Salesforce remains up to date and relevant to meet constantly evolving business needs; plan, implement and maintain activities related to the Salesforce platform; and support the legacy Siebel CRM platform during the transition.

## Corporate Services

- **Procurement - \$266,000 (no net tax impact):** A Senior Procurement Advisor and a Supply Chain Management Analyst are required to provide support and expertise regarding complex, high-risk and high-value construction and related service procurements. These positions will accommodate the increase in procurement volumes and provide the resources necessary to expedite the procurement process that will facilitate meeting the Local Municipalities' housing targets and the Strategic Business Plan objectives. This investment is fully funded through the capital budget with no net tax impact.
- **Stockkeeper - \$90,000:** is required to manage inventory and on-demand ordering and expediting to support Fleet Services. The Fleet Services Stockkeeper will perform all parts picking, goods issuing, order placement and expediting for inventory and on-demand parts on behalf of Fleet Services, which will improve service levels for all client groups by increasing the Mechanics' wrench-time, thereby reducing vehicle downtime and turnaround time, while improving inventory control.
- **Inventory Planner - \$113,000:** The value of inventory managed by Supply Chain Management has increased by 174% since 2018, and includes non-pandemic related stock which has consistently increased in recent years in response to customer needs. This role will address pressures related to growth across the organization, and will facilitate the effective planning, warehousing and distribution of centrally stored supplies, ensuring reliable service for the Region's internal customers.

## 10-Year Tax Operating Budget & Forecast

The 2024 10-Year Operating Forecast for tax-supported services has been prepared to reflect updated assumptions for revenues and program costs. The forecast was prepared based on the following key assumptions:

- General inflation of 2.0% to 3.0%, where applicable
- Interest on reserves of 3.0%
- Debt financing rate of 5.0%
- Capital expenditures based on financing plan for the Capital Budget
- Assessment growth of 1.8% to 3.0% per year
- Provincial funding to follow current funding formulas

While the 2024 Budget includes measures to mitigate the risks to the extent possible, the 2024 Budget and Forecast continues to have areas of risk exposure that continue to be monitored by staff. Updates will be provided through the variance reporting to Council three times per year. In addition, any important announcements by the Province or significant changes in budget assumptions will be reported to Council. Several significant risks are included in the 2024 Budget and are summarized below.

Through the COVID-19 pandemic, the budget included anticipated increases in Provincial base funding to support critical investments in the ongoing work that would continue post-pandemic due to needs identified in Public Health and Long-Term Care, however the actual increases received to date have been significantly lower. This has resulted in a gap of \$3.4 million between the 2024 Budget and the latest confirmed funding allocations for Public Health and Long-Term Care. This issue has not been addressed in the 2024 Budget given the other pressing challenges in the budget, but may result in a significant unfavourable variance in 2024, and will need to be addressed in future budgets if additional Provincial funding is not provided to support these essential services. This gap between the budget and the latest confirmed funding allocations is in addition to the Provincial funding shortfalls that have existed for many years which have been funded through additional Regional contribution, which amount to \$14.7 million in the 2024 Budget.

The 2024 Budget includes \$2.0 million of COVID-19 related expenditures based on anticipated COVID-19 response and recovery needs in Public Health. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2024, however, it has funded all COVID-19 response and the majority of recovery one-time expenditures in 2023. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services.

As reported through Report No. **SS-03-22**, the Province has committed to providing funding to Long-Term Care homes to increase staffing levels to be able to provide, on average, four hours of direct care to residents by 2024-25. While the Province has funded an additional 96.4 FTEs and 31,241.4 relief hours in Halton's Long-Term Care homes over the last two years to meet this objective, there has not been commitment to fund future costs associated with these staff including wage increases and additional costs to support the staff such as technology, supplies and administrative support. In addition, while Provincial funding for the permanent \$3/hour Personal Support Worker in Long-Term Care Wage Enhancement has been confirmed, any future inflationary wage and associated benefit increases have not been confirmed by the Ministry of Long-Term Care.

As identified in Report No. **SS-20-23** (re: Comprehensive Housing Strategy Update: 2014 – 2024 Annual Progress Report), there is a growing need in Halton Region for supportive housing to help alleviate pressures on the emergency shelter system and provide sustainable solutions to homelessness. Supportive housing for individuals with complex mental health and addictions remains the most significant gap in the Region. Staff have identified an immediate requirement for 120 new

supportive housing units. Staff will continue to seek out opportunities to meet this demand with support from senior levels of government, however there will be ongoing Regional commitment required for operating costs in addition to capital funding to build units that will need to be addressed in future budgets.

Bill 23, the *More Homes Built Faster Act, 2022*, was introduced in the Ontario Legislature on October 25, 2022 and on November 28, 2022 received Royal Assent and is now law. There are many parts of the bill which have not been enacted as they still require further regulation or bulletins to implement and at this time their impact is still unknown. Given the uncertainty of the impacts of changes that still require more approval, the 2024 Budget only addresses the known changes, including a \$1.0 million increase in Regional funding for new assisted housing to partially offset the loss of development charge revenues (1/5 of the annual impact). The full extent of the financial effects are not yet known and could have significant impacts to financing growth.

In addition to changes through Bill 23, the demand for infrastructure has been accelerated to achieve the Provincial housing target to achieve 1.5 million homes by 2031. The 2024 Budget and Business Plan has been prepared based on current master plans and financing plans approved by Council to maintain levels of service. These plans will need to be updated and refined to support the acceleration of infrastructure and the cost changes are unknown. Further, extended periods of high inflation have had significant pressures in the cost of delivering infrastructure and the risk that this continues could impact future budgets. In combination with the changes to the *Development Charges Act* through Bill 23, which will significantly eliminate and restrict Development Charge collections limiting the Region's ability to fund capital works, without alternate sources of funding, these changes could have a significant impact on existing taxpayers and the delivery of services

### **Cost Increases**

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and was a significant driver of the increases in the 2024 capital and operating budgets in order to maintain core services. The Bank of Canada (the Bank) anticipates that inflation will remain persistently high, at roughly 3.5%, until the middle of 2024, and is then projected to fall to around 2.5% in the second half of 2024, before returning to the 2% target in 2025. The Bank noted however that the pace of future declines in inflation remains uncertain, as core inflation has been more persistent than expected. Continued periods of high inflation and cost escalations coupled with the increase in construction in the GTA to support the housing targets will put additional pressure on future years' budgets. The 2024 Budget incorporates known inflationary impacts, however there is a risk that there are significant inflationary impacts, including possible impacts of wage settlements and impacts on the capital program, that have not been anticipated in the budget that could result in unfavourable variances in 2024, as well as create longer term impacts on the forecast. It is expected that it will take a number of years to recover from the high impacts of inflation experienced over the past several years, and projected to continue into 2024. It is expected that inflationary pressures will require tax rate increases at the mid to high-end of the Bank's 1.0 – 3.0% target range for the first 5 years of the forecast, before returning to the midpoint of 2.0% in the later years.

### **Growth Assumptions**

The 2024 Budget includes an assumption of 1.7% for assessment growth, with 1.8% to 3.0% assessment growth projected in the forecast period. This has been increased from the 10-Year Operating Forecast in the 2023 Budget and Business Plan to reflect the projected increase as a result of the Local Municipalities' housing pledges to support the Provincial housing target to achieve 1.5 million homes by 2031. Shortfalls in assessment growth experienced in recent years are anticipated to be temporary in nature largely due to the one-time impacts of tax write-offs, and assessment growth is anticipated to increase as a result of the Provincial Housing target. Staff will monitor the impacts to assessment growth projected and update as necessary throughout the forecast period.

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

As part of the annual budget process, staff review trends and projections related to the Region's investment performance. It is expected that in the short-term, over the next 1 to 2 years, there will be opportunities for higher interest earnings mostly due to a very aggressive rate hiking campaign by the Bank of Canada. Interest rates were at emergency lows (due to the COVID-19 global pandemic) and are now at levels not seen in decades. Some economists are forecasting an upcoming recession which could result in the Bank of Canada cutting rates, and higher interest earnings short-term in nature. Pressures such as inflationary costs within the capital program, accelerated spending and the potential for lower interest rates create uncertainty in the longer term investment forecast. A detailed analysis was

undertaken to ensure that any changes to the budgeted investment earnings was both achievable in the short and longer term timeframes as the market settles and inflation reduces. Based on this review, the Region's investment portfolio budget has been increased by \$5.0 million over the 2023 budget, from \$55.0 million to \$60.0 million, as a result of the strong performance of the Region's investment portfolio and to reflect the projected level of sustainable earnings. It is likely that this target will be achieved with positive variances in the short-term, however there is risk of achieving earnings beyond \$60.0 million in the longer term.

The market, cash flows and future investment targets will continue to be monitored carefully and further adjustments will be made, where appropriate, for future budgets. As part of the year-end process and in keeping with the Region's Reserve Policy as approved by Regional Council through Report No. CS-83-02 (re: Regional Reserve Policy), any residual surplus after the stabilization targets are met will be distributed to the appropriate Capital Reserves (Tax, Water or Wastewater). This amount is taken into consideration when reviewing reserve balances and transfers in the budget process.

The 10-Year Operating Forecast has been prepared to maintain the tax impact for Regional Services within the target range of inflation set by the Bank of Canada. The forecast reflects current services and service levels. Any change in service or service level will affect the forecast. In addition, if general inflation rates increase, the tax impact will also increase. The forecast includes financing plans to address currently identified capital requirements. Any new capital requirements can affect the forecast. The 2024 Budget continues to update and implement several strategic investments and financial plans approved by Council in prior years, which will also impact the forecast. These include the following:

- Waterfront Master Plans (**LPS13-14, LPS54-15**)
- Active Transportation Master Plan (**PW-17-15**)
- Asset Management Program and Lifecycle Models Update (**PW-01-22/ FN-11-22/ DI-01-22**)
- Paramedic Services Master Plan (**MO-14-15**)
- Regional Accommodation Plan (**LPS112-15, LPS17-18, LSP47-19, ST-01-20**)
- Update to Heritage Services Master Plan (**LPS55-21**)
- Solid Waste Management Strategy (**PW-22-17, PW-12-18, PW-19-21, PW-10-22**)
- Comprehensive Housing Strategy (**SS-21-13, SS-19-19/ LPS86-19**)
- Halton's Early Learning and Child Care Plan 2022-2024 (**SS-12-22**)
- Regional Advanced Traffic Management System (ATMS) (**PW-10-18, PW-34-21, PW-21-23**)
- Halton Region's Digital Strategy (**ST-07-21**)

The following table sets out the 10-Year Operating Forecast for tax-supported services. The financing plans will be further refined through the annual budget process to achieve tax increases at or below the rate of inflation for Regional services, consistent with Council priorities. The Police Services budget is forecasted to increase by 5.9% to 6.8% for the years 2025 to 2028 before assessment growth.

**Ten Year Operating Budget Forecast For Tax-Supported Services (\$000s)**

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Requested Budget	Forecast								
Healthy Families	\$ 6,015	\$ 6,525	\$ 7,110	\$ 7,644	\$ 8,274	\$ 9,078	\$ 9,942	\$ 10,858	\$ 11,822	\$ 12,849
Health Protection	4,050	4,431	4,828	5,190	5,617	6,161	6,745	7,364	8,016	8,710
Immunization Services	4,090	4,555	5,080	5,551	6,106	6,805	7,559	8,359	9,200	10,097
Infectious Disease Control	3,785	4,081	4,451	4,787	5,185	5,690	6,233	6,808	7,414	8,060
Public Health Resources	2,683	2,898	3,143	3,369	3,631	3,964	4,319	4,695	5,091	5,512
Paramedic Services	26,944	28,862	32,530	38,468	41,401	45,447	48,206	52,042	55,791	59,685
Children's Services	10,734	11,344	12,263	13,129	14,126	15,338	16,644	18,018	19,456	20,975
Employment & Social Services	7,985	8,138	8,545	8,903	9,338	9,897	10,509	11,160	11,846	12,581
Housing Services	43,246	44,257	45,377	46,937	48,598	49,899	51,282	52,727	54,233	55,812
Human Services Planning & Program Support	9,698	9,885	10,103	10,297	10,525	10,815	11,128	11,461	11,812	12,187
Services for Seniors	27,798	31,952	34,499	37,033	40,248	44,590	49,403	54,870	60,209	66,488
Waste Management	51,251	53,497	55,960	58,224	60,236	62,438	64,699	66,875	69,133	71,499
Roads Operations	62,939	64,934	66,154	67,189	69,892	71,224	72,462	73,969	76,734	78,418
Development Services	8,348	8,708	9,151	9,523	9,971	10,541	11,169	11,840	12,548	13,310
Economic Development	3,713	3,855	4,824	4,971	5,143	5,357	5,588	5,816	6,074	6,352
Non-Program & Fiscal Transactions	34,429	34,979	35,117	35,386	35,379	35,729	36,059	36,341	36,056	36,238
Boards & Agencies	13,727	14,252	14,777	15,342	15,942	16,550	17,078	17,573	18,171	18,732
<b>Region:</b>										
Net Expenditures	\$ 321,436	\$ 337,154	\$ 353,910	\$ 371,943	\$ 389,612	\$ 409,525	\$ 429,022	\$ 450,775	\$ 473,606	\$ 497,506
Regional Net Expenditure Change	5.2%	4.9%	5.0%	5.1%	4.8%	5.1%	4.8%	5.1%	5.1%	5.0%
<b>Region Tax Impact (after assessment growth)</b>	<b>3.4%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Halton Regional Police Service:</b>										
Net Expenditures	\$ 203,787	\$ 216,576	\$ 231,360	\$ 245,396	\$ 259,790					
Police Net Expenditure Change	9.5%	6.3%	6.8%	6.1%	5.9%					
<b>Police Tax Impact (after assessment growth)</b>	<b>7.7%</b>	<b>4.4%</b>	<b>4.8%</b>	<b>4.0%</b>	<b>3.6%</b>					
<b>Region Including Police:</b>										
Net Expenditures	\$ 525,223	\$ 553,730	\$ 585,271	\$ 617,339	\$ 649,402					
Regional Net Expenditure Change (Includes Police)	6.8%	5.4%	5.7%	5.5%	5.2%					
<b>Region Including Police Tax Impact (after assessment growth)</b>	<b>5.1%</b>	<b>3.6%</b>	<b>3.7%</b>	<b>3.4%</b>	<b>2.9%</b>					
<b>Assessment Growth Assumption</b>	<b>1.7%</b>	<b>1.8%</b>	<b>1.9%</b>	<b>2.0%</b>	<b>2.2%</b>	<b>2.5%</b>	<b>2.7%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>
<b>Tax Budget Forecast as projected in the 2023 Budget</b>										
<b>Region Tax Impact (after assessment growth)</b>	<b>3.0%</b>	<b>3.0%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>



## Tax Capital Budget & Forecast Overview

The table below provides a summary of the 2024 10-year Tax Capital Plan, including the 2023 Allocation Program and 2032 & 2033 development transportation capital estimates.

2024 Capital Budget & Forecast (including 2023 Allocation Program)											
Summary of Tax Capital Budget & Financing (\$000s)											
	Gross Cost	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Program Expenditures</b>											
Transportation	\$ 4,037,231	\$ 440,275	\$ 358,618	\$ 358,085	\$ 418,884	\$ 329,363	\$ 340,547	\$ 463,267	\$ 546,649	\$ 390,790	\$ 390,754
Waterfront	12,686	5,150	-	-	4,036	-	3,500	-	-	-	-
Housing	101,200	11,200	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Legal Services	6,500	5,500	1,000	-	-	-	-	-	-	-	-
Waste Management	89,376	22,908	15,124	16,705	8,807	7,835	6,460	3,030	2,872	2,924	2,711
Energy, Fleet and Facilities	161,013	6,197	10,928	100,233	5,736	8,369	5,629	8,985	6,358	4,084	4,494
Digital & Information Services	103,191	13,473	16,450	14,224	10,559	10,215	8,258	7,956	7,197	7,774	7,086
Paramedic Services	43,594	2,180	6,489	1,229	3,917	5,762	3,246	3,446	4,590	3,575	9,160
Heritage Services	8,000	-	-	8,000	-	-	-	-	-	-	-
Services for Seniors	6,620	650	650	650	650	650	650	770	650	650	650
Supply Chain Management	377	270	30	-	-	27	-	-	-	-	50
Capital & Dev't Financing	3,500	350	350	350	350	350	350	350	350	350	350
Public Health	715	-	70	37	19	-	37	230	104	145	74
Children's Services	578	128	50	50	50	50	50	50	50	50	50
Communications & Customer Service	30	15	-	-	-	-	15	-	-	-	-
Police	93,559	12,773	12,492	12,726	12,063	5,978	6,960	9,235	6,810	6,560	7,960
<b>Total</b>	<b>\$ 4,668,170</b>	<b>\$ 521,069</b>	<b>\$ 432,250</b>	<b>\$ 522,289</b>	<b>\$ 475,070</b>	<b>\$ 378,599</b>	<b>\$ 385,703</b>	<b>\$ 507,319</b>	<b>\$ 585,630</b>	<b>\$ 426,902</b>	<b>\$ 433,339</b>
<b>Financing</b>											
Tax Reserves	\$ 2,681,483	\$ 302,294	\$ 250,218	\$ 319,711	\$ 258,117	\$ 233,991	\$ 220,787	\$ 297,224	\$ 327,905	\$ 232,085	\$ 239,151
Rate Reserves	29,553	188	1,633	24,017	858	345	415	419	705	805	170
Dev't Charges - Resid.	1,952,942	218,017	179,505	178,168	215,531	143,966	164,084	209,385	256,731	193,775	193,779
Dev't Charges - Non Res.	3,618	511	838	335	508	240	359	233	232	180	181
External Rcvry/Other	575	60	57	57	57	57	57	57	57	57	57
<b>Total</b>	<b>\$ 4,668,170</b>	<b>\$ 521,069</b>	<b>\$ 432,250</b>	<b>\$ 522,289</b>	<b>\$ 475,070</b>	<b>\$ 378,599</b>	<b>\$ 385,703</b>	<b>\$ 507,319</b>	<b>\$ 585,630</b>	<b>\$ 426,902</b>	<b>\$ 433,339</b>

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

- For 2023 Allocation program: Based on estimated average expenditures for 2024 to 2026.

- For 2032 & 2033 has been estimated based on 8 year avg. from 2024 to 2031

As detailed above, the 2024 10-year Tax capital program (including the 2023 Allocation Program and 2032 & 2033 development transportation estimates) is \$4.7 billion. Of the \$4.7 billion 10-year Tax Capital Plan, \$2.9 billion is presented to Council for approval as part of the 2024 Budget and Business Plan and \$1.7 billion is related to the 2023 Allocation Program and development transportation estimates for 2032 & 2033 which is approved through separate reports., The Transportation development-related infrastructure requirements for 2024-2026 are to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**, therefore

for comparison purposes have been estimated and included in the 10-year capital budget to show the magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require an updated transportation masterplan to reflect the new planning period. Of the \$521.1 million in the 2024 provision, \$12.8 million relates to the Police program and \$326.5 million relates to the 2023 Allocation Program. The changes through Bill 23, which are still not all known, the demand for infrastructure based on the Provincial housing target to achieve 1.5 million homes by 2031 and inflationary risks all have significant pressures in the cost of delivering infrastructure and the risk that this continues could impact future budgets. Although some of these pressures have currently been mitigated through alternate funding strategies in the 2023 Allocation Program (Report No. **CA-08-23/PW-40-23/FN-36-23**) there is risk that without alternate sources of funding, these changes could have a significant impact on existing taxpayers and the delivery of services in the future.

## 2024 Tax Capital Budget

The requested 2024 Gross Tax Capital Budget for Council approval is \$194.6 million. For illustrative purposes with the inclusion of the 2023 Allocation Program presented through Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) or an alternate report the Gross Tax Capital is \$521.1 million. The 2024 Tax Capital Budget (including the 2023 Allocation Program) of \$521.1 million has increased by \$238.5 million or 184.4% from the 2024 Forecast in the 2023 Budget, and the key drivers are:

- \$212.6 million increase in the Transportation program driven by estimated 2023 Allocation Program costs and increases to 2020 Allocation Program related to Dundas Street from 4 to 6 Lane
- \$20.6 million increase in Waste Management mainly related to the acceleration of Cell 4 West construction
- \$4.5 million increase in Police related to P25 Channel Addition, HRIS/ERP System upgrade, and Facilities – Security System upgrades
- \$3.7 million increase in Legal Services to support Litigation expenses
- (\$2.7) million decrease in the Energy, Fleet and Facilities program mostly due to revised timing from 2024 to 2025 for the design of the PS HQ and PW Operations Centre Expansion (\$2.0 million).

The section below highlights the 2024 Tax Capital Budget (including the 2023 Allocation Program) and changes from the 2024 forecast included in the 2023 Budget:

- **\$440.3 million 2024 Transportation capital program** includes \$326.5 based on the estimated 2023 Allocation Program expenditures for 2024, \$71.0 in increases to projects related to the 2020 Allocation Program, and \$42.8 million for the state of good repair projects. The 2024 Budget and 2023 Allocation Program, includes the following major projects:
  - \$326.5 million in estimated expenditures for the 2023 Allocation Program, pending approval under under Report No. **CA-08-23/PW-40-23/FN-36-23** or alternate report
  - \$61.7 million for Dundas – widening from 4 to 6 lanes from Guelph Line to Appleby Line and Tremaine Road to Bronte Road
  - \$18.0 million for Bridges and Culverts projects
  - \$16.1 million for Road Resurfacing and Related Works
  - \$9.3 million for Trafalgar Road – Widening from 4 to 6 lanes from Dundas Street to Highway 407
  - \$2.5 million for Noise Attenuation Barriers
  - \$2.1 million for Miscellaneous Work related to Operation Improvements
  - \$1.6 million for Derry Road – Reconstruction from Milborough Line to McNiven Road and Intersection Improvements at Appleby Line
- **\$5.2 million 2024 Waterfront capital program** is \$70,000 lower than the 2024 Forecast included in the 2023 Budget mainly due to the cancellation of the Recreational Works and Environmental Restoration associated with the Burlington Beach Master Plan as discussed in Report No. **CS-09-23/CA-09-23**

(Burlington Beach Regional Waterfront Park Update). Also included in the 2024 expenditures is a \$0.5 million increase related to the Burloak Waterfront project.

- **\$11.2 million 2024 Housing capital program** is unchanged from the 2024 Forecast included in the 2023 Budget.
- **\$5.5 million 2024 Legal Services capital program** is \$3.7 higher than the 2024 Forecast included in the 2023 Budget due mainly due to increased funding required for Litigation expenditures.
- **\$22.9 million 2024 Waste Management capital program** is \$20.6 million higher than the 2024 Forecast included in the 2023 Budget mainly due to the acceleration and additional funding of \$20.4 million related to the Cell 4 West construction as well as \$1.5 million in additional funding for the Automated Wheeled Cart Pilot study to expand on the demonstration areas.
- **\$6.2 million 2024 Energy, Fleet & Facilities capital program** is \$2.7 million lower than the 2024 Forecast included in the 2023 Budget due to the revised timing for design from 2024 to 2025 of the PS HQ and PW Operations Centre expansion (\$2.0 million).
- **\$13.5 million 2024 Digital & Information Services capital program** is \$373,000 lower than the 2024 Forecast included in the 2023 Budget mainly due to reductions of \$1.0 million mainly due the rationalization of budgets associated with Service & Process Transformation projects and \$0.4 million in Rate Program Specific technology projects offset by a \$1.5 million increase to the Salesforce Implementation project. This program supports the Digital Strategy and ongoing life cycle replacement of IT assets, including software licensing, and software and hardware upgrades/replacements.
- **\$2.2 million 2024 Paramedic Services capital program** is \$313,000 higher than the 2024 Forecast included in the 2023 Budget mainly due to SIFs for an Ambulance and a Superintendent vehicle.
- **\$0.7 million 2024 Services for Seniors capital program** is unchanged from the 2024 Forecast included in the 2023 Budget. This includes projects to support equipment replacement at Long-Term Care facilities.
- **\$0.8 million 2024 Other Capital Program** is \$276,000 higher than the 2024 forecast included in the 2023 Budget due to increase for additional vehicles and warehouse racking for Supply Chain Management. Other capital programs include projects to support Children's Services, Public Health, Communications & Customer Service, and Capital & Development Financing.
- **\$12.8 million 2024 Police capital program** is \$4.5 million higher than the 2024 Forecast included in the 2023 Budget due to increases for the 1 District New Facility, P25 Channel Addition, HRIS/ERP System, Fleet, and Security Systems.

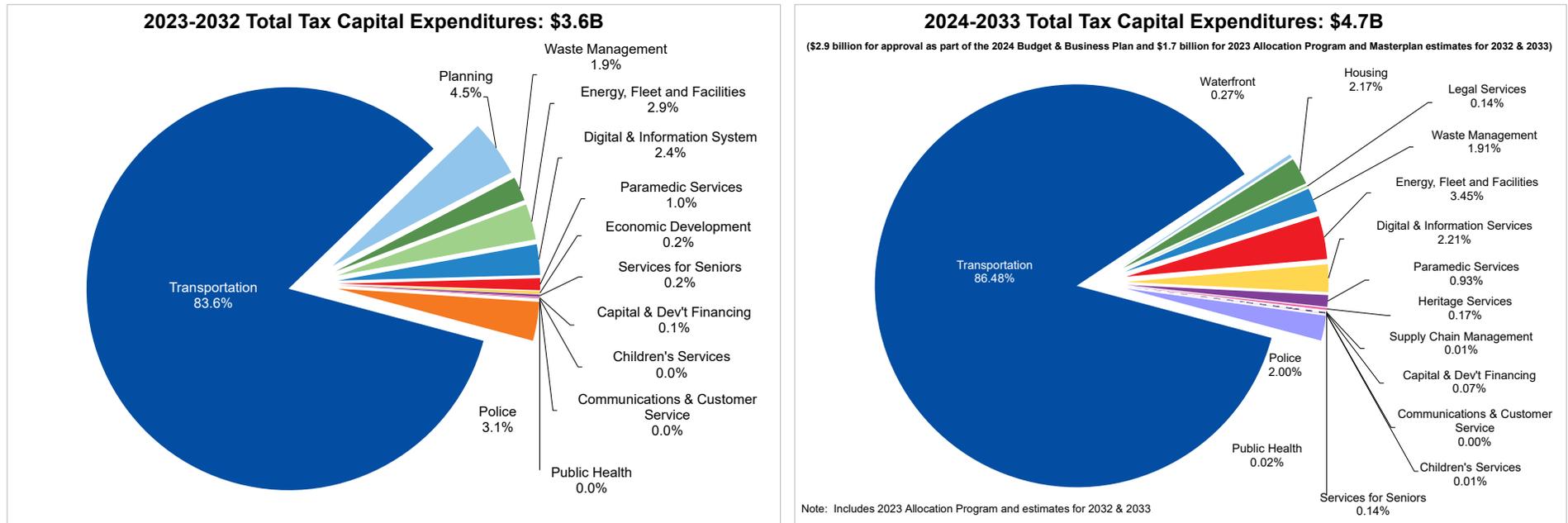
The following table summarizes the 10 largest tax capital projects budgeted for 2024. These projects account for 29.4%, or \$153.3 million, of the \$521.1 million total cost in 2024.

<b>2024 Capital Budget &amp; Forecast Top 10 Largest Tax Capital Expenditures in 2024 (\$ Millions)</b>		
<b>Program</b>	<b>Project Descriptions</b>	<b>Cost</b>
Roads	Dundas Street - Widening	\$ 61.7
Waste	Halton Waste Management Site- Cell 4 West (REG)	20.3
Roads	Bridges/Culverts/ Retaining Wall	18.0
Roads	Road Resurfacing & Related Works	16.1
Tax	Assisted Housing Development	11.2
Roads	Trafalgar Road - Widening	9.3
Tax	OLT & Other Litigation	5.5
Tax	SAP Transformation	4.0
Tax	Burlington Waterfront Master Plan Implementation	3.7
Tax	Police Vehicles	3.5
<b>Total</b>		<b>\$ 153.3</b>

Schedule may not add due to rounding.

# 10-Year Tax Capital Budget & Forecast

The following charts provide a breakdown of the 2024 Tax Capital Budget and forecast compared to the 2023 Budget and Forecast. The 10-year tax capital forecast for Council approval is \$2.9 billion, however for illustrative purposes the 2023 Allocation Program and 2032 and 2033 development transportation estimates have been included.



The 2024 10-year tax capital program (2024 to 2033) totals \$4.7 billion. This is \$1.0 billion, or 28.6% higher than the 2023 program, due mainly to a \$1,002.5 million increase in Transportation, \$57.1 million increase in Energy, Fleet and Facilities, \$19.1 million increase in Waste Management, \$14.4 million increase in Information Technology, \$9.0 million in Paramedic Services offset by a (\$26.0) million decrease in Waterfront and (\$19.4) million decrease in Police Services. Details of the 2024 Capital Budget and the 10-Year Forecast (2024-2033) are contained in the **2024 Capital Report** (excluding the 2032 and 2033 Transportation development-related projects). The Transportation development-related infrastructure requirements for 2032 and 2033 are estimated based on the 8-year average for comparison purposes.

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

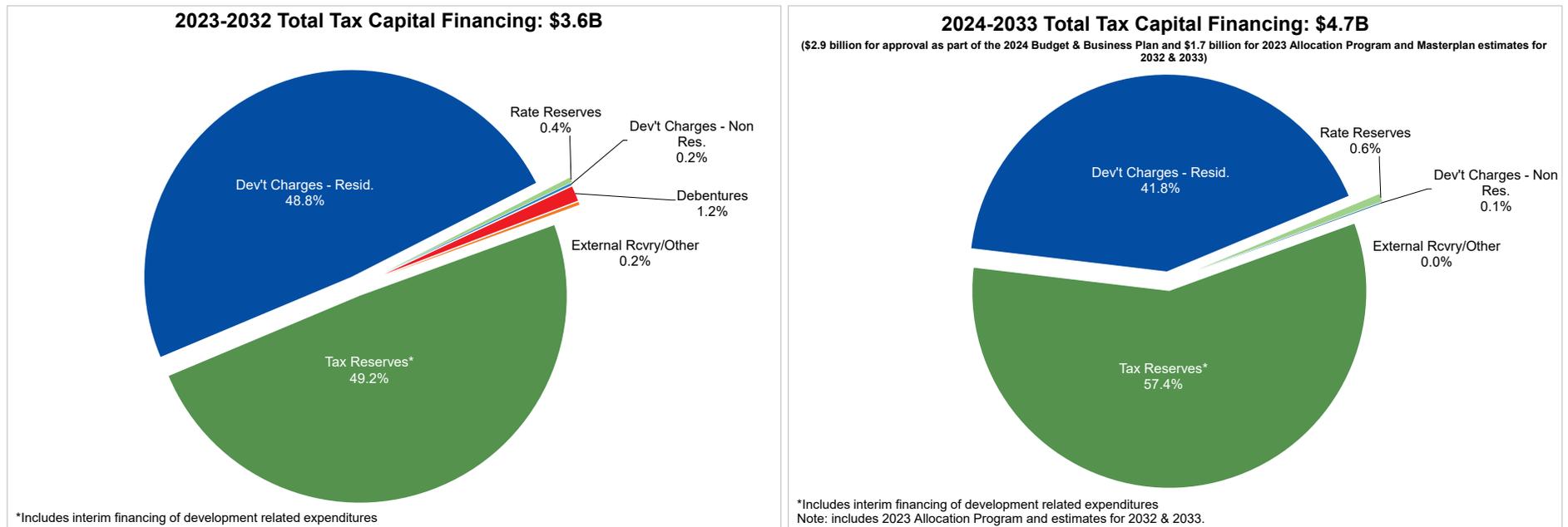
- **\$4.0 billion 10-year Transportation capital program** consists of \$3.4 billion for the Development-related program and \$660.5 million for the State-of-Good-Repair program (Non-development). The 10-year program in 2024 is \$1,002.5 million higher than the 2023 program. The increase is predominately driven by cost updates through the analysis undertaken as part of the 2023 Financing Plan. The 10-year program provides significant road widening, grade separations, road resurfacing program initiatives, road studies, bridges and culverts projects.

The 10-year program includes:

- \$351.1 million for Regional Road 25
  - \$350.5 million for Trafalgar Road
  - \$333.4 million for Steeles Avenue
  - \$307.3 million for James Snow Parkway
  - \$218.9 million for Tremaine Road
  - \$217.1 million for Upper Middle Road
  - \$210.9 million for 5 ½ Line
  - \$194.0 million for Derry Road
- **\$12.7 million 10-year Waterfront capital program** is \$26.0 million lower than the 2023 program, mainly due to the \$23.0 million cancellation of the Hydro Tower project as outlined in the revision the Burlington Beach Master Plan as discussed in Report No. **CS-09-23/CA-09-23** (re: Burlington Beach Regional Waterfront Park Update).
  - **\$101.2 million 10-year Housing capital program** is intended to deliver Assisted and Affordable Housing projects at the Region and remains unchanged from the 2023 program.
  - **\$161.0 million 10-year Energy, Fleet & Facilities capital program** is \$57.1 million higher than the 2023 program, primarily driven by a \$64.4 million increase to the construction costs of the PS HQ and PW Operations Centre Expansion and capital expenditures associated with the three Long-Term Care homes related to serveries, Oak Room renovations and floor replacements.
  - **\$89.4 million 10-year Waste Management capital program** is \$19.1 million higher than the 2023 program mainly due to the \$5.3 million associated with the acceleration and increases construction costs for the Cell 4 West construction as well as \$17.0 million related to additional funding for the Automated Wheeled Cart Pilot study larger phased roll-out with the start of the next collection contract in 2026.
  - **\$103.2 million 10-year Digital & Information Services capital program** is \$14.4 million higher than the 2023 program, mainly due to the \$14.5 million increase to support the SAP Transformation project and \$2.3 million associated with SalesForce Implementation projects. This is offset by rationalization of budgets related to the Rate Program for Water Lab Information Systems of \$0.3 million and \$0.5 million related to the M365 implementation. The IT program includes the ongoing maintenance of IT assets, including software licensing, software and hardware upgrades and replacements, as well as mobile strategy implementation and new software implementation.
  - **\$43.6 million 10-year Paramedic Services capital program** is \$9.0 million higher than the 2023 program, mainly due to revised costs to purchase ambulances.
  - **\$6.6 million 10-year Services for Seniors capital program** is unchanged from the 2023 program. This includes projects to support equipment replacement at Long-Term Care facilities.
  - **\$19.9 million 10-year other capital programs** are \$18.8 million lower than the 2023 program. This is mainly due to the \$12.4 million elimination of the Regional Official Plan projects and reduction of \$5.0 million to the Litigation expenditures. Other capital programs include projects to Corporate Services, Children's Services, Public Health, Infrastructure Planning & Policy, and Capital & Development Financing.
  - **\$93.6 million 10-year Police capital program** is \$19.5 million lower than the 2023 program, mainly due to 1 District New Construction was approved in 2023. This is offset by increases to Fleet, Technology, Portable Radios and P25 Channel Addition.

## 10-Year Tax Capital Financing

A breakdown of the 2024 10-year Tax Capital Plan, including the 2023 Allocation Program and 2032 & 2033 development transportation estimates, financing is presented in the following graphics. Of the \$4.7 billion 10-year Tax Capital Plan, \$2.9 billion is presented to Council for approval as part of the 2024 Budget & Business Plan and \$1.7 billion is related to the 2023 Allocation Program and development transportation estimates for 2032 & 2033 which is approved through separate reports.



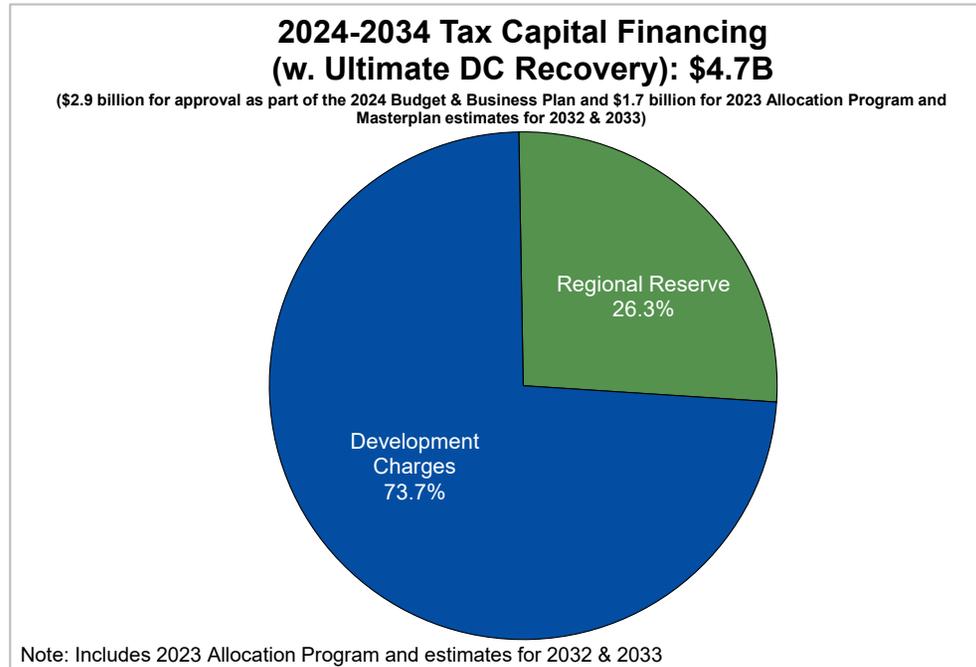
As shown in the charts above, DCs (41.8%) and the Tax Capital reserves including contributions from the Operating Budget and Canada Community-Building Fund (CCBF) (57.4%), continue to be the main sources of financing for the 2024 10-year tax-supported capital program.

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

The Tax Capital reserve is also utilized to provide interim financing for the non-residential growth share of the Transportation Capital Program in accordance with the Development Financing Plan ([CA-08-23/PW-40-23/FN-36-23](#)), which is the framework being utilized to develop the 2023 Budget. This strategy supports the Region's economic objectives and ensures that the capital program is sustained with manageable operating impacts and a minimum requirement for external debt financing. By the end of 2023, the Region's investment from the Tax Capital reserve is anticipated to be \$273.9 million. This Regional investment will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

Residential DCs are used to fund all the capital costs serving residential growth in accordance with the Development Financing Plan (CA-08-23/PW-40-23/FN-36-23). Debt is issued mainly for major upgrade and replacement and capacity expansion infrastructure where required. Debt used to finance growth-related costs 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 \$4.7 billion, \$1.2 billion (26.3%) is related to the State-of-Good-Repair capital program and the balance of \$3.4 billion (73.7%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (73.7%) and the State-of-Good-Repair program will be funded by the reserves (26.3%) supported by tax.



# Halton Region

## Budget and Business Plan

### **TAX OVERVIEW**

### **HEALTH**

# Health Department

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

## Budget Impacts

The 2024 Budget reflects an increase of \$2.9 million, or 6.5%, over the 2023 Budget, comprised of a \$1.2 million increase in Public Health and a \$1.7 million increase in Paramedic Services.

Health Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Health Department</b>									
Healthy Families	\$ 10,365	\$ 2,837	\$ 13,202	\$ (7,187)	\$ 6,015	\$ 5,670	\$ 345	6.1%	
Health Protection	7,309	1,943	9,252	(5,202)	4,050	3,802	248	6.5%	
Immunization Services	12,032	2,614	14,646	(10,556)	4,090	3,931	159	4.0%	
Infectious Disease Control	7,469	1,914	9,383	(5,598)	3,785	3,462	323	9.3%	
Public Health Resources	4,977	1,122	6,099	(3,416)	2,683	2,551	132	5.2%	
<b>Public Health Total</b>	<b>42,153</b>	<b>10,430</b>	<b>52,582</b>	<b>(31,958)</b>	<b>20,624</b>	<b>19,416</b>	<b>1,208</b>	<b>6.2%</b>	
Paramedic Services	43,830	10,829	54,659	(27,715)	26,944	25,233	1,711	6.8%	
<b>Total</b>	<b>\$ 85,983</b>	<b>\$ 21,259</b>	<b>\$ 107,242</b>	<b>\$ (59,673)</b>	<b>\$ 47,568</b>	<b>\$ 44,649</b>	<b>\$ 2,919</b>	<b>6.5%</b>	
2023 Budget	\$ 81,947	\$ 20,500	\$ 102,447	\$ (57,798)	\$ 44,649				
\$ Change	4,036	759	4,794	(1,875)	2,919				
% Change	4.9%	3.7%	4.7%	3.2%	6.5%				
<b>FTE</b>					<b>501.2</b>	<b>489.2</b>	<b>12.0</b>	<b>2.5%</b>	
<b>Relief Hours</b>					<b>85,023.2</b>	<b>77,132.0</b>	<b>7,891.2</b>	<b>10.2%</b>	

Schedule may not add due to rounding.



The Public Health budget includes \$2.0 million in temporary costs required to support COVID-19 response and recovery in 2024. The Ministry of Health has not yet communicated how COVID-19 response or recovery costs will be funded in 2024, however, it has funded all COVID-19 response and the majority of recovery one-time expenditures in 2023. Staff continue to monitor expenditures, provide the Province with quarterly reports, and advocate for additional funding to support these essential services. COVID-19 response and recovery expenditures in the 2024 Budget include:

- \$817,000 for 12 months of temporary staffing and operational costs for the COVID-19 Vaccination Program, including 1 Pharmacist, 1 Pharmacy Assistant, 1 Data Coordinator, and 3.37 Public Health Nurses as well as courier, supplies, travel and facility rental costs;
- \$762,000 for 12 months of temporary staffing in the Outbreak Management and Case and Contact Management teams to support the ongoing prevention, monitoring, detection and containment of COVID-19 in Halton Region, including 6 Public Health Nurses and 1 Program Assistant;
- \$437,000 for 12 months of temporary staffing to support Vaccine Management, Vaccination Services and the Immunization Resource Team to continue catch-up work required for *Immunization of School Pupils Act* (ISPA) enforcement, vaccine distribution, and quality improvement projects, including 1 Pharmacy Assistant, 2 Data Coordinators, 1 Immunization Data Specialist and 1 Public Health Nurse.

The 2024 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, and hence anticipates no net impact to the Region.

As shown in the table below, the gross expenditures of the Public Health programs are decreasing by \$31,000, or 0.1%, primarily due to the reduction in one-time COVID-19 response and recovery costs not required in 2024 and other expenditure savings. Provincial & Federal Funding is decreasing by \$1.2 million due to the reduction in one-time COVID-19 funding. Funding for other base-funded programs is anticipated to remain frozen at the 2023 funding levels based on the latest funding allocations received from the Provincial and Federal governments including Healthy Babies Healthy Children (HBHC) and the Canada Prenatal Nutrition Program (CPNP).

2024 Net Program Expenditures for Public Health (\$000s)				
	2023		2024	
	Approved Budget	Requested Budget	Change	
Public Health			2024 - 2023	
Total Gross Expenditures	\$ 52,614	\$ 52,582	\$ (31)	-0.1%
Provincial & Federal Funding	(33,069)	(31,847)	1,222	-3.7%
Other Revenue	(128)	(111)	17	-13.3%
<b>Net Program Expenditures</b>	<b>\$ 19,416</b>	<b>\$ 20,624</b>	<b>\$ 1,208</b>	<b>6.2%</b>

The Paramedic Services budget includes strategic investments for an additional 12.0 FTEs (8.0 FTE Paramedics, 2.0 FTE Operations Commanders, 1.0 FTE Workforce Management Coordinator Lead, and 1.0 FTE Logistics Officer) and 7,891.2 relief hours to address increasing pressures in paramedic operations due to continuous growth. Provincial funding is anticipated for the strategic investments based on the current funding model, with a net Regional impact of \$1.2 million. Inflationary cost adjustments have been reflected where applicable to maintain service levels, and an increase in base funding to reflect growth, but not inflation, has been included, which reflects the current funding model. The Budget also includes an increase of \$958,000 for the Dedicated Ambulance Patient Offload Position Program, fully offset with funding. As reported in Report No. **MO-19-23** (re: Dedicated Ambulance Patient Offload Position Program), on August 30, 2023, the Province increased the funding to \$1.4 million for the 2023/2024 fiscal year. This increase in funding will be utilized to expand the dedicated ambulance offload position at the Milton District Hospital site to 24 hours / 7 days a week. Coverage will continue at Joseph Brant Memorial Hospital in Burlington and Oakville Trafalgar Memorial Hospital at 24 hours / 7 days a week, and the coverage at Georgetown Hospital will remain at 12 hours per day / 7 days per week.

# Healthy Families

The Healthy Families division focuses on promoting health across all ages. Issues addressed include mental health promotion, healthy child development, reducing substance misuse, active living, healthy eating and injury prevention. Services range from intensive support for families with higher needs, to population health promotion through community settings and digital media.

## Budget Impacts

The 2024 Budget reflects an increase of \$345,000, or 6.1%, over the 2023 Budget. Direct Costs are increasing by \$354,000 driven by inflationary cost adjustments reflected where applicable to maintain service levels. Funding provided for the Healthy Babies Healthy Children (HBHC) and the Canada Prenatal Nutrition Program (CPNP) is anticipated to be held at the 2023 level.

Healthy Families Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Healthy Families</b>									
Healthy Babies Healthy Children	\$ 2,981	\$ 806	\$ 3,786	\$ (1,874)	\$ 1,912	\$ 1,826	\$ 86	4.7%	
Early Years	2,747	741	3,487	(1,993)	1,494	1,378	116	8.4%	
Healthy Living	2,498	694	3,192	(1,786)	1,406	1,372	34	2.5%	
School Health & Healthy Families Information Team	2,139	597	2,736	(1,533)	1,203	1,094	109	10.0%	
<b>Total</b>	<b>\$ 10,365</b>	<b>\$ 2,837</b>	<b>\$ 13,202</b>	<b>\$ (7,187)</b>	<b>\$ 6,015</b>	<b>\$ 5,670</b>	<b>\$ 345</b>	<b>6.1%</b>	
2023 Budget	\$ 10,011	\$ 2,846	\$ 12,857	\$ (7,187)	\$ 5,670				
\$ Change	354	(9)	345	-	345				
% Change	3.5%	-0.3%	2.7%	0.0%	6.1%				
<b>FTE</b>					<b>81.1</b>	<b>81.1</b>	<b>-</b>	<b>0.0%</b>	

Schedule may not add due to rounding.

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

In 2023, all HBHC staff that had been redeployed to pandemic response, returned to the program. Staff worked on rebuilding relationships with hospitals and community partners to ensure that vulnerable families were being identified. The COVID-19 pandemic has, for many families, increased the need for HBHC services. Most HBHC services are normally provided through home visits. In 2023, clients continued to be offered HBHC services, through both home and virtual visits, with



the majority of the visits being in person. The level of service provision increased in 2023 as public health nurses returned to the program and built their caseloads. A HBHC program dashboard has been developed to provide program targets and metrics to support staff and leadership in making data-informed decisions for the efficient allocation of resources on an ongoing basis. While the number of Halton births screened postpartum has been decreasing, the percentage has been increasing. This is a result of decreasing trend in the number of births in Halton overall.

Healthy Babies Healthy Children	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Halton births screened postpartum	4,168	4,090	3,953	3,800	3,850
Per cent of Halton births screened postpartum	79%	73%	82%	81%	82%
Number of families receiving blended home visiting	172	66	224	230	250
Number of days from HBHC referral to home visiting Public Health Nurse assignment	22	24	15	15	15
Number of HBHC in-depth assessments completed	263	94	533	540	620

The 2024 Budget for HBHC reflects an increase of \$86,000, or 4.7%, due to inflationary cost adjustments reflected where applicable to maintain service levels. The funding provided by the Ministry of Children, Community & Social Services for the HBHC program has not increased since 2013 and does not provide for service demand changes due to population growth and demographic changes in Halton, or inflationary pressures.

**Early Years** is a program that promotes healthy growth and development of infants, young children and their families, from planning a pregnancy through the transition to school. Priority issues addressed through community partnerships, skills development and capacity building include healthy pregnancies, healthy child growth and development, mental health promotion, positive parenting, breastfeeding and injury prevention. A framework to mitigate adverse childhood experiences and promote positive childhood experiences was developed to guide the work of the Early Years and support child development.

In 2023, Early Years implemented several initiatives to identify and connect developmentally vulnerable children and their families to supports. These included promotion of the Ontario Enhanced 18-Month Well-Baby Visit and age-appropriate developmental surveillance tools to parents and re-establishing a community committee to collaborate and work together to support child development in Halton.

To promote positive parenting and healthy child development, Early Years offered the online Make the Connection (MTC) parenting education program to all parents and caregivers in Halton through a research partnership with the University of Ottawa (**MO-02-23**). MTC is a universal parenting program informed by research, designed to help parents learn how to interact with their baby in ways that promote secure attachment, communication and brain development. This research project started in September 2023 and will continue into 2024. In addition, Early Years promoted healthy growth and development through social media (HaltonParents) and telephone support and offered evidence-informed prenatal education interventions to all parents and caregivers in Halton region through the online InJoy prenatal program.

Early Years addressed health equity through re-establishing the in-person Halton Prenatal Nutrition Program and Neighbourhood Groups that target families and children most at-risk for poor outcomes, in collaboration with community partners. These weekly programs are provided to parents facing challenges or experiencing barriers to accessing other programs in the community, to provide parents with additional support to positively impact healthy pregnancies and child growth and development.

As shown in the table below, all performance measures showed a decrease in the level of service provision during the pandemic (2020-2022), with increases in 2023 with staff returning from their deployments, and further gains anticipated in 2024.

Early Years	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of contacts with Halton Prenatal Nutrition Program	809	663	649	500	1,000
Number of parent participants in parenting groups including series and single sessions	1,342	0	0	1,200	2,000
Number of people reached through the online prenatal education program	1,411	988	720	650	650
Per cent of newborns born to Halton mothers breastfeeding exclusively upon discharge (or at 3 days from birth if a home birth)	58%	54%	51%	51%	55%

The 2024 Budget for Early Years reflects an increase of \$116,000, or 8.4%, due to inflationary cost adjustments reflected where applicable to maintain service levels and corporate support costs to support the Digital Strategy.

**Healthy Living** works with partners to reduce chronic diseases, preventable injuries and substance misuse in Halton. In 2023, the priority for the Healthy Living program was to address the impacts of the COVID-19 pandemic on mental health and alcohol use (**MO-09-22**). Halton adults reported their overall mental health and well-being worsened due to the pandemic, and national level data suggests that the mental health of Canadians continues to decline post-pandemic. In 2023, Healthy Living promoted mental health in adults through ongoing surveillance of mental health, and began work to explore how to best collaborate with Halton workplaces to implement mental health policies.

There is a concern about the amount of alcohol that Halton residents consume. Alcohol consumption is one of the leading preventable causes of death, disability and social problems. Adverse health effects include at least seven types of cancer. In 2023, Healthy Living addressed the health risk of increased alcohol consumption through surveillance of alcohol related harms and re-establishing the Community Safety and Wellbeing (CSWB) Alcohol Action Table to create a Halton Municipal Policy.

The goals and measures for the health promotion work of Healthy Living are laid out in the **Region's 2023-2026 Strategic Business Plan** and will be achieved over the next four years.

The 2024 Budget for Healthy Living reflects an increase of \$34,000, or 2.5%, due to inflationary cost adjustments reflected where applicable to maintain service levels, partially offset by a reduction in special projects to help offset inflationary increases and change in service delivery.

## School Health & Healthy Families Information Team (HFIT)

**School Health** aims to enhance the health of students in Halton Region by working with public and private schools and school boards. In the 2023-24 school year, the program will focus on three key health issues: mental health, substance use and healthy eating. The program will use evidence-based approaches to promote positive mental health, reduce substance misuse, and increase knowledge and adoption of healthy eating habits among students, in collaboration with school boards, parents and community agencies.

In 2023, Public Health conducted a student survey in partnership with school boards to assess the mental health and well-being of students. The survey results will help Public Health and school boards to identify areas of strength and need in Halton. Additionally, a rapid review of evidence was completed to find effective school-based interventions for mental health promotion and prevention. The review showed the importance of supporting evidence informed mental health promotion interventions in schools. The School Health program will also seek to understand the existing mental health practices and strategies used by schools and school boards to promote mental health. This will ensure that evidence informed strategies are implemented to ensure the best approaches are employed and addresses what is needed most to promote the mental health of Halton students.

The School Health program is currently working on a comprehensive program to address substance use, in particular vaping, and increase healthy eating behaviours. The program will identify and develop specific school-based interventions through the program planning process, which is expected to finish in 2023-24 school year.

The **Healthy Families Information Team** is made up of public health nurses with expertise in pregnancy, parenting and family health. They provide access to comprehensive, evidence-based information to support families, caregivers and healthcare professionals. Information, education and support is provided via a telephone information line, email and social media accounts. Staff provide linkages and referrals to programs, services and other local community resources. HaltonParents social media platforms are an important source of information for families throughout Halton.

As shown in the following table, Facebook “likes” and X (formerly Twitter) followers have increased in the past few years and begun to stabilize.

School Health & Healthy Families Information Team	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of schools receiving non-COVID services	40	0	164	173	160
HaltonParents <b>Facebook</b> - number of "likes"	11,119	11,998	12,226	12,307	12,000
HaltonParents <b>X (formerly Twitter)</b> - number of followers	9,462	9,689	9,851	9,838	9,800

The 2024 Budget for School Health & Healthy Families Information Team has increased by \$109,000, or 10.0%, due to inflationary cost adjustments reflected where applicable to maintain service levels and corporate support costs to support the Digital Strategy.

# Health Protection

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

## Budget Impacts

The 2024 Budget reflects an increase of \$248,000, or 6.5%, over the 2023 Budget. Direct Costs are increasing by \$251,000 due to inflationary cost adjustments reflected where applicable to maintain service levels as well as an increase in the West Nile Virus larvaciding costs due to contract price increases and the quantity of catch basins that will require four rounds of treatment.

Health Protection Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Health Protection</b>									
Enteric and Vector-Borne Diseases	\$ 2,232	\$ 594	\$ 2,827	\$ (1,585)	\$ 1,242	\$ 1,104	\$ 138	12.5%	
Environmental Health	2,556	679	3,235	(1,821)	1,415	1,345	70	5.2%	
Food Safety Inspections	2,521	669	3,190	(1,796)	1,394	1,353	41	3.0%	
<b>Total</b>	<b>\$ 7,309</b>	<b>\$ 1,943</b>	<b>\$ 9,252</b>	<b>\$ (5,202)</b>	<b>\$ 4,050</b>	<b>\$ 3,802</b>	<b>\$ 248</b>	<b>6.5%</b>	
2023 Budget	\$ 7,058	\$ 1,945	\$ 9,003	\$ (5,201)	\$ 3,802				
\$ Change	251	(2)	249	(1)	248				
% Change	3.6%	-0.1%	2.8%	0.0%	6.5%				
<b>FTE</b>					<b>50.7</b>	<b>50.7</b>	<b>-</b>	<b>0.0%</b>	

Schedule may not add due to rounding.

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

This team is also responsible for the vector-borne disease program, which includes education, case management and monitoring for mosquito and tick-borne diseases (e.g., West Nile virus and Lyme disease). Included in this program is the coordination of mitigation activities such as the surveillance of 300 standing water sites, larviciding of catch basins and standing water sites, active surveillance of black-legged ticks, and monitoring for other emerging vector-borne diseases.

As Halton region continues to grow, more personal service settings are anticipated to be established, leading to an increase in the number of inspections as shown in the following table. Enteric outbreak investigations are anticipated to return to pre-pandemic levels in 2023 and 2024 as the population resumes social activities such as attending events and travelling. The total number of larvicide applications tend to fluctuate each year based on the weather conditions.

Enteric and Vector-Borne Diseases	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of inspections of personal service settings completed	480	286	732	900	920
Per cent of required inspections of high risk personal service settings completed	68%	91%	100%	100%	100%
Number of enteric outbreaks investigated in institutions (LTC homes, rest and retirement homes, hospitals, daycares)	28	11	34	60	60
Number of enteric disease investigations	394	274	349	450	400
Number of standing water fixed sites monitored for mosquitoes	280	313	301	310	310
Total number of larvicide applications to surface waters for West Nile Virus program	500	621	668	744	600
Number of potential rabies exposures investigated	938	964	1,057	1,200	1,200

The 2024 Budget for Enteric and Vector-borne Diseases has increased by \$138,000, or 12.5%, due to inflationary cost adjustments reflected where applicable to maintain service levels as well as an increase in the West Nile Virus larviciding costs associated with catch basin treatment (approximately 46,000 sites) and due to contract price increases.

The **Environmental Health** team inspects public recreational water facilities such as pools and spas, monitors beach water quality, inspects small drinking water systems (SDWS), provides education to private well owners regarding the testing and maintenance of their wells, manages potential rabies exposures, and works with community and government agencies to respond to health hazard complaints within 24 hours of receipt. The team works to prevent chronic diseases related to tobacco and vaping products by enforcing legislation such as the *Smoke Free Ontario Act* (SFOA). As part of their responsibilities, staff routinely inspect and conduct compliance checks of premises that sell tobacco and vaping products to ensure these products are not sold to underage youth, and enforce smoking restrictions for tobacco, vaping and cannabis. Staff are also responsible for the education and enforcement of the Region's Smoking and Vaping in Public Places **By-law No. 40-20**, and the Waterpipe Smoking **By-Law No. 41-21**.

In the following table, there is a projected decline in the per cent of tobacco vendors in compliance with Youth Access legislation in 2023 and 2024. In 2022, the Environmental Health team completed only one tobacco test shop visit per premise. In 2023, and with the resumption of regular business, the Environmental Health team is completing two test shop visits per premise and will continue this in 2024. Therefore, there is an increased risk of non-compliance with the greater number of visits.

Environmental Health	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Per cent of health hazard complaints responded to within 24 hours of receipt*	N/A	N/A	N/A	99%	100%
Per cent of Class A pools inspected while in operation	81% of pools inspected in first quarter; inspected upon notification of re-opening for remainder of year	100%	100%	100%	100%
Per cent of required inspections of spas completed	89% for first quarter; inspected upon notification of re-opening for remainder of year	100%	100%	100%	100%
Total number of Environmental Alert Subscriptions (Heat, Cold and Smog)	2,528	2,715	2,796	2,800	2,800
Per cent of tobacco retailers inspected once per year for compliance with display, handling and promotion sections of the SFOA	58%	51%	100%	100%	100%
Total number of tobacco/vaping vendors inspected	153	157	282	280	280
Per cent of tobacco vendors in compliance with Youth Access legislation at the time of last inspection	99%	100%	99%	98%	98%

\*Data not available for 2020-22 as quality assurance work for Health Hazard Complaint tracking was suspended during the COVID-19 pandemic

The 2024 Budget for Environmental Health has increased by \$70,000, or 5.2%, due to inflationary cost adjustments reflected where applicable to maintain service levels.

The **Food Safety Inspections** team is responsible for reducing the risk of food-borne illness by conducting inspections and risk assessments of more than 3,000 food premises. The team responds to food safety-related complaints within 24 hours of their receipt, promotes safe food handling practices and provides food handler certification and training to operators of food premises. In addition, staff support the education and awareness of infection prevention and control (IPAC) measures to owners and operators of child care centres. Special events continue to grow in popularity again, and the team pre-approves all food vendors by conducting an

assessment to determine whether an inspection is required in order to ensure food is handled and served to the public in a safe manner. The Food Handler Training and Certification program was paused during the COVID-19 pandemic and restarted in the fall of 2023. It is anticipated that there will be a backlog of food handlers that are required to recertify and new food handlers who will need training.

<b>Food Safety Inspections</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Number of food handlers certified	347	30	46	200	1,200
Per cent of required inspections of high risk food premises completed	68%	32%	90%	100%	100%
Number of inspections of high risk food premises completed	1,220	620	1,773	1,950	1,950
Number of inspections of food premises completed	2,717	1,743	4,243	5,300	5,300
Number of special event inspections	158	224	557	650	900

The 2024 Budget for Food Safety Inspection has increased by \$41,000, or 3.0%, due to inflationary cost adjustments reflected where applicable to maintain service levels partially offset by savings found in equipment-related costs.

# Immunization Services

The Immunization Services division focuses on promoting health and preventing vaccine preventable illnesses and diseases. The division is comprised of Vaccination Services, Vaccine Management, Immunization Resources and Oral Health programs. Activities include management and distribution of publicly funded vaccines, immunizations to help prevent, control and support eradication efforts for vaccine-preventable diseases, responding to queries and requests for information related to immunizations from Halton residents, dental screening for elementary school students, oral health promotion, and support for access to dental care services for low-income clients.

## Budget Impacts

The 2024 Budget reflects an increase of \$159,000, or 4.0%, over the 2023 Budget. Direct Costs are decreasing by \$640,000 due to a reduction in COVID-19 related one-time expenditures not required in 2024, partially offset by an increase in courier costs for vaccine delivery services. The 2024 Budget includes \$1.3 million for one-time COVID-19 response and recovery costs comprised of \$817,000 for 6.37 temporary staff (3.37 Public Health Nurses, 1 Pharmacist, 1 Pharmacy Assistant, and 1 Data Coordinator) and other operating costs to support the delivery of the COVID-19 Vaccine Program, and \$437,000 for 5 temporary staff (2 Data Coordinators, 1 Public Health Nurse, 1 Pharmacy Assistant, and 1 Immunization Data Specialist) to continue catch-up work required for *Immunization of School Pupils Act* (ISPA) enforcement, routine vaccine distribution, and quality improvement projects, fully offset with anticipated funding from the Province. Funding & Other Revenue is decreasing by \$797,000 due to a reduction in COVID-19 related one-time funding not required in 2024.

Immunization Services Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Immunization Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Vaccination Services	\$ 4,358	\$ 1,092	\$ 5,450	\$ (3,566)	\$ 1,884	\$ 1,750	\$ 134	7.7%	
Vaccine Management	1,939	673	2,612	(1,483)	1,128	978	150	15.4%	
Immunization Resource Team	752	210	962	(595)	367	337	30	8.8%	
Oral Health	4,983	640	5,623	(4,911)	712	867	(155)	-17.9%	
<b>Total</b>	<b>\$ 12,032</b>	<b>\$ 2,614</b>	<b>\$ 14,646</b>	<b>\$ (10,556)</b>	<b>\$ 4,090</b>	<b>\$ 3,931</b>	<b>\$ 159</b>	<b>4.0%</b>	
2023 Budget	\$ 12,672	\$ 2,612	\$ 15,285	\$ (11,353)	\$ 3,931				
\$ Change	(640)	2	(638)	797	159				
% Change	-5.1%	0.1%	-4.2%	-7.0%	4.0%				
<b>FTE</b>					<b>66.3</b>	<b>66.3</b>	-	<b>0.0%</b>	
<b>Relief Hours</b>					<b>1,350.2</b>	<b>1,350.2</b>	-	<b>0.0%</b>	

Schedule may not add due to rounding.



**Vaccination Services** includes enforcement of the *Immunization of School Pupils Act* (ISPA) and the *Child Care and Early Years Act* (CCEYA), and the administration of certain immunizations through the school-based immunization program. Public Health has been making progress since efforts began in 2015 towards achieving full enforcement of the ISPA for students aged 7 to 17. A plan was developed to reach full compliance with ISPA and CCEYA by 2022, consistent with the action items in the 2019-2022 Halton Region Strategic Business Plan. The impact of COVID-19 significantly disrupted normal operations of the program and consequently, full compliance with ISPA and CCEYA was deferred. Full compliance of ISPA is now part of the **2023-2026 Halton Region Strategic Business Plan** and is expected to be achieved by the end of the 2026 school year at which time Halton students ages 7-17 will be subject to enforcement measures if they do not have up-to-date immunization records. Although work to enforce immunization requirements for the CCEYA was paused in 2020 and 2021, the program resumed this work in 2022, and achieved CCEYA compliance in 2023.

Halton Region Public Health has re-established vaccine clinics for Grade 7 students within the school setting. At the end of the 2021-22 school year, and throughout the 2022-23 school year, both Grade 7 and Grade 8 students were eligible to receive the school-based vaccines at these clinics, in an effort to provide catch-up opportunities and to increase vaccine coverage rates in these student cohorts. Since resuming in-school immunization clinics (spring 2022, fall 2022, and spring 2023), 49,653 vaccine doses have been administered during 24,061 individual appointments for Grade 7 and 8 students. Each student received between one and three school-based vaccines per appointment, based on eligibility and parental consent. Having now offered immunization catch-up opportunities to students impacted by the pandemic-related disruption to in-school clinics, Public Health will resume pre-pandemic programming of in-school immunization, focused on new Grade 7 cohorts, in the 2023-24 school year.

In addition to in-school clinics, Halton Region Public Health offered community immunization clinics operating between July 2022 and April 2023. These clinics provided 10,435 doses of school-based and/or ISPA-required vaccines to 5,679 students in Grades 7 through 12. These clinics will continue to be provided through the remainder of 2023, and will support students in accessing important immunizations that were missed during the pandemic and/or during in-school clinics.

The following table shows an expected 20% compliance rate with ISPA requirements for 16 and 17-year-old students, and an expected 15% compliance rate with ISPA requirements for the 7 and 8-year-old students in the 2022-2023 school year. As youth who previously experienced ISPA enforcement prior to the pandemic age out of the school system, compliance rates will be lower due to a pause in ISPA enforcement since March 2020. As families adjusted to catching up on programs and services that were impacted by the pandemic, the Vaccine Clinics program took a supportive and promotional approach for the 2022-2023 school year and suspensions under ISPA were not enforced. ISPA enforcement has resumed for the 2023-2024 school year, and Halton students in Grades 9 to 12 who do not have up-to-date immunization records will be at risk for school suspension in early 2024. The increased 2024 projected compliance rate of 85% for 16/17 year olds reflects the expected impact of a return to enforcement measures in this age group for the 2023-2024 school year. The number of projected doses of Hep B, HPV and meningococcal vaccines administered in 2022 and 2023 reflects an increase from 2021. This increase is a result of catch-up clinics both in-school and within the community. It is expected that the majority of catch-up for the school-based vaccines will be completed by the end of 2023, resulting in a reduced projection for 2024 doses.

Vaccination Services	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Per cent of all students in compliance with ISPA requirements JK-12	72%	45%	48%	40%	52%
Per cent of 16/17 year-old students in compliance with ISPA requirements	93%	68%	46%	20%	85%
Per cent of 7/8 year-old students in compliance with ISPA requirements	80%	22%	25%	15%	15%
Number of HPV doses administered (school year)	8,072	3,161	17,447	17,198	10,000
Number of Hep B doses administered (school year)	5,524	2,169	10,744	12,052	11,000
Number of Meningococcal conjugate A, C, Y, W administered (school year)	8,324	2,082	10,978	8,089	6,700

The 2024 Budget for Vaccination Services reflects an increase of \$134,000, or 7.7%, driven by inflationary cost adjustments reflected where applicable to maintain service levels and one-time technology costs. The 2024 Budget includes \$1.1 million for one-time COVID-19 response and recovery efforts anticipated to be fully funded by the Province. This includes expenditures of \$817,000 for 12 months of temporary staffing and operational costs, such as courier, supplies, and facility rental costs, related to the COVID-19 Vaccination. Also included are expenditures of \$239,000 for 12 months of temporary staffing related to continuing catch-up work required for ISPA enforcement. The 2024 Budget assumes funding will be provided by the Province for the COVID-19 response and recovery expenditures, and hence anticipates no net impact to the Region.

**Vaccine Management** includes vaccine distribution to health care providers for all publicly-funded vaccines and inspections of fridges containing publicly funded vaccines to ensure safe storage and handling of vaccines. Vaccine distribution activities are led by the Pharmacy Team. The Pharmacy Team consists of Pharmacists and Pharmacy Assistants, who use their pharmaceutical knowledge to ensure that vaccines are handled and distributed in a manner that prevents waste and preserves vaccine safety and integrity. In 2023, COVID-19 vaccine distribution was successfully integrated with distribution processes for other publicly-funded vaccines. This has allowed health care providers to receive COVID-19 vaccines with other publicly-funded vaccines.

In 2023, with the completion of the Halton Regional Centre (HRC) Modernization Project, health care providers can once again come to HRC to pick-up their vaccine orders. This practice was discontinued in 2020 due to COVID-19 restrictions and was replaced with an outsourced vaccine courier service. Now that in-person vaccine pick-ups have resumed, health care providers can continue to use the vaccine courier service to receive their vaccines, but delivery costs will be paid by those who choose to use this service.

In 2023, construction on the new Vaccine Depot was completed. This larger space provides greater capacity for vaccine storage, which is necessary because the overall number of doses of publicly funded vaccines distributed by Public Health has been increasing over time, as shown in the table below.

Community pharmacies are an important channel for Halton residents to receive their influenza and COVID-19 immunizations. Pharmacies receive COVID-19 and influenza vaccines directly from a Provincial central distributor. It is anticipated that in 2024, more Halton residents will access influenza and COVID-19 vaccines

through community pharmacies. This means that Public Health will distribute fewer influenza and COVID-19 vaccines to community partners. However, Public Health is still responsible for monitoring cold chain practices by reviewing temperature logs and conducting annual cold chain inspections. As more publicly funded vaccines are distributed within the community as well as continued growth in new physician offices and pharmacies opening, the number of refrigerators requiring routine annual inspections will increase.

Vaccine Management	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of doses of influenza vaccine distributed to community partners	118,360	142,535	111,920	113,410	98,000
Number of doses of COVID-19 vaccine distributed to community partners	N/A	61,149	33,396	10,000	8,000
Number of doses of publicly funded vaccines (excluding influenza and COVID-19 vaccine) distributed to primary care	141,030	139,425	159,007	170,000	180,000
Number of refrigerators that store publicly funded vaccines that received their routine annual inspection	441	498	532	600	625

The 2024 Budget for Vaccine Management reflects an increase of \$150,000, or 15.4%, driven by inflationary cost increases applied where applicable to maintain service levels and an increase in courier costs for vaccines to be delivered to schools, clinics and flu vaccines to physicians. The 2024 Budget includes \$83,000 in one-time COVID-19 recovery costs, anticipated to be fully funded by the Province, for 12 months of temporary staffing related to routine vaccine distribution.

The **Immunization Resource Team** is comprised of Public Health Nurses who respond to public inquiries regarding vaccines and immunization, provide effective communication to the public and community partners on vaccines, and immunization efforts and events, assess adverse events following immunizations (AEFIs), and ensure continuous quality improvement of vaccine efforts in Halton Region.

In 2022, Immunization Intake responded to 5,687 inquiries from the public and community partners to promote and educate the public on immunization to help decrease vaccine preventable diseases and increase vaccine coverage. Responding in a timely manner facilitates trust in Public Health and allows the program to be aware of current issues and concerns within the community. In addition to responding to inquiries, the Immunization Resource Team develops, maintains, and updates information on digital and print resources, including Public Health’s Immunization webpages.

Immunization Resource Team	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of public inquiries responded to by immunization intake	6,664	5,644	5,687	6,000	6,500

Public Health Nurses receive and manage cases where a client has experienced an AEFI after they received a vaccine. Public Health Nurses along with the Office of the Commissioner and Medical Officer of Health, investigate each of these events and report findings to clients and/or their health care providers.



Providing continuous quality improvement to Vaccination Services and Vaccine Management supports Immunization Services to meet Public Health practice standards through developing and updating policies, procedures, medical directives, resources and tools and providing practice consultation and training as required.

The 2024 Budget for the Immunization Resource Team reflects an increase of \$30,000, or 8.8%, due to inflationary cost adjustments reflected where applicable to maintain service levels. The 2024 Budget also includes one-time COVID-19 recovery costs for temporary staffing to assist with the resumption of quality improvement projects put on hold due to the COVID-19 pandemic.

**Oral Health** offers dental screening for elementary school students in school settings and through tele-screening, as well as provides client enrolment and navigation support for low-income children, adults and seniors through programs such as Healthy Smiles Ontario (HSO), Ontario Works, Low-Income and Ontario Seniors Dental Care (OSDCP).

Dental screening for elementary school students identifies children who are in need of urgent dental care. Families who are unable to afford the cost of dental care for their children may be eligible for financial assistance through the HSO program. During the 2022-23 school year, dental screening in elementary schools was restarted as it was paused the previous school years due to the COVID-19 pandemic. For the 2023-24 school year, elementary school students in JK and SK will be screened, which will be lower than in the 2022-2023 school year where grade 2 was also included. The promotion of oral health will expand through education sessions, which have been successful in reaching at-risk families that participate in the Halton Prenatal Nutrition Program (HPNP) and the Healthy Babies Healthy Children (HBHC) program. Oral health promotion will also continue through digital strategies, including Halton Parents social media, e-blasts to schools in collaboration with the School Health program and promotion of OSDCP to eligible residents.

The OSDCP is a Provincially-funded dental care program for low-income seniors. The intent of the OSDCP is to provide comprehensive dental care for low-income seniors, including preventive services and dentures. Since the launch of the OSDCP in late 2019, the demand for services and the acuity of dental needs presented by OSDCP clients, exceeded Halton’s previous funding allotment from the Province. As communicated in Report No. **MO-10-22**, funding increased from \$1.2 million to a total of \$3.9 million (when fully annualized in 2023), which allowed for a full range of dental services to be available for eligible clients. As a result, the number of OSDCP claims processed has increased from 1,848 in 2022 to 5,223 in 2023 and projected to be 4,458 in 2024. Numbers in 2023 are higher than those projected for 2024, as the one-time funding received resulted in increased services from January to March in 2023.

Oral Health	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of children screened for oral health in elementary schools (school year)	14,226	0	0	15,841	12,277
# of children enrolled in HSO (emergency and essential services stream and preventative services only)	427	328	340	478	383
Number of OSDCP claims processed	N/A	126	1,848	5,223	4,458
Number of clients that received OSDCP services in Halton	N/A	89	1,350	2,676	2,229
Number of Halton residents that received OSDCP services in Halton	N/A	89	1,314	2,569	2,140

The 2024 Budget for Oral Health reflects a decrease of \$155,000, or 17.9%, as a result of the utilization of Provincial funding to offset existing expenditures.



# Infectious Disease Control

The Infectious Disease Control division works to prevent the spread of communicable diseases and other infectious diseases of public health significance, including COVID-19, invasive Group A Streptococcus (iGAS) and syphilis, which are identified through continuous monitoring and surveillance of available population health data. Infectious disease control is achieved through individual case and contact management, outbreak management, and Infection Prevention and Control (IPAC) education in a variety of settings including Long-Term Care (LTC) homes, retirement homes, other congregate settings, schools, child care settings and workplaces. In addition, the division is responsible for harm reduction activities, harm reduction supply distribution, naloxone distribution and delivers sexual health clinic and smoking cessation clinic services to priority populations.

## Budget Impacts

The 2024 Budget reflects an increase of \$323,000, or 9.3%, over the 2023 Budget. Direct Costs are increasing by \$15,000 driven by inflationary cost adjustments reflected where applicable to maintain service levels as well as an increase in courier costs required within Outbreak Management, partially offset by a reduction in COVID-19 related one-time expenditures not required in 2024. The 2024 Budget includes \$762,000 for one-time COVID-19 response costs for 7 temporary staff (6 Public Health Nurses and 1 Program Assistant) to support the ongoing prevention, monitoring, detection and containment of COVID-19 in Halton Region, fully offset with anticipated funding from the Province. Capital Financing & Other Costs are increasing by \$63,000 primarily due to Electronic Medical Record (EMR) implementation for the Sexual Health Clinics. Funding & Other Revenue is decreasing by \$245,000 due to the reduction in COVID-19 related one-time funding not required in 2024 as well as a decrease in program revenue due to the discontinuation of birth control contraceptive fees.

Infectious Disease Control Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Infectious Disease Control	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Communicable Diseases	\$ 2,141	\$ 581	\$ 2,722	\$ (1,531)	\$ 1,191	\$ 1,103	\$ 88	7.9%	
Outbreak Management	2,163	379	2,542	(1,762)	780	700	80	11.5%	
Sexual Health	2,397	728	3,126	(1,754)	1,371	1,239	132	10.7%	
Harm Reduction	768	226	994	(550)	444	421	23	5.5%	
<b>Total</b>	<b>\$ 7,469</b>	<b>\$ 1,914</b>	<b>\$ 9,383</b>	<b>\$ (5,598)</b>	<b>\$ 3,785</b>	<b>\$ 3,462</b>	<b>\$ 323</b>	<b>9.3%</b>	
2023 Budget	\$ 7,454	\$ 1,850	\$ 9,305	\$ (5,842)	\$ 3,462				
\$ Change	15	63	78	245	323				
% Change	0.2%	3.4%	0.8%	-4.2%	9.3%				
<b>FTE</b>					<b>47.6</b>	<b>47.6</b>	<b>-</b>	<b>0.0%</b>	

Schedule may not add due to rounding.

**Communicable Diseases** responds to reports of new and emerging diseases, respiratory communicable diseases and vaccine preventable diseases in the community to prevent the spread of disease. Education and timely follow up is provided to manage suspect, probable and confirmed cases. This area is focused on preventing the further transmission of respiratory and vaccine preventable diseases of public health significance including tuberculosis (TB), COVID-19, invasive Group A Streptococcus (iGAS), monkeypox and many other new and re-emerging diseases. The work involves assessment and investigation of cases to identify potential exposures that may have led to the acquisition and/or transmission of disease, as well as identification of close contacts who are at risk for acquiring disease. Case follow-up is provided to assess the well-being of the case in accordance with Infectious Disease Protocol under the Ontario Public Health Standards. Timely public health direction, guidance and/or education to contacts of cases is also provided while ensuring confidentiality is maintained.

In the table below, the 2024 projected number of iGAS case investigations is based on pre-pandemic and 2023 case volumes, as it is not yet known if iGAS will return to pre-pandemic levels or continue to occur at higher levels.

Communicable Diseases	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of TB case investigations	17	25	22	25	25
Number of TB contact investigations	94	83	77	85	85
Number of COVID-19 case investigations	6,401	23,014	28,235	4,000	2,000
Number of iGAS case investigations	16	6	13	55	37

The 2024 Budget for Communicable Diseases reflects an increase of \$88,000, or 7.9%, due to inflationary cost adjustments reflected where applicable to maintain service levels.

**Outbreak Management** manages respiratory outbreaks in the community by reducing the spread of infectious diseases in a variety of settings (e.g., LTC, Rest and Retirement Homes, correctional facilities, migrant farms and other congregate settings). Outbreak Management controls the spread of disease within congregate settings and prevents the secondary spread of infection into the larger community. Program staff educate staff and health care providers in institutional and congregate settings about effective outbreak and infection prevention and control (IPAC) practices. COVID-19 continues to circulate in the community along with other respiratory viruses and a much larger outbreak management response is required to proactively ensure all IPAC processes are in place to prevent the spread in congregate settings.

Outbreak Management	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of non-COVID-19 respiratory outbreaks investigated at institutions (LTC homes, rest and retirement homes, hospitals)	106	10	27	40	30
Number of COVID-19 respiratory outbreaks investigated at institutions (LTC homes, rest and retirement homes, hospitals, group homes and corrections)	44	103	184	150	100

The 2024 Budget for Outbreak Management reflects an increase of \$80,000, or 11.5%, mainly due to increased courier costs to transport swabs to labs during outbreaks. The 2024 Budget also includes \$762,000 for one-time COVID-19 response costs for temporary staff to support the ongoing prevention, monitoring, detection and containment of COVID-19 in Halton Region. The 2024 Budget assumes funding will be provided by the Province for the COVID-19 response expenditures, and hence anticipates no net impact to the Region.

**Sexual Health** clinics provide contraception, pregnancy testing, sexually transmitted infection (STI) screening and treatment and case management with a focus on priority populations. The Sexual Health program also conducts STI case management for cases diagnosed in the community, ensuring adequate treatment has been provided by primary care in order to reduce transmission. The decrease in client visits in 2021-22, as noted in the table below, was the result of reduced clinic hours and locations due to staff redeployment in response to the COVID-19 pandemic. Re-establishment of clinic services started in 2022, with the reopening of a second clinic in the summer of 2022 and a third clinic in the winter of 2023. The goal is to transition to a mobile sexual health clinic service in north Halton by end of 2023.

Sexual Health	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of client visits - Sexual Health Clinics	1,128	316	373	650	800
Number of sexually transmitted infections cases managed	1,176	1,135	1,181	1,500	1,600
Per cent of confirmed Gonorrhoea cases treated according to recommended Ontario treatment guidelines	70%	61%	64%	70%	75%

The 2024 Budget for Sexual Health reflects an increase of \$132,000, or 10.7%, due to inflationary cost adjustments reflected where applicable to maintain service levels, and a decrease in program revenue due to the discontinuation of birth control contraceptive fees for health equity reasons and as a result of lower demand due to birth control contraceptives being available through OHIP+.

**Harm Reduction** strategies aim to lessen the negative impact of substance use. The scope of work consists of needle exchange, an overall opioid strategy, and smoking cessation services to targeted populations. The opioid strategy aims to collect and report on local data and community needs, increase naloxone distribution to community organizations, paramedic services, police and fire services, and develop an early warning system to identify and respond to a surge in opioid overdoses.

As shown in the table below, the number of safe needles distributed is expected to increase in 2023 and in 2024 as additional agreements are established with community partners to distribute harm reduction supplies.

Harm Reduction	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of safe needles distributed by Halton Public Health Needle Exchange program for harm reduction	196,352	147,759	171,349	200,000	250,000
Number of client contacts - Needle Exchange Program	1,137	1,162	874	1,100	1,200
Number of client appointments - Smoking Cessation Clinic	604	400	500	600	600
Number of new clients - Smoking Cessation	15	0	15	40	50
Total number of naloxone kits distributed by Halton Public Health	320	430	366	425	475
Total number of naloxone kits distributed by community partners or organizations that have agreements with Halton Public Health	71	388	427	700	800
Total number of community partners or organizations that have agreements with Halton Public Health to receive and distribute naloxone	10	12	14	12	13

The 2024 Budget for Harm Reduction reflects an increase of \$23,000, or 5.5%, due to inflationary cost adjustments reflected where applicable to maintain service levels.

# Public Health Resources

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

## Budget Impacts

The 2024 Budget reflects an increase of \$132,000, or 5.2%, over the 2023 Budget. Direct Costs are decreasing by \$219,000 primarily due to the removal of COVID-19 one-time recovery costs not required in 2024 as well as savings realized from the closure of a Milton clinic site in 2023. Capital Financing & Other Costs are increasing by \$153,000 primarily due to the removal of rental recoveries from other programs no longer using Public Health clinic site space. Funding & Other Revenue is decreasing by \$198,000 due to the removal of COVID-19 one-time recovery funding not required in 2024.

Public Health Resources Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Public Health Resources</b>									
Professional Support	\$ 3,415	\$ 751	\$ 4,166	\$ (2,324)	\$ 1,842	\$ 1,746	\$ 96	5.5%	
Public Health Surveillance & Evaluation	1,562	371	1,933	(1,092)	841	805	36	4.5%	
<b>Total</b>	<b>\$ 4,977</b>	<b>\$ 1,122</b>	<b>\$ 6,099</b>	<b>\$ (3,416)</b>	<b>\$ 2,683</b>	<b>\$ 2,551</b>	<b>\$ 132</b>	<b>5.2%</b>	
2023 Budget	\$ 5,196	\$ 969	\$ 6,165	\$ (3,614)	\$ 2,551				
\$ Change	(219)	153	(66)	198	132				
% Change	-4.2%	15.8%	-1.1%	-5.5%	5.2%				
<b>FTE</b>					<b>26.0</b>	<b>26.0</b>	<b>-</b>	<b>0.0%</b>	

Schedule may not add due to rounding.

**Professional Support** provides centralized support for business planning, quality improvement, public health and preventive medical consultations, evidence informed decision-making and program planning support, public health informatics, physician engagement, public health emergency management, and ensuring compliance to the Accountability Agreement with the Ministry including financial and performance reporting requirements for Public Health.

Staff assist all Public Health programs with operational planning and ensure compliance with the Ontario Public Health Standards by conducting reviews, identifying gaps in service delivery and preparing reports for the Ministry. In 2024, quality improvement support will mainly be focused on the community's health needs, as well as organizational recovery from the COVID-19 pandemic. Provision of continuous quality improvement support to programs helps to ensure evidence-informed decision-making and promotion of best practices.

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

Public Health has developed a planning framework and process to ensure a standardized, evidence-informed approach to planning programs and services. In 2024, Public Health will continue to implement this process with several programs as part of pandemic recovery, as well as support evidence reviews to inform program decisions.

Public Health Informatics is an emerging area that focuses on the application of data, technology, and information systems to public health practice. In 2023, the focus has been on the implementation of an Electronic Medical Record for clinical programs, supporting Halton’s Digital Strategy, and improving data management and reporting.

Public Health Emergency Management ensures that Public Health is prepared to respond to mitigate risks, and recover from threats to public health or disruptions to Public Health programs and services. This is done through a range of activities carried out in coordination with corporate and other community partners. In 2023, a detailed Public Health Risk Assessment and Hazard Identification was completed followed by a significant update to the Public Health Emergency Plan (last updated in 2016) using lessons learned and best practices from the COVID-19 response. Public Health Emergency Management has provided support with larger outbreak responses in the past year, engaged in emergency simulations and training exercises with our partners, and are planning to roll out public health staff training on the Public Health Emergency Plan.

The Physician Engagement Initiative aims to support the health and well-being of the Halton community by providing physicians and other relevant health care professionals with information and guidance on emerging public health issues in our community. This initiative also provides outreach support such as regular public health updates, Continuing Medical Education events for physicians, and public health guidance to community partners such as hospitals and medical practices. The indicator below includes the number of e-faxes and monthly newsletters that are issued to healthcare providers. As COVID-19 continues to become normalized in physician practice, there is less need for urgent physician updates and a return to more targeted communications and outreach.

Professional Support	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of communications issued to healthcare providers	64	111	77	40	40

The 2024 Budget for Professional Support reflects an increase of \$96,000, or 5.5%, due to inflationary cost adjustments reflected where applicable to maintain service levels, the removal of rental recoveries due to other programs no longer using Public Health clinic site space and software licensing needs.

**Public Health Surveillance and Evaluation** provides support to Public Health programs, services and community partners related to population health assessment, surveillance, program planning, performance measurement and evaluation. In 2023, this team provided epidemiological support for a range of programs and services across the department as they resumed operations and recovered from the pandemic. Public Health Surveillance and Evaluation worked to update data holdings that had become outdated during the pandemic, including making available new and updated reports to the public. The team also initiated data collection on critical issues in the community, including student mental health and infant feeding. Evaluation work was carried out on a range of topics to help program areas understand the impact of changes they have implemented or are planning to implement.



Public Health Surveillance and Evaluation creates or updates infographics, health indicator reports, status reports, and interactive dashboards regularly to support Public Health program decisions. Ongoing surveillance monitoring is also completed to provide actionable information regarding topics such as influenza, COVID-19 and opioid use. Using population health data allows Public Health to target programs and services to populations with the greatest need, prioritize resources to the most important health problems in Halton, respond quickly to emerging issues, and engage the public and community partners to take action to improve health. The indicator below has been higher during 2021 to 2023 due to additional data products related to COVID-19 vaccine reporting, but is projected to decrease in 2024 given the shift to dashboard products (which are not captured in this indicator) and reduced frequency of COVID-19 vaccine reports.

<b>Public Health Surveillance &amp; Evaluation</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Number of public-facing data products produced to support population health assessment and surveillance	112	229	241	224	175

The 2024 Budget for Public Health Surveillance and Evaluation reflects an increase of \$36,000, or 4.5%, due to inflationary cost adjustments reflected where applicable to maintain service levels.

# Paramedic Services

The Paramedic Services division provides advanced pre-hospital care and community paramedic programs, and delivers public awareness programs, including CPR, public access defibrillation, and injury prevention. Paramedic Services continues to implement new models of care for select patients, enabling paramedics to treat and discharge relevant patients, avoiding transportation to hospital.

## Budget Impacts

The 2024 Budget reflects an increase of \$1.7 million, or 6.8%, over the 2023 Budget. Direct Costs are increasing by \$4.3 million and include strategic investments for an additional 12.0 FTEs (8.0 FTE Paramedics, 2.0 FTE Operations Commanders, 1.0 FTE Workforce Management Coordinator Lead, and 1.0 FTE Logistics Officer) and 7,891.2 paramedic relief hours. The 2024 Budget also includes an increase of \$958,000 for the Dedicated Ambulance Patient Offload Position Program, fully offset with Provincial funding. Capital Financing & Other Costs are increasing by \$551,000, mainly driven by increases in corporate support costs to support the Digital Strategy, increased costs related to risk management and insurance, and a planned increase of \$146,000 in capital transfers to support the payback of the storage facility leasehold improvements and replacements of vehicles and power cots. Funding & Other Revenue is increasing by \$3.1 million to reflect a base cost-shared funding increase of \$1.1 million and strategic investments of \$1.0 million as per the current funding model, which reflects growth but not inflation, and a funding increase in the Dedicated Ambulance Patient Offload Position Program of \$958,000.

Paramedic Services Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Paramedic Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Paramedic Care	\$ 43,830	\$ 10,829	\$ 54,659	\$ (27,715)	\$ 26,944	\$ 25,233	\$ 1,711	6.8%	
<b>Total</b>	<b>\$ 43,830</b>	<b>\$ 10,829</b>	<b>\$ 54,659</b>	<b>\$ (27,715)</b>	<b>\$ 26,944</b>	<b>\$ 25,233</b>	<b>\$ 1,711</b>	<b>6.8%</b>	
2023 Budget	\$ 39,556	\$ 10,278	\$ 49,833	\$ (24,601)	\$ 25,233				
\$ Change	4,275	551	4,826	(3,114)	1,711				
% Change	10.8%	5.4%	9.7%	12.7%	6.8%				
<b>FTE</b>					<b>229.5</b>	<b>217.5</b>	<b>12.0</b>	<b>5.5%</b>	
<b>Relief Hours</b>					<b>83,673.0</b>	<b>75,781.8</b>	<b>7,891.2</b>	<b>10.4%</b>	

Schedule may not add due to rounding.

**Paramedic Services** provides services from 15 stations with 27 emergency response vehicles. In 2022, Paramedic Services responded to more than 57,000 calls and transported more than 35,000 patients. As outlined in Report **MO-14-23** (re: Paramedic Services Division Annual Update), over the past ten years (2013 to 2022), call volumes have increased by 51%. Call volume increased by 5% in 2022 as the utilization of healthcare services increased compared to the early waves



of the COVID-19 pandemic. In 2023, call volumes are slightly lower compared to 2022 but continue to show an upward trend overall. Call volume is anticipated to increase by 3% in 2024.

Similar to many other health care organizations, Paramedic Services is also experiencing health human resource challenges. The number of vacant paramedic positions across the province far exceeds the number of new paramedics graduating each year. This is further compounded by a significant number of employees (about 15% at any given time) being absent from the workforce due to various reasons including sickness, injury, long-term disability, parental leave, and mental health conditions such as Post Traumatic Stress Disorder (PTSD).

The increasing trend of call volumes along with the health human resources challenges has resulted in several pressures for the Paramedic Services division. In the first 10 months of 2023, there were 459 occurrences (lasting at total of almost 300 hours) where there were four or fewer ambulances available for dispatch, and 8 occurrences (lasting at total of 2 hours) where there were one or zero ambulances available. Despite these challenges, the Paramedics team has been able to maintain service levels and achieve key performance measures.

Paramedic Care	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of patient transports	29,838	33,686	35,136	34,082	35,104
Total call volume	49,499	55,158	57,957	55,068	56,720
Per cent of arrivals of defibrillator on the scene of Sudden Cardiac Arrest (SCA) within 6 minutes - target 55%	52%	52%	55%	52%	55%
Per cent of Paramedic arrival at life threatening calls (purple) within 8 minutes - target 75%	72%	72%	69%	72%	72%
Total \$ cost per vehicle in-service hour	\$245	\$238	\$247	\$265	\$278
90th per centile transfer of care time (all Halton hospitals) - target 30 minutes	0:34:21	0:47:15	0:47:12	0:45:00	0:40:00

The 2024 Budget includes inflationary cost adjustments reflected where applicable to maintain service levels as well as strategic investments for an additional 12.0 FTEs (8.0 FTE Paramedics, 2.0 FTE Operations Commanders, 1.0 FTE Workforce Management Coordinator Lead, and 1.0 FTE Logistics Officer) and 7,891.2 paramedic relief hours to address increasing pressures in paramedic operations due to continuous growth. Provincial funding is anticipated for the strategic investments based on the current funding model, with a net Regional impact of \$1.2 million.

The 2024 Budget also includes an increase of \$958,000 to the Dedicated Ambulance Patient Offload Position Program, fully offset with funding. As reported in Report No. **MO-19-23** (re: Dedicated Ambulance Patient Offload Position Program), on August 30, 2023, the Province increased the funding to \$1.4 million for the 2023/2024 fiscal year. This increase in funding will be utilized to expand the dedicated ambulance offload position at the Milton District Hospital site to 24 hours / 7 days a week. Coverage will continue at Joseph Brant Memorial Hospital in Burlington and Oakville Trafalgar Memorial Hospital at 24 hours / 7 days a week, and the coverage at Georgetown Hospital will remain at 12 hours per day / 7 days per week. While this program has been successful in reducing transfer of care times, area hospitals are also facing health human resource challenges resulting in these positions not being fully staffed.



## Capital Budget & Forecast

Paramedic Services Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 2033	Total
PS Vehicles	\$ 2.09	\$ 5.23	\$ 1.17	\$ 3.73	\$ 5.63	\$ 21.87	\$ 39.72
Defibrillators	0.09	1.26	0.06	0.19	0.13	2.15	3.89
<b>Total</b>	<b>\$ 2.18</b>	<b>\$ 6.49</b>	<b>\$ 1.23</b>	<b>\$ 3.92</b>	<b>\$ 5.76</b>	<b>\$ 24.02</b>	<b>\$ 43.60</b>

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

The Paramedic Services capital program includes \$43.6 million over the next 10 years, which is \$0.9 million higher than the 2023 10-year program. This is due to inflationary price increases and the inventory replacement of ambulance vehicles, power stretcher/lift systems that becomes due to be replaced in 2033.

The 2024 Capital Budget and Forecast includes \$39.7 million to purchase new and replacement vehicles and power stretcher/lift systems for ambulances over the next 10 years. In 2024, the capital program includes \$2.1 million for vehicle replacement and new acquisitions which includes four vehicles (\$717,000) to support ongoing program pressures. In addition, there is \$3.9 million to purchase new and replacement defibrillators over the next 10 years with \$90,000 identified in 2024.

The Paramedic services capital program is primarily funded from the Paramedic Vehicle reserve, which is replenished from annual operating transfers and development charges. The 2024 Budget includes capital financing (i.e. transfer to reserves) of \$3.6 million which represents a \$173,000 increase from the 2023 Budget, primarily due to the planned increase to vehicles, Storage Facility Leasehold Improvements and Paramedic Station rehabilitation.

# Halton Region

## Budget and Business Plan

**TAX OVERVIEW**

**SOCIAL & COMMUNITY SERVICES**

# Social & Community Services Department

The Social & Community Services department delivers programs and services that enhance the quality of life for children, youth, families, adults and older adults in Halton Region. Social & Community Services consists of four divisions: Children's Services, Employment & Social Services, Housing Services, and Services for Seniors. It is supported by the Human Services Planning & Program Support unit.

## Budget Impacts

The 2024 Social & Community Services budget reflects a net increase of \$6.5 million, or 7.0%, over the 2023 Budget and includes strategic investments to stabilize and enhance services. Included are investments to strengthen resident care in the Long-Term Care (LTC) homes through an additional 19.0 FTEs and 10,592.2 relief hours, largely offset with increased funding from the Ministry of Long-Term Care. Strategic investments are proposed for 3.0 FTEs in Housing Services to support Halton Community Housing Corporation's (HCHC) growing assisted housing portfolio, and 3.0 FTEs are proposed to support increased demand in the Ontario Works and Regionally funded low income and Subsidized Passes for Low Income Transit (SPLIT) programs, and provide additional oversight, support and strategic advice to the Employment & Social Services division. There is also a strategic investment proposed to increase the Halton Region Community Investment Fund by \$500,000 to support Community Safety and Well-Being priorities to positively impact the health, safety and well-being of the community.

Social & Community Services Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Social & Community Services Department	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Children's Services	\$ 191,572	\$ 4,198	\$ 195,770	\$ (185,035)	\$ 10,734	\$ 13,087	\$ (2,353)	-18.0%	
Employment & Social Services	34,618	2,928	37,546	(29,561)	7,985	7,233	752	10.4%	
Housing Services	58,570	10,381	68,951	(25,706)	43,246	39,475	3,770	9.6%	
Human Services Planning & Program Support	10,041	1,038	11,079	(1,381)	9,698	9,138	560	6.1%	
Services for Seniors	80,531	16,211	96,742	(68,944)	27,798	24,020	3,778	15.7%	
<b>Total</b>	<b>\$ 375,332</b>	<b>\$ 34,756</b>	<b>\$ 410,088</b>	<b>\$ (310,627)</b>	<b>\$ 99,461</b>	<b>\$ 92,953</b>	<b>\$ 6,508</b>	<b>7.0%</b>	
2023 Budget	\$ 371,334	\$ 31,453	\$ 402,787	\$ (309,834)	\$ 92,953				
\$ Change	3,998	3,304	7,302	(794)	6,508				
% Change	1.1%	10.5%	1.8%	0.3%	7.0%				
<b>FTE</b>					<b>872.0</b>	<b>847.0</b>	<b>25.0</b>	<b>3.0%</b>	
<b>Relief Hours</b>					<b>134,001.4</b>	<b>123,409.2</b>	<b>10,592.2</b>	<b>8.6%</b>	

Schedule may not add due to rounding



Capital Financing & Other Costs are increasing by \$3.3 million mainly due to a \$1.0 million increase in the capital transfer to the Regional New Units reserve to support new assisted housing, to partially offset the loss of development charge revenues as a result of Bill 23. Additional impacts include the removal of the one-time transfer of \$742,000 from the COVID-19 Recovery reserve that was in the 2023 Budget to phase-in the full cost of the 2022 investment in the Halton Rental Assistance Program, and \$150,000 for a capital transfer to maintain emergency shelters in a state-of-good-repair. There are also increased corporate support costs to support the digital strategy, and increased capital financing costs related to the Allendale production kitchen modernization. Funding & Other Revenue is increasing by \$794,000 or 0.3% mainly due to the increases in Provincial funding in Services for Seniors and Housing Services' divisions. The 2024 Budget for Children's Services has been reduced to reflect a decrease in Canada-Wide Early Learning & Child Care funding, as reported in Report No. **SS-18-23** (re: Canada-Wide Early Learning and Child Care System Directed Growth Plan). There is also a decrease in the Employment & Social Services' budget to reflect the transformation of the employment services delivery model by the Ministry of Community, Children, and Social Services and associated funding reduction.

# Children's Services

The Children's Services division is responsible for the strategic planning, administration of funding, and oversight of early years and child care programs across Halton Region. The division directly provides fee subsidies to families for child care, services for children with special needs, oversight of EarlyON Child and Family Centres, and provides supports for the early years and child care sector in Halton. The division is responsible for the implementation and ongoing administration of the Canada-Wide Early Learning and Child Care System (CWELCC). The division also operates three child care centres.

## Budget Impacts

The 2024 Children's Services budget reflects a net decrease of \$2.4 million over the 2023 Budget mainly due to a reduction of \$2.6 million in the non-legislated Regional contribution in the fee subsidy program. As reported through Report No. **FN-28-23** (re: 2024 Budget Directions), reductions in child care fees for parents/caregivers funded through the CWELCC System have lessened the overall fee subsidy expenditures, thereby reducing the Regional contribution required in the fee subsidy program. Funding & Other Revenue is decreasing by \$8.1 million to align with the latest confirmed funding allocation received from the Ministry of Education. As reported in **SS-18-23** (re: Canada-Wide Early Learning and Child Care System Directed Growth Plan), in May 2023 the Ministry of Education adjusted funding allocations to reflect licensed child care spaces that opted into the CWELCC System as of December 31, 2022. Halton Region's adjusted allocation was reduced by \$8.1 million, which is offset with an equivalent reduction in expenditures, with further details below.

Children's Services Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Children's Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Canada-Wide Early Learning and Child Care	\$ 123,723	\$ 576	\$ 124,299	\$ (124,299)	\$ (0)	\$ -	\$ -		0.0%
Community Support	32,839	1,888	34,726	(31,603)	3,124	3,063	61	2.0%	
Special Needs Child Development	13,141	1,485	14,627	(9,830)	4,797	4,679	118	2.5%	
Regional Child Care Centres	3,271	71	3,341	(2,472)	869	783	86	10.9%	
Fee Subsidy	18,599	178	18,777	(16,832)	1,945	4,561	(2,616)	-57.4%	
<b>Total</b>	<b>\$ 191,572</b>	<b>\$ 4,198</b>	<b>\$ 195,770</b>	<b>\$ (185,035)</b>	<b>\$ 10,734</b>	<b>\$ 13,087</b>	<b>\$ (2,353)</b>	<b>-18.0%</b>	
2023 Budget	\$ 202,196	\$ 4,066	\$ 206,262	\$ (193,175)	\$ 13,087				
\$ Change	(10,624)	132	(10,492)	8,139	(2,353)				
% Change	-5.3%	3.2%	-5.1%	-4.2%	-18.0%				
<b>FTE</b>					<b>111.8</b>	<b>111.8</b>	-	<b>0.0%</b>	
<b>Relief Hours</b>					<b>3,587.5</b>	<b>3,587.5</b>	-	<b>0.0%</b>	

Schedule may not add due to rounding

The **Canada-Wide Early Learning and Child Care System** represents a substantial investment in early years and child care by the Government of Canada and the Province of Ontario. In March 2022, the Federal government and Province of Ontario signed the Canada-Ontario Canada-Wide Early Learning and Child Care Agreement, which will lower licensed child care fees for parents/caregivers to \$10-a-day, on average, by September 2025. Child care fees were reduced by 25% retroactively to April 1, 2022 and further reduced by 52.75%, effective January 1, 2023. Further reductions are expected to take place in 2024 and 2025. Increased demand for licensed child care is expected as the cost of care decreases. The investment also includes funding to support a new minimum wage for registered early childhood educators, supervisors and home child care visitors working in licensed child care. In 2024, eligible educators will receive an increase of \$1 per hour, up to a maximum wage of \$25/hour. As reported through Report No. **SS-08-23** (re: Children’s Services Program and Funding Update), in 2023 Halton Region received an allocation of \$132.4 million as part of the CWELCC System to reduce child care fees for families. This allocation was based on full participation of eligible licensed child care operators in the System. This investment is in addition to other funding provided by Federal and Provincial governments. As noted earlier, the Ministry provided an adjusted funding allocation in May 2023 which reduced this allocation by \$8.1 million. The reduction in funding is offset with an equivalent decrease in fee reduction and workforce compensation funding available for child care providers, which means that there will be minimal growth in the CWELCC System in Halton Region until at least 2026.

The 2024 Budget for CWELCC funding is based on 2023 funding levels, as the confirmed funding allocation for 2024 was not received prior to Budget development. Once the 2024 confirmed allocation is received, Staff will review and report back to Council with any implications.

Canada-Wide Early Learning and Child Care System	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of child care operators enrolled in the Canada-Wide Early Learning and Child Care System (CWELCC)	N/A	N/A	102	107	109
Percentage of child care operators enrolled in the CWELCC	N/A	N/A	88%	89%	91%
Number of licensed child care spaces in the CWELCC	N/A	N/A	18,481	18,934	19,309
Amount invested by the federal and provincial governments in the CWELCC (\$000)	N/A	N/A	\$42,966	\$124,299	\$124,299

**Community Support** builds capacity and quality in the early learning and child care system through funding, professional learning, research and community development. In 2022, Halton Region’s Early Learning and Child Care Plan, 2022-25 was approved through Report No. **SS-12-22**. The Plan focuses on responsive, high quality, affordable, accessible and inclusive early years and child care programs across the Region. These objectives align with the CWELCC System. The Community Support budget is increasing by \$61,000, or 2.0%, mainly due to inflationary cost adjustments, where applicable, to maintain service levels.

In 2022, the Government of Canada and Province of Ontario signed a Canada-Ontario Early Childhood Workforce Agreement to support the recruitment and retention of a high quality child care and early years’ workforce. Halton Region received a one-time investment of \$3.6 million in 2022, and an additional \$900,000 that was to be spent by March 31, 2023. Halton Region, in partnership with The Halton Resource Connection, is supporting the professional learning of early childhood educators in equity, diversity and inclusion through various learning opportunities. On behalf of the Region, Sheridan College is undertaking a study of the workforce needs of the local early years and child care sector to inform future planning to address the workforce shortage. Work is also underway to develop a modernized quality system framework that aligns with the CWELCC System, and incorporates a strong philosophy of equity, diversity and inclusion. The quality system framework and

associated professional development and mentoring will support early learning and child care in Halton. Funding for capacity building is decreasing in 2024 as funding was realigned from capacity building to special needs to meet the growing number of children with special needs in Halton.

In 2024, the Children’s Services division is projecting to distribute \$23.6 million of Provincial child care investment directly to child care operators and staff through General Operating Grants (GOG) (\$11.6 million) and Wage Enhancement Grants (WEG) (\$12 million). GOG supports the operation of licensed child care operators in Halton. In 2023, one-time savings in the fee subsidy program were redistributed to support GOG. In the 2024 Budget, Provincial funding was realigned from GOG to fee subsidy to support increased fee subsidy rates for sector stabilization. WEG helps child care operators recruit and retain skilled child care professionals by narrowing the wage gap for comparable positions in full-day kindergarten. In 2023, 2,520 eligible child care employees benefited from up to \$2 per hour wage increase through the WEG. The \$1 per hour wage increase under CWELCC is in addition to WEG.

Ongoing investments in licensed home child care base funding will continue to support increased access to high quality licensed child care in Halton Region. The Children’s Services division has been working closely with licensed child care agencies in Halton to grow a strong system of licensed home child care across the region. Licensed home care provides an opportunity to address the unique needs of children and families in Halton by offering smaller home environments and alternative hours of care.

Halton Region is responsible for EarlyON Child and Family Centre service planning, funding and oversight. EarlyON Child and Family Centres provide a broad set of free programs and resources for children ages 0 to 6, their families and caregivers. EarlyON Child and Family Centres are uniquely positioned to provide programs and services to vulnerable and marginalized children and families. Working with EarlyON Child and Family Centres, the Region will continue to focus on meeting the needs of Halton’s diverse residents and reduce barriers to participation.

Community Support	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Licensed Child Care (LCC) spaces in Halton	30,644	30,703	32,035	32,210	32,404
Amount invested in General Operating Grants (GOG) for child care operators (\$000s)	\$5,600	\$9,700	\$9,500	\$12,600	\$11,600
Number of child care operators receiving General Operating Grants (GOG)	75	72	69	68	68
Amount invested in Wage Enhancement Grants (WEG) for child care staff (\$000s)	\$6,200	\$10,000	\$11,000	\$12,000	\$12,000
Number of full time child care staff receiving a Wage Enhancement Grant (WEG)	1,497	1,904	2,318	2,520	2,570
Amount invested in building system capacity inclusive of children, youth, parents and service providers (\$000s)	\$1,700	\$2,610	\$2,600	\$2,700	\$2,000
Percentage of Licensed Child Care (LCC) programs in Halton enrolled in Regional Quality Initiatives	91%	91%	92%	92%	92%

**Special Needs Child Development** delivers three programs that assist children with, or at risk for, developmental needs in Halton. Services are provided for children from birth to age 21 in a variety of settings. *Infant and Child Development services* are delivered to children and families in their home and community settings. These



services are focused on early intervention for children birth to two years in all settings and children aged two to school transition who do not attend licensed child care. *Inclusion services* supports children attending licenced child care programs. Supports are provided to families and educators to assist with the successful inclusion of all children in the classroom. The *Family and Community Behaviour Services program* works to increase parent, child, caregiver and educator capacity with behavioural needs across home, community and school environments.

Halton Region has seen an increase in the number of children in licensed child care with developmental needs since the COVID-19 pandemic. More children are presenting with social, emotional and developmental needs. It is anticipated that the demand for inclusion services will continue to increase as the number of licensed child care spaces grows under CWELCC. In 2024, funding was realigned from capacity building to special needs child development to support increased demand.

The 2024 Budget has increased by \$118,000, or 2.5%, mainly due to inflationary cost adjustments, where applicable, to maintain service levels. The Infant and Child Development and Family and Community Behaviour Services programs are intended to be 100% funded by the Province; however, the Ministry of Children, Community and Social Services does not provide the funding required to meet the needs in Halton. The Region funds \$4.8 million of the total special needs program cost of \$14.6 million to minimize wait times for services and to support children with special needs and their families.

Special Needs Child Development	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Amount invested in children (birth to 12 years) with special needs (\$000s)	\$9,496	\$9,796	\$11,127	\$14,284	\$14,627
Number of children (birth to 12 years) in Licensed Child Care (LCC) with special needs	702	763	1,005	1,025	1,150

**Regional Child Care Centres**, directly operated by Children’s Services, provide high-quality child care using the Provincial pedagogy “*How Does Learning Happen?*” to support the development of each child’s learning. In 2023, the Regional Child Care Centres (RCCCs) offered nine education sessions to child care professionals. Education sessions focus on the various ways that centres can offer quality child care, incorporating a strong lens on equity, diversity, and inclusion and Truth and Reconciliation. RCCCs will continue to provide education sessions in 2024 to offer support and mentorship to the sector. The Program also ensures that Region-owned child care centres are maintained in a state-of-good-repair by providing capital funding (detailed in the 2024 Tax Capital Budget section). In 2024, there is a net increase in the RCCC budget of \$86,000, or 10.9%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels and increased support costs. In 2024, there is an increase to the RCCC capital budget to address accessibility needs at the Sedgewick Regional Child Care location.

Regional Child Care Centres	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Regional Child Care Centre (RCCC) spaces	120	120	120	120	120
Regional contribution to the Regional Child Care Centres (RCCC) (\$000s)	\$721	\$811	\$814	\$843	\$869
Number of educational sessions provided by Regional Child Care Centres (RCCC) to community professionals	11	5	7	9	12

**Fee Subsidy** provides funding for eligible families to assist with the cost of child care or for those who are in receipt of Ontario Works (OW) benefits. In 2022, the Ministry of Education implemented a cap on child care fee subsidy due to the fee reduction implemented as part of the CWELCC System. The cap does not reduce the number of subsidized child care spaces as it reflects the offset from funding through the CWELCC System. Historically, the Region has paid operators lower rates for fee subsidy to maximize the number of fee subsidy spaces. Due to fee subsidy savings as a result of CWELCC offsets, fee subsidy rates for child care operators were increased in 2023 and 2024 to match operator parent fees. This is intended to support sector stabilization as parent fees were frozen in March 2022 as part of the CWELCC System. In 2023, 4,897 children accessed child care through subsidies. In 2023, the number of subsidized child care spaces is anticipated to decrease, and the cost per space is expected to decrease with the investments from the CWELCC System. The 2024 Budget includes a net decrease of \$2.6 million, or 57.4%, which reflects the reduced Regional non-legislated contribution required in the fee subsidy program.

Fee Subsidy	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Amount invested by the Province and Region in child care subsidies (\$000s)	\$15,015	\$16,894	\$16,286	\$17,746	\$18,777
Average annual cost per subsidized child care space	\$7,503	\$7,329	\$7,598	\$5,096	\$5,096
Percentage of child care spaces that are subsidized	3.7%	4.3%	5.1%	5.0%	5.0%
Average number of child care subsidy spaces	1,417	2,097	2,435	2,385	2,385
Number of children rotating through the child care subsidy spaces	4,404	3,586	4,997	4,897	4,897
Number of fee subsidy applications received	1,691	2,294	2,386	1,639	1,639

# Employment & Social Services

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

## Budget Impacts

The 2024 Employment & Social Services budget reflects a net increase of \$752,000, or 10.4% over the 2023 Budget mainly due to a proposed strategic investment for 3.0 FTEs including 1.0 Senior Program Analyst FTE, to provide support and strategic advice to the Division, and 2.0 Integrated Case Manager FTEs to support increased demand in the Ontario Works and Regionally funded low income and SPLIT programs. The 2024 Budget also includes inflationary increases as well as funding reductions in the Ontario Works Employment Assistance Program. This funding reduction, related to the Provincial employment services transformation and social assistance reform, has been mostly offset with expenditure reductions in the 2024 Budget, largely related to employment grants. The 2024 Budget for Employment & Social Services includes a Regional investment of \$8.0 million, of which \$3.1 million is the Provincially-legislated contribution to the program and \$4.9 million is an additional investment above the legislated requirement to provide additional supports in the community.

Employment & Social Services Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Employment &amp; Social Services</b>									
Employment Halton	\$ 2,343	\$ 186	\$ 2,529	\$ (1,575)	\$ 955	\$ 713	\$ 242	33.9%	
Low Income Financial Benefits	2,234	9	2,243	(100)	2,143	1,933	210	10.9%	
Ontario Works	30,041	2,732	32,773	(27,886)	4,886	4,587	300	6.5%	
<b>Total</b>	<b>\$ 34,618</b>	<b>\$ 2,928</b>	<b>\$ 37,546</b>	<b>\$ (29,561)</b>	<b>\$ 7,985</b>	<b>\$ 7,233</b>	<b>\$ 752</b>	<b>10.4%</b>	
2023 Budget	\$ 32,279	\$ 2,965	\$ 35,244	\$ (28,011)	\$ 7,233				
\$ Change	2,339	(37)	2,302	(1,550)	752				
% Change	7.2%	-1.3%	6.5%	5.5%	10.4%				
<b>FTE</b>					<b>60.0</b>	<b>57.0</b>	<b>3.0</b>	<b>5.3%</b>	

Schedule may not add due to rounding

**Employment Halton** provides services to job seekers and employers through programs designed to help individuals with barriers to employment become successful in obtaining and maintaining employment.

Effective July 2022, responsibility for the employment service system in Halton region was transferred from the Ministry of Labour, Immigration, Training and Skills Development to Fedcap Canada. In April 2023, delivery of employment supports to Ontario Works clients was also transferred to Fedcap Canada. Staff worked



closely with Fedcap Canada to ensure a seamless transition to the provision of employment supports for the Region's Ontario Works recipients. The 2024 projected metrics below reflect negotiated targets with Fedcap Canada. Notably, the decrease in the number of clients placed directly into a job by Employment Halton staff reflects changes in service delivery mandated by Fedcap Canada as well as a decrease in the number of Ontario Works clients that will be supported by Employment Halton as a result of Fedcap Canada assuming responsibility for their employment supports.

Mental health supports continue to be required to help individuals overcome barriers to employment. It is expected that 175 individuals will access mental health supports in 2024 to assist them in reaching their employment goals.

The budget for Employment Halton has increased by \$242,000, or 33.9%, mainly as a result of funding reductions in Ontario Works Employment Assistance funding of \$852,000 which is mostly offset with a reduction in costs. The reduction in the Ontario Works Employment Assistance funding is a result of the Provincial employment services transformation and the transfer of responsibility for the delivery of employment supports to Ontario Works job seekers from Halton Region to our service system manager, Fedcap Canada. The net impact of the reduction has been largely mitigated through expenditure reductions in the 2024 Budget throughout the division.

Employment Halton	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Total Investment in Employment Halton (\$000s) (1+2+3)	\$3,301	\$3,195	\$3,229	\$2,650	\$2,529
Employment Halton Regional Investment (\$000s) (1)	\$880	\$588	\$654	\$713	\$955
Employment Halton Provincial Investment (\$000s) (2)	\$2,167	\$2,324	\$2,210	\$1,523	\$1,144
Employment Halton Federal Investment (\$000s) (3)	\$254	\$283	\$365	\$413	\$430
Number of clients that accessed Employment Halton Services (1+2+3)	4,511	4,473	5,199	4,595	5,200
Number of clients that accessed Employment Halton Services Resource Centre (1)	493	0	0	50	200
Number of clients that accessed Employment Halton Services Workshop (2)	1,745	1,849	2,567	1,745	1,000
Number of clients that accessed Employment Halton Services Individual Support (3)	2,273	2,624	2,483	2,800	4,000
Number of clients placed directly into a job by Employment Halton	172	214	222	160	160
Number of employers that partner with Employment Halton	498	500	500	500	500
Percentage of individuals employed or participating in an educational opportunity 3 months after leaving the program	61%	74%	71%	70%	70%
Number of individuals accessing mental health supports for assistance with reaching employment goals	287	339	230	200	175

**Low Income Financial Benefits** are 100% Regionally funded and promote community well-being through a variety of supports for Halton residents in financial need. These supports are demand-driven and include programs such as the Subsidized Passes for Low Income Transit (SPLIT) program, the Halton Food Connect program, recreation subsidies, assistance with funeral costs and other health-related benefits for low-income clients.

The Low Income Financial Benefits budget has increased by \$210,000 or 10.9% mainly due to a strategic investment proposed for 2.0 Integrated Case Managers FTEs to provide sustainable support for Halton's growing Ontario Works caseload and meet client needs as a result of increased demand for assistance through the Ontario Works and Low Income Financial Assistance programs.

Regionally Funded Financial Benefits for Low Income Residents	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Regional investment in Subsidized Passes for Low Income Transit (SPLIT) (\$000s)	\$376	\$401	\$489	\$520	\$520
Number of individuals who purchased a Subsidized Pass for Low Income Transit (SPLIT) pass or tickets	5,516	6,491	8,659	11,600	12,000
Regional investment in the Low-Income Program (\$000s)	\$349	\$343	\$328	\$308	\$308

SPLIT provides a subsidy for low-income residents so they can access affordable public transportation in Burlington, Halton Hills, Milton and Oakville. Approximately 11,600 passes are expected to be purchased in 2023. As the economy continues to rebound, this number is expected to increase.

**Ontario Works (OW)** is a Provincially mandated program that provides financial assistance to eligible individuals and families. As shown in the following table, the 2023 projected average monthly caseload is 2,330. The Province fully funds the discretionary and mandatory benefits associated with the OW program. Based on caseload projections provided by the Province and an analysis of local trends, the Ontario Works caseload is projected to increase by 3% in 2024 over the projected 2023 caseloads. The 2023 projected monthly costs per OW case are expected to be slightly higher than in 2022 due to costs increasing at a greater rate than caseloads. The 2024 projected monthly costs per OW case are expected to decrease due to the implementation of a number of identified efficiencies that resulted in savings.

As demonstrated by the table below, Halton Region's Ontario Works caseload began to climb steadily since 2021 when Federal COVID-19 pandemic benefits ended. In addition, the Region has continued to receive a significant number of Ontario Works Emergency Assistance applications from Ukrainians who arrived in Halton Region under the Canada-Ukraine Authorization for Emergency Travel (CUAET) immigration stream. As a result of the continued high demand for Ontario Works financial assistance and the significant number of Ontario Works emergency assistance applications received, the average number of days to determine eligibility in 2024 is expected to remain at 9 days.

The Provincial government continues to implement its new vision for social assistance. As noted above, transfer of responsibility for employment supports to Ontario Works job seekers to the Provincially-mandated service system manager, Fedcap Canada, occurred effective April 1, 2023. At this same time, a transfer and expansion of accountabilities to municipal service managers for the provision of person-centred supports to all social assistance recipients (i.e., Ontario Works and the Ontario Disability Support Program (ODSP) spouses and dependants) took place.

The Ontario Works 2024 program budget has increased by \$300,000, or 6.5%, mainly due to inflationary and compensation increases as well as a strategic investment proposed for 1.0 FTE Senior Program Analyst to provide support and strategic advice to the division.

<b>Ontario Works</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Average monthly number of Ontario Works recipients	2,000	1,584	1,862	2,330	2,400
Gross monthly cost per Ontario Works case	\$1,140	\$1,205	\$1,230	\$1,243	\$1,126
Average length of time clients received Ontario Works assistance (in months)	28	34	29	25	25
Average number of days to determine eligibility	9	2	4	9	9

# Housing Services

The Housing Services division provides programs across the government assisted segment of the housing continuum, and is responsible for creating new assisted and supportive housing units in support of the Region’s Comprehensive Housing Strategy (CHS), funding social housing providers and administering rental subsidies, homelessness prevention and delivery of emergency shelter programs and supportive housing, as well as the operation of the Halton Community Housing Corporation (HCHC).

## Budget Impacts

The 2024 Budget for Housing Services is increasing by \$3.8 million, or 9.6%, mainly due to an increase of \$1.3 million in assisted housing provider grants based on legislated Provincial indices benchmarks; a \$1.0 million capital transfer to the Regional New Units reserve to support new assisted housing to partially offset the loss of development charge revenues attributed to Bill 23; and, a \$1.0 million increase in Rent Supplement programs due to the removal of a one-time transfer from the COVID-19 Recovery reserve of \$742,000 and a projected increase in rent supplements of \$258,000 in 2024. The 2024 Budget also includes increases of \$150,000 for a contribution to the Region’s Facilities Replacement reserve to maintain emergency shelters in a state-of-good-repair and \$197,000 in additional HCHC program subsidy. Funding & Other Revenue is increasing by almost \$1.8 million mainly due to increased annual funding under the Provincial Homelessness Prevention Program (HPP) and Federal Reaching Home (RH) program.

Housing Services Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Housing Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Assisted Housing	\$ 37,579	\$ 9,442	\$ 47,021	\$ (4,330)	\$ 42,692	\$ 39,001	\$ 3,690	9.5%	
Homelessness Prevention	18,903	215	19,117	(18,563)	554	474	80	16.9%	
HCHC	2,088	725	2,813	(2,813)	-	-	-	0.0%	
<b>Total</b>	<b>\$ 58,570</b>	<b>\$ 10,381</b>	<b>\$ 68,951</b>	<b>\$ (25,706)</b>	<b>\$ 43,246</b>	<b>\$ 39,475</b>	<b>\$ 3,770</b>	<b>9.6%</b>	
2023 Budget	\$ 54,965	\$ 8,450	\$ 63,415	\$ (23,940)	\$ 39,475				
\$ Change	3,605	1,931	5,536	(1,766)	3,770				
% Change	6.6%	22.9%	8.7%	7.4%	9.6%				
<b>FTE</b>					<b>50.0</b>	<b>47.0</b>	<b>3.0</b>	<b>6.4%</b>	

Schedule may not add due to rounding

A strategic investment is proposed for 3.0 FTEs to support the growing number of units in Halton Community Housing Corporation’s (HCHC) assisted housing portfolio, which is fully recovered from the HCHC Budget.



**Assisted Housing** is subsidized through government programs. Assisted Housing (sometimes referred to as community housing or social housing) helps make rent affordable for lower-income individuals and families primarily through the provision of rental subsidies directly to assisted housing providers, private market landlords and Halton residents.

As reported through **LPS84-21/SS-25-21** (re: Portfolio Approach to Achieving Comprehensive Housing Strategy Objectives), in November, 2021 Halton Region implemented a Portfolio approach to create new assisted and supportive housing units. Up to 600 new housing opportunities are projected by 2031 if funding support from senior levels of government is made available. New housing opportunities are created through the following capital and operating streams of activity:

- 1) Third Party Initiatives – the Region partners with local municipalities and/or third party non-profit, co-operative and private sector developers to create new assisted and supportive housing opportunities. The Region’s development concierge works with interested developers to ready them for funding consideration. The Region issues Requests for Expression of Interest, solicits proposals and provides funding to Regional Council approved projects to create assisted housing units in broader purpose built rental developments. The Region is a funder only under this development stream.
- 2) Regional Site Development – the Region develops new assisted/supportive housing on land it owns as well as land owned by HCHC. This stream includes the development of vacant land and/or intensification of currently owned sites. The Region is both the owner and developer under this development stream.
- 3) Regional Acquisition – the Region purchases land, buildings or units to address Halton Access to Community Housing (HATCH) assisted housing waitlist demand. Halton Region owns assets purchased and requests HCHC to manage them on the Region’s behalf. Third party operational management from specific agencies can also be utilized in specialized supportive housing environments purchased by the Region.
- 4) Operational Housing Subsidies – the Region uses operational housing subsidies to create new assisted and supportive housing opportunities. Rent supplements and portable housing allowance instruments are used to deepen rent affordability for HATCH applicants.

Halton Region has established a 10-year capital budget and forecast to support the creation of new assisted housing opportunities. The total 10-year budget allocated for the housing development program is \$101.2 million. The \$11.2 million planned for 2024 was established as part of the original CHS. In 2024, the CHS will undergo an update, and will include an update to the budget which is expected to increase to address demand and increased construction and housing costs.

Housing Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 33	Total
CHS - Assisted Housing Development	\$ 11.20	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 50.00	\$ 101.20
<b>Total</b>	<b>\$ 11.20</b>	<b>\$ 10.00</b>	<b>\$ 10.00</b>	<b>\$ 10.00</b>	<b>\$ 10.00</b>	<b>\$ 50.00</b>	<b>\$ 101.20</b>

Schedule may not add due to rounding.

All new housing opportunities created support Halton Region’s Comprehensive Housing Strategy (CHS) Update: 2014-2024. As reported through **SS-20-23** (re: Comprehensive Housing Strategy Update: 2014-2024 Annual Progress Report), Halton Region will have created a total of 1,177 new assisted housing opportunities by the end of 2023. It is anticipated that 58 additional new housing opportunities will be created in 2024. Per Provincial legislation the CHS will be updated in 2024, including the supporting financing plan. Regional Council will receive the updated Strategy early in 2025 for approval.

The 2024 Budget for Assisted Housing is increasing by \$3.7 million, or 9.5%. The budget includes a \$1.3 million increase in assisted housing provider grants based on legislated Provincial indices benchmarks; an increase of \$1.0 million in Rent Supplement programs due to the removal of a one-time transfer from the COVID-19 Recovery reserve of \$742,000 and a projected increase in rent supplements of \$258,000 in 2024; a \$1.0 million increase in the capital transfer to the Regional New Units reserve to support assisted housing to partially offset the loss of development charges revenues attributed to Bill 23; and, an increase of \$197,000 in additional HCHC program subsidy.



There are several key operational housing subsidies provided by the Region to make rental costs more affordable:

- Rent-gear-to-income (RGI): a subsidy made available to eligible low-to-moderate-income residents selected from the Halton Access to Community Housing (HATCH) government assisted housing waitlist. The subsidy is calculated based on 30% of total household income. In 2024, the Region is expected to provide 4,007 RGI subsidies.
- Portable Housing Benefits: provided directly to vulnerable Halton residents on the HATCH waitlist to assist them with their ongoing rental costs. In 2024, it is projected that a total of 100 households will be supported with a Portable Housing Benefit. Where feasible, these households are transitioned to the Provincially funded Canada-Ontario Housing Benefit (COHB).
- Halton Rental Assistance Program (HRAP): provides funding directly to private market landlords and community agencies to make rent affordable to HATCH clients. In 2023, Halton funded 485 HRAP rent supplement opportunities. This number is projected to grow to 493 by the end of 2024.

HATCH applicants are expected to grow due to the limited availability of private market rental options, an increase in private market rental rates and the higher cost of living in the Greater Toronto and Hamilton Area (GTHA), continued population growth in Halton Region and pandemic recovery related pressures.

Assisted Housing	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Total net operating expenditures for assisted housing opportunities (\$000s)	\$35,795	\$35,884	\$36,896	\$39,001	\$42,692
Total stock of assisted housing	5,271	5,439	5,404	5,556	5,614
Number of households receiving Rent-Geared-to-Income (RGI) support annually	4,121	4,105	4,020	4,007	4,007
Number of households receiving portable housing benefit support annually.	290	230	150	100	100
Number of households receiving Halton Rental Assistance Program (HRAP) support annually	370	459	455	485	493
Number of other assisted housing units supported by Halton Region annually	212	204	208	205	205
New assisted housing opportunities in Halton (Cumulative total opportunities since 2014)	913	1,005	1,021	1,177	1,235
Annual investment in assisted housing stock (\$000s)	\$6,250	\$15,271	\$11,027	\$74,578	\$19,800
Percentage of new investment that is Regional funding	100%	48%	13%	61%	100%
Percentage of new investment that is Federal/Provincial funding	0%	52%	87%	39%	0%
Number of applicants on the Halton Access to Community Housing (HATCH) waitlist	4,364	4,681	6,163	7,100	8,300
Percentage of Halton Access to Community Housing (HATCH) waitlist applicants who are Halton residents	48%	47%	46%	47%	48%
Number of third parties receiving assisted housing concierge support annually	0	0	8	8	15

The **Homelessness Prevention** program provides emergency shelter, street outreach, supportive housing and homelessness prevention initiatives to temporarily house vulnerable residents or keep them housed safely in their current homes.

Emergency shelter options are available for vulnerable Halton residents. Single men are sheltered in Oakville. Single women, couples and families are sheltered in Burlington. Hotels continue to be utilized for overflow purposes. In addition to basic needs, individuals admitted into emergency shelter programming receive a common intake and assessment that prioritizes them for housing opportunities through the Region's By-Name List. This list includes all individuals experiencing homelessness and matches them with the most appropriate housing opportunity and wrap-around supportive services available to address their individualized needs.

In 2023, Halton Region increased street outreach capacity to provide additional support to encampments. This includes funding, primarily funded through Federal Reaching Home funding, for an additional housing worker at Halton Housing Help and funding for six mental health and addictions specialists at Support House. This team meets with precariously housed and homeless Halton residents to support them with emergency shelter, food security, mental health, transportation, and other supports. While shelter is always available for any Halton resident that needs it, they need to willingly accept support available. The Region has no authority to require individuals to accept a shelter bed or to enact removal. A Homelessness Encampments Action Table has also been established with Halton Region, local municipalities, Halton Regional Police Service (HRPS) and health and social services and justice sector partner participation to standardize processes and improve communications across the Region.

Total investment in homelessness prevention from the Provincial and Federal government for 2023/2024 has increased by 30.5% over the announced 2022/2023 fiscal allocation. Federal investment in homelessness is poised to continue at the same level in 2024. Increased investment from the Provincial government has allowed Halton Region to increase its funding to supportive housing, street outreach and emergency shelter. For persons seeking to exit emergency shelter programs, sharp increases in private market rental costs, the growing gap between incomes and housing costs, and high demand on supportive housing for individuals with mental health and addictions have made securing permanent housing more difficult. While the Salvation Army Lighthouse for men and Wesley Emergency Supportive Housing continue to be the primary vehicles for emergency shelter, the Region will continue to utilize hotels for shelter overflow where required.

In 2024, the division will continue to seek new opportunities and partnerships to serve homeless and precariously housed Halton residents. The 2024 Budget for Homelessness Prevention is increasing by \$80,000, or 16.9%, mainly due to a contribution of \$150,000 to the Region's Facilities Replacement reserve to maintain emergency shelters in a state-of-good-repair, partially offset by a reduction of \$70,000 as a result of utilizing Homelessness Prevention Program (HPP) funding for existing agreements. The budget also reflects a \$1.1 million annualized increase in base funding provided through the Provincial Homelessness Prevention Program, which is directly offset by an equivalent increase in expenditures. In addition, an annualized increase in Federal Reaching Home Funding of \$681,000 has been offset by an equivalent increase in expenditures. These senior government funding instruments are used to support Halton residents who are homeless or precariously housed (**SS-13-23**).

The total number of individuals and families needing support through the Housing Stability Fund is expected to increase in 2024 as rental costs continue to significantly rise for units in the private market and more individuals/families are at risk of eviction.

Key Homelessness Prevention programs include:

- Housing Stability Fund: provides one-time financial assistance to low-income residents struggling with energy arrears, moving costs, essential furniture and last month's rent or rental arrears.
- Halton Housing Help: provides individuals and families with access to safe and affordable housing and connects at-risk residents to the supports they need.
- Halton Housing First: provides permanent housing and intensive case management supports to individuals and families who are experiencing chronic homelessness.

- Supportive Housing (formerly known as Housing with Related Supports and Domiciliary Hostels): provides 152 subsidized beds that give permanent housing with on-site support services for residents who cannot live independently in the community.
- The Emergency Shelter program: provides temporary shelter and services to individuals and families experiencing homelessness. Hotels will continue to be used in 2024 to address surge capacity as needed.

Homelessness	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Households Receiving Housing Stability Fund (HSF) Support Annually	1,819	2,131	2,127	1,985	2,200
Number of youth accessing Bridging the Gap (BTG) annually	169	155	152	200	160
Number of clients accessing Halton Housing Help (HHH) annually	1,396	1,371	1,398	1,425	1,550
Number of clients in receipt of Halton Housing First (HF) support annually	30	25	36	25	40
Total number of monthly Housing with Related Supports provided annually	1,685	1,685	1,685	1,685	1,685
Lighthouse Shelter for Single Men Individuals Served	N/A	385	307	350	370
Shelter for Single Women Individuals Served	N/A	60	72	90	90
Shelter for Families # Served	N/A	71	69	85	85
Percentage of households contacted that remain permanently housed 6 months after receiving funding support through the Housing Stability Fund	84%	91%	85%	89%	87%
Number of individuals and families who moved from homelessness to permanent housing	258	210	251	225	240
Number of vacancies filled using the By-Name List	52	60	53	50	55
Number of individuals and families who moved to Community Housing	55	84	64	40	60

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

HCHC directly manages a total of 2,280 units, including a 70 unit building in Oakville (30 Normandy Place) purchased by Halton Region and managed by HCHC as of September 22, 2023 (**HC-17-23**). HCHC's housing stock is anticipated to grow incrementally over time in conjunction with new assisted housing units created in support of the Comprehensive Housing Strategy (CHS) Update: 2014-2024 as reported in **SS-11-21** and **LPS84-21/SS-25-21**. HCHC will manage any new buildings/units developed or purchased by the Region going forward as part of Halton Region's Assisted Housing Portfolio, this includes a 52 unit supportive housing building for seniors located at 265 Kerr Street (formerly 263), Oakville with an on-site Community Wellness Hub (**LPS08-23/SS-02-23**) and a seniors supportive housing development located at 1258 Rebecca Street, Oakville (**LPS47-23/SS-14-23**). Additional Regional developments/purchases are anticipated in future years.



HCHC communities include townhouses, apartments, condominium units and several single and semi-detached dwellings. HCHC balances fiscal responsibility with keeping vulnerable populations housed. HCHC works with residents to support tenancies and promote community safety and well-being and has a resident informed multi-year Community Development Strategy in place to guide these activities (**HC-13-23**). HCHC manages 172 units on behalf of Halton Region (which form part of the total 2,280 units) as shown in the table below.

In March 2023, HCHC received one-time funding from the Canada Mortgage and Housing Corporation (CMHC) to support capital repairs, energy efficiency upgrades, greenhouse gas reduction and accessibility upgrades to its housing stock. To receive this funding, HCHC had to provide a contribution of \$16.9 million — which represents a 70% share of total capital costs over three years (**HC-07-23**). In October 2023, HCHC received a one-time capital transfer of \$3.14 million from Halton Region to establish a capital reserve for 30 Normandy Place (**HC-17-23**). These one-time transfers resulted in HCHC’s 2023 projected expenditures being significantly higher than in prior years.

The 2024 Budget includes a strategic investment proposed for 3.0 FTEs to support the growing number of units managed by HCHC. These additional resources are needed to support current and future portfolio growth related to Halton Region’s Assisted Housing portfolio, support more complex tenancies and ensure high quality service to HCHC tenants. The 2024 Budget includes no net change as the costs are fully recovered by HCHC administration fees. The 2024 gross expenditures are increasing by \$465,000, or 19.8%, mainly due to the 3.0 additional FTEs.

Halton Community Housing Corporation (HCHC)	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Total gross operating expenditures for Halton Community Housing Corporation (HCHC) (\$000s)	\$27,719	\$29,851	\$30,347	\$41,262	\$32,407
Number of units in the Halton Community Housing Corporation (HCHC) portfolio	2,210	2,210	2,210	2,280	2,280
Number of Regional units managed by the Halton Community Housing Corporation (HCHC)	102	102	102	172	172
Percentage of total households who are in arrears	12%	13%	16%	14%	14%
Number of households in repayment plans	N/A	61	81	85	85
Number of residents accessing programming offered through community partnerships	1,016	2,646	2,534	2,600	2,650
Asset management state of good-repair spending (\$000s)	\$4,108	\$4,473	\$4,590	\$8,739	\$5,655
Asset management state of good-repair capital projects	39	49	60	24	34
Total number of tenants participating in Community Wellness Hub programming	N/A	N/A	1,029	1,500	1,800

# Human Services Planning & Program Support

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

## Budget Impacts

The 2024 Budget reflects a net increase of \$560,000, or 6.1%, over the 2023 Budget mainly driven by a strategic investment of \$500,000 to enhance the HRCIF, which supports Community Safety and Well-Being priorities aimed at positively impacting the health, safety and well-being of the community. Funding & Other Revenue is increasing by \$52,000 to reflect the current fiscal year Federal funding allocation from Public Safety Canada which is offset with an equivalent increase in expenditures, resulting in no net Regional impact.

Human Services Planning & Program Support Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Human Services Planning & Program Support	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Community Development	\$ 6,801	\$ 37	\$ 6,838	\$ (1,381)	\$ 5,457	\$ 4,950	\$ 507	10.2%	
Professional Support	3,240	1,001	4,241	-	4,241	4,187	54	1.3%	
<b>Total</b>	<b>\$ 10,041</b>	<b>\$ 1,038</b>	<b>\$ 11,079</b>	<b>\$ (1,381)</b>	<b>\$ 9,698</b>	<b>\$ 9,138</b>	<b>\$ 560</b>	<b>6.1%</b>	
2023 Budget	\$ 9,403	\$ 1,064	\$ 10,467	\$ (1,329)	\$ 9,138				
\$ Change	638	(25)	612	(52)	560				
% Change	6.8%	-2.4%	5.9%	3.9%	6.1%				
<b>FTE</b>					<b>27.0</b>	<b>27.0</b>	<b>0.0</b>	<b>0.0%</b>	

Schedule may not add due to rounding

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

The net increase of \$507,000, or 10.2%, in the 2024 Budget for Community Development is driven by a strategic investment of \$500,000 to support the Halton Region Community Investment Fund (HRCIF).



The HRCIF is a key component of the Region's overall approach to support health, safety and well-being of Halton residents. As shown in the following table, the Region has increased HRCIF funding by \$1.0 million since 2020 and is investing an additional \$500,000 in 2024. These investments are 100% Regionally funded. The HRCIF provides single and multi-year grants for human services programs that support the health, safety and well-being of Halton residents. In 2023, the HRCIF is providing 70 grants that address community needs or are aligned with CSWB planning priorities such as supporting mental health, maintaining housing and preventing homelessness, improving food security, supporting residents vulnerable to negative social and health outcomes and strengthening services to older adults, children and youth. A commitment to equity, diversity and inclusion informs these investments, which enhance the capacity of community organizations to meet the needs of vulnerable populations and continue to respond to a wide range of emergent issues.

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

Community Development	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Amount invested in community programs through the Halton Region Community Investment Fund (HRCIF) (\$000s)	\$3,000	\$3,500	\$3,750	\$4,000	\$4,500
Number of active HRCIF grants	63	65	76	70	76

As reported through Report No. **SS-21-22** (re: Building Safer Communities Fund (BSCF) in 2022 – 2026), the Building Safer Communities Fund (BSCF) is a Federally funded initiative under Public Safety Canada. This funding has been introduced as a targeted, time-limited contribution program totalling \$250 million for municipalities and Indigenous communities to develop community-based prevention and intervention strategies that aim to prevent gun and gang violence through local programming. Halton Region has been selected as a recipient to receive a funding allocation of approximately \$3.9 million over four years. The allocation included in the 2024 budget is \$1.4 million which is offset with equivalent expenditures.

**Professional Support** provides services across the Social & Community Services department in the areas of policy and program support, business improvement, emergency social services, eligibility review, navigation supports for individuals and families, revenue recovery and records management. The Professional Support budget has increased by \$54,000, or 1.3%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels.

The Region is committed to ensuring accountability in the delivery of human services. The eligibility review team within this group investigates allegations of potential misrepresentation for Ontario Works (OW) and Children's Services. Through these investigations, it is projected that \$500,000 in overpayments will be identified in 2023 and subject to recovery, which will be used to offset OW benefits and child care fee funding.

Professional Support	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Amount of overpayments identified by investigations into misrepresentation for clients in Housing Services, Children's Services, and Ontario Works (\$000s)	\$1,394	\$1,853	\$98	\$500	\$500

# Services for Seniors

The Services for Seniors division is responsible for providing a wide range of medical and non-medical support services designed to meet the specific needs of residents and clients. The Region operates three accredited Long-Term Care (LTC) homes (Allendale, Creek Way Village and Post Inn Village). LTC homes provide skilled nursing care, activities and daily living supports to 572 individuals. The division also provides Supportive Housing programs at five locations in Halton and Adult Day programs in both Milton and Georgetown that enable older adults to live in their own homes longer and maintain their independence.

## Budget Impacts

The 2024 Services for Seniors budget reflects an increase of \$3.8 million, or 15.7%, over the 2023 Budget. The increase is largely driven by increases in food, medical supply and other contract costs, compensation, and increased capital financing costs to support the Allendale facility replacement, without equivalent increases in Provincial funding. Base funding to offset these costs increased by only 0.7% in the 2024 Budget. Funding & Other Revenue is increasing by \$5.6 million mainly due to a Provincial funding increase of \$2.0 million for increased Direct Care Hours and \$2.9 million for Personal Support Worker (PSW) Permanent Compensation Enhancement. The 2024 Budget also includes strategic investments of \$262,000 for 2.0 FTEs to provide emergency planning and scheduling support for the division and an investment for 17.0 FTEs and associated relief hours to provide more hours of direct care for residents at the Region's Long-Term Care homes, utilizing funding provided by the Ministry of Long-Term Care with no net tax impact.

Services for Seniors Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Services for Seniors</b>									
Adult Day Programs	\$ 1,721	\$ 283	\$ 2,004	\$ (1,527)	\$ 477	\$ 459	\$ 18	3.9%	
Long-Term Care Homes	74,235	15,497	89,732	(62,866)	26,866	23,051	3,814	16.5%	
Supportive Housing Programs	4,575	431	5,006	(4,551)	455	509	(54)	-10.6%	
<b>Total</b>	<b>\$ 80,531</b>	<b>\$ 16,211</b>	<b>\$ 96,742</b>	<b>\$ (68,944)</b>	<b>\$ 27,798</b>	<b>\$ 24,020</b>	<b>\$ 3,778</b>	<b>15.7%</b>	
2023 Budget	\$ 72,491	\$ 14,908	\$ 87,399	\$ (63,379)	\$ 24,020				
\$ Change	8,040	1,303	9,343	(5,565)	3,778				
% Change	11.1%	8.7%	10.7%	8.8%	15.7%				
<b>FTE</b>					<b>623.2</b>	<b>604.2</b>	<b>19.0</b>	<b>3.1%</b>	
<b>Relief Hours</b>					<b>130,413.9</b>	<b>119,821.7</b>	<b>10,592.2</b>	<b>8.8%</b>	

Schedule may not add due to rounding

The Region's LTC homes continue to experience ongoing change related to the implementation of new regulations related to infection prevention and control and guidance documents, staffing enhancements and industry wide human resource challenges. The Region's homes continue to work through these challenges while ensuring ongoing compliance with the *Fixing Long-Term Care Act, 2021* and new requirements related to Ontario Regulation 246/22.

**Adult Day Programs** provide day-time social and therapeutic recreational programming for older adults living in the community. We continue to work closely with the Ontario Health Teams to ensure we are providing an appropriate service level to support the needs of our Halton clients.

The 2024 Budget for the Adult Day Programs includes an increase of \$18,000 or 3.9%, mainly driven by inflationary increases partially offset by a 3% or \$42,000 increase in base funding. The higher number of projected clients served reflects the lessening of COVID-19 related restrictions. The 2024 Budget includes funding in the amount of \$1.3 million from Ontario Health (OH).

Adult Day Programs	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Total gross operating cost of Regional Adult Day programs (\$000s)	\$1,506	\$1,455	\$1,492	\$1,875	\$1,919
Number of clients served	106	90	81	95	140
Overall satisfaction with the quality of care and service	96%	100%	100%	100%	100%

**Long-Term Care (LTC) homes** provide high quality care and accommodation to older adults who are no longer able to live on their own. This is achieved through 572 LTC beds, the production kitchen which prepares meals for Halton's three LTC homes, the Adult Day programs, and a community Meals on Wheels program which provides meals for older adults in Milton and Halton Hills.

LTC homes continue to respond to the regulatory and operational challenges facing the sector. Operationally, homes have had to increase infection prevention and control measures to minimize the transmission and spread of all infectious diseases throughout the home and respond to the requirements through the *Fixing Long-Term Care Act, 2021*. In the Act, Ontario has committed to providing four hours of direct care per day by 2024-25 which has resulted in an increased investment in staffing to support the front line care needs of our residents.

The 2024 Long-Term Care homes' budget reflects a net increase of \$3.8 million, or 16.5%, over the 2023 Budget largely driven by inflationary increases in food, medical supplies and other contract costs, compensation costs, increased corporate support costs to support the digital strategy, and capital financing costs to support the Allendale facility replacement.

Funding is increasing by \$5.2 million driven by an increase of \$2.8 million in PSW Wage Enhancement funding and \$2.0 million in funding confirmed by the MLTC to support an increase in direct care hours which has been included as a strategic investment as detailed below. Base funding for Services for Seniors has increased by 0.7% in the 2024 Budget, which includes an increase of \$502,000 for Per Diem funding, partially offset by a reduction of \$327,000 for Case Mix Index funding and \$27,000 for LTC Structural Compliance funding

The 2024 Budget also includes the following strategic investments for 19.0 FTEs and 10,592.2 relief hours with a gross cost of \$2.4 million, and net Regional impact of \$262,000.

- 17.0 FTEs, comprised of 13.8 Personal Support Worker FTEs, 1.4 Registered Nurse FTE, 1.4 Registered Practical Nurse FTE, and 0.4 Restorative Lead FTE, and 10,592.2 relief hours to provide more hours of direct care for residents of the Long-Term Care homes. This investment is fully funded by the Ministry of Long-Term Care as part of the Province’s commitment to ensure that residents receive, on average, four hours of direct care per day by 2024-25.
- 1.0 FTE Emergency Management Specialist to provide specialized knowledge in Long-Term Care emergency response planning and maintain the LTC homes’ current Business Continuity Planning, Emergency Response Plan and provide related response training for Staff, for a net Regional impact of \$125,000.
- 1.0 FTE Workforce Management Data Specialist to support and improve the scheduling of staff in the LTC homes’ 24/7 operations for a net Regional impact of \$137,000.

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

As shown in the table below, the 2024 Budget includes a total of 128,678 relief hours, which is an increase of 10,592.2 from the 2023 Budget due to a strategic investment to increase the Direct Care hours in the Long-Term Care (LTC) homes. The following table reflects the allocation of budget, FTEs and relief hours for each LTC home and the Meals on Wheels program.

Long-Term Care Homes Budget (\$000s)										
	Allendale		Creek Way Village		Post Inn Village		Meals on Wheels		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Gross Cost	\$ 32,662	\$ 29,300	\$ 23,010	\$ 20,668	\$ 33,886	\$ 30,389	\$ 175	\$ 168	\$ 89,732	\$ 80,525
Subsidies & Revenues	(21,452)	(19,804)	(16,280)	(14,856)	(24,992)	(22,671)	(143)	(143)	(62,866)	(57,473)
<b>Net Tax Impact</b>	<b>\$ 11,210</b>	<b>\$ 9,496</b>	<b>\$ 6,730</b>	<b>\$ 5,812</b>	<b>\$ 8,894</b>	<b>\$ 7,718</b>	<b>\$ 32</b>	<b>\$ 25</b>	<b>\$ 26,866</b>	<b>\$ 23,051</b>
FTE	224.3	219.4	153.6	147.3	221.1	213.2	1.2	1.2	600.2	581.2
Relief Hours	32,708.1	25,003.1	39,459.3	38,514.3	56,510.8	54,568.6	-	-	128,678.2	118,086.0

The 10-year capital program includes \$6.6 million over the next 10 years, which is unchanged from the 2023 10-year program.

Services for Seniors Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 2033	Total
LTC Facility Equip. Replacement	0.65	0.65	0.65	0.65	0.65	3.37	6.62
<b>Total</b>	<b>\$ 0.65</b>	<b>\$ 3.37</b>	<b>\$ 6.62</b>				

Schedule may not add due to rounding.

In addition, the Region expects to continue to receive a total of \$1.4 million in Provincial capital funding in 2024, which will be transferred to the Regional capital reserve to repay the Region’s initial financing of the LTC homes and future replacements. This is consistent with the funding strategy for LTC homes. The Region



invested \$58.0 million in the construction of the Post Inn Village and Creek Way Village LTC homes between 2000 and 2005. The Provincial funding is expected to continue over the next six years.

The Services for Seniors capital program is funded from reserves, which will be replenished from annual operating transfers. The 2024 Budget includes capital financing (i.e., transfer to reserves) of \$2.2 million.

As shown in the following table, 747 residents are projected to be cared for at the Regional LTC homes in 2024, and 88% of residents are satisfied with the Long-Term Care homes as a place to live.

<b>Long-Term Care Homes</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Total gross operating cost of the 3 Regional Long-Term Care Homes (\$000s)	\$71,123	\$76,461	\$81,518	\$78,240	\$87,277
Percentage of Long-Term Care Homes operating budget from Regional investment	26%	26%	25%	29%	30%
Gross Operating Cost of a bed/day in Regionally operated Long-Term Care Homes	\$341	\$366	\$390	\$375	\$418
Percentage of residents satisfied with the Long-Term Care Homes as a place to live as reported to the Ministry of Long-Term Care	79%	88%	92%	91%	88%
Number of beds	572	572	572	572	572
Number of residents served at Regionally operated Long-Term Care Homes	698	792	780	706	747
Percentage of municipal long-term care beds per population over 75 years of age	5.0%	5.0%	1.3%	1.3%	1.3%
Allendale - Funded CMI	114.4%	114.6%	114.6%	111.2%	111.2%
Post Inn Village - Funded CMI	109.6%	111.0%	111.0%	112.2%	112.2%
Creek Way Village - Funded CMI	114.2%	115.2%	115.2%	115.5%	115.5%

**Supportive Housing Programs** provide in-home care and support to older adults living in five designated housing buildings and surrounding neighbourhoods (Martin House, Bruce Apartment, John R. Rhodes, Bonnie Place and Wellington Terrace). Four of these housing environments are HCHC properties, including Wellington Terrace and John R Rhodes where the Senior’s Community Hubs are operational. As shown in the following table, in 2023, the Supportive Housing programs provided personal support services to 230 Halton residents allowing them to remain safely living at home. The Supportive Housing program had 100% of its clients satisfied with the quality of care and services offered.

The 2024 Budget for Supportive Housing programs includes a net decrease of \$54,000, or 10.6%, mainly driven by a 3% or \$130,000 increase in base funding partially offset by inflationary increases. The 2024 Budget includes funding in the amount of \$4.5 million from Ontario Health (OH).

Supportive Housing	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Total gross operating cost of Supportive Housing (\$000s)	\$4,581	\$4,753	\$5,026	\$4,999	\$5,091
Amount of Regional funding for Supportive Housing programs (\$000s)	\$347	\$470	\$507	\$578	\$540
Amount of OH funding for Supportive Housing programs (\$000s)	\$3,763	\$3,763	\$3,957	\$4,349	\$4,479
Number of clients served at Regionally operated Supportive Housing locations (1+2+3+4)	244	238	232	230	230
Number of clients served at Bonnie Place (1)	65	71	57	55	55
Number of clients served at Wellington Terrace (2)	57	52	57	51	51
Number of clients served at Martin House (includes Bruce Apartments) (3)	64	53	56	57	57
Number of clients served at John Rhodes Residence (4)	58	62	62	67	67
Overall Satisfaction with the quality of care and service	98%	98%	100%	100%	100%

# Halton Region

## Budget and Business Plan

### **TAX OVERVIEW**

### **PUBLIC WORKS - TAX**

# Public Works Department - Tax

The Public Works department provides tax-supported services under Waste Management, Road Operations, and Development Services. Waste Management is responsible for the collection and disposal of solid waste. Road Operations supports all aspects of the transportation system throughout Halton Region. The Development Services division is responsible for reviewing, commenting, and facilitating the implementation and approval of development applications, engineering submissions and Regional Permits.

## Budget Impacts

The 2024 Budget is increasing by \$6.2 million or 5.3%, which is comprised of increases of \$3.4 million or 7.1% for Waste Management, \$2.5 million or 4.1% for Road Operations, and \$260,000 or 3.2% for Development Services. Key drivers include increases of \$2.5 million for waste management contracts, \$1.5 million in capital financing expenditures, \$763,000 for regional and local road maintenance contracts, higher corporate support costs to support the Region’s Digital Strategy, and inflationary cost adjustments reflected where applicable to maintain service levels. The 2024 Budget also includes 6.0 FTEs proposed as strategic investments as detailed in the Strategic Investments section.

Public Works Department - Tax - Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Public Works Department - Tax	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Waste Management	\$ 46,745	\$ 12,915	\$ 59,661	\$ (8,410)	\$ 51,251	\$ 47,842	\$ 3,408	7.1%	
Road Operations	25,353	38,285	63,638	(698)	62,939	60,445	2,494	4.1%	
Development Services	5,786	4,354	10,140	(1,792)	8,348	8,088	260	3.2%	
<b>Total</b>	<b>\$ 77,884</b>	<b>\$ 55,554</b>	<b>\$ 133,438</b>	<b>\$ (10,900)</b>	<b>\$ 122,538</b>	<b>\$ 116,376</b>	<b>\$ 6,162</b>	<b>5.3%</b>	
2023 Budget	\$ 72,755	\$ 54,156	\$ 126,911	\$ (10,536)	\$ 116,376				
\$ Change	5,129	1,398	6,527	(365)	6,162				
% Change	7.1%	2.6%	5.1%	3.5%	5.3%				
<b>FTE</b>					<b>128.4</b>	<b>122.4</b>	<b>6.0</b>	<b>4.9%</b>	

Schedule may not add due to rounding



# Waste Management

Waste Management is responsible for an integrated and sustainable waste management system of collection, processing, and disposal of municipal solid waste for approximately 628,000 Halton residents, eight designated Business Improvement Areas (BIAs), and 2,200 commercial locations, as well as the operation and maintenance of the Halton Waste Management Site (HWMS) and 11 closed landfills.

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

## Budget Impacts

The 2024 Waste Management Budget reflects a net increase of \$3.4 million, or 7.1%, over the 2023 Budget. This increase is driven by a \$2.5 million increase for waste management contracts based on consumer price index (CPI) increases and higher contract renewal costs for the Halton Region Household Hazardous Waste Program. Other drivers include higher capital financing costs to support the Waste Management State-of-Good-Repair and Landfill Equipment replacement programs, higher corporate support costs to support the Region's Digital Strategy, and inflationary cost adjustments reflected where applicable to maintain service levels. The 2024 Budget also includes 2.0 FTEs proposed as strategic investments to support planning and implementing the strategic initiatives outlined in the approved 2023-2030 Solid Waste Management Strategy (Report No. **PW-10-22** (re: Recommended Solid Waste Management Strategy 2023-2030)) that will advance the circular economy and extend the lifespan of the landfill. These increases are partially offset by higher container station revenue arising from increased user fees at the Halton Waste Management Site.

Waste Management Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Waste Management</b>									
Collection	\$ 30,281	\$ 5,219	\$ 35,500	\$ (5,848)	\$ 29,653	\$ 27,740	\$ 1,913	6.9%	
Processing / Transfer	11,962	(1,664)	10,298	(187)	10,110	8,561	1,549	18.1%	
Residual Management	4,502	9,361	13,863	(2,375)	11,487	11,541	(54)	-0.5%	
<b>Total</b>	<b>\$ 46,745</b>	<b>\$ 12,915</b>	<b>\$ 59,661</b>	<b>\$ (8,410)</b>	<b>\$ 51,251</b>	<b>\$ 47,842</b>	<b>\$ 3,408</b>	<b>7.1%</b>	
2023 Budget	\$ 43,679	\$ 12,231	\$ 55,910	\$ (8,068)	\$ 47,842				
\$ Change	3,067	684	3,751	(343)	3,408				
% Change	7.0%	5.6%	6.7%	4.2%	7.1%				
<b>FTE</b>					<b>45.4</b>	<b>43.4</b>	<b>2.0</b>	<b>4.6%</b>	

Schedule may not add due to rounding



Halton residents' continued participation in waste diversion programs and services has been instrumental in diverting most waste from landfill, and Halton Region continues to be a leader in waste diversion. The diversion rate is targeted at 60% in 2024, and in combination with the key initiatives identified in the Council approved Solid Waste Management Strategy will continue to extend the landfill lifespan and defer the significant capital investment required to expand the landfill capacity.

The 2023-2030 Solid Waste Management Strategy provides the framework to develop policy directions that meet the environmental, economic, and social outcomes that established the key initiatives. Once implemented, the key initiatives have the ability to increase the total diversion of waste generated to between 64% and 70% by the year 2030. In addition, the Strategy proposes to reduce greenhouse gas emissions by over 13,000 metric tonnes per year and extend the lifespan of the landfill out to 2050-2054 by decreasing the annual amount of garbage generated per person. In 2023, Council approved the "Automated Collection Demonstration Project for the Collection of Recyclable Material and Garbage" (Report No. **PW-07-23** (re: Automated Collection Demonstration Project for the Collection of Recyclable Material and Garbage)) which is one of the key initiatives of the 2023-2030 Solid Waste Management Strategy. The Demonstration project commenced in the fall of 2023 and will continue into 2024 when staff will present the results of the Demonstration Project to Regional Council.

As reported in Report No. **PW-23-23** (re: Update on Blue Box Transition), staff continue to plan for the transition of the Blue Box program to full Producer responsibility in April 2025, and will continue to monitor the regulations of the *Resource Recovery and Circular Economy Act, 2016* to ensure that the impacts are taken into consideration when developing programs and services to support the key initiatives of the Solid Waste Management Strategy. Given the upcoming transition, costs related to the Blue Box program have been held constant with prior year in the 2024 Budget.

**Collection** Services include residential pickup of garbage, blue box, organics, bulk waste, metal items and appliances, yard waste and Christmas trees. The 2024 Budget is increasing by \$1.9 million or 6.9%, based on consumer price index (CPI) increases. The budget also includes strategic investments to support planning and implementing the strategic initiatives outlined in the approved 2023-2030 Solid Waste Management Strategy that will advance the circular economy and extend the lifespan of the landfill.

As reported in Report No. **PW-09-23** (re: Rural Halton Hills Survey to Determine Level of Support for Roadside Collection of Garbage and Metal Items), the Region and Town of Halton Hills conducted a survey in the spring of 2023 to determine if owners of households in rural Halton Hills wanted to receive roadside collection of garbage and bulk waste materials and metal items. Based on the survey results, and as approved by Regional Council through Report No. **PW-34-23** (re: Rural Halton Hills Waste Collection) the collection of roadside garbage and bulk waste and a call-in service for the collection of metal items will commence on April 1, 2024 for households in rural Halton Hills. Additional tonnages and the associated costs to provide this service have been factored into the 2024 Budget. The actual tax rates and impacts for rural Halton Hills residents will be determined and implemented through the 2024 Tax Policy process.

As shown in the following table, total collected waste is projected to be 174,000 metric tonnes in 2024. The collection costs per metric tonne are increasing due to annual consumer price index (CPI) increases. Customer satisfaction and confidence in the Region's waste collection programs and services remains high and continues to be a priority.

Collection	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Resident Complaints Received Regarding the Collection of Waste Materials per 1,000 Households	50	48	47	47	47
Metric Tonnes of Solid Waste Collected (000s)	183	184	170	173	174
Average Cost / Metric Tonne of Materials Collected	\$144	\$141	\$161	\$159	\$171



**Processing/Transfer** Services represents the programs that support the diversion of waste materials from landfills and the recovery of resources that can be recycled and composted. The 2024 Budget is increasing by \$1.5 million, or 18.1% mainly due to consumer price index (CPI) increases and higher contract renewal costs for the Halton Region Household Hazardous Waste Program (**PW-03-23** (re: Tender Award – Operation, Maintenance, Transportation, Processing and Disposal Services for the Halton Region Household Hazardous Waste Program)).

Processing / Transfer	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Market Price of Recycled Materials per Tonne	\$82	\$204	\$203	\$119	\$119
Green Bin Material Processed (Metric Tonnes)	32,667	34,319	32,897	32,897	32,932
Average Cost of Recyclables Processed (per Metric Tonne)	\$54	\$60	\$66	\$62	\$64
Average Cost to Haul and Process Green Bin Material	\$163	\$126	\$131	\$141	\$146

**Residual Management** facilitates the operation and maintenance of open and closed landfills within Halton. The 2024 Budget is decreasing by \$54,000 or 0.5%, mainly due to increased container station revenue projected as a result of increased user fees at the Halton Waste Management Site, partially offset by inflationary cost adjustments reflected where applicable to maintain service levels. The increase in container station revenues has been used to mitigate the impact of increased contract costs at the Waste Management Site.

As approved through Report No. **PW-33-23** (re: New User Fee Schedule for Disposal of Solid Waste at the Halton Waste Management Site), the new user fee schedule eliminates the current two flat fees (\$5 and \$10) for loads under 150 kilograms and moves to one general user fee (\$10) for loads up to 150 kilograms. This new fee structure aligns Halton Region’s Waste Management Site fees with surrounding municipal markets and with the two local private transfer stations in Halton Region. Moving forward, staff will review the \$10 flat fee annually to determine if inflationary adjustments are required to offset cost increases and will review actual customer usage and revenue trends to determine if any adjustments to revenues are required as part of the annual budget process.

As shown in the following table, the Region continues to maintain high waste diversion rates resulting in an extension of the life of the existing landfill. With the implementation of the key initiatives identified in the 2023-2030 Solid Waste Management Strategy, the projected lifespan of the landfill site is expected to last between 2050 and 2054.

As discussed in **PW-22-23** (re: 2022 Year End Waste Management Report), the amount of non-acceptable material placed in the Blue Box continues to be high. Items such as paper towels, tissues, plastic toys and small electronic devices are examples of common non-acceptable material placed in the Blue Box. In addition, as a result of the COVID-19 pandemic, facemasks and disposable gloves are also frequently placed in the Blue Box. This has posed significant challenges on municipal Blue Box programs to meet market conditions and handle the additional residual waste. In 2023 a promotion and education campaign was developed and implemented to raise public awareness on how to properly sort and dispose of waste materials to reduce the amount of non-acceptable materials in the Blue Box.

Residual Management	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Tonnes of Waste (including Residual) Managed and/or Handled at Landfill	100,001	99,932	94,824	95,000	95,000
Halton Waste Management Site Tip Fee	\$170	\$170	\$175	\$185	\$194
Residential Solid Waste Diversion Rate	58.8%	58.0%	57.0%	60.0%	60.0%



## Capital Budget & Forecast

The 2024 Waste Management budget provides funding to support the following capital projects.

Waste Management Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 2033	Total
Cell Construction & Gas System	\$ 20.35	\$ 1.97	\$ 0.08	\$ 5.24	\$ 2.92	\$ 16.40	\$ 46.95
Buffer Lands & Other	0.65	8.58	0.20	0.23	1.26	0.15	11.06
Closed Landfill Studies, SCADA, etc	0.30	-	-	-	-	-	0.30
Studies, Technology & Other	1.56	4.29	16.20	3.08	0.20	0.56	25.89
Equipment & Vehicles	0.05	0.28	0.24	0.26	3.46	0.89	5.18
<b>Total</b>	<b>\$ 22.91</b>	<b>\$ 15.12</b>	<b>\$ 16.71</b>	<b>\$ 8.81</b>	<b>\$ 7.84</b>	<b>\$ 18.00</b>	<b>\$ 89.38</b>

Schedule may not add due to rounding.

The \$89.4 million 10-year Waste Management capital program is \$19.1 million higher than the 2023 program, mainly due to additional funding for the Automated Wheeled Cart Pilot and Implementation. A total of \$47.0 million has been identified for the landfill cell constructions and gas system installations over the next 10 years, including \$20.3 million for the Cell 4 West construction in 2024 and \$20.3 million for Lifecycle Model projects between 2027 and 2033. In addition, \$11.1 million has been included for Buffer Lands and Other, which includes \$7.1 million for transfer facility construction in 2025. The remaining program includes vehicles and equipment (\$5.9 million for bulldozers and compactors etc.) and studies, which include the Automated Wheeled Cart Pilot and Implementation for \$22.0 million. The \$22.9 million 2024 Waste Management capital program is \$20.6 million higher than the 2024 forecast included in the 2023 Budget mainly due to the Cell 4 West Construction.

Funding for the program is initially provided from capital reserves (i.e., Tax Capital, Vehicle and Equipment reserves), which are then replenished through annual operating contributions. The capital financing in the operating budget to support the State-of-Good-Repair program in 2022 is \$8.0 million which includes a \$1.3 million reserve transfer to secure future landfill capacity based on the financing plan approved by Council in the 2006-2010 Waste Management Strategy (Report No. PPW91-05/CS-81-05).

# Road Operations

Road Operations includes all aspects of the Regional transportation system including the planning, design, construction, operations, maintenance and overall management of road and related infrastructure of assets with a net book value of approximately \$1.1 billion. The Regional transportation system includes 1,169 lane kilometres of major arterial roads, 324 signalized intersections, 313 bridges and major culverts, and 7,184 streetlights to be maintained in 2023.

The 2024 Budget includes Asset Management, Multi-Modal Transportation Master Plan and Transit Priority Network - Operationalization Study and enhanced safety measures to improve the Region's transportation network. Asset Management activities include monitoring asset conditions as well as developing and implementing infrastructure renewal plans through the Asset Management program.

## Budget Impacts

The 2024 Road Operations Budget reflects a net increase of \$2.5 million or 4.1% over the 2023 Budget. Key drivers include an increase of \$1.0 million in operating contributions to fund the Road Resurfacing capital program, an increase of \$763,000 to a total of \$15.8 million for regional and local road maintenance contracts, higher corporate support costs to support the Region's Digital Strategy, and inflationary cost adjustments reflected where applicable to maintain service levels. In addition, strategic investments of 3.0 FTEs are being proposed to advise on road programs and projects, collect, manage, and analyze information relating to signals and road assets, and assist with the delivery of the Transportation Capital Implementation Plan.

Road Operations Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
<b>Road Operations</b>									
Road Operations & Maintenance	\$ 14,695	\$ 11,829	\$ 26,524	\$ (367)	\$ 26,157	\$ 23,976	\$ 2,181	9.1%	
Traffic Control & Safety	5,124	2,148	7,272	(181)	7,091	6,759	332	4.9%	
Infrastructure Management	5,534	24,308	29,841	(150)	29,691	29,710	(19)	-0.1%	
<b>Total</b>	<b>\$ 25,353</b>	<b>\$ 38,285</b>	<b>\$ 63,638</b>	<b>\$ (698)</b>	<b>\$ 62,939</b>	<b>\$ 60,445</b>	<b>\$ 2,494</b>	<b>4.1%</b>	
2023 Budget	\$ 23,626	\$ 37,534	\$ 61,159	\$ (714)	\$ 60,445				
\$ Change	1,727	751	2,478	16	2,494				
% Change	7.3%	2.0%	4.1%	-2.2%	4.1%				
<b>FTE</b>					<b>43.0</b>	<b>40.0</b>	<b>3.0</b>	<b>7.5%</b>	

Schedule may not add due to rounding

**Road Operations & Maintenance** includes services for winter maintenance, summer maintenance, road resurfacing, pedestrian and bicycle travel, and storm water management. The 2024 Budget is increasing by \$2.2 million, or 9.1%, mainly due to an increase in operating contributions to fund the Road Resurfacing capital program, increases in regional and local road maintenance contracts, which includes winter maintenance, summer maintenance, and storm water management activities, and strategic investments of 2.0 Senior Project Advisor FTEs being proposed to advise on road programs and projects and assist with the delivery of the Transportation Capital Implementation Plan.

A major driver of the increased road maintenance cost is the increase in lane kilometres to support growth in the Region. As per the table below, between 2020 and 2024, the Region's transportation network system has been in a state of accelerated growth with an estimated increase of 82 lane kilometres.

<b>Roads Operations &amp; Maintenance</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Pavement Quality Index of Regional Roads	76.6%	75.8%	79.5%	78.4%	77.7%
Lane KM of Road Resurfaced	36	11	52	66	52
Number of (lane) Kilometers of New Active Transportation Infrastructure on Regional Roads (On Road ATMP)	19	7	26	37	20
Road Lane Kilometres	1,154	1,159	1,159	1,169	1,236
Road Resurfacing Expenditures (\$000s)	\$7,373	\$2,658	\$8,729	\$11,655	\$13,751
Number of Customer Service Enquiries	1,018	1,828	1,381	1,418	1,418

Halton strives to maintain a network average Pavement Quality Index (PQI) which reflects a state-of-good-repair for the overall road network. Through continued investments in the capital road resurfacing and road maintenance programs for the aging and expanding roads network, Halton is able to maintain this rating while accommodating growth and increased traffic volumes. PQI fluctuation is due to capital works in progress and timing of the projects. The index will improve with the completion of forthcoming growth capital projects. For 2024, the operating contribution to the Road Resurfacing reserve is increasing by \$1.0 million for a total transfer of \$9.3 million to ensure sustainable funding is available for the 10-year Road Resurfacing program. The 10-year Road Resurfacing program totals \$105.2 million with \$13.8 million planned for 2024.

The Region has initiated a region-wide Integrated Master Plan for Water, Wastewater, and Transportation that will identify road network upgrades and expansions required to accommodate approved growth which will require expanded road resurfacing and maintenance programs to maintain the state-of-good-repair.

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

The **Traffic Control & Safety** program includes the operation and maintenance of traffic signals, streetlights, red light cameras and traffic sign controls. The 2024 Budget is increasing by \$332,000, or 4.9%, mainly due to a strategic investment proposed for a 1.0 Traffic Safety Technologist FTE to collect, manage, and analyze information relating to signals and road assets, and inflationary cost adjustments reflected where applicable to maintain service levels.

Traffic Control & Safety	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Streetlights Maintained	6,851	7,044	7,086	7,184	7,755
Number of Red Light Camera Intersections Operated	20	20	20	23	25
Number of Traffic Signals Maintained	271	300	322	324	330

As stated above, the overall road network and number of lane kilometres, streetlights and traffic signals maintained continues to grow. One of the major costs associated with the Traffic Control & Safety program is the energy costs related to streetlights. As reported in Report No. **PW-29-22** (re: 2021 Transportation Progress Report), the retrofit program to convert the Region’s high pressure sodium (HPS) street lights to LED technology is now complete. In total, approximately 5,900 HPS streetlights were replaced with more energy efficient LED streetlights. Savings related to reduced energy consumption have been incorporated in the Road Operations budget and forecast to mitigate the street light hydro cost.

As noted in Report No. **PW-21-23** (re: Advanced Traffic Management System Project - Update), the Advanced Traffic Management System project was successfully initiated on Regional Roads in the Town of Oakville in 2023. A phased sequence approach to implementation in partnership with the local municipalities, the project will expand to the City of Burlington in 2024, followed by the Town of Milton and the Town of Halton Hills.

The **Infrastructure Management** budget provides for the engineering planning, assessment and design and policy activities required to maintain the overall condition of the assets as infrastructure ages and expansions are constructed to service growth.

Key activities include the planning studies to support growth and monitoring of asset conditions and developing infrastructure renewal plans through the Asset Management program in order to support the design and construction of new infrastructure and renewal of aging infrastructure. The Asset Management Program and Lifecycle Models Update, (**PW-01-22/FN-11-22/DI-01-22** (re: Asset Management Program and Lifecycle Models Update)) and 2024 Budget Directions (**FN-28-23**), outline the objective of the annual budget development and goals to invest appropriately in the State-of-Good-Repair program.

Halton’s Asset Management program assesses the condition of assets through various inspections and condition assessments to determine the appropriate level of annual capital investment which has resulted in most road assets being rated as good to very good condition and meeting desired service levels. The Life Cycle Models, updated through the Asset Management Plan, provide a long-term projection of the cost of rehabilitation and replacement interventions throughout the life of the Region’s road network.

Infrastructure Management	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Percent of Roads, Bridges and all road related assets rated Good, Very Good or Excellent	89.0%	73.0%	73.0%	73.0%	73.0%
Percent of Paved Lane KM's Rated Good or Very Good	59.3%	58.8%	65.8%	70.6%	75.9%

The 2024 Infrastructure Management Budget is decreasing by \$19,000, or 0.1%, due to increased construction permit revenues.

## Capital Budget & Forecast

As discussed in the Executive Summary, the 2023 Allocation program and financing plan were presented in October 2023 through Report No. **CA-08-23/PW-40-23/FN-36-23** (re: 2023 Allocation Program) in response to the current financial climate, municipal housing pledge targets of 92,500 (which is over a 70% increase over residential growth originally anticipated), and accelerated infrastructure, a financing plan was developed which ensured financial capacity was available. As part of the analysis, costs were updated and a capital timing assessment was undertaken to review the current capital program that does not directly impact the delivery of growth. The review determined that the roads program could be scoped based on stage of project development (e.g. EA, design), project coordination (e.g. local coordination), and masterplan review. The roads projects not included in the financing plan, will still remain in the forecasted budget, however the timing will continue to be assessed as projects proceed through implementation and financing availability is reviewed. As shown in the following table, the 2024 10-year Transportation capital program totals \$4.0 billion and will facilitate significant road widening, new road construction, and grade separations. The development-related infrastructure requirements for 2024-2026 are to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**, therefore although not approved as part of the 2024 budget, the expenditures for comparison purposes have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require an updated transportation masterplans to reflect the new planning period. The 10-year program including the 2023 Allocation Program and 2032 & 2033 development transportation cost estimates in 2024 is \$1.0 billion higher than the 2023 program and is largely driven updated costs due to project staging and inflationary pressures. The capital project details are included in the **2024 Capital Report**.

## 10-Year Transportation Capital Expenditures

Regional Road Program (\$ Millions)			
	2024 - 2026*	2027- 2033**	Total
Regional Rd 25	173.12	177.96	351.08
Trafalgar Road	233.23	117.23	350.47
Steeles Avenue	201.27	132.16	333.43
James Snow Parkway	126.09	181.21	307.30
Tremaine Road	-	218.94	218.94
Upper Middle Road	4.72	212.40	217.12
5 1/2 Line	12.78	198.14	210.93
Derry Road	6.66	187.36	194.02
Ninth Line	73.02	74.00	147.02
Road Resurfacing & Related Works	45.27	77.76	123.02
North Serice Road	1.22	99.22	100.44
Dundas Street	99.97	-	99.97
Appleby Line	2.00	95.42	97.42
Winston Churchill Blvd	62.92	25.35	88.27
No. 10 Sideroad	0.94	79.84	80.79
Brant Street	1.07	79.26	80.33
Guelph Line	3.14	67.35	70.49
Burloak Drive	17.87	44.56	62.43
Traffic Signals & Intersections	17.77	23.31	41.08
Bridges/Culverts/ Retaining Wall	27.83	5.97	33.80
William Halton Parkway	26.81	-	26.81
Road Studies	6.85	11.00	17.85
Noise Attenuation Barriers	7.74	1.54	9.28
Campbellville Road	-	9.04	9.04
Miscellaneous Works (eg. Operational Improvements)	4.41	3.74	8.15
Active Transportation (Study & Infill Projects)	0.15	0.64	0.79
Vehicles & Equipment	0.12	0.22	0.35
<b>Sub-total</b>	<b>\$ 1,156.98</b>	<b>\$ 2,123.64</b>	<b>\$ 3,280.62</b>
**2032 Development Related Roads Projects (Estimated)	-	378.31	378.31
**2033 Development Related Roads Projects (Estimated)	-	378.31	378.31
<b>Total</b>	<b>\$ 1,156.98</b>	<b>\$ 2,880.25</b>	<b>\$ 4,037.23</b>

Schedule may not add due to rounding.

\*Includes 100% non-growth, 2020 Allocation Program and for 2023 Allocation program: Based on estimated average expenditures for 2024 to 2026.

\*\*For 2032 & 2033 has been estimated based on 8 year avg. from 2024 to 2031.

# 2024 Capital Budget

## 10-year Transportation Capital Financing

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

2024 Transportation Capital Program (2024-2033) (\$ Millions)						
	Total	Capital Reserve				
		DC Res Share	Non-Res Share**	Growth Share**	Region Share	Recovery
2024 Budget*	\$ 440.3	\$ 212.5	\$ 119.5	\$ 7.7	\$ 100.5	\$ 0.0
2025-2033 Forecast*	3,597.0	1,719.3	967.1	350.5	560.0	-
<b>Total</b>	<b>\$ 4,037.2</b>	<b>\$ 1,931.9</b>	<b>\$ 1,086.7</b>	<b>\$ 358.2</b>	<b>\$ 660.5</b>	<b>\$ 0.0</b>

Schedule may not add due to rounding

\* For 2023 Allocation Program - the amounts for the year 2024, 2025 & 2026 has been used from the program total for years 2024 to 2026

\*\*Non-Res & Oversizing (For 2023 Alloc Program) are Interim Financed from Tax Cap Reserve

With a total cost of \$4.0 billion, \$660.5 million (16.4%) is related to Region's State-of-Good-Repair program to continue to enhance the Regional investment in support of expanding asset base, and \$3.4 billion (83.6%) is the growth portion, which will ultimately be financed by development charges (DCs). The 10-year Transportation program has been financed based on the Report No. **CA-08-23/PW-40-23/FN-36-23** where:

- **\$1,931.9 million residential development share** will be financed entirely from residential DCs.
- **\$1,086.7 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 DCs, including any carrying costs.
- **\$358.2 million growth share** will initially be funded from the Regional Tax Capital reserve. This represents oversizing for 2023 Allocation Program that is Interim Financed which will be fully recovered from DCs including any carrying costs.
- **\$660.5 million Regional share (non-growth) share** represents the benefit attributed to the existing community from the road improvements, as well as the cost to provide enhanced levels of service. This cost will be financed from the Regional Tax Capital reserve (\$479.2 million), the Roads Resurfacing reserve (\$94.6 million) and Gas Tax reserve (\$86.7 million).

The 2024 Budget includes \$47.8 million in operating contributions to support the Roads State-of-Good-Repair capital program, including roads resurfacing. The \$47.8 million includes \$39.1 million in Regional funding and \$8.7 million of Gas Tax funding. The \$47.8 million of operating transfers increased by \$1.8 million from the 2023 Budget. This \$1.8 million increase is due to a \$1.0 million increase for the transfers to the Roads Resurfacing program and \$0.8 million increase to accommodate revised expenditures of the State-of-Good-Repair capital program through the Asset Management Plan (AMP) update.

Transportation Capital Financing (\$ Millions)			
	2023	2024	Difference
State-of-Good-Repair	\$ 29.9	\$ 29.9	\$ 0.0
Roads Resurfacing	8.3	9.3	1.0
CCBF - Roads State-of-Good-Repair	6.9	7.6	0.8
CCBF - Roads Resurfacing	1.1	1.1	-
<b>Total</b>	<b>\$ 46.0</b>	<b>\$ 47.8</b>	<b>\$ 1.8</b>

Schedule may not add due to rounding

# Development Services

Development Services is responsible for reviewing, commenting, and facilitating the implementation and approval of development applications, engineering submissions and Regional Permits. These functions are related to matters of Regional interests as they relate to the delivery of water and wastewater infrastructure (including implementing the Allocation Program for Greenfield Development), regional transportation systems, waste collection and responsibilities associated with mandates prescribed by legislation and protection of Regional interests or services that have a land component.

Until Bill 23 proclamation, Development Services is also responsible for the implementation of the Regional Official Plan and adherence to Regional policies through the review and approval of planning and development applications. The Bill also makes changes to the *Planning Act* by identifying Halton Region as an “Upper-tier Municipality Without Planning Responsibilities”, which in large part removes Regional Council’s statutory and approval responsibilities for land use planning and growth management. While Bill 23 has been passed, at the time of preparing the 2024 Budget and Business Plan, the date for which all components of the Bill come in to force and effect has not been proclaimed, including those related to Regional jurisdiction in respect to land use planning. Further updates will be provided to Regional Council throughout 2024. Upon proclamation, the Region will remain a commenting agency on planning and development applications as it relates to the delivery of infrastructure.

## Budget Impacts

The 2024 Budget for Development Services reflects a net increase of \$260,000, or 3.2%, over the 2023 Budget primarily due to inflationary cost adjustments reflected where applicable to maintain service levels. A strategic investment is being proposed for 1.0 Senior Construction Inspector FTE to support an increasing number of permits and inspections, which is fully recovered from the Water & Wastewater and Road Operations Budgets.

Development Services Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Development Services	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024-2023		
Development Review and Engineering	\$ 4,432	\$ 4,876	\$ 9,309	\$ (960)	\$ 8,348	\$ 8,088	\$ 260	3.2%	
Permits and Inspections	1,354	(522)	832	(832)	-	-	-	0.0%	
<b>Total</b>	<b>\$ 5,786</b>	<b>\$ 4,354</b>	<b>\$ 10,140</b>	<b>\$ (1,792)</b>	<b>\$ 8,348</b>	<b>\$ 8,088</b>	<b>\$ 260</b>	<b>3.2%</b>	
2023 Budget	\$ 5,450	\$ 4,391	\$ 9,842	\$ (1,754)	\$ 8,088				
\$ Change	335	(37)	298	(38)	260				
% Change	6.2%	-0.8%	3.0%	2.2%	3.2%				
<b>FTE</b>					<b>40.0</b>	<b>39.0</b>	<b>1.0</b>	<b>2.6%</b>	

Schedule may not add due to rounding.



**Development Review and Engineering** involves professional advice and recommendations on all local municipal planning applications as well as the review of area servicing plans. The 2024 Development Review and Engineering budget is increasing by \$260,000, or 3.2%, primarily due to inflationary cost adjustments reflected where applicable to maintain service levels.

The number of development applications shown in the table below are affected by economic and market conditions, Provincial planning legislation, the timing of the Regional Allocation Program and other factors that are managed through local municipal development review and approval processes. Housing activity is anticipated to be strong over the long-term; however, while new housing completions are expected to increase in 2024 as compared to 2023, the number of housing completions and development applications remain lower in the short-term than has been seen in Halton Region historically due to factors such as ongoing labour and material shortages and increased interest rates.

Development Review and Engineering	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Development Applications	714	1,132	803	800	800
Number of New Housing Completions	3,338	3,963	2,115	3,400	3,500

**Permits and Inspections** provides for review and processing of development related and municipal permits. Direct costs for the 2024 Permits and Inspections budget are increasing by \$193,000, or 16.6%, mainly due to 1.0 FTE being proposed as a strategic investment for 1.0 Senior Construction Inspector FTE to support an increasing number of permits and inspections, and inflationary cost adjustments reflected where applicable to maintain service levels. This FTE is fully recovered from the Water & Wastewater and Road Operations Budgets.

It is anticipated that the number of permits will increase in the long-term due to the growth in housing, however it is projected to remain steady at 2023 levels in 2024 due to factors such as ongoing labour and material shortages and increased interest rates.

Permits and Inspections	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Permits Processed	316	427	432	450	450

# Halton Region Budget and Business Plan

**TAX OVERVIEW**

**CORPORATE ADMINISTRATION**

# Corporate Administration

Corporate Administration includes the Finance department, the Digital & Information Services department, the Corporate Services department, the CAO's Office, and the Office of the Chair & Regional Council. These areas provide governance and internal support to the departments that deliver services to Halton residents and businesses.

## Budget Impacts

The 2024 Corporate Administration operating budget reflects a net increase of \$6.3 million, or 6.5%, over the 2023 Budget. This includes strategic investments for 8.0 FTEs which will ensure service levels are maintained and Council priorities are achieved. Of the 8.0 FTEs, 3.0 FTEs will support Finance, 1.0 FTE will support Digital & Information Services, and 4.0 FTEs will support Corporate Services. These investments will support the strategic objectives approved by Regional Council and provide the capacity needed to facilitate meeting the Local Municipalities' housing targets and respond to needs within the organization, leverage technology to improve service delivery, and ensure the Region remains legislatively compliant and able to proactively address changes operationally and strategically.

Corporate Administration Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Corporate Administration	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Finance	\$ 12,844	\$ 23	\$ 12,867	\$ (715)	\$ 12,151	\$ 11,254	\$ 897	8.0%	
Digital & Information Services	23,828	4,695	28,523	(266)	28,257	26,024	2,233	8.6%	
Corporate Services	51,821	7,313	59,134	(3,615)	55,519	52,485	3,034	5.8%	
Office of the Chair & Regional Council	2,058	11	2,069	-	2,069	2,008	61	3.0%	
CAO's Office	5,967	(4)	5,963	-	5,963	5,885	78	1.3%	
<b>Program Costs</b>	<b>\$ 96,519</b>	<b>\$ 12,038</b>	<b>\$ 108,556</b>	<b>\$ (4,596)</b>	<b>\$ 103,960</b>	<b>\$ 97,657</b>	<b>\$ 6,303</b>	<b>6.5%</b>	
Program Recoveries (Corporate Support)	-	-	-	-	(97,774)	(92,023)	(5,751)	6.2%	
Non-Program Recoveries (Governance)	-	-	-	-	(6,186)	(5,634)	(552)	9.8%	
<b>Total</b>	<b>\$ 96,519</b>	<b>\$ 12,038</b>	<b>\$ 108,556</b>	<b>\$ (4,596)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	
2023 Budget	\$ 91,679	\$ 10,322	\$ 102,001	\$ (4,344)	\$ -				
\$ Change	4,840	1,716	6,556	(253)	-				
% Change	5.3%	16.6%	6.4%	5.8%	-				
<b>FTE</b>					<b>459.7</b>	<b>451.7</b>	<b>8.0</b>	<b>1.8%</b>	

Schedule may not add due to rounding



Significant drivers of the base budget increase in Corporate Administration include increases of \$1.4 million in IT for software and computing services costs based on operational needs and to support the implementation of the digital strategy, including transitioning to SAP S/4 HANA Cloud Subscriptions and Microsoft 365, and \$945,000 in insurance premiums and paid claim losses as a result of unfavourable market conditions. In addition, there are strategic investments for 8.0 FTEs, increases related to compensation costs as well as inflationary cost increases which were applied where necessary to maintain service levels.

The costs of these Corporate Administration divisions have been allocated to program budgets to show the full cost of program delivery through Corporate Support charges, with the exception of Governance-related services. To align with FIR and MBNCanada guidance, the cost of Governance-related services of the Office of the Chair, Regional Council, the CAO's Office, and the Office of the Regional Clerk & Council Services is reported separately in Non-Program for tax-supported services. Continued efforts ensure that the support provided by Corporate Administration to the service departments is done in an efficient manner, thus contributing to the delivery of services that meet the ongoing needs of Halton residents. The following discussions provide an overview of the internal services and related key performance measures provided by Corporate Administration divisions.

## Finance

The 2024 Finance department budget reflects a net increase of \$897,000, or 8.0%, over the 2023 Budget, primarily due to strategic investments proposed for 3.0 FTEs, as well as inflationary cost increases applied where necessary to maintain service levels.

Finance Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Finance	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Budgets & Tax Policy	\$ 3,549	\$ 1	\$ 3,551	\$ -	\$ 3,551	\$ 3,413	\$ 138	4.0%	
Capital & Development Financing	3,029	28	3,057	(592)	2,465	2,379	86	3.6%	
Financial Services & Payroll	6,266	(7)	6,259	(123)	6,136	5,462	674	12.3%	
<b>Program Costs</b>	<b>\$ 12,844</b>	<b>\$ 23</b>	<b>\$ 12,867</b>	<b>\$ (715)</b>	<b>\$ 12,151</b>	<b>\$ 11,254</b>	<b>\$ 897</b>	<b>8.0%</b>	
Program Recoveries	-	-	-	-	(12,151)	(11,254)	(897)	8.0%	
<b>Total</b>	<b>\$ 12,844</b>	<b>\$ 23</b>	<b>\$ 12,867</b>	<b>\$ (715)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	
2023 Budget	\$ 12,165	\$ (196)	\$ 11,970	\$ (715)	\$ -				
\$ Change	679	219	897	-	-				
% Change	5.6%	-111.6%	7.5%	0.0%	-				
<b>FTE</b>					<b>89.0</b>	<b>86.0</b>	<b>3.0</b>	<b>3.5%</b>	

Schedule may not add due to rounding

Strategic investments for 3.0 FTEs are proposed in the 2024 Budget for the Finance department. 1.0 Policy Advisor – Finance FTE (\$151,000) is required to provide policy support and project management across the Finance department. This role will develop corporate policies, utilizing current best practices and processes to ensure the department stays current with operational and strategic decision-making and reporting.

The following strategic investments are discussed further in the Financial Services & Payroll section below.

- 1.0 FTE for a Supervisor, Capital Assets (\$151,000), and
- 1.0 FTE for a Financial Analyst – Water (\$123,000), fully recovered from Rate.

The **Budgets & Tax Policy** division prepares and monitors the operating component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure the Region's Business Plan is financially sustainable in conjunction with the Capital & Development Financing division, and prepares and implements Tax Policy in consultation with Halton Region's local municipalities. The division works with operating departments to develop business cases for new initiatives, and monitors the annual budget performance through variance and ministry reporting. The 2024 Budget is increasing by \$138,000, or 4.0%, primarily due to inflationary cost increases applied where necessary to maintain service levels.

The **Capital & Development Financing** division prepares and monitors the capital component of the annual Budget and Business Plan, develops and maintains financial policies and plans to ensure the Region's Business Plan is financially sustainable in conjunction with the Budgets & Tax Policy division, works with operating departments to develop sustainable financial strategies to fund key capital projects in alignment with the Strategic Business Plan approved by Council, updates the Development Charge (DC) by-laws, coordinates and compiles financial information to support the annual credit rating review process, and prepares and implements development financing plans to ensure that the cost of growth-related infrastructure does not impact residents to the extent possible under the *Development Charges Act*. The division also provides investment services for the Region's \$3.023 billion investment portfolio and issues debentures as needed to meet the financing requirements of the Region and local municipalities as approved by Regional Council. The 2024 Budget is increasing by \$86,000, or 3.6%, primarily due to inflationary cost increases applied where necessary to maintain service levels.

The **Financial Services & Payroll** division maintains the Region's financial records in compliance with legislation and in accordance with Canadian Public Sector Accounting Standards for the preparation of the annual consolidated financial statements, and is responsible for preparing the Halton Community Housing Corporation's (HCHC) budget and financial statements. In addition, the division prepares ministry reports such as the Financial Information Return and Annual Financial Report. The division manages the water and wastewater billing service contract with the four Local Distribution Companies (LDCs) and also provides payroll services to approximately 3,300 full-time equivalents, including Police Services (2022 FIR), in compliance with legislation, collective agreements, and Regional benefit programs.

The 2024 Budget is increasing by \$674,000, or 12.3%, primarily due to strategic investments proposed for 2.0 FTEs to support the division:

- 1.0 FTE **Supervisor, Capital Assets** (\$151,000) is required to oversee the Region's \$5.1 billion in tangible capital assets (TCA). The Region's tangible capital asset inventory has experienced significant growth of 96% since 2009 – from a net book value of \$2.6 billion to \$5.1 billion in 2022. Due to this growth, there has been a significant increase in the volume of transactions which requires a Supervisor, Capital Assets to provide oversight of the TCA transactions and staff resources. This role will manage and supervise the TCA financial reporting process and resources by overseeing TCA accounting transactions for accuracy, completeness, and compliance with legislation, and in accordance with Canadian Public Sector Accounting Standards.
- 1.0 FTE **Financial Analyst – Water** (\$123,000) is required to support the water and wastewater billing data and ensure accuracy and completeness. As reported through Report No. **PW-18-18/FN-25-18** (re: Long Term Water Meter Strategy) and the Region's Strategic Business Plan, a need was identified to fully automate water meter reading with the implementation of Advanced Metering Infrastructure (AMI). A Financial Analyst – Water is being requested to

review and validate the financial data provided through the implementation of AMI. This role will implement appropriate analytical and monitoring measures to support strong internal controls & reporting and provide enhanced customer service.

The following table provides the key performance measures for the Finance department.

Finance	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Region's Credit Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
GFOA Canadian Award for Financial Reporting	Yes	Yes	Yes	Yes	Yes
Gross % Realized Return on the Total Internally Managed Investment Portfolio	3.2%	2.6%	2.4%	2.8%	2.6%

The Region's AAA/Aaa credit rating has been maintained in 2023, which is a testament to the financial position, policies and practices of the Region and local municipalities. Halton continues to receive the Government Financial Officers Association (GFOA) Award for annual budget and financial reporting which is awarded for the development of fiscally responsible budgets and presenting information in a transparent and easy to understand format. The Realized Rate of Return on the Total Internally Managed Investment Portfolio is expected to be 2.6% for 2024. As reported through Report No. **FN-33-23** (re: Investment Performance to August 31, 2023), with the recent increases in short-term interest rates, interest earnings are expected to be favourable in 2023 compared to the budget target.

## Digital & Information Services

The Digital & Information Services department's primary focus is on delivering the Region's Digital Strategy of becoming a "digital first", data-driven organization to improve the Region's services and internal processes, moving to a self-serve, digitally powered service model that uses data to support continuous improvement. Additional priorities include providing ongoing services to program areas, business process enhancements, the introduction of smart technologies, and other key initiatives.

The 2024 Digital & Information Services department budget reflects a net increase of \$2.2 million, or 8.6%, over the 2023 Budget, primarily due to additional software costs to support the Digital Strategy. A key strategic objective approved by Regional Council includes the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region has developed "Digital First: A Digital Strategy for Halton Region" (Report No. **ST-07-21**). The strategy provides the framework to enhance digital services by transforming business processes and services to ensure complete, high-quality online service delivery. The 2024 Budget also includes a strategic investment proposed for 1.0 FTE discussed further in the Digital Services & Data Management divisional section below, as well as inflationary cost increases and increased capital financing costs to support corporate initiatives and program-specific projects.

Digital & Information Services Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Digital & Information Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Business Solutions & Process Transformation	\$ 6,655	\$ 3	\$ 6,658	\$ (185)	\$ 6,473	\$ 6,036	\$ 437	7.2%	
Digital Services & Data Management	5,460	6	5,466	(81)	5,385	5,141	244	4.8%	
Digital Workplace & Technology	11,713	4,686	16,399	-	16,399	14,847	1,552	10.5%	
<b>Program Costs</b>	<b>\$ 23,828</b>	<b>\$ 4,695</b>	<b>\$ 28,523</b>	<b>\$ (266)</b>	<b>\$ 28,257</b>	<b>\$ 26,024</b>	<b>\$ 2,233</b>	<b>8.6%</b>	
Program Recoveries					(28,257)	(26,024)	(2,233)	8.6%	
<b>Total</b>	<b>\$ 23,828</b>	<b>\$ 4,695</b>	<b>\$ 28,523</b>	<b>\$ (266)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	
2023 Budget	\$ 21,859	\$ 4,431	\$ 26,290	\$ (266)	\$ -				
\$ Change	1,969	264	2,233	-	-				
% Change	9.0%	6.0%	8.5%	-	-				
<b>FTE</b>					<b>89.0</b>	<b>88.0</b>	<b>1.0</b>	<b>1.1%</b>	

Schedule may not add due to rounding

The **Business Solutions & Process Transformation** division acts as a strategic partner in transformative service initiatives with a focus on coordinating, planning, and delivering Halton Region’s SAP Transformation project, designing and executing an application modernization and consolidation program to reduce the Region’s technology footprint and leveraging the Region’s core enterprise systems to create efficiencies. The services provided by the division include implementing product management for the Region’s core applications to be more efficient and effective; improving value of technology investments by applying sound enterprise architecture practices and deriving value from current assets; supporting organizational readiness as it relates to the technology landscape and evolution; and planning, integrating and delivering systems and digital platforms effectively.

The 2024 Budget is increasing by \$437,000, or 7.2%, primarily due to additional costs for SAP cloud subscriptions, which replace significant capital investments in SAP licenses and hardware to operate the Region’s SAP platform. This investment is key to supporting the implementation of Halton Region’s Digital Strategy.

The **Digital Services & Data Management** division is responsible for delivering the Digital Services and Information Management priorities identified in Halton’s Digital Strategy (2021-2025). The digital services work includes setting standards for online service delivery, establishing a Digital First technology architecture, including a customer relationship management (CRM) system that can support the Region’s digital service aspirations, and delivering a range of new digital services. The division supports planning, integrating and delivering systems and digital platforms effectively, and managing the data analytics and decision support program to use as strategic assets to enhance customer service and inform policy, strategic and operational decision making. Services also include enhancing information and document management capabilities to support information access, storage and retrieval.

The 2024 Budget is increasing by \$244,000, or 4.8%, primarily due to additional software costs for subscriptions and licenses, and a strategic investment proposed for 1.0 Senior CRM Analyst FTE to support Halton Customer Relationship Management System (Salesforce) as part of the Digital Strategy implementation as approved through Report No. **DI-06-22** (re: Digital Strategy and Customer Relationship Management System Update). The Digital Strategy provides a framework to



align people, processes, data and technology required to achieve digital service transformation. The work focuses on the connection between digital service design, business process improvements, data, business applications and the information technology infrastructure environment. The Digital Strategy and Digital First Architecture and CRM Review provide direction to leverage Salesforce as the core CRM platform that can be used across the corporation to connect front and back-office services to enable digital service delivery. To support the goal to digitize 125 customer-facing services and 50 internal services by 2025, additional Salesforce technical resources are required. 1.0 Senior CRM Analyst FTE is needed to support the implementation of these services and to provide operational support as services are digitized.

- 1.0 FTE **Senior CRM Analyst** (\$138,000) is required to support the goal of the Region's Digital Strategy to digitize 125 customer-facing services and 50 internal services by 2025 by providing support to ensure uninterrupted and optimal service delivery. This role will provide strategic guidance and product expertise on how to use the Region's Customer Relationship Management System (CRM), Salesforce, to achieve business goals; develop and implement new functionalities and continuous improvement activities to ensure Salesforce remains up to date and relevant to meet constantly evolving business needs; plan, implement and maintain activities related to the Salesforce platform; and support the legacy Siebel CRM platform during the transition.

The **Digital Workplace & Technology** division is responsible for provisioning, managing and maintaining the Region's core digital information and technology infrastructure, assets and services. The team maintains and supports more than 370 software applications and 10,000 hardware assets in a state-of-good-repair and provides secure, reliable access to these assets and services. This division is responsible for delivering new modern digital services to support both the front-office and back-office platforms including both the Internet of Things (IoT) and cloud services. These platforms are supported by a robust and modern Cybersecurity program.

The 2024 Budget is increasing by \$1.6 million, or 10.5%, primarily due to additional software and Microsoft 365 licensing costs in support of the Digital Strategy, as well as increased capital financing costs for the state-of-good-repair program.

The \$103.2 million 10-year Digital Workplace & Technology capital program is \$14.38 million higher than the 2023 program, primarily due to increased investments in software and hardware upgrades to support the Digital Strategy.

Digital Workplace & Technology Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 2033	Total
Digital Services	\$ 2.90	\$ 1.50	\$ 0.90	\$ 0.65	\$ 0.60	\$ 3.25	\$ 9.80
Digital Workplace & Modern Technology	4.46	4.60	3.46	3.45	4.69	18.40	39.07
GIS, Data and Information Management	0.85	1.65	1.00	0.74	0.84	3.79	8.86
Service & Process Transformation	4.60	7.50	7.69	4.71	2.89	9.08	36.46
Program Specific	0.48	0.44	0.30	0.15	0.86	1.24	3.47
Rate Program Specific	0.19	0.76	0.88	0.86	0.35	2.51	5.54
<b>Total</b>	<b>\$ 13.47</b>	<b>\$ 16.45</b>	<b>\$ 14.22</b>	<b>\$ 10.56</b>	<b>\$ 10.22</b>	<b>\$ 38.27</b>	<b>\$ 103.19</b>

Schedule may not add due to rounding.



The 2024 Digital Workplace & Technology capital budget has decreased by \$373,000 over the 2024 forecast from the 2023 budget primarily due to the redeployment of 2024 capital funding to 2025 as needed to support the Digital Strategy. The capital program is initially funded from the Technology Replacement reserve which is replenished by operating transfers that the department recovers from program areas. A total of \$4.6 million in capital financing (i.e. transfers to reserves) is budgeted in 2024. This represents a \$233,000 increase, or 5.4%, from the 2023 Budget to support corporate initiatives (new and replacement hardware, software, and infrastructure) and program-specific projects for Paramedic Services, Housing Services, and Long-Term Care. The 10-year financing plan ensures that the Technology Replacement reserve is maintained at levels to ensure financial sustainability and is projected to increase each year over the forecast period. The operating contributions to reserves will continually be reviewed as part of the asset management plan.

The following table provides the key performance measures for the Digital & Information Services department.

Digital & Information Services	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of IT Devices Supported	4,183	4,263	5,022	5,075	5,225
Number of Digital Transactions	740,922	3,024,602	3,006,476	2,992,500	3,052,350
Number of Services that can be Accessed Online	75	83	85	87	100

The increase in the number of IT devices supported is due to the implementation of the Mobile Access Strategy, HRC Modernization, and Digital Access Strategy as the Region steadily grows. The number of digital transactions has remained steady in 2022 and is projected to slightly decrease in 2023 due to changes related to COVID-19, with an increase projected in 2024. The number of services that can be accessed online is projected to increase in 2024 due to streamlining of processes and new digital services introduced. In response to the COVID-19 pandemic, in 2020, Regional staff enhanced online access to Regional services, and are continuing throughout 2023 and is expected to further expand in 2024 as the Region continues with the implementation of the Digital Strategy.

## Corporate Services

The Corporate Services department aligns key corporate services to deliver on Regional Council and organizational priorities. With a foundational commitment to customer service excellence, a team of six divisions work together to provide key corporate services to the Region that enables the effective delivery of essential programs to Halton residents and businesses. Divisional services include Capital Construction & Realty, Communications, Energy, Fleet & Facilities, Human Resource Services, Legal Services, and Supply Chain Management.

As shown in the following table, the Corporate Services 2024 Budget reflects a net increase of \$3.0 million, or 5.8%, over the 2023 Budget. Direct Costs are increasing by \$2.1 million, or 4.2%, primarily due to strategic investments proposed for 4.0 FTEs for the Supply Chain Management division, increased costs for corporate facilities, and inflationary cost increases applied where necessary to maintain service levels. Capital Financing & Other Costs are increasing by \$1.2 million, or 19.5%, mainly due to increased capital financing costs related to corporate facility projects. Funding & Other Revenue is increasing by \$253,000, or 7.5%, primarily due to increased recoveries from the Halton Community Housing Corporation (HCHC) to support the HCHC portfolio.

Corporate Services Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Corporate Services	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Capital Construction & Realty	\$ 4,852	\$ 4	\$ 4,856	\$ -	\$ 4,856	\$ 4,555	\$ 301	6.6%	
Communications	6,594	17	6,611	(19)	6,592	6,334	258	4.1%	
Energy, Fleet & Facilities	17,503	7,998	25,501	(3,310)	22,191	21,740	452	2.1%	
Human Resource Services	7,465	(995)	6,471	-	6,471	6,068	402	6.6%	
Legal Services	11,489	61	11,550	(245)	11,305	10,243	1,062	10.4%	
Supply Chain Management	3,918	227	4,146	(41)	4,105	3,545	560	15.8%	
<b>Program Costs</b>	<b>\$ 51,821</b>	<b>\$ 7,313</b>	<b>\$ 59,134</b>	<b>\$ (3,615)</b>	<b>\$ 55,519</b>	<b>\$ 52,485</b>	<b>\$ 3,034</b>	<b>5.8%</b>	
Program Recoveries (Corporate Support)	-	-	-	-	(54,843)	(51,664)	(3,179)	6.2%	
Non-Program Recoveries (Governance)	-	-	-	-	(676)	(821)	145	-17.7%	
<b>Total</b>	<b>\$ 51,821</b>	<b>\$ 7,313</b>	<b>\$ 59,134</b>	<b>\$ (3,615)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
2023 Budget	\$ 49,727	\$ 6,121	\$ 55,848	\$ (3,362)	\$ -				
\$ Change	2,094	1,192	3,287	(253)	-				
% Change	4.2%	19.5%	5.9%	7.5%	-				
<b>FTE</b>					<b>248.5</b>	<b>244.5</b>	<b>4.0</b>	<b>1.6%</b>	

Schedule may not add due to rounding

The following strategic investments for 4.0 FTEs are discussed further in the Supply Chain Management section below.

- 2.0 FTEs, a Senior Procurement Advisor and a Supply Chain Management Analyst (\$266,000), fully funded through the capital budget
- 1.0 FTE Inventory Planner (\$113,000)
- 1.0 FTE Stockkeeper (\$90,000)

The **Capital Construction & Realty** division provides asset management, regulatory compliance and capital project delivery services to the Region. The division has primary responsibility for the design, development and construction of Halton and HCHC owned facilities. This includes Halton Regional Police Service and Paramedic facilities, assisted and affordable housing, waterfront park projects and corporate office facilities. The division also plans, manages and oversees capital asset renewal and renovation projects on existing facilities to improve the assets and maintain them in a state-of-good-repair, and ensures regulatory compliance of those facilities. The Realty Services section is responsible for the acquisition of real estate interests required to meet the Regional Corporation's needs including fee simple purchases, leases, easements, licenses, and property administration, as well as the disposition of lands and/or interests in real estate that are surplus to the Regional Corporation's requirements.

The 2024 Budget is increasing by \$301,000, or 6.6%, primarily due to increases in compensation and other inflationary costs increases.



The following table provides the key performance measures for Capital Construction & Realty.

Capital Construction & Realty	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Property Acquisitions (Lease or Buy)	188	174	168	130	160
Number of Major Projects in Design or Construction	NA	NA	NA	5	7

The number of property acquisitions is expected to remain relatively stable and is subject to capital project funding availability. The number of major projects in design or construction is projected to be five in 2023, and includes the HRC Rehabilitation, 1 District (Halton Regional Police Service Facility), 1258 Rebecca Street (14 units, seniors' assisted-living), 265 Kerr Street (52 units, seniors' assisted-living with a Community Wellness Hub) and Burloak Regional Waterfront Park Improvements – Phase 3 including a splash pad and washroom facility.

The 2024 projection includes continuation of the District 1 (Halton Regional Police Service Facility), 1258 Rebecca Street, 265 Kerr Street, and the Burloak Regional Waterfront Park along with the Paramedic Station Headquarters, 363 Margaret (13 units, assisted-living) and Burlington Beach Regional Waterfront Park Update – Phased Approach.

The **Communications** division promotes Halton's brand through the delivery of timely and accessible information to residents and businesses. The Communications team creates impactful marketing and communications campaigns to engage with the community, promote the Region's services and support the priorities of Regional Council. The team oversees media relations, manages all corporate channels, including [halton.ca](http://halton.ca), email marketing, community advertising, and social media platforms, and provides internal, print, mail and corporate communications services to the organization. The division also includes the Access Halton team who are the first point of contact for community inquiries, providing high quality customer service and engagement excellence through phone, email, digital and in-person channels. Access Halton continues to receive the highest customer satisfaction ratings in the industry. The division also works collaboratively across the organization providing regular issues monitoring, strategic advice and urgent supports in response to critical matters and emergencies.

The 2024 Budget is increasing by \$258,000, or 4.1%, primarily due to inflationary cost increases.

The following table provides the key performance measures for the Communications division.

Communications	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
% of Customers who are Overall Satisfied with their Call Centre Experience	92%	90%	90%	90%	90%
Number of Visits to the Halton Website (000s)	6,148	12,001	3,767	2,822	2,900

The number of visits to the Halton Website are returning to historic levels after the unprecedented high traffic during 2020 and 2021 as a result of the COVID-19 pandemic.



The **Energy, Fleet & Facilities** division provides high-quality and cost-effective facility and fleet services. The division oversees corporate energy consumption, reports on corporate emissions, manages fleet and ancillary equipment, provides operational support, and completes maintenance and repair work on regional facilities and Halton Community Housing Corporation (HCHC) housing stock. Energy, Fleet & Facilities provides customer service excellence by responding to service requests in a timely manner, delivering a comprehensive preventative maintenance program, conforming to codes and regulations, and adopting accepted industry standards and best practices.

The 2024 Budget is increasing by \$452,000, or 2.1%, primarily due to inflationary cost increases. Increases in janitorial, building maintenance, security and other operational costs to support the expanded Halton Regional Centre (HRC) square footage following the completion of the HRC Renovation and Modernization project have been fully offset with savings due to the termination of several satellite leases.

The \$6.2 million 2024 Energy, Fleet & Facilities capital program is \$2.7 million lower than the 2024 forecast included in the 2023 Budget due to the revised timing from 2024 to 2025 for the design of the Police Services Headquarters and Public Works Operations Centre expansion (\$2.0 million).

The \$161.0 million 10-year Energy, Fleet & Facilities capital program is \$57.1 million higher than the 2023 program; this is primarily driven by increased expenditures for the Police Services Headquarters and Public Works Operations Centre Expansion due to increases in the construction costs and Long-Term Care homes identified through updated building condition assessments.

Energy, Fleet and Facilities Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 2033	Total
Halton Regional Centre - Rehab & Replacement	\$ 0.12	\$ 0.90	\$ 0.80	\$ 0.94	\$ 1.34	\$ 2.27	\$ 6.37
Long Term Care Centres - Rehab & Replacement	3.47	5.04	4.78	2.18	4.11	12.32	31.90
Paramedic Stations - Rehab & Replacement	0.63	0.06	-	0.05	0.39	2.05	3.17
Facility Rehab & Replacement - Other	1.78	1.33	1.90	2.37	2.40	11.99	21.76
PS HQ and PW Operations Centre Expansion	-	3.50	92.54	-	-	-	96.04
Energy Program	0.10	0.10	0.10	0.10	0.10	0.50	1.00
Vehicles & Equipment	0.10	0.01	0.12	0.10	0.03	0.44	0.78
<b>Total</b>	<b>\$ 6.20</b>	<b>\$ 10.93</b>	<b>\$ 100.23</b>	<b>\$ 5.74</b>	<b>\$ 8.37</b>	<b>\$ 29.55</b>	<b>\$ 161.01</b>

Schedule may not add due to rounding.

The following are highlights of the 10-year program:

- \$96.0 million is required for the Paramedic Services Headquarters for the paramedic centralized facility identified in the Paramedic Services Master Plan (**MO-14-15**) and for Public Works Operation Centre growth needs related to administration, vehicles, fleet services and the supply of central stores.
- \$63.2 million has been identified to facilitate ongoing building rehabilitation and replacement for all Regional facilities over the next 10 years.
- \$1.0 million is required for the 10-year Energy Management program to address energy reduction opportunities identified by energy audits performed on corporate facilities.

The Energy, Fleet & Facilities capital program is financed from the Regional Facilities Replacement reserve and capital reserves. These reserves are replenished primarily from operating transfers recovered from program areas that benefit from the Energy, Fleet & Facilities' program. As a result, a total capital financing of \$5.8 million is included in the 2024 Budget.

The following table provides the key performance measures for the Energy, Fleet & Facilities division.

Energy, Fleet & Facilities	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Total Service Area - Corporate Facilities and Social Housing Sq. Ft. (000s)	3,252	3,307	3,307	3,318	3,318
Total Corporate kWh Energy Consumption Normalized (per Sq. Ft.)	31.7	29.3	27.7	27.5	27.2

The square foot increase in 2023 is attributed to the completion of the Halton Regional Centre (HRC) Modernization and Expansion Project while accounting for the termination of several satellite leases. As reported through **CA-05-22** (re: Halton Region Strategic Plan 2019-2022 Report), the reduced energy consumption per square foot has surpassed the target set through the 2019-2022 Strategic Business Plan. This is partly due to lower building occupancy resulting from COVID-19 and working from home however, progress continues to be made.

The **Human Resource Services** division provides support to the Region and its programs in the attraction, engagement and retention of Regional staff. With an approximate average of 3,180 employees (excluding Police Services), the 2024 Budget includes 2,454.30 Full-time Equivalents (FTEs) and 219,024.58 relief hours. Human Resource Services provides support through developing, implementing and maintaining a fiscally responsible and market competitive total compensation program. The division also provides labour relation expertise and ensures the Region maintains a legislatively compliant healthy and safe workplace with a focus on employee physical and mental wellness. Human Resource Services ensures the Region has the required employees with the correct skill sets in place to enable it to serve residents. With the 2023 re-opening of the Halton Regional Centre, the Region has fully deployed a hybrid model of work for many teams, enhancing the Region's ability to attract and retain highly skilled employees and remain one of the GTA's top employers.

The 2024 Budget is increasing by \$402,000, or 6.6%, primarily due to costs related to employee surveys and recruitment, as well as inflationary cost increases. The following table provides the key performance measure for Human Resource Services.

Human Resource Services	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
% of Voluntary Turnover of Permanent Positions per year	3.7%	7.8%	6.9%	3.5%	5.5%

The **Legal Services** division is comprised of Legal, Emergency Management, Risk Management & Insurance services, and the Office of the Regional Clerk & Council Services. Legal Services provides advice, counsel and legal representation to, and on behalf of, the Region. It also provides services related to records, data & information, including freedom of information, privacy and records management. The Emergency Management program monitors for community emergencies and

coordinates incident response across the organization and with local area partners, creates and publishes emergency preparedness public education materials for Halton residents, develops the Region's emergency response plans, and hosts exercises to ensure that Regional staff are ready to respond to community emergencies when they arise. In addition, the Emergency Management program's business continuity planning program works with corporate departments to ensure Regional services are maintained during emergency events and disruptions. Risk Management & Insurance administers the Region's insurance program, minimizes the Region's liability loss exposure, and manages property and liability claims. The Office of the Regional Clerk & Council Services provides support to Regional Council, its Committees, and the Halton Police Board.

The 2024 Budget is increasing by \$1.1 million, or 10.4%, driven by an increase of \$945,000 in insurance premiums and paid claim losses, as well as inflationary cost increases. As a result of unfavourable market conditions, insurance premiums have increased annually by an average of 13.9% over the last 5 years, and securing insurance coverage has become increasingly challenging. In addition, the Risk Management & Insurance area has continued to experience a substantial increase in its portfolio, driven by the increase in volume and complexity of claims, incidents, recoveries, subrogated claims, and the organization's need for general risk management support and advice.

The following table provides the key performance measures for Legal Services.

Legal Services	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Property Damage or Personal Injury Claims Received	138	142	412	297	300
Number of Outstanding Property Damage or Personal Injury Claims	45	51	94	74	75
Number of Formal Freedom of Information (MFIPPA) Requests	46	57	52	52	55
Annual Emergency Exercises Completed	No	Yes	Yes	Yes	Yes

The number of claims received and outstanding claims have remained relatively high due to population growth, construction and road widening projects, aging infrastructure, and an increased number of HCHC tenants. These claims are expected to remain steady in 2023 and 2024 based on prior year actual trends. Over time, the number of MFIPPA requests has continued to increase, with a decline in 2020 due to the COVID-19 pandemic. 2023 is projected to remain steady with a slight increase in 2024 based on prior year actual trends. In response to the COVID-19 pandemic, the Ministry of the Solicitor General exempted all Ontario municipalities from the 2020 annual emergency exercise requirement of the *Emergency Management and Civil Protection Act (EMCPA)*. Since 2021, exercises have resumed as required by EMPCA, and must be completed annually unless permission is granted from Emergency Management Ontario.

The 2024 Budget also provides funding to support the following capital project.

Legal Services Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 33	Total
Litigation Expenditures	\$ 5.50	\$ 1.00	\$ -	\$ -	\$ -	\$ -	\$ 6.50
<b>Total</b>	<b>\$ 5.50</b>	<b>\$ 1.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6.50</b>

Schedule may not add due to rounding.

The total 10-year budget allocated for Legal Services is \$6.5 million to support several pending or likely OLT and Joint Board Hearings of which \$5.5 million is planned for 2024. The significant files to be addressed in 2024 are the CN Logistics Hub and potential proposed aggregate extractions. This program is financed from the Tax Capital reserve.

The **Supply Chain Management** division is responsible for overseeing the procurement of goods, services and construction resources required by the Region in the delivery of the services mandated and approved through the annual Budget and Business Plan in an open, fair and transparent method. The division maintains and upholds the Council approved Purchasing By-law by establishing and implementing policies, procedures and guidelines that result in delivering the by-law's objectives in an impartial, efficient and effective manner. The division also supports various essential Regional services through inventory management by maintaining and providing required materials, supplies and equipment to departments.

The 2024 Budget is increasing by \$560,000, or 15.8%, primarily due to strategic investments proposed for 4.0 FTEs as discussed below. These roles are required in order to provide support for complex and high valued Region-wide procurement initiatives, and expertise in procuring vendor pre-qualification for capital construction services and consulting, ensuring that procurement activities are carried out in compliance with the Purchasing by-law and policies and procedures, related legislation, industry practice and professional standards. The Supply Chain Management division currently procures, on average, approximately \$540 million of goods, services, consulting, and construction for the Region annually. New procurement volumes have increased an average of 7% per year, with negotiated requests for proposals (RFPs) increasing approximately 100% in 2022, adding to the procurement complexity. The volume of procurements has increased by 26% from 2020 to 2022 and in addition there are a higher number of critical projects requiring an expedited procurement timeline. For 2024, competitive procurements are projected to increase an additional 5%.

As a result of these pressures, the following additional resources are proposed as strategic investments to support the Supply Chain Management division:

- **2.0 FTEs Procurement** (\$266,000 - no net tax impact): A Senior Procurement Advisor and a Supply Chain Management Analyst are required to provide support and expertise regarding complex, high-risk and high-value construction and related service procurements. These positions will accommodate the increase in procurement volumes and provide the resources necessary to expedite the procurement process that will facilitate meeting the Local Municipalities' housing targets and the Strategic Business Plan objectives. This investment is fully funded through the capital budget with no net tax impact.
- **1.0 FTE Inventory Planner** (\$113,000): The value of inventory managed by Supply Chain Management has increased by 174% since 2018, and includes non-pandemic related stock which has consistently increased in recent years in response to customer needs. This role will address pressures related to growth across the organization, and will facilitate the effective planning, warehousing and distribution of centrally stored supplies, ensuring reliable service for the Region's internal customers.
- **1.0 FTE Stockkeeper** (\$90,000) is required to manage inventory and on-demand ordering and expediting to support Fleet Services. The Fleet Services Stockkeeper will perform all parts picking, goods issuing, order placement and expediting for inventory and on-demand parts on behalf of Fleet Services, which will improve service levels for all client groups by increasing the Mechanics' wrench-time, thereby reducing vehicle downtime and turnaround time, while improving inventory control.

The following table provides the key performance measure for the Supply Chain Management division.

Supply Chain Management	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Public Procurements per Year	174	226	225	233	240

The number of public procurements is projected to increase in 2024.

The 2024 Budget also provides funding to support the following capital projects.

Supply Chain Management Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 33	Total
Vehicles - New & Replacement	\$ 0.05	\$ 0.03	\$ -	\$ -	\$ 0.03	\$ 0.05	\$ 0.16
Warehouse - Racking	0.22	-	-	-	-	-	0.22
<b>Total</b>	<b>\$ 0.27</b>	<b>\$ 0.03</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0.03</b>	<b>\$ 0.05</b>	<b>\$ 0.38</b>

Schedule may not add due to rounding.

The total 10-year budget allocated for Supply Chain Management is \$0.38 million to support vehicles and equipment of which \$0.27 million is planned for 2024. This program is financed from the Tax Capital reserve.

## Chief Administrative Officer's (CAO) Office

The 2024 CAO's Office budget reflects a net increase of \$78,000 or 1.3%, over the 2023 Budget which is driven by inflationary cost increases applied where necessary to maintain service levels.

CAO's Office Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
CAO's Office	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Internal Audit	\$ 840	\$ (15)	\$ 826	\$ -	\$ 826	\$ 816	\$ 10	1.2%	
Strategic Initiatives & Government Relations	5,127	11	5,137	-	5,137	5,069	69	1.4%	
<b>Program Costs</b>	<b>\$ 5,967</b>	<b>\$ (4)</b>	<b>\$ 5,963</b>	<b>\$ -</b>	<b>\$ 5,963</b>	<b>\$ 5,885</b>	<b>\$ 78</b>	<b>1.3%</b>	
Program Recoveries - Rate	-	-	-	-	(1,905)	(2,423)	518	-21.4%	
Non-Program Recoveries (Governance)	-	-	-	-	(4,058)	(3,462)	(596)	17.2%	
<b>Total</b>	<b>\$ 5,967</b>	<b>\$ (4)</b>	<b>\$ 5,963</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	
2023 Budget	\$ 5,871	\$ 14	\$ 5,885	\$ -	\$ -				
\$ Change	96	(18)	78	-	-				
% Change	1.6%	-129.9%	1.3%	-	-				
<b>FTE</b>					<b>32.2</b>	<b>32.2</b>	<b>0.0</b>	<b>0.0%</b>	

Schedule may not add due to rounding

The **Internal Audit** division supports Council by providing an independent and objective evaluation of the processes and activities related to risk management, internal control and governance. Recommendations to improve the effectiveness of the processes are communicated as necessary. The 2024 Budget is increasing by \$10,000, or 1.2%, primarily due to inflationary increases.

The **Strategic Initiatives & Government Relations** division is focused on supporting Council's advocacy and government relations agenda, and supporting key policy initiatives including developing Indigenous Relationships, the Equity, Diversity, Inclusion and Anti-Black Racism Initiatives and the Region's Climate Change Response and Sustainability. Additionally, the division leads corporate policy development, supports public engagement, and meets and facilitates accessibility requirements in support of Halton residents. The division also facilitates the Region's participation in the Municipal Benchmarking Network of Canada (MBNC) which, along with other municipal members, measures and reports consistent and comparable data on their municipal service areas. The 2024 Budget is increasing by \$69,000, or 1.4%, primarily due to inflationary cost increases.

## Office of the Chair & Regional Council

The 2024 Office of the Chair & Regional Council budget reflects an increase of \$61,000, or 3.0%, over the 2023 Budget, primarily due to increases in membership fees and inflationary cost increases.

Office of the Chair & Regional Council Departmental Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Office of the Chair & Regional Council	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Office of the Chair	\$ 298	\$ 11	\$ 308	\$ -	\$ 308	\$ 300	\$ 9	3.0%	
Regional Council	1,760	-	1,760	-	1,760	1,709	52	3.0%	
<b>Program Costs</b>	<b>\$ 2,058</b>	<b>\$ 11</b>	<b>\$ 2,069</b>	<b>\$ -</b>	<b>\$ 2,069</b>	<b>\$ 2,008</b>	<b>\$ 61</b>	<b>3.0%</b>	
Program Recoveries (Corporate Support)	-	-	-	-	(618)	(658)	40	-6.2%	
Non-Program Recoveries (Governance)	-	-	-	-	(1,451)	(1,350)	(101)	7.5%	
<b>Total</b>	<b>\$ 2,058</b>	<b>\$ 11</b>	<b>\$ 2,069</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
2023 Budget	\$ 2,057	\$ (48)	\$ 2,008	\$ -	\$ -				
\$ Change	2	59	61	-	-				
% Change	0.1%	-121.9%	3.0%	-	-				
<b>FTE</b>					<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0%</b>	

Schedule may not add due to rounding

The **Office of the Chair** includes the Regional Chair, a directly elected position who is the head of Regional Council, and is the Chief Executive Officer of the Regional Corporation. The 2024 Budget is increasing by \$9,000, or 3.0%, due to inflationary cost increases.

The **Regional Council** is comprised of 24 members, including the Regional Chair, who have been elected to represent the residents of Halton for a 4-year term from 2022 to 2026. The 2024 Budget is increasing by \$52,000, or 3.0%, primarily due to increases in Halton's membership fees for the Association of Municipalities of Ontario and the Federation of Canadian Municipalities, and inflationary cost increases.

# Halton Region

## Budget and Business Plan

**TAX OVERVIEW**

**ECONOMIC DEVELOPMENT**

# Economic Development

Economic Development facilitates non-residential development and small business growth, thereby contributing to non-residential assessment and job creation in Halton. Services to support Halton entrepreneurs, small business owners and agricultural businesses to start up, grow their businesses and expand into global markets are provided through the Small Business Enterprise Centre. The program area also conducts economic research and data analysis, supports local heritage organizations, and raises awareness of Halton’s heritage through the Heritage Services Five-year Operational Plan.

## Budget Impacts

The Economic Development 2024 Budget reflects a net increase of \$85,000, or 2.3%, over the 2023 Budget primarily due to inflationary cost increases applied where necessary to maintain service levels.

Economic Development Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Economic Development	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023		
Facilitate Development Growth	\$ 1,074	\$ 750	\$ 1,824	\$ (2)	\$ 1,822	\$ 1,816	\$ 7	0.4%	
Facilitate Small Business Growth	948	148	1,096	(214)	882	854	28	3.3%	
Heritage Services	657	351	1,009	-	1,009	958	50	5.3%	
<b>Total</b>	<b>\$ 2,679</b>	<b>\$ 1,250</b>	<b>\$ 3,929</b>	<b>\$ (216)</b>	<b>\$ 3,713</b>	<b>\$ 3,628</b>	<b>\$ 85</b>	<b>2.3%</b>	
2023 Budget	\$ 2,600	\$ 1,244	\$ 3,844	\$ (216)	\$ 3,628				
\$ Change	79	6	85	-	85				
% Change	3.0%	0.5%	2.2%	0.0%	2.3%				
<b>FTE</b>					<b>15.0</b>	<b>15.0</b>	<b>0.0</b>	<b>0.0%</b>	

Schedule may not add due to rounding.

**Facilitate Development Growth** provides services to facilitate new non-residential development and spur assessment and job growth. Services also include research and data analysis to provide insights into Halton’s economy, labour and workforce dynamics, competitiveness and employment land monitoring. The 2024 program budget is increasing by \$7,000, or 0.4%, primarily due to inflationary cost increases, partially offset by savings in staff-related expenses based on trends.

As shown in the following table, after hitting a ten-year high in 2022, non-residential development in Halton normalized in 2023 with 4.0 million sq. ft. of non-residential gross floor area approved for construction. This scale of non-residential development is expected to continue in 2024. Halton’s employment market has largely recovered from the pandemic and is expected to see moderate growth in 2024.



Facilitate Development Growth	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Amount of Non-Residential Gross Floor Area with Building Permits Issued in Halton (Million Sq. Ft.)	2	4	6	4	5
Annual Growth in the Number of Businesses in Halton	13,647	13,600	13,820	13,900	14,100
Annual Growth in Number of Jobs in Halton (000s)	228	235	240	242	244

**Facilitate Small Business Growth** provides small business support services and resources and cycling tourism to foster small business growth. The Region's Small Business Enterprise Centre provides support services to help Halton entrepreneurs, small business owners and agricultural businesses to start-up, grow their businesses, recover from the COVID-19 pandemic, and through the Global Business Centre program helps business owners expand into global markets. Services include free one-on-one business consultations, programs for starting, managing or growing a small business, exporting support, small business recovery services and entrepreneurial training programs. The 2024 program budget is increasing by \$28,000, or 3.3%, mainly due to inflationary cost increases applied where necessary to maintain service levels.

As shown in the following table, the Small Business Enterprise Centre continued to support the Halton business community, assisting 1,100 local entrepreneurs with their business start-up, growth and recovery in 2022. Supporting small businesses in their recovery from the COVID-19 pandemic remained important in 2023 and is expected to continue into 2024, along with a continued focus on start-ups, business growth and a renewed focus to support local entrepreneurs to expand internationally. With respect to cycling tourism and small business growth, the number of bicycle friendly businesses in Halton designated under the Ontario by Bike program has been growing steadily and is expected to increase in 2024.

Facilitate Small Business Growth	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Unique Small Business Consultations Conducted Annually	947	1,070	1,100	1,100	1,100
Number of Unique Global Business Centre Consultations Conducted Annually	44	22	20	30	35
Number of Bicycle Friendly Businesses in Halton Designated Under the Ontario By Bike Program	61	60	75	80	85

**Heritage Services** supports local heritage and community organizations through advisory services, professional education and networking. Heritage Services also collaborates to deliver heritage exhibitions, facilitates learning and engagement activities across Halton Region, and manages and preserves the Region's collection of artifacts and archives. Key initiatives in 2024 include ongoing implementation of the Heritage Services Five-year Operational Plan approved by Regional Council in November 2021 (Report No. **LPS55-21**) and the historical collections deaccessioning and disposal project approved by Regional Council in November 2020 (Report No. **LPS83-20**). The 2024 program budget is increasing by \$50,000, or 5.3%, mainly due to increased costs for facility maintenance and a capital project for facility rehabilitation.

As shown in the following table, the number of Heritage Services partner projects declined in 2021 and 2022 with the COVID-19 pandemic affecting local heritage partner operations and due to available staff capacity. Recovery in external programming will continue in 2024 and is expected to return to pre-pandemic levels.

Heritage Services	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Heritage Network Partner Projects Completed Annually	10	5	3	20	20
Heritage Network Partner Satisfaction Level with Heritage Network Partner Projects (%)	N/A	N/A	90	95	95

## Capital Budget & Forecast

The 2024 Budget also provides funding to support the following capital project.

Heritage Services Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 33	Total
Halton Heritage Centre	\$ -	\$ -	\$ 8.00	\$ -	\$ -	\$ -	\$ 8.00
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8.00</b>

Schedule may not add due to rounding.

The construction of the Halton Heritage Centre (**LPS55-21**) is deferred to 2026 and requires an estimated \$8.0 million. A full needs assessment, refined space accommodation requirements and refreshed capital costs determination for this facility will be completed prior to the Halton Heritage Centre proceeding.

# Halton Region

## Budget and Business Plan

### **TAX OVERVIEW**

### **NON-PROGRAM ITEMS & FISCAL TRANSACTIONS**

# Non-Program & Fiscal Transactions

## Budget Impacts

The 2024 Budget reflects a net decrease of \$473,000, or 1.4%, over the 2023 Budget mainly due to an increase of \$3.4 million in investment income to reflect the sustained strong performance of the Region's investment portfolio. In addition, there are reductions of \$980,000 due to the elimination of the capital transfer to fund the Regional Official Plan, and a reduction of \$285,000 to reflect the removal of OLT litigation expenditures. These decreases have been partially offset by a reduction of \$1.4 million in *Provincial Offences Act* revenues to align with the actual trends experienced over the past four years and Halton Court Services' 2024 budget. There are also increases of \$1.4 million to remove the one-time transfer in the 2023 Budget to offset the shortfall in assessment growth, and \$1.2 million in capital transfers to support the HRC Accommodation and Digital Strategies.

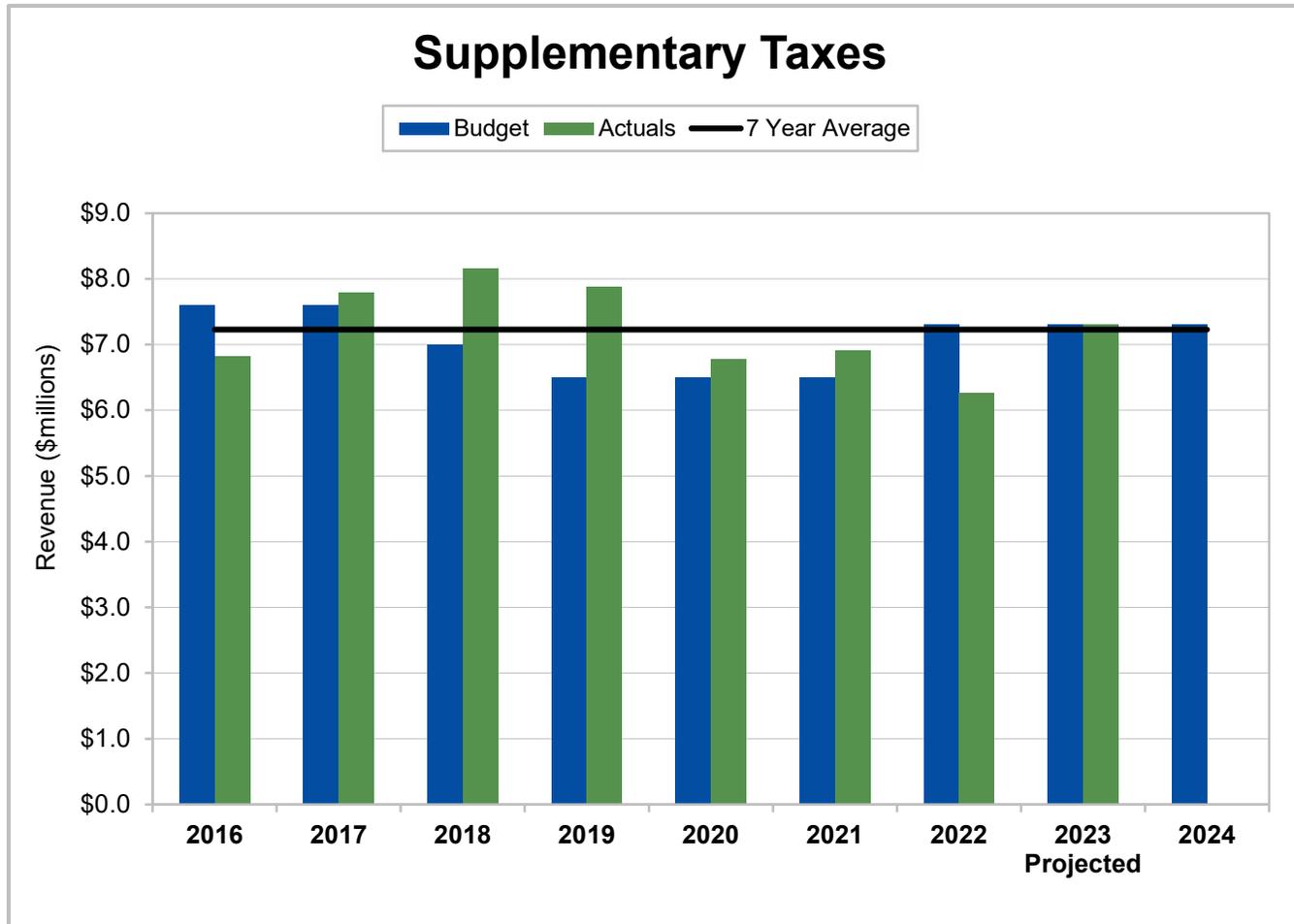
Non-Program Summary (\$000's)							
	2024 Budget					2023 Budget	Change
Non-Program	Direct Costs	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Tax Impact	Net Tax Impact	2024 - 2023
Supplementary Tax Revenue	\$ -	\$ -	\$ -	\$ (7,300)	\$ (7,300)	\$ (7,300)	\$ - 0.0%
Other Tax Revenue	-	-	-	(4,700)	(4,700)	(4,700)	- 0.0%
Tax Write-Off Provision	4,900	-	4,900	-	4,900	4,900	- 0.0%
Tax Policy Expenditures	748	(200)	548	-	548	548	- 0.0%
Assessment Services	9,948	-	9,948	-	9,948	9,948	- 0.0%
<i>Provincial Offences Act</i> Revenue	-	-	-	(919)	(919)	(2,328)	1,409 -60.5%
Net Interest Earnings	-	43,632	43,632	(54,792)	(11,160)	(7,751)	(3,409) 44.0%
General Expenditures	3,146	42,502	45,648	(8,721)	36,927	35,951	976 2.7%
Governance Chargeback	-	6,186	6,186	-	6,186	5,634	552 9.8%
<b>Total</b>	<b>\$ 18,742</b>	<b>\$ 92,120</b>	<b>\$ 110,861</b>	<b>\$ (76,432)</b>	<b>\$ 34,429</b>	<b>\$ 34,902</b>	<b>\$ (473) -1.4%</b>
2023 Budget	18,939	89,643	108,582	(73,681)	34,902		
\$ Change	(198)	2,476	2,279	(2,751)	(473)		
% Change	-1.0%	2.8%	2.1%	3.7%	-1.4%		

Schedule may not add due to rounding



### Supplementary Tax Revenue

Throughout the year, the Municipal Property Assessment Corporation (MPAC) provides the Region with additions to the assessment roll for supplementary and/or omitted assessment, which generates supplementary tax revenue. This revenue is difficult to predict as it is dependent on the quantity of properties assessed by MPAC, general economic conditions, and the level of development within each local municipality. For this reason, many municipalities choose not to budget for supplementary tax revenue as a recurring source of revenue. The Region uses prior year actual trends as the basis for budgeting supplementary tax revenue. The 2024 Budget for supplementary tax revenue remains unchanged from the 2023 Budget of \$7.3 million which reflects the 7-year actual trend as shown in the following chart. Staff will continue to monitor supplementary tax revenue to determine whether any adjustment needs to be made in future budgets.



The budget for tax policy includes revenues from payments-in-lieu of taxes (PIL) and rights-of-way taxes (ROW) as well as expenditures related to tax write-offs and tax rebate programs.

### **Other Tax Revenue**

The Region receives Provincially-established PIL for various Federal and Provincial properties that are exempt from taxation, including hospitals, universities, colleges and correctional facilities. The Region also receives taxes on railway and utility ROW based on a per acre rate set by the Province. In alignment with the 7-year actual trend, the 2024 Budget for other tax revenues from PIL and ROW remains unchanged from the 2023 Budget of \$4.7 million. Staff will continue to monitor these tax revenues to determine whether any adjustment needs to be made in future budgets.

### **Tax Write-Off Provision**

Tax write-offs are primarily due to current value assessment (CVA) reductions, such as from a successful assessment appeal, change in use of a property, or demolition. They result in less revenue collected, putting pressure on the continued delivery of the Region's core services. In recent years, owners of commercial and industrial properties have challenged the property assessment values as returned by MPAC through appeals to the Assessment Review Board (ARB). As a result of successful appeals between 2016 and 2022, the cumulative CVA loss on commercial and industrial properties amounted to \$5.2 billion. This decrease in the CVA results in an increase in the tax write-offs of the Region and local municipalities.

Future potential for additional tax write-offs is a risk for the Region. For the taxation years of 2016 to 2022, there are 35 commercial and industrial properties in Halton Region that are currently under appeal with a CVA greater than \$15.0 million. To demonstrate the magnitude of risk, the total CVA under appeal pertaining to these properties for just the 2022 taxation year is \$2.1 billion. It is important to note that appeals with the ARB can include multiple taxation years, which would mean the potential for numerous years' worth of tax write-offs resulting from one successful appeal.

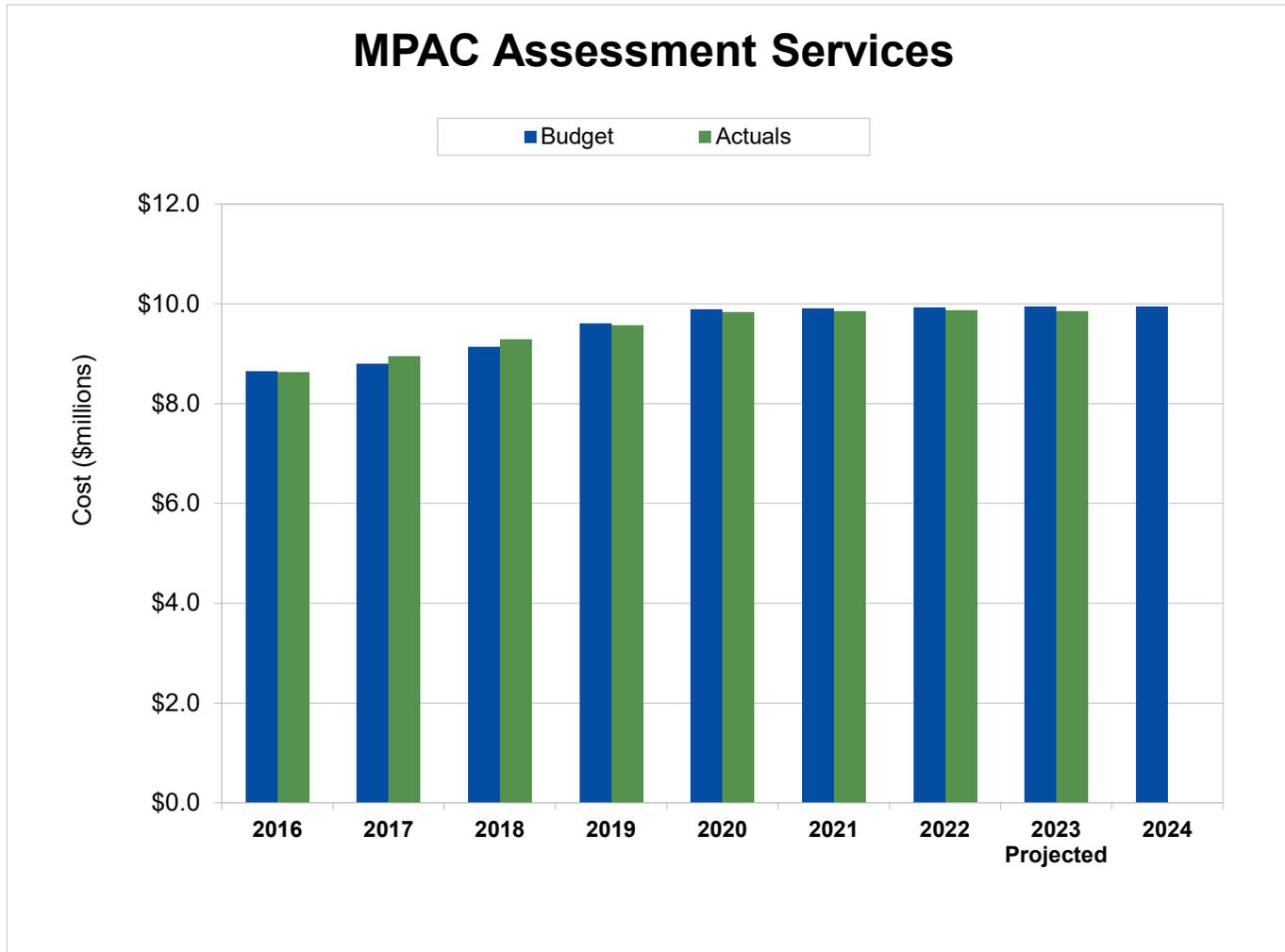
To mitigate this risk, the budget includes a tax write-off provision. The 2024 Budget for tax write-offs remains unchanged from the 2023 Budget at \$4.9 million. Staff will continue to monitor developments in the appeal process and review whether any further adjustments are required for the tax write-off provision in future budgets.

### **Tax Policy Expenditures**

The tax relief programs offered by the Region include both Provincially-mandated as well as discretionary programs. The mandatory programs include a property tax increase deferral for eligible older adults or persons living with disabilities and rebates for charities. The discretionary programs include the full deferral of property taxes for eligible older adults, for which the Region pays the interest, as well as rebate programs such as the Region's portion of the tax rebate for older adults provided by the local municipalities and rebates for eligible heritage properties. The 2024 Budget for tax relief programs remains unchanged over the 2023 Budget of \$548,000. Included in the 2024 Budget is \$200,000 for consulting services to support work on a proposed Vacant Home Tax in Halton Region, fully offset with a transfer from the Tax Stabilization reserve for no net tax impact.

### Assessment Services

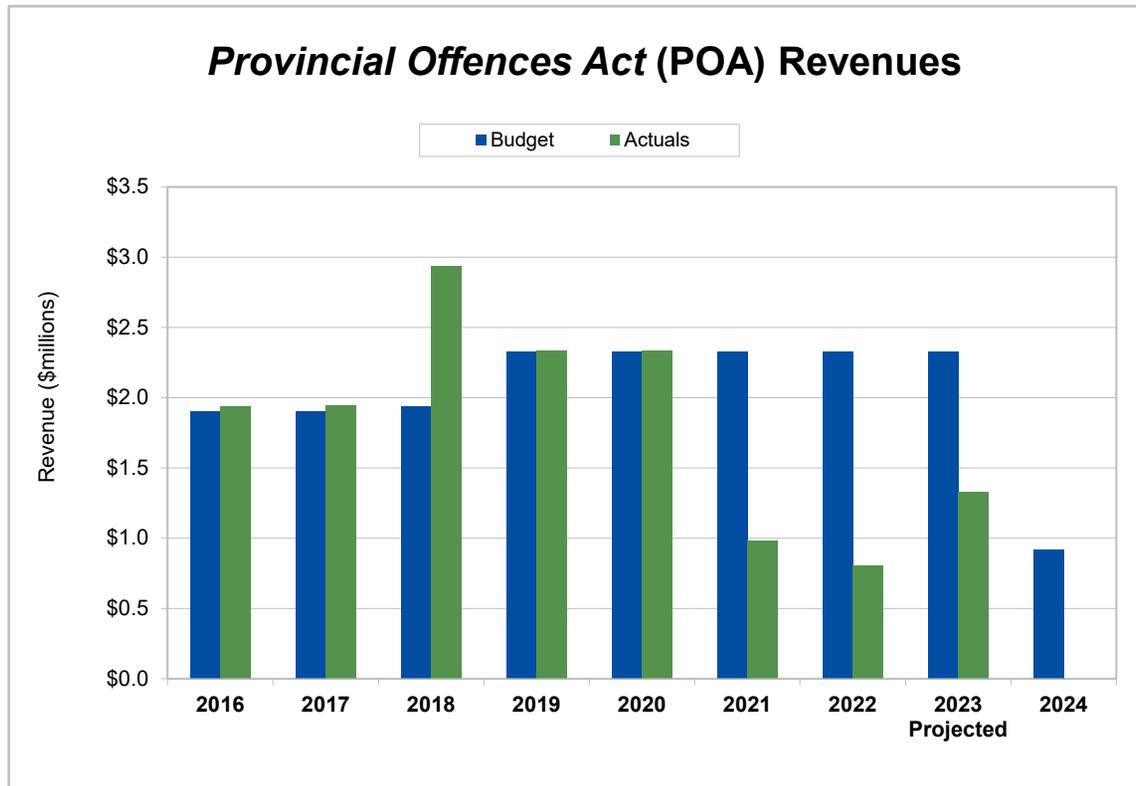
Municipal Property Assessment Corporation (MPAC) provides assessment services to the Region and local municipalities. The Region is responsible for paying for these services, the cost of which is based on Halton's CVA in proportion to the Province's CVA. Through this method, MPAC's budget is apportioned to all municipalities across Ontario. Therefore, factors affecting the cost of assessment services include MPAC's budgetary increases and apportionment increases relating to Halton Region's growth. The 2024 Budget for assessment services remains unchanged over the 2023 Budget at \$9.9 million.



### Provincial Offences Act (POA) Revenue

Net revenues generated from POA offences administered by Halton Court Services are shared between the Region and the Municipal Partners (City of Burlington, Town of Halton Hills, Town of Milton and Town of Oakville), with the Region's share being 50%.

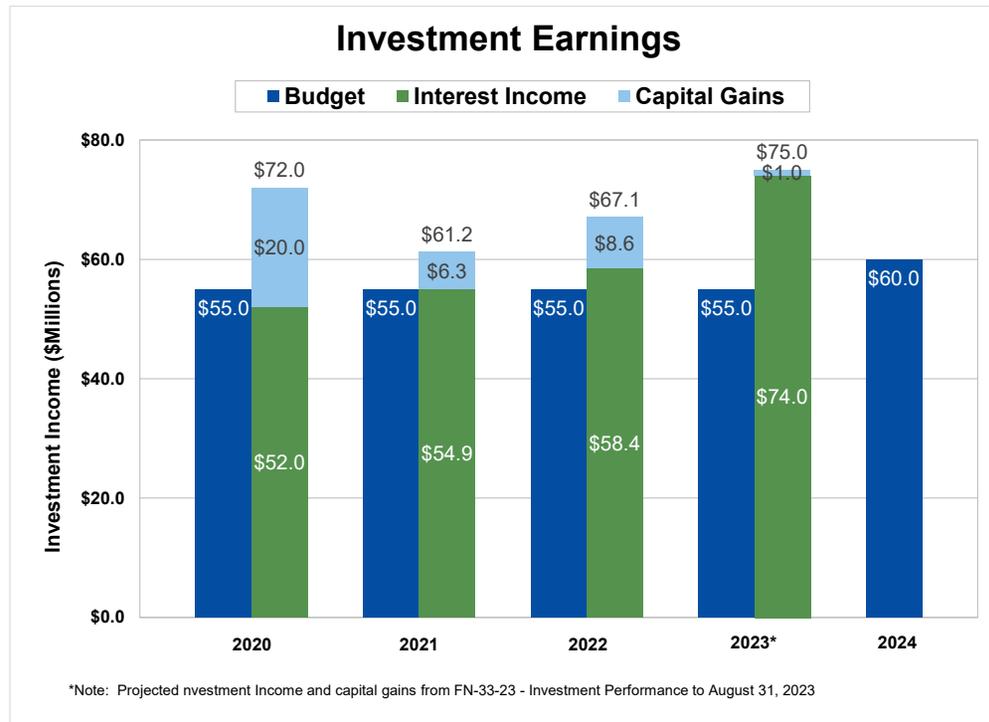
From 2016 to 2018, POA revenue was kept relatively consistent in the budget, with any excess generated by Halton Court Services being transferred to their Stabilization reserve. In 2018, the Halton Court Services' Stabilization reserve balance was projected to be \$7.0 million and the decision was made to transfer the projected excess to the Region and Municipal Partners, resulting in a total of \$3.0 million being remitted to the Region that year. In 2019, the budget was adjusted for the anticipated additional revenue to the Region. POA revenues dropped significantly as a result of the COVID-19 pandemic and related lockdowns. The 2020 year-end revenue allocation to the Municipal Partners included a material draw on Halton Court Services' Stabilization reserve to offset the shortfall in net revenues. In 2021 and 2022, the shortfalls in revenues were not funded through the Stabilization reserve, and consequently, the Region reported an unfavourable variance of \$1.3 million through the 2021 Year-end Variance Report (FN-06-22) and \$1.5 million through the 2022 Year-end Variance Report (FN-14-23). The shortfall in revenues was expected to be transitory due to the pandemic, however is now projected to continue as a result of an ongoing reduction in the number of charges filed and judicial resource pressures. The 2024 Budget is decreasing by \$1.4 million to align with the actual trends and Halton Court Services' 2024 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 operating cash account, reserves, reserve funds and the capital fund. As part of the annual budget process, staff review trends and projections related to the Region's investment performance. Based on this review, the Region's investment portfolio budget has been increased by \$5.0 million over the 2023 Budget, from \$55.0 million to \$60.0 million, as a result of the strong performance of the Region's investment portfolio and to reflect the projected level of sustainable earnings. Of this revenue, \$42.9 million will be used to finance the Region's State-of-Good-Repair capital programs, and the remaining \$17.1 million will support the tax (\$11.9 million) and rate (\$5.2 million) supported services to offset the impact of capital financing.

It is expected that in the short-term, over the next 1 to 2 years, there will be opportunities for higher interest earnings mostly due to a very aggressive rate hiking campaign by the Bank of Canada. Interest rates were at emergency lows (due to the COVID-19 global pandemic) and are now at levels not seen in decades. Some economists are forecasting an upcoming recession which could result in the Bank of Canada cutting rates, and higher interest earnings short-term in nature. Pressures such as inflationary costs within the capital program, accelerated spending and the potential for lower interest rates create uncertainty in the longer term investment forecast. It is likely that this target will be achieved with positive variances in the short-term, however there is risk of achieving earnings beyond \$60.0 million in the longer term. The market, cash flows and future investment targets will continue to be monitored carefully and further adjustments will be made, where appropriate, for future budgets. As part of the year-end process and in keeping with the Region's Reserve Policy as approved by Regional Council through Report No. CS-83-02 (re: Regional Reserve Policy), any residual surplus after the stabilization targets are met will be distributed to the appropriate Capital Reserves (Tax, Water or Wastewater). This amount is taken into consideration when reviewing reserve balances and transfers in the budget process.



### General Expenditures

A significant component of the general expenditures budget is reserve transfers related to benefit obligations, corporate capital initiatives and grant contributions. Capital financing is increasing by \$250,000 for the Digital Strategy which will enhance the delivery of high-quality online digital services, as well as \$100,000 for the Floodplain Mapping program, which is partially offset by a decrease of \$106,000 for the Emerald Ash Borer program, in accordance with the 2024 financing plans.

The total Federal Canada Community-Building Fund (formerly Gas Tax) allocated to Halton is \$18.1 million in 2024 of which, \$8.7 million is allocated to the Tax-Supported Budget to fund the Transportation State-of-Good-Repair capital program (\$7.6 million) and the Road Resurfacing program (\$1.0 million). The remaining \$9.5 million is allocated to the Rate-Supported Budget to fund the Water and Wastewater State-of-Good-Repair capital program.

There was a one-time transfer of \$1.4 million from the Tax Stabilization reserve to fund the shortfall resulting from lower than anticipated assessment growth in the 2023 Budget. The combined total assessment change for the 2023 taxation year was 1.40%, and the 2023 Budget assumed an assessment growth of 1.7%. This one-time transfer has been removed in the 2024 Budget. The 2024 Budget includes an assessment growth target of 1.7% consistent with the assumptions in the 10-Year Operating Budget & Forecast in the 2023 Budget and Business Plan. Any growth realized over or under the provision in the budget (1.7%) will be transferred to or from the Tax Stabilization reserve, as set out in Report No. **FN-43-23**.

### Governance Chargeback

As shown in the table below, in 2024 there is a \$552,000 increase in the chargeback of governance-related costs which are recovered from the Non-Program budget for tax-supported services. This increase is primarily due to a reorganization that took place in 2023 which resulted in the addition of the strategic initiatives team being recovered through the governance chargeback to Non-Program in 2024.

Non-Program Governance Chargeback (\$000s)			
	2023	2024	Change
	Approved Budget	Requested Budget	2024 Requested/2023 Approved
Office of the Chair	\$ 201	\$ 216	\$ 16
Regional Council	1,150	1,235	85
Internal Audit	472	552	80
Strategic Initiatives & Government Relations	2,990	3,506	516
Regional Clerk & Council Services	333	181	(153)
Emergency Management	488	496	8
<b>Total</b>	<b>\$ 5,634</b>	<b>\$ 6,186</b>	<b>\$ 552</b>

Schedule may not add due to rounding

## Capital Budget & Forecast

The 2024 Budget also provides funding to support the following capital projects.

Non-Program Capital Program (\$ Millions)							
	2024	2025	2026	2027	2028	2029 - 33	Total
Burlington Waterfront Master Plan Implementation	\$ 3.65	\$ -	\$ -	\$ 4.04	\$ -	\$ 3.50	\$ 11.19
Burloak Waterfront Park	1.50	-	-	-	-	-	1.50
<b>Total</b>	<b>\$ 5.15</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4.04</b>	<b>\$ -</b>	<b>\$ 3.50</b>	<b>\$ 12.69</b>

Schedule may not add due to rounding.

The total 10-year budget allocated for Non-Program is \$12.69 million to support Halton's Waterfront of which \$5.15 million is planned for 2024. This program is financed from the Tax Capital reserve and Development Charges.

The Burlington Waterfront Master Plan Implementation (**LPS54-15** and **LPS59-15**) requires \$37.7 million over a 10-year period. As identified in **LPS88-20** (re: Burlington Beach Regional Waterfront Park Update), a consultant was required to provide expertise in transmission design to better inform discussions with Hydro One Networks Inc. and support Council's future decision making with respect to hydro line burial or relocation. Through **CS-09-23/CA-09-23** (re: Burlington Beach Regional Waterfront Park Update) it was recommended that the hydro line burial or relocation be removed and the budget amended accordingly. The budget was further refined to accommodate proposed modifications and changes to the master plan and land acquisition. The total capital financing to support the waterfront in the 2024 Budget totals \$3.4 million which remains unchanged from the 2023 Budget.

# Halton Region

## Budget and Business Plan

### **TAX OVERVIEW**

### **BOARDS & AGENCIES**

# Boards & Agencies

Boards & Agencies consists of external entities to whom the Region provides funding. This includes Conservation Authorities, the Royal Botanical Gardens, and North Halton Mental Health Clinic (NHMHC), as outlined in the following table. Halton Regional Police Service (HRPS) is also included in this section due to the *Police Services Act, 1990* requirement that Police Services Boards submit to Regional Council the operating and capital estimates to maintain the police service and provide it with the necessary equipment and facilities.

## Budget Impacts

The 2024 Boards & Agencies budget is increasing by \$697,000, or 5.3% over 2023, with details provided below.

Boards & Agencies Municipal Contribution Halton Region Funding (\$000s)				
	2023	2024	Change	
Boards & Agencies	Approved Budget	Requested Budget	2024 Requested to 2023 Approved	
Conservation Halton	\$ 9,934	\$ 10,502	\$ 568	5.7%
Credit Valley Conservation	688	711	23	3.4%
Grand River Conservation	317	326	9	2.7%
<b>Conservation Authorities</b>	<b>\$ 10,939</b>	<b>\$ 11,539</b>	<b>\$ 600</b>	<b>5.5%</b>
Royal Botanical Gardens	860	894	34	4.0%
North Halton Mental Health Clinic	1,231	1,293	62	5.0%
<b>Total</b>	<b>\$ 13,030</b>	<b>\$ 13,727</b>	<b>\$ 697</b>	<b>5.3%</b>

Schedule may not add due to rounding

## Conservation Authorities

Conservation Authorities (CAs) receive funding from those municipalities that fall within their watershed in accordance with the *Conservation Authorities Act, R.S.O. 1990, c. C.27*, as amended (the “Act”). Halton Region provides funding to three CAs through a municipal levy: Conservation Halton, Credit Valley Conservation and Grand River Conservation Authority. The 2024 Budget for the Conservation Authorities is \$11.5 million, an increase of \$600,000 or 5.5% over the 2023 Budget.

## Provincial Review of the Act

### **Bill 23, More Homes Built Faster Act, 2022**

On October 25, 2022, the Province announced *Bill 23, More Homes Built Faster Act, 2022* in response to Ontario's housing supply and affordability issue. Specifically, Schedule 2 introduced additional changes to the Act, which the CAs have reviewed and incorporated into the 2024 Budget. Effective January 1, 2023, CAs were instructed by Minister's Order to freeze development charges for 2023 and CAs are prohibited from commenting on planning & development applications (O. Reg. 596/22). Conservation Authorities are still awaiting Section 28 changes related to Conservation Authorities' regulatory roles and responsibilities to be proclaimed.

### **Bill 229, Protect, Support and Recover from COVID-19 Act, 2020**

On December 8, 2020, *Bill 229, Protect, Support and Recover from COVID-19 Act, 2020* received Royal Assent and made changes to the *Conservation Authorities Act* (the "Act") and the *Planning Act*. To implement some of these changes, two regulations related to CA Programs and Services were developed:

- i. O.Reg 686/21: Mandatory Programs and Services. This regulation prescribes the mandatory programs and services that CAs must provide. This regulation came into effect on January 1, 2022.
- ii. O.Reg 687/21: Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Act. This regulation outlines the steps that are to be taken to develop an inventory of programs and services and to enter into agreements with participating municipalities to fund non-mandatory programs and services through a municipal levy. It also establishes the transition period to enter into those agreements. This regulation came into effect on October 1, 2021.

The first requirement under O.Reg 687/21 was for CAs to submit a Transition Plan to the Province and their partner municipalities. The Transition Plans for Conservation Halton, Credit Valley Conservation, and Grand River Conservation Authority were provided in December 2021.

The second requirement was to develop an Inventory of programs and services, including costs and funding sources, and classify all programs and services based on the categories established under the Act. These categories include (1) Mandatory programs and services, (2) Municipal programs and services requested by the municipality, and (3) Other programs and services which the Authority determines are advisable.

Category 1 Mandatory programs and services allow the municipal levy to be used without any agreement and is therefore not subject to a municipal agreement. Category 2 Municipal programs and services are subject to municipal approval and the municipal funding is through a memorandum of understanding (MOU) or other type of agreement. Category 3 includes other programs and services an Authority determines are advisable with alternate funding and may be funded using municipal funds through a cost apportioning agreement.

Conservation Halton's Inventory was submitted to the Province and circulated to all participating municipalities in February 2022, and a revised version was circulated in August 2022. The final version of the Inventory, unchanged from the August 2022 version, will be submitted to the Province along with the completed MOUs by December 31, 2023. Credit Valley Conservation's Inventory was submitted to the Province and circulated to all participating municipalities in February 2022. Grand River Conservation Authority's Inventory was submitted to the Province and circulated to all participating municipalities in February 2022.

The final requirement under Ontario Regulation 687/21 is for CAs to have MOUs or service agreements for Category 2 and/or 3 programs & services (non-mandatory) that are supported (whole or in part) by municipal funding. Halton Region and the Conservation Authorities' staff have worked together to develop MOUs which were approved by Regional Council through Report No. **CA-14-23** (re: Conservation Authority Memorandums of Understanding).

### **Conservation Halton**

Before apportionment, Conservation Halton's 2024 municipal levy increased by 4.2%, which is within the guideline of 5.7% provided by Regional Council through Report No. **FN-28-23** (re: 2024 Budget Directions), The main drivers for the increase in Conservation Halton's budget and the municipal levy request are related to personnel services, which accounts for 69% of their operating budget.

The 2024 Budget includes \$10.5 million for Conservation Halton's municipal levy request, based on an apportionment of 87.9309%. This represents an increase of \$568,000, or 5.7%, over the 2023 municipal levy, which was based on an apportionment of 87.9192%. Conservation Halton's 2024 budget includes a request for a new Benefit-based municipal levy related to Floodplain mapping for \$149,000 to support a new staff position to accelerate the floodplain mapping project in Halton Region. The remaining watersheds to be mapped are predominantly within Halton Region's boundaries and therefore this is a special benefitting levy to Halton Region only.

In 2017, Conservation Halton requested \$8.4 million from the Region over 10 years for their Emerald Ash Borer (EAB) program, of which \$834,000 is requested in the 2024 Budget. This request is being funded through a capital project in the Region's budget (account T5228A - Conservation Halton – Emerald Ash Borer) with transfers from the Tax Stabilization reserve. Repayments to the reserve are included in the Region's 2024 Non-Program budget. The Region provides funding to Conservation Halton as the work is completed and upon receipt of invoices.

Conservation Halton is requesting a total of \$649,000 in the 2024 Budget for floodplain mapping. Of this amount, \$500,000 will be financed through a capital account (account T5230A - Conservation Halton – Floodplain Mapping), and will continue to be funded from the Tax Stabilization reserve with repayments back to the reserve over a five-year period. Similar to Emerald Ash Borer, these repayments are included in the Region's 2024 Non-Program budget. The Region provides funding to Conservation Halton as the work is completed and upon receipt of invoices. The new Benefit-based levy of \$149,000 related to Floodplain mapping will be funded through the municipal levy.

The Conservation Halton Board of Directors approved the 2024 budget on October 19, 2023. Further details on Conservation Halton's budget can be found in Report No. **FN-40-23** (re: 2024 Budget Overview – Conservation Halton).

### **Credit Valley Conservation**

Before apportionment, Credit Valley Conservation's 2024 municipal levy increased by 3.0%, which is within the guideline of 5.7% provided by Regional Council. The main drivers for the increase in Credit Valley Conservation's budget and the municipal levy request are related to personnel services, which accounts for 78% of their operating budget.

Credit Valley Conservation's 2024 total municipal levy request from the Region is \$711,000, based on the Region's apportionment of 5.1909% in 2024. This represents an increase of \$23,000, or 3.4%, over the 2023 municipal levy.

The Credit Valley Conservation Board of Directors endorsed the 2024 budget on September 8, 2023, and formal budget approval is anticipated in February of 2024. Further details on Credit Valley Conservation's budget can be found in Report No. **FN-39-23** (re: 2024 Budget Overview – Credit Valley Conservation).

### **Grand River Conservation Authority**

Before apportionment, Grand River Conservation Authority's 2024 municipal levy increased by 2.5%, which is within the guideline of 5.7% provided by Regional Council. The main drivers for the increase in Grand River Conservation Authority's budget and the municipal levy request are related to administrative expense increases across Grand River Conservation Authority programs.



The Region has budgeted \$326,000 for Grand River Conservation Authority's municipal levy request in 2024, based on an apportionment of 2.4498%. This represents an increase of \$9,000, or 2.7%, over the 2023 municipal levy.

The GRCA Board of Directors are scheduled to approve the 2024 budget on February 23, 2024. Further details on GRCA's budget can be found in Report No. **FN-38-23** (re: 2024 Budget Overview – Grand River Conservation Authority).

## Royal Botanical Gardens (RBG)

Royal Botanical Gardens (RBG) receives an operating grant from the Region and the City of Hamilton. The Region continues to provide funding to RBG at the rate of inflation. The Region's contribution is budgeted to increase by 4.0%, or \$34,000, to a total of \$894,000 in the 2024 Budget.

## North Halton Mental Health Clinic (NHMHC)

Effective April 1, 2018, NHMHC was transferred from Halton Region to Halton Healthcare Services (HHS) as per Report No. MO-33-17. Pursuant to a funding agreement between the Region and HHS, an annual grant of \$1.3 million is being provided for NHMHC programming, which includes an increase of \$62,000 over the 2023 Budget to reflect increased lease costs. The Region has agreed to continue to support NHMHC until such time as additional mental health funding is secured by HHS for the transferred programs, which will be used to reduce the Region's annual contribution. Regional staff continue to work with HHS and Ontario Health to secure additional funding.

## Halton Regional Police Service (HRPS)

The HRPS 2024 budget request is \$203.8 million, which is an increase of \$17.7 million, or 9.5%, over the 2023 budget. This increase is above the guideline provided by Regional Council of 5.7% as set out in Report No. **FN-28-23** (re: 2024 Budget Directions), and is driven by resourcing requirements to address the policing needs of the growing Region and support capital funding costs related to the facilities and technology programs. The following table provides a summary of the 2024 budget request, which was approved by the Halton Police Board on October 26, 2023. Further details regarding this budget request can be found in Report No. **FN-37-23** (re: 2024 Budget Overview – Halton Regional Police Service).

Halton Regional Police Service Operating Budget Comparison by Cost Category (\$000s)								
Halton Regional Police Service	2023	2024			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved	
Personnel Services	\$ 163,894	\$ 170,314	\$ 5,657	\$ 175,972	\$ 6,420	3.9%	\$12,078	7.4%
Materials & Supplies	7,925	7,807	1,188	8,995	(118)	-1.5%	1,070	13.5%
Purchased Services	13,796	14,732	-	14,732	936	6.8%	936	6.8%
Financial & Rent Expenses	403	1,107	-	1,107	704	174.8%	704	174.8%
<b>Total Direct Costs</b>	<b>186,018</b>	<b>193,960</b>	<b>6,845</b>	<b>200,806</b>	<b>7,943</b>	<b>4.3%</b>	<b>14,788</b>	<b>7.9%</b>
Allocated Charges	2,397	2,731	-	2,731	334	13.9%	334	13.9%
<b>Gross Operating Expenditures</b>	<b>188,415</b>	<b>196,692</b>	<b>6,845</b>	<b>203,537</b>	<b>8,277</b>	<b>4.4%</b>	<b>15,122</b>	<b>8.0%</b>
Transfers to Reserves - Capital	6,644	7,689	-	7,689	1,045	15.7%	1,045	15.7%
Transfers from Reserves - Capital	(2,463)	(3,099)	-	(3,099)	(636)	25.8%	(636)	25.8%
Debt Charges	5,008	7,200	-	7,200	2,193	43.8%	2,193	43.8%
<b>Capital Financing Expenditures</b>	<b>9,189</b>	<b>11,790</b>	<b>-</b>	<b>11,790</b>	<b>2,601</b>	<b>28.3%</b>	<b>2,601</b>	<b>28.3%</b>
<b>Total Gross Expenditures</b>	<b>197,603</b>	<b>208,481</b>	<b>6,845</b>	<b>215,327</b>	<b>10,878</b>	<b>5.5%</b>	<b>17,723</b>	<b>9.0%</b>
Provincial Funding	(6,661)	(6,132)	(300)	(6,432)	529	-7.9%	229	-3.4%
Other Revenue	(4,903)	(5,108)	-	(5,108)	(205)	4.2%	(205)	4.2%
<b>Total Revenue</b>	<b>(11,564)</b>	<b>(11,240)</b>	<b>(300)</b>	<b>(11,540)</b>	<b>324</b>	<b>-2.8%</b>	<b>24</b>	<b>-0.2%</b>
<b>Net Program Expenditures</b>	<b>\$ 186,039</b>	<b>\$ 197,241</b>	<b>\$ 6,545</b>	<b>\$ 203,787</b>	<b>\$11,202</b>	<b>6.0%</b>	<b>\$17,748</b>	<b>9.5%</b>

Schedule may not add due to rounding

# Halton Region Budget and Business Plan

## WATER & WASTEWATER OVERVIEW



# Water & Wastewater Budget Overview

## 2024 Operating Budget Summary

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

As shown in the following table, the 2024 Water and Wastewater Rate-Supported Budget has a 4.3% increase, which is in line with the guideline set out in 2024 Budget Directions (**FN-28-23**). For a typical residential customer using 226 cubic metres (m<sup>3</sup>) of water per year, this will result in an additional \$46 annually in 2024 for both water and wastewater charges.

Rate Impact						
On a Typical Residential Customer (226 m <sup>3</sup> / Year)						
	2023		2024		Change*	
	Budget		Budget		\$	%
Water	\$	496	\$	515	\$ 19	3.8%
Wastewater		569		597	27	4.8%
<b>Total</b>	<b>\$</b>	<b>1,065</b>	<b>\$</b>	<b>1,111</b>	<b>\$ 46</b>	<b>4.3%</b>

Schedule may not add due to rounding

\*Based on 0.8% consumption growth and 1.4% customer growth

As shown in the following table, the 2024 Budget for Water and Wastewater Services is increasing from \$239.4 million to \$252.6 million, an increase of \$13.2 million or 5.5%. This includes the base budget increase of \$12.6 million and net strategic investments of \$600,000 that align with Council priorities. Consumption growth is estimated to be 0.8%, or \$1.3 million, while customer growth is estimated to be 1.4%, or \$1.6 million, resulting in a net water and wastewater rate increase of \$10.4 million, or 4.3% for the 2024 Budget.

2024 Budget Summary (\$000s)					
	2023		2024		Change in Budget
	Approved Budget	Requested Budget	Requested Budget	2024 Requested / 2023 Approved	
Gross Operating Expenditures	\$ 126,881	\$ 133,412	\$ 133,412	\$ 6,531	5.1%
Capital Financing Expenditures	130,004	138,637	138,637	8,633	6.6%
Gross Expenditures	\$ 256,886	\$ 272,049	\$ 272,049	\$ 15,163	5.9%
Other Revenues	(17,451)	(19,404)	(19,404)	(1,953)	11.2%
<b>Net Program Impact</b>	<b>\$ 239,435</b>	<b>\$ 252,645</b>	<b>\$ 252,645</b>	<b>\$ 13,210</b>	<b>5.5%</b>
Consumption Growth*				(1,253)	-0.5%
Customer Growth*				(1,596)	-0.7%
<b>Rate Increase</b>				<b>\$ 10,361</b>	<b>4.3%</b>

Schedule may not add due to rounding.

\* Includes 0.8% consumption growth and 1.4% customer growth

As outlined in the table above, operating costs are increasing by \$6.5 million, driven by inflationary costs and other projected increases mitigated with one-time savings and efficiencies which are discussed in detail below.

In addition, there is an \$8.6 million increase in capital financing expenditures which fund the Water and Wastewater State-of-Good-Repair capital program. The operating contributions for the existing Water and Wastewater State-of-Good-Repair capital program have increased by \$9.7 million based on the Public Works' Asset Management Plan. This increase is partially offset by a \$1.1 million reduction in debt charges due to retiring debt.

Of the 4.3% rate increase, 2.8% is driven by capital financing required to support the State-of-Good-Repair capital program and 1.5% is required to operate and maintain the water and wastewater system.

2024 Budget: Operating and Capital Financing Impact (\$000s)				
	Change in Budget			
	Net Program Impact	Growth*	With Growth*	Rate Impact
Gross Operating Expenditures	\$ 6,531			
Other Revenues	(1,953)			
Net Operating Expenditures	\$ 4,577	\$ (987)	\$ 3,590	1.5%
Capital Financing Expenditures	8,633	(1,862)	6,771	2.8%
<b>Net Program Impact</b>	<b>\$ 13,210</b>	<b>\$ (2,849)</b>	<b>\$ 10,361</b>	<b>4.3%</b>

Schedule may not add due to rounding.

\* Includes 0.8% consumption growth and 1.4% customer growth

The following chart highlights the process undertaken to prepare the 2024 Rate-Supported Budget.

2024 Budget Process				
	Report	Date	Rate Increase	Consumption / Customer Growth
2024 Forecast	FN-06-23	January 25, 2023	4.1%	0.0% / 1.4%
2024 Budget Directions	FN-28-23	July 12, 2023	4.3%	0.8% / 1.4%
2024 Budget	FN-43-23	December 13, 2023	4.3%	0.8% / 1.4%

The 10-Year Operating Budget & Forecast in the 2023 Budget and Business Plan (**FN-06-23**) projected the rate increase for Regional programs in 2024 to be 4.1%. The 10-Year Operating Budget & Forecast was developed based on existing program financing plans and program-specific assumptions with respect to expected inflationary and growth factors. For the 2024 Budget Directions (**FN-28-23**), the forecast budget model assumed 0.8% consumption growth to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends, maintained the customer growth assumption of 1.4% projected in the forecast, and included capital financing based on the updated Asset Management Program and Lifecycle Models Update as set out in Report No. **PW-01-22/FN-11-22/DI-01-22**. Based on these factors, Council approved the 2024 Budget Directions with a rate increase not to exceed 4.3% for Water and Wastewater services, including operations and the State-of-Good-Repair capital program.

Several times during the budget process, the base budget and proposed strategic investments were reviewed to ensure levels of service would be maintained and achieve Council priorities. These considerations are reflected in the 2024 Budget with a 4.3% rate increase. Compared to 2024 Budget Directions, consumption growth has remained at 0.8% and customer growth has remained at 1.4%. Including strategic investments, the water and wastewater rate increase related to

operations is at 1.5%, which is below the rate of inflation as a result of prudent decision making by Regional Council and continuous improvements by staff as noted in the Executive Summary.

The 2024 Rate-Supported Budget incorporates savings in the base budget through efficiencies and the redeployment of resources to priority programs. The following savings and revenues of \$4.5 million have been identified which will be used to fund priority areas in the water and wastewater program:

- Increase of \$1.6 million in investment income realized through the strong sustained performance of the Region's investment portfolio
- Decrease in debt charges of \$1.1 million resulting from the retirement of debt
- Decrease of \$749,000 in various materials & supplies, equipment rentals, travel and meals costs, and temporary employment agencies to align with historical spending trends and reduced needs
- Decrease of \$740,000 in the Basement Flooding Mitigation program enabled through significant progress made to date in the Sewer System Optimization capital program, Weeping Tile and Downspout Disconnection programs
- \$215,000 increase in bulk water revenues due to increased demand based on historical trends
- Decrease of \$118,000 due to the removal of non-recurring computer hardware and software costs
- \$65,000 increase in sewer discharge agreement revenue based on historical trends and additional discharge agreements projected for the Industrial Waste program

## 2024 Water & Wastewater Operating Budget by Program

As shown in the following table, the 2024 Budget for Water and Wastewater Services is increasing from \$239.4 million to \$252.6 million, an increase of \$13.2 million or 5.5%. This includes a base budget increase of \$12.6 million, or 5.3%, and net strategic investments of \$600,000 that align with Council priorities, address operational pressures and support the growth priorities of the Local Municipalities. When combined with 1.4% customer growth (\$1.6 million) and 0.8% consumption growth (\$1.3 million), this results in a net water and wastewater rate increase for the 2024 Budget of \$10.4 million, or 4.3%. The net expenditures shown below incorporate Corporate Administration costs to reflect the full cost of service delivery.

As discussed earlier, of the 4.3% increase, 2.8% relates to capital financing of the State-of-Good-Repair program, and 1.5% is required to operate and maintain the water and wastewater system. The changes in the 2024 Budget by program area are discussed in detail later in this section.

Net Operating Budget for Water & Wastewater Services (\$000s)									
	2023		2024			Change in Budget			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
Water Treatment and Distribution	\$ 54,471	\$ 56,117	\$ 299	\$ 56,416	\$ 1,646	3.0%	\$ 1,945	3.6%	
Wastewater Treatment and Collection	64,492	66,793	301	67,094	2,301	3.6%	2,602	4.0%	
Infrastructure Management	120,472	129,135	-	129,135	8,663	7.2%	8,663	7.2%	
<b>Net Program Impact</b>	<b>\$ 239,435</b>	<b>\$ 252,044</b>	<b>\$ 600</b>	<b>\$ 252,645</b>	<b>\$ 12,610</b>	<b>5.3%</b>	<b>\$ 13,210</b>	<b>5.5%</b>	
Consumption Growth (0.8%)							(1,253)	-0.5%	
Customer Growth (1.4%)							(1,596)	-0.7%	
<b>Net Increase Requirement</b>							<b>\$ 10,361</b>	<b>4.3%</b>	

Schedule may not add due to rounding.

## 2024 Water & Wastewater Operating Budget by Cost Category

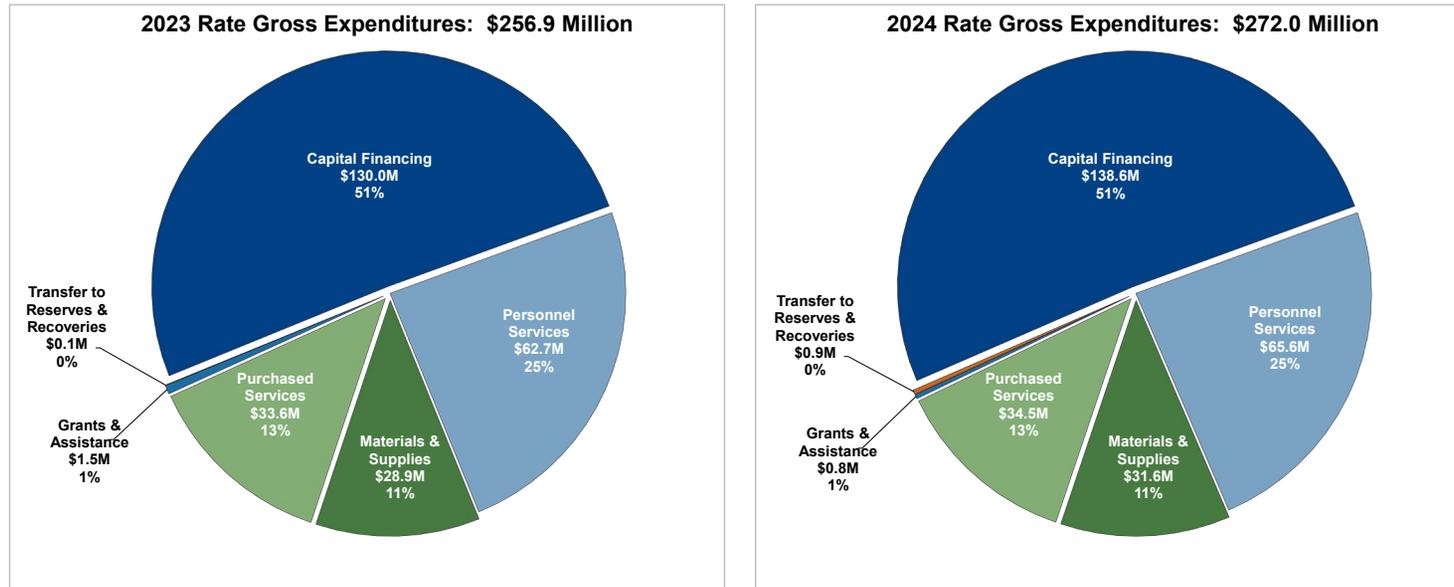
The following table provides a summary of expenditures and revenues by category.

Total Rate Operating Budget Comparison by Cost Category (\$000s)								
	2023	2024			Change			
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved	
Personnel Services	\$ 62,722	\$ 63,968	\$ 1,595	\$ 65,563	\$ 1,246	2.0%	\$ 2,841	4.5%
Materials & Supplies	28,884	31,553	74	31,627	2,669	9.2%	2,743	9.5%
Purchased Services	33,632	34,510	-	34,510	878	2.6%	878	2.6%
Financial & Rent Expenses	444	371	-	371	(73)	-16.5%	(73)	-16.5%
Grants & Assistance	1,539	834	-	834	(705)	-45.8%	(705)	-45.8%
<b>Total Direct Costs</b>	<b>127,221</b>	<b>131,235</b>	<b>1,669</b>	<b>132,904</b>	<b>4,014</b>	<b>3.2%</b>	<b>5,683</b>	<b>4.5%</b>
Allocated Charges/(Recoveries)	(21,197)	(20,889)	(1,069)	(21,958)	308	-1.5%	(761)	3.6%
Corporate Support Charges	20,849	22,397	-	22,397	1,548	7.4%	1,548	7.4%
Transfers to Reserves - Operating	85	85	-	85	-	0.0%	-	0.0%
Transfers from Reserves - Operating	(77)	(17)	-	(17)	60	-78.1%	60	-78.1%
<b>Gross Operating Expenditures</b>	<b>126,881</b>	<b>132,812</b>	<b>600</b>	<b>133,412</b>	<b>5,930</b>	<b>4.7%</b>	<b>6,531</b>	<b>5.1%</b>
Capital Financing Expenditures	130,004	138,637	-	138,637	8,633	6.6%	8,633	6.6%
<b>Total Gross Expenditures</b>	<b>256,886</b>	<b>271,449</b>	<b>600</b>	<b>272,049</b>	<b>14,563</b>	<b>5.7%</b>	<b>15,163</b>	<b>5.9%</b>
Federal Funding	(9,482)	(9,482)	-	(9,482)	-	0.0%	-	0.0%
Other Revenues	(7,969)	(9,922)	-	(9,922)	(1,953)	24.5%	(1,953)	24.5%
<b>Total Revenue</b>	<b>(17,451)</b>	<b>(19,404)</b>	<b>-</b>	<b>(19,404)</b>	<b>(1,953)</b>	<b>11.2%</b>	<b>(1,953)</b>	<b>11.2%</b>
<b>Net Expenditures</b>	<b>\$ 239,435</b>	<b>\$ 252,044</b>	<b>\$ 600</b>	<b>\$ 252,645</b>	<b>\$ 12,610</b>	<b>5.3%</b>	<b>\$ 13,210</b>	<b>5.5%</b>
<b>Consumption Growth</b>								<b>0.8%</b>
<b>Customer Growth</b>								<b>1.4%</b>
<b>Rate Impact</b>								<b>4.3%</b>

Schedule may not add due to rounding.

## Expenditures

The following charts show the breakdown of the gross expenditures in the total 2024 Operating Budget for Regional Rate-Supported services of \$272.0 million by cost category, as well as a comparison to the breakdown in 2023.



Total gross expenditures are increasing by \$15.2 million (5.9%) in the 2024 Rate-Supported Budget, attributable to the following key changes:

### Personnel Services – \$2.8 million increase

As shown in the following table, compensation costs are proposed to increase by 4.53%, or \$2.8 million in 2024 as a result of:

- 1.99% or \$1.2 million in base budget compensation increases, comprised of the following:
  - 1.37%, or \$857,000 increase to salary budget which includes a 2.5% increase in the non-union pay band based on a pay-for-performance merit system, and increases in union agreements.
  - 0.62% or \$389,000 increase to benefit costs based on increases in statutory and other benefits calculated as a percentage of earnings.
  - Following a third party consultant's review of non-union positions and pay bands, it was recommended that certain positions be moved to different pay bands to better align with market comparators and maintain internal equity. The 2024 Budget includes a provision for these adjustments, which has been largely offset with an adjustment to the budgeted percentage of job rate (from 96.0% to 94.5%) to reflect actual trends.
- 2.54% or \$1.6 million increase for an additional 11.0 full-time equivalents (FTEs) recommended as strategic investments in the 2024 Budget. Of the 11.0 FTEs, 9.0 FTEs (\$1.1 million) are either fully or partially funded by recoveries from capital projects.

2024 Compensation Summary						
	2022	2023	2024			
	Compensation Budget	Compensation Budget	Compensation Inc/(Dec)	Strategic Investments	Compensation Budget	Change
Infrastructure Planning & Policy	\$ 9,593,320	\$ 11,109,240	\$ 189,855	\$ 607,770	\$ 11,906,865	7.18%
Engineering & Construction	11,425,370	12,163,020	196,313	987,431	13,346,764	9.73%
Water & Wastewater System Services	16,097,830	17,201,610	389,452	-	17,591,062	2.26%
Water & Wastewater Treatment	20,824,340	22,248,120	470,320	-	22,718,440	2.11%
<b>Total</b>	<b>\$ 57,940,860</b>	<b>\$ 62,721,990</b>	<b>\$ 1,245,940</b>	<b>\$ 1,595,201</b>	<b>\$ 65,563,131</b>	<b>4.53%</b>
<b>Compensation Increase</b>			<b>1.99%</b>	<b>2.54%</b>	<b>4.53%</b>	

### Staff Complement

As shown in the following table, the additional staff complement proposed in the 2024 Rate-Supported Budget as strategic investments is 11.0 FTEs or a 2.24% increase, which results in a total complement of 502.0 FTEs.

2024 Complement Summary					
	2022	2023	2024		
	Budgeted Staff Complement	Budgeted Staff Complement	Strategic Investments	Budgeted Staff Complement	Change
Infrastructure Planning & Policy	80.0	83.0	4.0	87.0	4.82%
Engineering & Construction	85.0	88.0	7.0	95.0	7.95%
Water & Wastewater System Services	141.0	144.0	-	144.0	0.00%
Water & Wastewater Treatment	172.0	176.0	-	176.0	0.00%
<b>FTE</b>	<b>478.0</b>	<b>491.0</b>	<b>11.0</b>	<b>502.0</b>	<b>2.24%</b>

### Materials & Supplies – \$2.7 million increase

- \$2.7 million increase in chemicals due to increased raw material costs, market demand, inflationary increases and global supply chain shortages as reported through **PW-17-23** (re: Contract Extensions for Ferric Chloride and Chlorine Supplied by PVS Benson and Brenntag as Part of the Water and Wastewater Treatment Process). Of the chemical increase, \$2.0 million relates to ferric chloride which was renewed at a 59% price increase over prior year rates.
- \$351,000 increase for plant maintenance materials & supplies to reflect inflationary cost increases.
- \$135,000 due to increased rates for gasoline, diesel, and natural gas.
- \$56,000 due to increased pricing for laboratory supplies.
- (\$415,000) decrease in various materials and supplies based on historical spending trends.
- (\$147,000) decrease in travel and office supplies due to reduced need based on historical spending trends and staff working in a hybrid environment.

### Purchased Services – \$878,000 increase

- \$441,000 increase for plant maintenance purchased services to reflect inflationary cost increases.
- \$220,000 increase in water billing charges from Local Hydro Distribution Companies due to a contracted rate increase of 2.5% and 1.4% customer growth.

- \$220,000 increase in biosolids haulage to accommodate contracted price increases and increased volumes.

**Financial & Rent Expenses – (\$73,000) decrease**

- Net (\$73,000) decrease in equipment rental costs and vehicle leases to better align with historical spending trends.

**Grants & Assistance – (\$705,000) decrease**

- (\$740,000) decrease in the Basement Flooding Prevention program enabled through significant progress made to date in the Sewer System Optimization capital program and Weeping Tile and Downspout Disconnection programs.
- \$35,000 grant increase to Conservation Halton for the Children’s Water Festival

**Allocated Charges/(Recoveries) – (\$761,000) increase in net recoveries**

- (\$1.4 million) increase in capital recoveries to reflect project delivery costs, including 9.0 FTE additional staff resources proposed as strategic investments either fully or partially in support of the capital program.
- \$520,000 increase in chargebacks from the Tax-Supported Budget mainly related to increases in risk management, software maintenance, and fleet services.
- \$123,000 incremental charge from the Finance Department related to 1.0 FTE proposed as a strategic investment (Financial Analyst Water) to support the review and analysis of the increased water consumption data provided through the implementation of Advanced Metering Infrastructure (AMI)

**Corporate Support Charges – \$1.5 million increase**

- Increase required to support expanding needs, including additional resources acquired through the 2023 strategic investments, and to support the Region’s Digital Strategy.

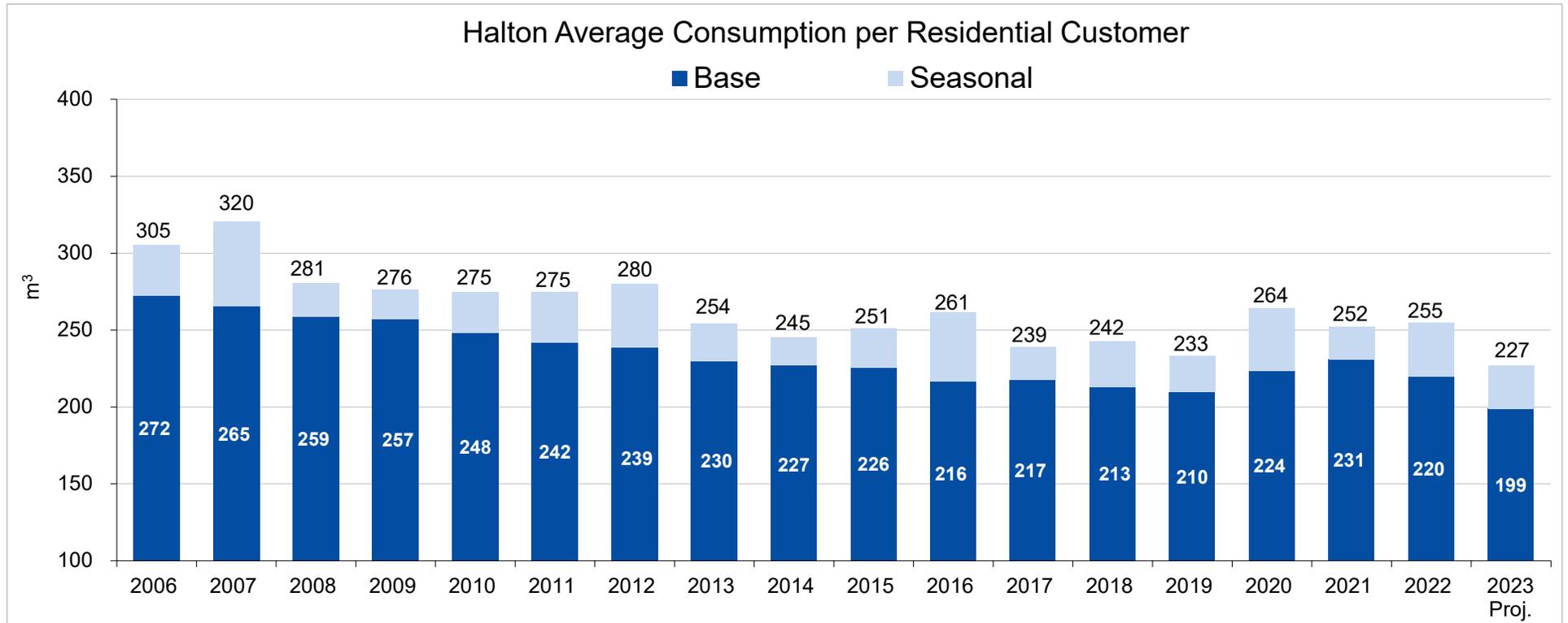
**Capital Financing Expenditures – \$8.6 million increase**

- \$9.7 million increase in transfers to capital reserves to support the Water and Wastewater State-of-Good-Repair capital program.
- (\$1.1 million) reduction in debt charges resulting from the retirement of debt.

## Revenues

The \$272.0 million total gross expenditures in the Rate Budget are funded from water and wastewater utility revenues and program fees and other revenues.

**Utility Revenues** – As shown in the following graph, since the beginning of the COVID-19 pandemic, there has been an increase in residential water consumption as a result of the shift to more residents working from home, however it is still uncertain if this trend will continue in the long term. The 2024 Budget includes an increase of 0.8% in water consumption growth from 52.9 million m<sup>3</sup> to 53.3 million m<sup>3</sup> to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends. The 10-year operating forecast maintains system-wide consumption of 53.3 million m<sup>3</sup> over the first half of the forecast period, with annual increases of 0.5% projected from 2029 to 2033, increasing system-wide consumption to 54.7 million m<sup>3</sup> by 2033 driven by the growth priorities of the Local Municipalities.



### Other Revenues – \$2.0 million increase

In addition to water and wastewater rate revenue, a number of other revenues fund the water and wastewater program. As shown in the following table, the 2024 Budget includes \$19.4 million in other revenues, an increase of \$2.0 million over 2023.

Rate Program Fees & Other Revenues (\$000s)				
	2023	2024	Change in Budget	
Federal Funding	\$ 9,482	\$ 9,482	\$ -	0.0%
Interest Earnings	3,617	5,208	1,591	44.0%
Fees for Service	2,367	2,449	82	3.5%
Sewer Discharge Agreements	1,135	1,200	65	5.7%
Bulk Water Charges	850	1,065	215	25.3%
<b>Total</b>	<b>\$ 17,451</b>	<b>\$ 19,404</b>	<b>\$ 1,953</b>	<b>11.2%</b>

Schedule may not add due to rounding.

Investment earnings are increasing by \$1.6 million to reflect the strong sustained performance of the Region's investment portfolio, and are used to partially offset the impact of capital financing. Other increases include increased bulk water charges based on the rate increase and historical trends, increased sewer discharge agreement revenue based on historical trends and a projected increase in the number of discharge agreements, and inflationary increases on fees for service where applicable.

The 2024 Budget also includes Federal funding of \$9.5 million from the Canada Community-Building Fund (formerly Gas Tax funding), which is used to fund the Water and Wastewater State-of-Good-Repair capital programs and is unchanged from the 2023 Budget.

## 2024 Rate Strategic Investments

The 2024 Budget and Business Plan includes proposed strategic investments to support strategic priorities approved by Regional Council, help deliver the State-of-Good-Repair and Development-related capital programs that continue to increase in size and complexity, support regulatory compliance, and support the growth priorities of the Local Municipalities. In addition to the investments listed below, the 2024 Rate-Supported Budget also includes charges from the Tax-Supported Budget related to a Senior Construction Inspector and Financial Analyst – Water as detailed in the Tax Budget Overview. Additional information related to these initiatives can be found in the Strategic Investments section.

- Infrastructure Master Planning - \$491,000 (\$224,000 net rate impact):** Three positions (2.0 FTEs Senior Project Advisors, 1.0 FTE Project Manager II) are required to support the monitoring and implementation of the Water & Wastewater and Transportation Master Plans and related studies to support the growth priorities of the Local Municipalities. The Master Plans to support the transportation and water and wastewater systems in the Region and the delivery of the capital programs will need to be monitored, maintained and updated on a continuous basis to support the growth priorities of the Local Municipalities, including the Housing Pledges. These resources will provide the technical leadership and capacity necessary to deliver the Master Plan and growth-related infrastructure, as well as support the Region's new dynamic hydraulic models to provide additional functionality and capabilities for monitoring the Region's water and wastewater systems and provide timely hydraulic modelling review of development applications. These positions will be responsible for streamlining and will act as central resources for both internal and external stakeholders (i.e. providing consistent support to growth-related studies) through dedicated project management. This investment will be partially funded through the Capital Budget and Road Operations budget, with a net rate impact of \$224,000.

- **Capital Project Delivery - \$878,000 (no net rate impact):** Six positions (1.0 FTE Senior Project Advisor, 2.0 FTEs Project Manager I, 2.0 FTEs Project Manager II and 1.0 FTE Project Manager III) are required in the Engineering & Construction division to provide increased capacity and agility to support the acceleration of infrastructure to support the growth priorities of the Local Municipalities. These resources will provide increased project delivery capacity to mitigate existing capacity shortfalls and prepare for the planned increases in the capital program, future allocation program, and support for the planned increases in the State-of-Good-Repair capital program based on Public Works' Asset Management Plan (**PW-01-22/FN-11-22/DI-01-22**). This investment will be funded through the Capital Budget, with no net rate impact.
- **Project Manager II - \$142,000 (\$121,000 net rate impact):** is required to lead projects for the configuration and management of operational enhancements needed to meet the increasingly complex requirements of the Computerized Maintenance Management System (inforPS) for Halton's Water and Wastewater System Services. This role will drive the configuration and management of operational enhancement to support compliance with current and new regulations/legislation for Halton's Water and Wastewater System.
- **Project Manager III - \$158,000 (no net rate impact):** is required to identify immediate upstream assistance with the improvements to the Roads State-of-Good-Repair asset class rehabilitation/replacement strategies and enable a more effective approach to managing urgent and emergency related rehabilitation. This position will be critical to ensure that the planned capital program benefits from a dedicated subject matter expert overseeing the creation and upkeep of Regional Road design standards that include emerging Active Transportation considerations.

## 10-Year Water & Wastewater Operating Budget & Forecast

The rate forecast has been prepared based on current financing plans approved by Council to maintain levels of service. The following budget assumptions have been incorporated into the 10-year forecast:

- General inflation of 2.0% to 3.0% where applicable
- Inflationary increases on chemicals with additional increases to accommodate growth in water consumption
- Hydro increases of 2.0% to 5.0%
- Plant Maintenance increases ranging from 2.0% to 7.0% to reflect inflationary increases and the acceleration of infrastructure to support growth
- Customer growth ranging from 1.4% to 3.0%
- Consumption growth of 0.0% to 0.5%
- Transfers to support the State-Of-Good-Repair capital program based on financing plan for the Capital Budget
- Debt financing rate of 5.0%

Potential pressures on the 10-year forecast include:

- Growth of the system required to meet the Provincial Housing Target and the Local Municipalities' Housing Pledges.
- Impacts of Bill 23 that are not yet known.
- Provincial energy policy changes impacting the Industrial Conservation Initiative program and Ontario's Comprehensive Electricity Plan.
- Price impacts over and above the estimated inflationary assumptions.
- Ongoing supply chain issues impacting costs of raw materials and contract renewal costs.
- Impact of capital financing that may be required based on Asset Management Plan updates resulting from the Halton Region Asset Management Roadmap Implementation Plan.

- Reductions in consumption per customer.
- Change in residential and industrial customer growth.
- Increase in cost to maintain the system based on growing infrastructure.
- Overall economic conditions.

The Water and Wastewater Rate Forecast has been prepared to maintain the operating cost increases at or below the rate of inflation and ensure that the funding for the repair and replacement of the water and wastewater infrastructure is financially sustainable. As shown in the following table, the rate forecast anticipates increases in a range between 4.3% and 4.5%, with over half of the increase (2.4% to 2.9%) required to support the capital expenditure financing to maintain the State-of-Good-Repair capital program. The 2024 rate increase is higher than the rate increase projected in the 10-Year Operating Forecast in the 2023 Budget and Business Plan mainly due to increased capital financing expenditures to support the State-Of-Good-Repair capital program.

The extended period of high inflation and continuing global inflationary trends has had a significant impact on the cost of goods, services and construction, and was a significant driver of the increases in the 2024 capital and operating budgets in order to maintain core services. The Bank of Canada (the Bank) anticipates that inflation will remain persistently high, at roughly 3.5%, until the middle of 2024, and is then projected to fall to around 2.5% in the second half of 2024, before returning to the 2.0% target in 2025. The Bank noted however that the pace of future declines in inflation remains uncertain, as core inflation has been more persistent than expected. Continued periods of high inflation and cost escalations coupled with the increase in construction in the GTA to support the housing targets will put additional pressure on future years' budgets. It is expected that it will take a number of years to recover from the high impacts of inflation experienced over the past several years, and projected to continue into 2024.

Maintaining Regional assets and infrastructure in a state-of-good-repair is a key priority. Growth of the system continues to increase the number of assets to be maintained, putting pressure on the existing operating budgets and maintenance programs. These pressures are anticipated to increase with acceleration of infrastructure to support the growth priorities of the Local Municipalities. As such, maintenance provisions above inflation have been factored into the forecast assist in maintaining assets in a state-of-good-repair. Staff are continuing to optimize the Reliability Centred Maintenance program with a focus on maximizing asset life cycle through refurbishments which will continue to have a favourable impact on mitigating the cost increases for the 10-year State-Of-Good-Repair capital budget for the treatment plants.

As presented through **PW-01-22/FN-11-22/DI-01-22** (re: Asset Management Program and Lifecycle Models Update), the Asset Management Plan demonstrates sound stewardship of the Region's existing assets to support services at desired levels and to ensure financial sustainability. Financing for the State-of-Good-Repair capital program has been increased based on the Asset Management Program, necessitating a rate increase between 2.4% and 2.9% compared to a rate increase between 2.4% and 2.6% projected in the 2023 forecast. As part of the Asset Management Plan Update, the short-term analysis of risk prioritization for asset delivery coupled with the impact of inflation on construction prices along with the 100-year capital needs assessment in the lifecycle models has identified a need to increase the contribution to reserves to account for current and future state-of-good-repair investments. Further, the impacts of COVID-19 and the global supply chain risk could have a longer-term impact in the cost of capital and operating activity. These annual operating contributions to reserves from utility rate revenues will continue to be assessed each year as part of the annual Water and Wastewater Rate Forecast.

The demand for infrastructure has been accelerated to achieve the Provincial housing target to achieve 1.5 million homes by 2031. The 2024 Budget and Business Plan has been prepared based on current master plans and financing plans approved by Council to maintain levels of service. These plans will need to be updated and refined to support the acceleration of infrastructure and the cost changes are unknown. Further, extended periods of high inflation have had significant pressures on the cost of delivering infrastructure and the risk that this continues could impact future budgets.

Since the beginning of the COVID-19 pandemic, there has been an increase in residential water consumption as a result of the shift to more residents working from home, however it is still uncertain if this trend will continue in the long term. The 2024 Budget includes an increase of 0.8% in water consumption growth, increasing total water consumption from 52.9 million m<sup>3</sup> to 53.3 million m<sup>3</sup> to reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends. The 10-year operating forecast maintains system-wide consumption of 53.3 million m<sup>3</sup> over the first half of the forecast period, with annual increases of 0.5% projected from 2029 to 2033, increasing system-wide consumption to 54.7 million m<sup>3</sup> by 2033 driven by the growth priorities of the Local Municipalities.

Ten Year Operating Budget Forecast For Rate-Supported Services (\$000s)										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Requested Budget	Forecast								
Water Treatment and Distribution	\$ 56,416	\$ 58,616	\$ 60,829	\$ 63,172	\$ 65,780	\$ 69,177	\$ 72,983	\$ 77,042	\$ 81,368	\$ 85,942
Wastewater Treatment and Collection	67,094	69,710	72,342	75,129	78,230	82,271	86,797	91,624	96,769	102,209
Infrastructure Management	129,135	137,361	146,178	155,699	166,090	176,923	188,221	199,850	212,040	225,240
<b>Net Program Impact</b>	<b>\$ 252,645</b>	<b>\$ 265,687</b>	<b>\$ 279,349</b>	<b>\$ 294,000</b>	<b>\$ 310,099</b>	<b>\$ 328,371</b>	<b>\$ 348,002</b>	<b>\$ 368,516</b>	<b>\$ 390,178</b>	<b>\$ 413,391</b>
Customer Growth	1.4%	1.4%	1.4%	2.0%	2.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Consumption Growth	0.8%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%
Annual Water Consumption m <sup>3</sup> (000s)	53,340	53,340	53,340	53,340	53,340	53,607	53,875	54,144	54,415	54,687
<b>Rate Increase</b>	<b>4.3%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.4%</b>	<b>4.4%</b>	<b>4.3%</b>	<b>4.3%</b>	<b>4.3%</b>
<b>Rate Impact:</b>										
State-of-Good-Repair	2.8%	2.8%	2.9%	2.9%	2.9%	2.6%	2.5%	2.4%	2.4%	2.5%
Operating Expenses	1.5%	1.7%	1.6%	1.6%	1.6%	1.8%	1.9%	1.9%	1.9%	1.9%
<b>Residential Bill (226 m<sup>3</sup> p.a.)</b>	<b>\$ 1,111</b>	<b>\$ 1,162</b>	<b>\$ 1,214</b>	<b>\$ 1,268</b>	<b>\$ 1,326</b>	<b>\$ 1,385</b>	<b>\$ 1,446</b>	<b>\$ 1,508</b>	<b>\$ 1,573</b>	<b>\$ 1,641</b>
<b>\$ Increase</b>	<b>\$ 46</b>	<b>\$ 50</b>	<b>\$ 52</b>	<b>\$ 55</b>	<b>\$ 58</b>	<b>\$ 59</b>	<b>\$ 61</b>	<b>\$ 62</b>	<b>\$ 65</b>	<b>\$ 68</b>

Schedule may not add due to rounding

Rate Budget Forecast as Projected in the 2023 Budget										
<b>Annual % Rate Increase</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.0%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.8%</b>
<b>Rate Impact:</b>										
State-of-Good-Repair	2.5%	2.5%	2.6%	2.5%	2.5%	2.6%	2.5%	2.5%	2.4%	
Operating Expenses	1.6%	1.6%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%	1.4%	

# Water & Wastewater Budget

The Region's Water & Wastewater Rate-Supported Budget provides for the delivery of safe, clean drinking water and the effective treatment of wastewater. The Public Works department delivers the Water & Wastewater program through systems that include twelve water treatment plants and six wastewater treatment plants.

## Budget Impacts

The 2024 Rate-Supported Budget total net expenditures are increasing by \$13.2 million or 5.5%. Combined with consumption and customer growth, this results in a 4.3% rate increase, which equates to a \$46 annual increase per typical residential customer (consuming 226 m<sup>3</sup> per year).

Water & Wastewater Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Water & Wastewater Services	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2023 - 2022		
Water Treatment and Distribution	\$ 46,950	\$ 14,371	\$ 61,321	\$ (4,905)	\$ 56,416	\$ 54,471	\$ 1,945	3.6%	
Wastewater Treatment and Collection	58,949	12,712	71,660	(4,566)	67,094	64,492	2,602	4.0%	
Infrastructure Management	21,287	117,781	139,068	(9,934)	129,135	120,472	8,663	7.2%	
<b>Total</b>	<b>\$ 127,185</b>	<b>\$ 144,864</b>	<b>\$ 272,049</b>	<b>\$ (19,404)</b>	<b>\$ 252,645</b>	<b>\$ 239,435</b>	<b>\$ 13,210</b>	<b>5.5%</b>	
2023 Budget	\$ 122,158	\$ 134,727	\$ 256,886	\$ (17,451)	\$ 239,435				
\$ Change	5,027	10,136	15,163	(1,953)	13,210				
% Change	4.1%	7.5%	5.9%	11.2%	5.5%				
<b>FTE</b>					<b>478.0</b>	<b>468.0</b>	<b>10.0</b>	<b>2.1%</b>	

Schedule may not add due to rounding.

The increase is mainly driven by investment in the State-of-Good-Repair capital program. Water and Wastewater programs are also facing a number of significant cost pressures related to supply chain issues and inflation, including large price increases for treatment chemicals. As reported through **PW-17-23**, chemical costs, especially ferric chloride, have significantly increased over the past several years, mainly due to increased raw material costs, market demand, inflationary increases and global supply chain shortages. Through the renewal negotiation process, vendors of critical chemicals required for water and wastewater treatment have requested contract increases as high as 59% based on market conditions. In addition, 11.0 FTEs are proposed as strategic investments as detailed in the Strategic Investments section. From a service delivery perspective, 1.0 FTE is excluded from this total and shown in Public Works - Tax. The strategic investments also include a chargeback from the Finance Department for a Financial Analyst required to help manage the water billing contract with the Local Hydro Distribution companies, and a chargeback from Development Services for a Senior Construction Inspector required to support an increasing number of permits and inspections. These cost pressures are partially mitigated by savings and efficiencies, including increased investment income realized through the strong performance of the Region's investment portfolio.

Hydro is a major component of the Rate-Supported Budget, with rate-supported services budgeted to use more than 111 million kilowatt hours of hydro per year, or approximately 82% of the Region’s electricity consumption (excluding Police Services). As shown in the table below, actual hydro costs have been decreasing through the participation of seven treatment plants and four pumping stations in the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods. Since joining the program in July 2017, significant hydro savings have been realized. Further savings have arisen from Provincial regulatory changes related to the recovery of renewable energy costs, and economies of scale arising from the closure of the Milton Wastewater Treatment Plant in April 2020.

Rate-Supported Hydro Costs & Consumption							
	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Projection	2024 Budget
Cost (\$000s)	\$ 13,311	\$ 13,168	\$ 12,556	\$ 12,654	\$ 12,791	\$ 12,791	\$ 12,791
Kilowatt hours (000s)	108,182	111,014	108,889	111,267	110,545	111,267	111,267

The 2024 Rate-Supported Operating Budget provides \$22.8 million for the ongoing repair and maintenance of the water and wastewater system, which is an increase of \$1.1 million or 5.3%, from the 2023 Budget. Growth of the system continues to increase the number of assets to be maintained, putting pressure on the existing operating budgets and maintenance programs. Throughout 2023, staff are continuing to optimize the Reliability Centred Maintenance program to provide an optimum maintenance program that strives for zero unplanned operational interruptions, with a focus on planning and scheduling to realize the value of Halton Region’s Water Treatment critical assets efficiently and effectively. This focus on maximizing asset life cycle through refurbishments will continue to have a favourable impact on mitigating the cost increases for the 10-year State-of-Good-Repair capital budget for the treatment plants.

## 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. As noted earlier, the development-related infrastructure requirements for 2024-2026 are to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**, therefore although not approved as part of the 2024 Budget, the expenditures for comparison purposes have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans to reflect the new planning period. As part of the 2024 Capital Budget, the time and cost estimates for projects within the 2020 Allocation Program were reviewed and updated where required. The changes detailed in Appendix B in the **2024 Capital Report** under separate cover, were predominately driven by updated cost estimates as projects progress through detail design, inflation and supply constraints.

The State-of-Good-Repair program sets out the rehabilitation, upgrade and replacement needs for existing capital infrastructure as updated in the Asset Management Report (Report No. **PW-01-22/FN-11-22/DI-01-22**), including the implementation of Phase 2 of the Region-wide Basement Flooding program (Report No. **PW-22-15**), which requires a total of \$11.8 million in capital funding over the next three years. State-of-good-repair requirements will also be addressed as part of the Development-related program, in particular servicing of the built-boundary area. As detailed later, the 2024 10-year Water and Wastewater capital program (including the 2023 Allocation Program and 2032 & 2033 development water and wastewater estimates) is \$4.1 billion. Of the \$4.1 billion 10-year Rate Capital Plan, \$2.3 billion is presented to Council for approval as part of the 2024 Budget and Business Plan and \$1.8 billion is related to the 2023 Allocation Program and development water and wastewater estimates for 2032 & 2033 which is approved through separate reports.

# Water Treatment and Distribution

Water Treatment is responsible for the reliable provision of clean, safe drinking water in accordance with all legislative requirements. Water Treatment operates and maintains twelve water treatment plants: three surface water, or lake-based sources (Burlington, Burloak and Oakville) and nine groundwater, or well-based sources. These facilities employ a multi-barrier treatment approach and highly trained, licenced operators to ensure that the drinking water produced is of the highest quality. Operations and maintenance staff manage water treatment facility assets through planned and preventive maintenance programs.

Water Distribution is responsible for the operation and maintenance of water system infrastructure and distributes approximately 53 billion litres of safe drinking water to more than 200,000 households and businesses in Halton each year. Water Distribution also ensures drinking water is supplied in a safe, efficient manner and in accordance with all legislative requirements. Water Distribution maintains and operates over 2,300 kilometres of watermains, 22 water reservoirs, 16 booster pumping stations, over 14,000 hydrants, and 22,000 valves. In addition to continuous monitoring at reservoirs and booster pumping stations, licensed operators sample and test drinking water more than 5,000 times annually. Operations staff manage the water distribution system through preventive and reactive maintenance programs and respond to customer service inquiries, including 24/7 emergency response.

## Budget Impacts

The 2024 Operating Budget for Water Treatment and Distribution is \$56.4 million which reflects a net increase of \$1.9 million, or 3.6%. This increase is driven by price increases for treatment chemicals, inflationary cost adjustments applied where necessary to maintain service levels, and an increase in corporate support costs to support the Region's Digital Strategy. These increases are partially offset by increased investment income realized through the strong performance of the Region's investment portfolio, and increased bulk water revenue based on historical trends.

As reported through **PW-17-23**, chemical costs have significantly increased over the past several years, mainly due to increased raw material costs, market demand, inflationary increases and global supply chain shortages. Through the renewal negotiation process, vendors of critical chemicals required for water treatment, including chlorine, have requested large contract increases based on market conditions.

Water Treatment and Distribution Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Water Treatment and Distribution	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2024-2023		
Plant Operations	\$ 15,047	\$ 5,957	\$ 21,004	\$ (1,332)	\$ 19,673	\$ 17,976	\$ 1,697	9.4%	
Plant Maintenance	5,705	1,071	6,776	-	6,776	6,519	257	3.9%	
Distribution Operations & Maintenance	17,025	3,677	20,702	(2,710)	17,992	17,885	107	0.6%	
Service Connections	1,494	-	1,494	(242)	1,252	1,417	(166)	-11.7%	
Fire Suppression	750	-	750	(212)	538	503	35	7.0%	
Water Pumping Stations	6,918	3,267	10,185	-	10,185	10,171	14	0.1%	
Cross Connection Control	11	398	409	(409)	-	-	-	0.0%	
<b>Total</b>	<b>\$ 46,950</b>	<b>\$ 14,371</b>	<b>\$ 61,321</b>	<b>\$ (4,905)</b>	<b>\$ 56,416</b>	<b>\$ 54,471</b>	<b>\$ 1,945</b>	<b>3.6%</b>	
2023 Budget	\$ 45,502	\$ 12,808	\$ 58,310	\$ (3,839)	\$ 54,471				
\$ Change	1,447	1,563	3,010	(1,065)	1,945				
% Change	3.2%	12.2%	5.2%	27.7%	3.6%				

Schedule may not add due to rounding.

**Water Plant Operations** provides clean, safe, potable water sourced from all 12 of the Region's water treatment plants to the residents and businesses of Halton. The Town of Oakville, the City of Burlington and a portion of the Towns of Milton and Halton Hills utilize water from Lake Ontario, while the communities of Georgetown, Acton, Campbellville and the rest of Milton draw their water from well systems. All water plants and groundwater systems are controlled through a computerized Supervisory Control and Data Acquisition (SCADA) system that is monitored 24/7.

The 2024 Water Plant Operations budget reflects an increase of \$1.7 million, or 9.4%. This increase is driven by price increases for treatment chemicals, higher corporate support costs to support the Region's Digital Strategy, and inflationary cost adjustments applied where necessary to maintain service levels. These increases are partially offset by increased investment income realized through the strong performance of the Region's investment portfolio.

The volume of treated drinking water is driven by many factors, including the amount of warm weather experienced in the Region, rainfall, population growth, the type and age of the homes being served, as well as the number and types of businesses being served. In general, the volume of drinking water treated from both the Region's groundwater-based and surface water-based systems has increased only moderately in recent years despite a growing population, mainly attributable to the Region's water conservation program, changes to the Ontario Building Code and increased environmental awareness among Halton's residents and businesses to conserve water. Since the beginning of the COVID-19 pandemic, there has been increased residential water consumption as a result of the shift to more residents working from home, however it is still uncertain if this trend will continue in the long term. To reflect the 5-year actual average seasonal conditions and pre-pandemic consumption trends, water consumption growth of 0.8% has been reflected in the 2024 Budget.

Hydro consumption at the water treatment plants depends on the level of treatment, size, quantity, type, and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve water quality at the Region's water treatment plants, as well as expansions, can increase annual electricity demand. Halton staff actively manage hydro use where feasible and continue to seek efficiencies through conservation in electricity in accordance with the Region's energy management plan.

The Region has maintained an excellent compliance rating within a stringent regulatory framework over the past five years and aims to continue this trend.

Water Plant Operations	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Megalitres of Treated Drinking Water (Ground Water based)	8,707	8,608	8,801	8,890	8,575
Megalitres of Treated Drinking Water (Surface Water Based)	56,962	56,295	58,270	56,410	56,215
Megalitres of Treated Drinking Water (Total)	65,669	64,903	67,071	65,300	64,790
Water Plant Operations Cost / Megalitre of Water Treated	\$226	\$246	\$256	\$281	\$304
Hydro Consumption / Megalitre of Water Treated	459.8	453.8	443.1	455.2	458.7
Percent of Compliance on Drinking Water Inspections *	100%	100%	100%	100%	100%

\* Based on Ministry of the Environment, Conservation and Parks Inspection Report

**Water Plant Maintenance** manages a reliability centered maintenance program for all 12 of the Region's water treatment plants through a combination of tactics that include preventive and condition based predictive maintenance conducted by certified and competent tradespersons and staff. Plant maintenance work also includes corrective and emergency repairs, and the coordination of contractors and specialized trades conducting technical work at water plants.

The Water Plant Maintenance budget for 2024 reflects an overall increase of \$257,000, or 3.9%, mainly due to inflationary increases where required to maintain service levels. Growth of the system continues to increase the number of assets to be maintained, putting pressure on the existing operating budgets and maintenance programs.

Throughout 2023, staff are continuing to optimize the Reliability Centred Maintenance program to provide an optimum maintenance program that strives for zero unplanned operational interruptions, with a focus on planning and scheduling to efficiently and effectively realize the value of Halton Region's Water Treatment critical assets. This focus on maximizing asset life cycle through refurbishments will continue to have a favourable impact on mitigating the cost increases for the 10-year State-Of-Good-Repair capital budget for the treatment plants.

Water Plant Maintenance	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Internal Maintenance Hours by Type: Regular Maintenance	13,511	14,992	12,934	12,564	12,276
Internal Maintenance Hours by Type: Urgent - Unscheduled	1,882	1,620	1,088	1,350	1,161
Plant Maintenance cost as a Percentage of Replacement Asset Value	0.83%	0.70%	0.69%	0.62%	0.55%
Plant Process Downtime Hours – 5 year rolling average	N/A	597	1,400	1,413	1,952

Water Plant Maintenance devotes a significant number of hours to proactive (planned and scheduled) maintenance, ensuring that the critical assets of the plant are reliable, and highly regulated drinking water systems are in compliance with regulations. As a result of the proactive maintenance, reactive (unscheduled) maintenance both partial and full functional asset failure risks are mitigated. In general, the maintenance program is working towards excellence in public sector Maintenance and reliability best practice with an increased reliance on predictive maintenance technology, asset data and information and developing skilled maintenance staff to meet the needs of the Asset portfolio.

**Distribution Operations & Maintenance** includes all activities necessary to protect the integrity of the water distribution network of watermains and appurtenances, as well as ensuring that they are functioning properly. Water distribution operators complete preventive and reactive maintenance and repairs to sustain the distribution network and ensure an uninterrupted supply of safe drinking water. Operators also respond to customer requests for service, such as frozen water service complaints and conducting water quality tests.

The 2024 Distribution Operations & Maintenance budget is increasing by \$107,000, or 0.6% mainly due to inflationary cost increases applied where necessary to maintain service levels, higher contract renewal rates, and increased corporate support costs to support the Region’s Digital Strategy. These increases are largely offset by increased investment income realized through the strong performance of the Region’s investment portfolio and increased bulk water revenue based on historical trends.

Growth of the Region’s water distribution network continues to increase the number of assets including pipes, service connections, water meters, and fire hydrants being operated and maintained.

Over the last five years, the Region has maintained a high level of compliance to drinking water standards. Water quality is continuously monitored throughout the distribution system to ensure safe, high-quality drinking water. The total volume of drinking water distributed has varied over the past four years mainly due to changing seasonal conditions, as well as increased residential water consumption as a result of the shift to more residents working from home during the COVID-19 pandemic.

Distribution Operations & Maintenance	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Annual Number of Watermain Breaks	79	115	101	100	110
Number of Watermain Breaks / 100 Kilometres of Watermain	3.4	4.9	4.3	4.2	4.6
Number of Kilometres of Watermain Operated and Maintained	2,324	2,350	2,366	2,401	2,413
Megalitres of Drinking Water Distributed - m <sup>3</sup> (000's)	55,772	54,552	56,139	53,611	53,340
Water Loss Rate - Percent	15.1%	15.9%	16.3%	15.8%	15.8%
Cost / Kilometre of Watermain Operated and Maintained	\$4,759	\$4,505	\$4,745	\$7,345	\$7,456
Number of Customer Service Inquiries	319	281	211	300	300
Percent of Compliance to Drinking Water Standards in the Distribution System*	100%	100%	100%	100%	100%

\* Based on Ministry of the Environment, Conservation and Parks Inspection Report

The cost to operate and maintain the distribution network is affected by external factors required to deliver services throughout the Region, such as the cost for energy, materials, supplies, and equipment, as well as changing weather patterns. Significant efforts continue to be made to mitigate the pressures of rising costs, such as the optimization of operating and maintenance programs to ensure the most efficient use of resources. The kilometres of watermains (and the associated number of valves and hydrants within the distribution network) continue to expand as the Region grows. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible while continuing to recognize the need to manage overall operating costs.

Halton will improve the resiliency of the distribution system by focusing on preventive maintenance and repairs of critical valves, protection valves and valve chambers. These activities are critical to protecting the Region's infrastructure, environment, and customers.

To ensure the integrity of the infrastructure is maintained, the Region completes annual capital programs to replace aging watermains and preventive maintenance programs that ensure pipes are in good condition and function as intended. Early detection of deficiencies that could potentially lead to breaks allows the Region to take action before a break occurs. The success of these programs is demonstrated by the number of watermain breaks per year, which is one of the lowest rates of annual watermain breaks amongst neighbouring municipalities. By minimizing watermain breaks through investment in capital renewals and optimization of maintenance programs, water system losses are reduced.

**Service Connections** maintenance is related to maintaining the public water services that connect each residence and business to the Region's water network. Water distribution operators maintain curb boxes and respond to customer inquiries related to water pressure and flow.

The 2024 Budget is decreasing by \$166,000, or 11.7%, resulting from lower contract costs for curb stop repairs and lower costs for materials and supplies based on historical trends.

Service Connections	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Service Connections Operated and Maintained (000s)	166	168	170	173	175
Number of Water Meters Maintained (000s)	166	168	169	171	174

As shown in the table above, the number of water service customers has been growing each year, increasing the number of service connection repairs and meters being maintained.

The proactive maintenance program for large meters (40 mm and greater) will continue, prolonging the life of the meters and ensuring that the volume of water being recorded is accurate. Based on the results of meter testing, the meter replacement program will be optimized to ensure that larger meters are scheduled for replacement when the accuracy of the measured volume degrades. The Advanced Metering Infrastructure (AMI) project will complement the proactive maintenance and reactive maintenance programs with meter replacements being completed along with the installation of a radio transmitter.

**Fire Suppression** refers to the maintenance, repair and testing of fire hydrants throughout the Region. In compliance with Ontario Regulation 213/07, Halton Region completes preventive maintenance on public hydrants annually to ensure they are in good condition and functioning properly for the protection of Halton citizens. As Halton continues to grow and infrastructure expands, the number of hydrants in the water distribution system requiring preventive maintenance to ensure adequate fire protection is increasing.

The 2024 Budget for fire suppression is increasing by \$35,000, or 7.0%, mainly due to higher contract costs for hydrant painting and hydrant meter installations.

Fire Suppression	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Fire Hydrants Operated and Maintained	14,302	14,635	14,932	15,155	15,368

Preventive maintenance of older hydrants proactively identifies age-related deficiencies. In 2024, a continued focus on replacing or repairing deficient hydrants will ensure that adequate fire protection is available across the Region. Fire flow testing measures the flows and pressure from hydrants and ensures that they are delivering sufficient water for fire fighting. This critical information is also provided to the Fire Department.

**Water Pumping Stations** – Operations and Maintenance of Reservoirs and Pumping Stations refers to the activities that are carried out to ensure that the outlying facilities - reservoirs, towers and the booster pumping stations - are in good condition and functioning properly. Reservoirs and towers store drinking water to ensure an uninterrupted supply of water and fire protection, and booster pumping stations are used to maintain water pressure and pump water from the water facilities to homes and businesses across the Region.

These outlying facilities contain more than 2,000 critical pieces of equipment that are inspected and maintained on a regular basis. At some outlying facilities, drinking water is re-chlorinated to ensure it is safe at all times. Critical equipment is maintained to ensure uninterrupted service by implementing planned and preventive

maintenance programs, providing corrective and 24/7 emergency repair services, as well as coordinating contractors and specialized trades conducting maintenance work.

The 2024 Budget is increasing by \$14,000, or 0.1%, mainly due to inflationary cost increases applied where necessary to maintain service levels, largely offset by hydro savings arising from the continued participation of four water pumping stations in the Industrial Conservation Initiative and Provincial regulatory changes related to the recovery of renewable energy costs.

<b>Water Pumping Stations</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Number of Pumping Stations Operated and Maintained	15	15	15	16	16

Optimization of the Reliability Centered Maintenance program will continue to be a focus in 2023. Optimization will include work process improvements, such as increased utilization of internal resources to complete work. This will ensure that preventive and corrective maintenance programs for mechanical and electrical systems and instrumentation at reservoirs and booster pumping stations provide the best value and that critical pumps, valves, controls and instruments continue to be in a state-of-good-repair.

The **Cross Connection Control** program serves to protect the municipal water distribution system and prevent contamination from non-drinking water sources by requiring all industrial, commercial and institutional (ICI), and multi-unit residential property owners to install and maintain backflow prevention devices.

<b>Cross Connection Control</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Number of Customers	9,048	9,106	9,209	9,250	9,300
Number of Testing and Inspection Reports	7,563	7,468	5,786	7,700	8,000

The 2024 Budget is decreasing by \$17,000, or 4.5%, mainly due to inflationary increases on user fees. This program is fully funded by user fees received from ICI and multi-residential property owners related to testing and inspection reports for the program.

# Wastewater Treatment and Collection

Wastewater Treatment is responsible for the safe, efficient, and effective removal of contaminants from wastewater prior to discharging it into the environment. There are currently six active wastewater treatment plants servicing Halton Region, as well as a centrally located Biosolids Management Centre where solids generated as part of the treatment process are transported for further processing for land application.

Wastewater is treated in a safe and responsible manner that complies with all Provincial and Federal regulations, approvals, and standards. Wastewater is tested and monitored regularly prior to discharge. Operations and maintenance staff manage wastewater treatment facility assets through planned and preventive maintenance programs.

Wastewater Collection is responsible for collecting and conveying wastewater from residential, commercial, and industrial customers in six separate catchment areas of the wastewater treatment plants (WWTPs). Halton collects around 85 billion litres of wastewater every year in a safe, and environmentally responsible manner in accordance with all legislated requirements. Wastewater Collection operates and maintains more than 2,000 kilometres of sewer mains and 83 pumping stations. Operations staff manage the wastewater collection system by undertaking preventive and reactive maintenance programs, providing customer service, and responding to emergencies 24/7.

## Budget Impacts

The 2024 Operating Budget for Wastewater Treatment and Collection is \$67.1 million which represents a net increase of \$2.6 million, or 4.0% over the 2023 Budget. This increase is driven by price increases for treatment chemicals, higher corporate support costs to support the Region's Digital Strategy, and inflationary cost adjustments reflected where applicable to maintain service levels. These increases are partially offset by increased investment income realized through the strong performance of the Region's investment portfolio, a reduction in the budget for Enhanced Basement Flooding Mitigation program subsidies to reflect decreased uptake projected as a result of the maturity of the program and significant process made to date in the Sewer System Optimization capital program, and reduced materials and supplies costs based on historical trends.

Wastewater Treatment and Collection Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
Wastewater Treatment and Collection	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2024-2023		
Plant Operations	\$ 27,328	\$ 4,785	\$ 32,113	\$ (1,303)	\$ 30,810	\$ 28,373	\$ 2,437	8.6%	
Plant Maintenance	9,738	1,231	10,969	-	10,969	10,570	399	3.8%	
Biosolids Management	2,872	745	3,617	-	3,617	3,491	126	3.6%	
Industrial Waste	931	347	1,277	(1,277)	-	-	-	0.0%	
Collection Operations & Maintenance	9,672	2,293	11,965	(1,660)	10,305	10,588	(283)	-2.7%	
Lateral Connections	1,481	-	1,481	(73)	1,407	1,370	38	2.7%	
Flood Mitigation Program	696	-	696	-	696	1,436	(740)	-51.5%	
Wastewater Pumping Stations	6,233	3,311	9,543	(252)	9,291	8,665	626	7.2%	
<b>Total</b>	<b>\$ 58,949</b>	<b>\$ 12,712</b>	<b>\$ 71,660</b>	<b>\$ (4,566)</b>	<b>\$ 67,094</b>	<b>\$ 64,492</b>	<b>\$ 2,602</b>	<b>4.0%</b>	
2023 Budget	\$ 56,233	\$ 11,948	\$ 68,180	\$ (3,689)	\$ 64,492				
\$ Change	2,716	764	3,480	(877)	2,602				
% Change	4.8%	6.4%	5.1%	23.8%	4.0%				

Schedule may not add due to rounding.

**Wastewater Plant Operations** provides 24/7 operations for three secondary and three tertiary treatment plants to treat wastewater prior to being discharged to the environment. The 2024 Wastewater Plant Operations budget is increasing by \$2.4 million, or 8.6%, which is mainly due to a \$2.2 million increase for treatment chemicals, including a \$2.0 million increase for ferric chloride. As reported through **PW-17-23**, chemical costs, especially ferric chloride, have significantly increased over the past several years, mainly due to increased raw material costs, market demand, inflationary increases and global supply chain shortages. Through the renewal negotiation process, vendors of critical chemicals required for wastewater treatment have requested large contract increases based on market conditions, with the renewal cost for ferric chloride representing a 59% increase. Other drivers of the increase include higher corporate support costs to support the Region's Digital Strategy and inflationary cost adjustments reflected where applicable to maintain service levels. These increases are partially offset by increased investment income realized through the strong performance of the Region's investment portfolio.

The volume of wastewater treated has remained relatively stable over recent years. Factors such as population growth and wet weather that would normally increase flows have been offset by other influencing factors including changes to the Ontario Building Code requiring water efficient devices, concerted efforts by the Region to remove extraneous stormwater from the collection system, as well as water efficiency programs that increase awareness of environmental impacts of water use within Halton's residential and business communities. As part of the implementation of the Region-wide Basement Flooding Mitigation program, the Region continues to invest in the Sewer System Optimization capital program and Weeping Tile and Downspout Disconnection programs to address sources of infiltration and to improve system performance, thereby further increasing the resiliency of the system to the impacts of future storm events. An overall increase in flows is anticipated to resume in the future as growth begins to outpace these offsetting factors.

Hydro consumption at the wastewater treatment plants depends on the level of treatment, size, quantity, type and age of equipment in the individual treatment plants. Enhancements to the levels of treatment to improve effluent quality at the Region’s wastewater treatment plants, as well as expansions, can increase annual electricity demand. Halton staff actively manage hydro use where feasible and continue to seek efficiencies through conservation in electricity in accordance with the Region’s energy management plan.

Wastewater treatment consistently treats over 99.7% of wastewater to a secondary or better level of treatment. This treatment is critical in the protection of Halton’s natural environment and its drinking and recreational water sources.

Wastewater Plant Operations	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Megalitres of Wastewater Treated	91,477	89,951	85,250	89,550	89,960
Wastewater Plant Operations Cost / Megalitre of Wastewater Treated	\$277	\$291	\$321	\$341	\$342
Hydro Consumption / Megalitre of Wastewater Treated	621.8	623.2	669.2	637.1	634.2
Treated Wastewater that Receives Secondary or Better Treatment Prior to Discharge into the Environment	99.7%	99.9%	100.0%	99.9%	99.9%

**Wastewater Plant Maintenance** provides maintenance services for all six of the Region’s wastewater treatment plants and the Biosolids Management Centre through planned and preventive maintenance programs conducted by skilled tradespersons and experienced maintenance planning staff. Plant maintenance services also include corrective and emergency repairs, and coordination of contractors and specialized trades conducting maintenance work at wastewater plants.

The 2024 Wastewater Plant Maintenance budget reflects an overall increase of \$399,000, or 3.8%, which is largely the result of inflationary cost adjustments reflected where applicable to maintain service levels.

Wastewater Treatment Maintenance	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Internal Maintenance Hours by Type: Regular Maintenance	22,541	21,293	18,737	20,438	22,082
Internal Maintenance Hours by Type: Urgent - Unscheduled	2,116	1,837	2,202	1,871	2,062
Plant Maintenance cost as a Percentage of Replacement Asset Value	0.65%	0.53%	0.56%	0.40%	0.39%
Plant Process Downtime Hours – 5 year rolling average	N/A	2,831	2,829	3,443	2,728

Throughout 2023, staff are continuing to optimize the delivery of the Plant Maintenance program in order to provide an optimum maintenance mix that includes reliability-centred maintenance that will help efficiently and effectively realize the maximum value of Halton Region’s Wastewater Treatment Assets. Wastewater Treatment combines many complex biological, mechanical, chemical, and physical processes in a challenging environment to effectively treat wastewater. These



challenges mean that some degree of unscheduled maintenance is unavoidable. Notwithstanding, the impact of increasing the robustness of the planned regular maintenance as part of the Reliability Centred Maintenance program resulted in maintaining an uninterrupted level of service with zero unplanned treatment plant shutdowns and a corresponding reduction in unscheduled maintenance.

**Biosolids Management** – The 2024 Biosolids Management budget reflects an increase of \$126,000, or 3.6%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels.

Biosolids Management	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Tonnes of Biosolids Treated and Disposed	36,638	36,986	38,434	41,535	40,878
Cost / Tonne of Biosolids Treated and Disposed	\$94	\$84	\$94	\$84	\$88

In general, tonnes of biosolids treated and disposed of have remained relatively constant.

**Industrial Waste** programs include sampling, monitoring and by-law enforcement along with the implementation of Sanitary Discharge Agreements, Restrictive Agreements and Overstrength Discharge Agreements and the coordination of spill response efforts with the local area municipalities. Direct costs for the 2024 Industrial Waste budget are increasing by \$40,000, or 4.5%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels. The expenditure budget for Industrial Waste is fully offset by revenues mainly related to sewer discharge agreements.

The Region established the Industrial Waste program to protect the Region's infrastructure and natural environment by working collaboratively with wastewater dischargers to achieve by-law compliance and recover overstrength wastewater treatment costs. Opportunities exist to expand efforts with small to medium businesses in the program and to undertake a future by-law review of fees.

Industrial Waste	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Discharge Agreements	25	25	23	35	40

**Collection Operations & Maintenance** includes all activities necessary to protect the integrity of the infrastructure network of pipes and maintenance holes, ensuring wastewater is effectively and efficiently collected and conveyed to the wastewater treatment plants. Wastewater Collection operators are responsible for completing preventive and reactive maintenance, such as routine and emergency sewer main flushing and repairs. Operators respond to customer requests for service, such as responding to reports of blocked sewer mains and overflowing maintenance holes.

The 2024 Budget for Collection Operations & Maintenance is decreasing by \$283,000, or 2.7%, which is largely the result of increased investment income realized through the strong performance of the Region's investment portfolio, reduced contracted services, material and supply costs based on historical spending trends and the re-alignment of program responsibility for air release valve maintenance and repairs, which has moved from Collection Operations & Maintenance to Wastewater Pumping Stations. The decrease is partially offset by higher corporate support costs to support the Region's Digital Strategy and inflationary cost adjustments reflected where applicable to maintain service levels.

Collection Operations & Maintenance	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Kilometres of Wastewater Main Operated and Maintained	1,965	1,971	1,983	2,013	2,040
Cost per Kilometre of Wastewater Collection Network Operated and Maintained	\$4,088	\$4,587	\$4,486	\$5,124	\$5,052
Number of Main Line Wastewater Back-Ups / 100 Kilometre of Pipe	0.76	0.71	0.35	0.40	0.40
Number of Customer Service Inquiries	996	828	675	750	750

Wastewater collection infrastructure continues to increase to accommodate growth in the Region. As sewer mains, maintenance holes, pumps and other assets are added to the system, operations and maintenance programs are expanded to ensure that Halton remains compliant with standards and continues to provide uninterrupted conveyance of wastewater from households and businesses. Operational programs continue to evolve to meet the demands of maintaining the infrastructure as efficiently as possible. Using new technology to inspect the condition of wastewater pipes, cleaning programs are planned based on assessed condition. In 2024, operational resources will be more effectively utilized by addressing the infrastructure in most need and expanding the inspection program to identify and repair maintenance hole deficiencies.

**Lateral Connections** maintenance refers to the activities that ensure wastewater is conveyed from homes and businesses to Regional sewer mains. Building plumbing is connected via service laterals to sewer mains. Closed Circuit Television (CCTV) inspection is used to diagnose issues that prevent wastewater from flowing from buildings to sewer mains properly. Whenever issues are identified, repairs to the Region-owned or “public” section of broken laterals are made. Blockages are also cleared, if necessary. This program ensures that properties are protected from the risk of basement flooding.

The 2024 Budget is increasing by \$38,000, or 2.7%, mainly due to higher contract costs for wastewater connection repairs.

Lateral Connections	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Lateral Connections Maintained (000s)	119	120	123	124	126

The Region's infrastructure continues to expand in line with growth. The increase in the number of service connections is reflective of the new homes and businesses being built. Operations staff respond to service requests due to blocked laterals 24/7. The Flood Mitigation program includes a subsidy for lateral repairs to reduce issues that lead to blockages and backups. This program is expected to reduce pressures on staff time by reducing the occurrences of blocked and broken laterals.

**Flood Mitigation** programs include the Downspout Disconnection Subsidy program, Weeping Tile Disconnection and Sump Pump Installation Subsidy program, Lateral Lining Subsidy program and the Backwater Valve Subsidy program. The objective of these programs is to prevent stormwater from entering the wastewater system.

The 2024 Budget is decreasing by \$740,000, or 51.5% due to a reduction in the Basement Flooding Mitigation program subsidies. As a result of the significant progress made to date in the Sewer System Optimization capital program and maturity of the subsidy program, the budget is being reduced to reflect decreased projected uptake; however, participation in the Lateral Lining and Backwater Valve programs remains strong.

Flood Mitigation Program	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Weeping Tiles Disconnected	41	52	34	38	38
Number of Downspouts Disconnected	22	14	9	14	14

**Wastewater Pumping Stations** Operations and Maintenance refers to the activities that are carried out to ensure that the pumping stations that convey wastewater to treatment plants are in good condition and functioning properly. The 2024 Budget is increasing by \$626,000 or 7.2% mainly due re-alignment of program responsibility for air release valve maintenance and repairs, which has moved to Wastewater Pumping Stations from Collection Operations & Maintenance, increased hydro costs related to higher consumption, and inflationary cost adjustments reflected where applicable to maintain service levels.

Operators and skilled trades complete daily inspections, checks and maintenance to ensure that pumps, generators, protection valves and other equipment are maintained and functioning properly. Critical equipment is maintained to ensure uninterrupted service through planned and preventive Reliability Centred Maintenance programs, providing corrective and 24/7 emergency repair services, and coordinating contractors and specialized trades to complete maintenance work.

Pumping station maintenance reduces the risk of by-passes. Pump station upgrades have improved performance during high flow events such as rainstorms. Improved alarm protocols have led to faster response times by Operations staff to resolve issues that could result in by-pass events.

Wastewater Pumping Stations	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Number of Pumping Stations Operated and Maintained	83	83	83	83	83
Number of By-passes at Pumping Stations	11	5	5	5	5

There are more than 2,300 critical pieces of equipment within the pumping stations that convey the wastewater collected from homes and businesses across the Region to the treatment plants. Staff continue to focus on optimizing Reliability Centred Maintenance programs to ensure critical infrastructure is maintained, breakdowns are minimized and the service life of the assets are maximized. While unexpected equipment failures contribute to the number of by-passes each year, the number of by-passes at pumping stations remains fairly stable. This demonstrates that the optimized programs are meeting the objectives noted above. Optimization work includes improvements to work process flows and completing more maintenance using internal resources. Since 2020, back-up generators or connections for temporary generators have been installed at stations that did not previously have back-up power to mitigate by-passes resulting from power outages.

# Infrastructure Management

Infrastructure Management includes all engineering planning, assessment and design, environmental protection and policy activities related to the Region's Public Works infrastructure required to maintain the overall condition of the assets as infrastructure ages and expansions are constructed to service growth. The net book value of these assets as of December 31, 2022, was \$4.7 billion.

Key activities include the water and wastewater infrastructure and environmental planning activities to support growth. Analysis of asset conditions allows for the development of infrastructure renewal plans through the Asset Management program in order to support the design and construction of new infrastructure and renewal of aging infrastructure. The Asset Management Program and Lifecycle Models Update (**PW-01-22/FN-11-22/DI-01-22**) and 2024 Budget Directions (**FN-28-23**), outline the objective of the annual budget development and goals to invest appropriately in the State-Of-Good-Repair program.

Infrastructure Management activities also include the maintenance and support of asset information and inventory records as well as development and enforcement of Regional water and wastewater policies.

## Budget Impacts

The Infrastructure Management capital budget reflects a net increase of \$8.7 million, or 7.2%, which is required to maintain existing levels of service, support the Region's investment in the State-of-Good-Repair capital program, and support the expanding asset base. The 2024 Budget also includes 10.0 FTEs proposed as strategic investments to support strategic priorities approved by Regional Council, help deliver the State-of-Good-Repair and Development-related capital programs that continue to increase in size and complexity, support regulatory compliance, and support the growth priorities of the Local Municipalities. Of these 10.0 FTEs, 7.0 FTEs fully recover from the capital program with no rate impact, with the remaining 3.0 FTEs are recovered from other program areas within the Public Works department.

Infrastructure Management Divisional Summary (\$000s)									
	2024 Budget					2023 Budget	Change		
	Direct Cost	Capital Financing & Other Costs	Total Gross Expenditures	Funding & Other Revenue	Net Rate Impact	Net Rate Impact	2024-2023		
<b>Infrastructure Management</b>									
State-of-Good-Repair	\$ -	\$ 138,617	\$ 138,617	\$ (9,482)	\$ 129,135	\$ 120,472	\$ 8,663	7.2%	
System Growth Planning	1,149	(1,149)	-	-	-	-	-	0.0%	
Capital Project Delivery	14,479	(14,479)	-	-	-	-	-	0.0%	
Information Management	2,847	(2,844)	2	(2)	-	-	-	0.0%	
Environmental Services	2,812	(2,363)	449	(449)	-	-	-	0.0%	
<b>Total</b>	<b>\$ 21,287</b>	<b>\$ 117,781</b>	<b>\$ 139,068</b>	<b>\$ (9,934)</b>	<b>\$ 129,135</b>	<b>\$ 120,472</b>	<b>\$ 8,663</b>	<b>7.2%</b>	
2023 Budget	\$ 20,424	\$ 109,971	\$ 130,395	\$ (9,923)	\$ 120,472				
\$ Change	864	7,810	8,673	(11)	8,663				
% Change	4.2%	7.1%	6.7%	0.1%	7.2%				

Schedule may not add due to rounding.

**State-of-Good-Repair** includes the operating contribution required to finance the 10-Year Water and Wastewater State-of-Good-Repair capital program. 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. As explained in further detail in the following Capital Budget section, the 2024 10-Year Water and Wastewater State-Of-Good-Repair capital program will invest \$2.1 billion to renew existing water and wastewater infrastructure assets where there is risk to providing reliable, safe, sustainable, suitable and cost-efficient services. The first three years of the 2024 capital plan are prioritized by applying a risk-based approach while timing of projects in years four through ten have been identified through the application of previously mentioned Life Cycle Models. Public Works employs its optimized decision-making process to support the development of a capital program, prioritized for alignment with Halton Region’s Strategic Business Plan and documented in a transparent manner.

Halton’s Asset Management program assesses the condition of assets through various inspections and condition assessments to determine the appropriate level of annual capital investment which has resulted in most infrastructure assets being rated as good to very good condition and meeting desired service levels. The relatively young age of the Region’s network contributes to high infrastructure rating percentages, driven by low watermain break rates and wastewater back-ups as shown in the table below. The Life Cycle Models, updated through the Asset Management Plan, provide a long-term projection of the cost of rehabilitation and replacement interventions throughout the life of the Region’s assets.

State-of-Good-Repair	2020 Actual	2021 Actual	2022 Actual	2023 Projected	2024 Projected
Percent of Water Infrastructure Rated as Good and Very Good	82.0%	79.0%	79.0%	79.0%	79.0%
Percent of Wastewater Infrastructure Rated as Good and Very Good	73.0%	78.0%	78.0%	78.0%	78.0%

**System Growth Planning** includes the planning studies and activities required for infrastructure identified to support approved growth. Public Works continues to develop a region-wide Integrated Master Plan for Water, Wastewater, and Transportation, scheduled for completion in 2024, to identify infrastructure needs to accommodate future growth.

Direct costs for the 2024 System Growth Planning budget are increasing by \$7,000, or 0.7%, mainly due to inflationary cost adjustments reflected where applicable to maintain service levels, partially offset by the removal of one-time technology costs related to new devices.

**Capital Project Delivery** – The Public Works capital program is focused on the delivery of safe and sustainable municipal infrastructure to maintain the Region’s asset base in a state-of-good-repair and support approved growth. The capital program continues to introduce larger and more complex projects annually and Halton Region endeavors to reduce construction impacts on residents and businesses and achieve the lowest project delivery cost by bundling water, sewer, and road replacement components as larger contracts, where practical. Managing the increasing volume of capital works with balanced consistency and a standardized approach across the entire division is extremely challenging. To address this, the Engineering Management Office works to ensure that a standardized, consistent, quality-based and transparent capital program delivery model is followed. This model must also meet the growing public expectation of highly effective, accurate, timely and unified communication on capital projects, as well as deliver exceptional customer service that exceeds the expectations of the community.

Direct costs for the 2024 Capital Project Delivery budget are increasing by \$1.1 million, or 6.5%, mainly due to strategic investments proposed for 7.0 FTEs to manage the delivery of an increasing capital program and support the growth priorities of the Local Municipalities, as well as inflationary cost adjustments reflected where applicable to maintain service levels.

**Information Management** includes the development and implementation of the Public Works Asset Management program and the organization and control of information used to inform the operation, maintenance and development of Halton’s water and wastewater infrastructure. Public Works staff continue to implement the Public Works Asset Management Road Map Implementation Plan and completed an update to the Asset Management Plan in 2022, which included the upgrading of Life Cycle Models used to develop the nine-year capital forecasts for infrastructure assets. The Asset Management Plan Update included a robust roadmap to further sustain the asset management program and ensure it is responsive, useful, and successful in the future in the face of emerging climate and technological changes impacting infrastructure assets. Key information management activities include the enhancement of models used to assess system capacity to accommodate growth and electronic sharing of capital programs with the local municipalities to improve coordination of construction.

Direct costs for the 2024 Information Management budget are increasing by \$336,000, or 14.1%, mainly due to strategic investments proposed for 3.0 FTEs to support the growth priorities of the Local Municipalities and assist with compliance related operational enhancements.

**Environmental Services** includes environmental planning, hydrology and source water protection initiatives, as well as the forestry program that manages the Woodlands Stewardship Program which was developed to assist landowners with establishing woodland plantations, the preparation of forest management plans, and tree marking services. The 2024 program budget for Environmental Services is increasing by \$17,000 or 0.5%, primarily due to inflationary cost adjustments reflected where applicable to maintain service levels. As shown in the following table, it is estimated that the applications for 2023 and 2024 will increase due to anticipated increase in private landowner interest as well as the availability of Provincial funding.

<b>Environmental Services</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Projected</b>	<b>2024 Projected</b>
Number of Applications for the Woodlands Stewardship Program	19	16	17	20	20

## Environmental Services Capital Budget & Forecast

The 2024 Budget also provides funding to support the following capital projects.

<b>Environmental Services Capital Program (\$ Millions)</b>							
	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029 - 33</b>	<b>Total</b>
Forest Management Program	\$ -	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.10	\$ 0.18
Vehicle Replacements - Forestry	-	-	0.04	-	-	-	0.04
<b>Total</b>	<b>\$ -</b>	<b>\$ 0.02</b>	<b>\$ 0.06</b>	<b>\$ 0.02</b>	<b>\$ 0.02</b>	<b>\$ 0.10</b>	<b>\$ 0.22</b>

Schedule may not add due to rounding.

The Forest Management program requires \$0.22 million over the next 10 years to address improvements to the Regional Forests as set out in the Regional Forest Master Plan (PPW96-06). The required funding is provided from the Forest Agreement reserve, which is supported by an aggregate lease (Cox Tract Haul Route) and royalty revenues collected in the operating budget. This program is funded from the Agreement Forests/ESA's Reserve.

## 2024 Water & Wastewater Capital Budget

As detailed below, the 2024 10-year Water and Wastewater capital program (including the 2023 Allocation Program and 2032 & 2033 development water and wastewater estimates) is \$4.1 billion. Of the \$4.1 billion 10-year Rate Capital Plan, \$2.3 billion is presented to Council for approval as part of the 2024 Budget and Business Plan and \$1.8 billion is related to the 2023 Allocation Program and development water, wastewater and transportation Masterplan estimates for 2032 & 2033 which is approved through separate reports.

2024 Capital Budget & Forecast (including 2023 Allocation Program)											
Summary of Rate Capital Budget & Financing (\$000s)											
	Gross Cost	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>Development</b>											
Water	\$ 987,287	\$ 220,354	\$ 189,764	\$ 189,764	\$ 33,780	\$ 59,697	\$ 58,191	\$ 26,411	\$ 11,868	\$ 98,729	\$ 98,729
Wastewater	1,378,802	293,313	265,339	265,339	79,362	158,305	13,170	22,392	5,820	137,881	137,881
Sub-total	2,366,089	513,667	455,103	455,103	113,142	218,002	71,361	48,803	17,688	236,610	236,610
<b>State-Of-Good-Repair</b>											
Water	\$ 1,022,837	\$ 99,932	\$ 81,227	\$ 53,555	\$ 72,249	\$ 80,529	\$ 101,596	\$ 119,229	\$ 89,311	\$ 117,805	\$ 207,404
Wastewater	753,965	97,015	125,626	67,496	69,670	63,830	75,023	54,511	97,062	38,405	65,327
Environmental Services	220	-	20	60	20	20	20	20	20	20	20
Sub-total	1,777,022	196,947	206,873	121,111	141,939	144,379	176,639	173,760	186,393	156,230	272,751
<b>Total</b>	<b>\$ 4,143,111</b>	<b>\$ 710,614</b>	<b>\$ 661,976</b>	<b>\$ 576,214</b>	<b>\$ 255,081</b>	<b>\$ 362,381</b>	<b>\$ 248,000</b>	<b>\$ 222,563</b>	<b>\$ 204,081</b>	<b>\$ 392,840</b>	<b>\$ 509,361</b>
<b>Financing</b>											
External Rcvry/Other	\$ 14,466	\$ 3,351	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235	\$ 1,235
Dev't Charges - Res.	1,021,389	204,139	171,480	171,480	56,713	34,112	54,165	37,949	5,187	143,082	143,082
Rate Capital Reserves	2,100,075	277,067	273,991	188,229	174,732	156,214	177,783	172,886	185,158	188,747	305,268
Capital Invstmnt Rvl. Fnd.	466,887	96,611	85,824	85,824	20,445	20,820	14,817	10,493	12,501	59,776	59,776
Alternative Financing/Debenture	540,294	129,446	129,446	129,446	1,956	150,000	-	-	-	-	-
<b>Total</b>	<b>\$ 4,143,111</b>	<b>\$ 710,614</b>	<b>\$ 661,976</b>	<b>\$ 576,214</b>	<b>\$ 255,081</b>	<b>\$ 362,381</b>	<b>\$ 248,000</b>	<b>\$ 222,563</b>	<b>\$ 204,081</b>	<b>\$ 392,840</b>	<b>\$ 509,361</b>

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

\*- For 2023 Allocation program: Based on estimated average expenditures for 2024 to 2026.

\*- For 2032 & 2033 has been estimated based on 8 year avg. from 2024 to 2031

**\$513.7 million Water and Wastewater Development-related program** in 2024 reflects the estimated 2023 Allocation Program expenditures for 2024 (\$455.1), \$56.5 million in project increases related to the 2020 Allocation Program, and \$2.1 million to finance development-related external works included in a Regional Contract per capital financing policies. Some of the key projects include:

- \$455.1 million in estimated expenditures for the 2023 Allocation Program, anticipated to be approved under Report No. **CA-08-23/PW-40-23/FN-36-23**
- \$20.0 million for 8th Line Zone 4 Pumping Station alterations to support Zone 3/4/5 Boundary Re-alignment (OAK) – Design and Construction

- \$19.1 million for West River WWPS - Capacity Upgrade to 120 L/s, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK) – Design and Construction
- \$3.4 million for Watermain upsize and intensification on Brock Ave, Regina Dr, Brant St, and Fairview St. (BUR) - Construction
- \$3.1 million for 600 mm WWM on new North Oakville road from Burnhamthorpe Rd to Dundas St (OAK) - Construction
- \$2.4 million for 300mm WM on Sovereign St between Bronte Rd and East St (OAK) – Construction
- \$2.2 million for 400mm WM from Burnhamthorpe Rd to Dundas St on new North Oakville road (Zone O4) (OAK) – Construction
- \$2.0 million for 200/300/375mm WWM on Dundas Street from Avenue 2 (North Oakville) to approx. 500m west of Tremaine Road (BUR) - Design and Construction
- \$1.6 million for 375mm WWM on Fairwood Place West from Hendrie Avenue to North Shore Boulevard West, and on North Shore Boulevard West from Fairwood Place West to the La Salle Park WWPS (BUR) - Design, Land and Construction
- \$1.6 million for 300 mm replacement on Guelph St between Mountainview Rd North and Sinclair Ave (HHGEO) - Construction

As discussed in the Executive summary, in 2024, only the projects identified in Appendix B can commence upon approval of the 2024 Budget. These are expenditure changes within the 2020 Allocation Program requiring cost increases. The remaining growth-related capital projects for water and wastewater will not proceed until the next development financing plan and allocation program is approved by Council.

The **\$196.9 million State-of-Good-Repair program** has increased from the 2023 Forecast by \$4.2 million. The 2024 Budget incorporates significant investments of \$117.4 million for water distribution and wastewater collection systems rehabilitation and replacements, and \$68.4 million for plant/facilities infrastructure upgrades and replacements. The 2024 Budget includes the following major projects:

- \$21.6 million for WWM on McCraney St W and side streets
- \$12.8 million for WM on McCraney St W and side streets
- \$12.7 million for the replacement of WM on Prospect St. from Brant St to Joyce St, WM on Prospect St. from Guelph Line to Ashley Ave and WM on Grahams Lane from Brant St to 30m E. of Hammond St
- \$10.5 million for 300mm WM on Havendale Blvd. from Brant St to End \$10.2 million for WWM Linwood, Bromley, Broughton, Verheovan, Brewer, Maureen, Whitepines, Kenwood
- \$8.8 million for the replacement of WM on Bromley from White Pines Dr. to Linwood Cres., Linwood Cres. from Spruce Ave to Cul-de-sac and Maureen Court Bromley to end
- \$7.8 million for supply and redundancy to Oakville Zone 3 and 2A \$7.7 million SCADA Master Plan Implementation - Wastewater \$7.3 million for the replacement of WWM on Prospect St from Brant St to Guelph Line and WWM on Grahams Lane from Brant St to Easement
- \$6.8 million for Georgetown WWTP - Plant Updates
- \$6.0 million for the Basement Flooding Mitigation program (PW-22-15)

## 10-Year Water & Wastewater Capital Budget & Forecast

The 2024 10-year Water and Wastewater capital program totals \$4.1 billion including the 2023 Allocation Program and 2032 & 2033 development water and wastewater estimates. Of the \$4.1 billion 10-year Rate Capital Plan, \$2.3 billion is presented to Council for approval as part of the 2024 Budget and Business Plan and \$1.8 billion is related to the 2023 Allocation Program and development water, wastewater and transportation Masterplan estimates for 2032 & 2033 which is approved through separate reports.

The 10-year \$4.1 billion Water and Wastewater program, consists of \$2.4 billion (57.1%) for the Development program and \$1.8 billion (42.9%) for the State-of-Good-Repair program. As discussed above, the development-related infrastructure requirements for 2024-2026 have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans to reflect the new planning period.

**\$2.4 billion 10-year Water and Wastewater Development program** is a \$900.4 million increase from the 2023 program and reflects the cost updates for the 2023 Allocation Program primarily due to the sudden acceleration of growth which requires significant capacity and necessitates the need for costly capacity expansion projects to be accelerated prior to 2031. The majority of costs are related to greenfield and capacity related infrastructure. The 10-year program includes:

- \$895.0 million to service region-wide capacity-related infrastructure.
- \$1,146.5 million to service greenfield area related infrastructure.
- \$176.2 million to service built boundary areas related infrastructure.
- \$148.4 million for employment land servicing related infrastructure.

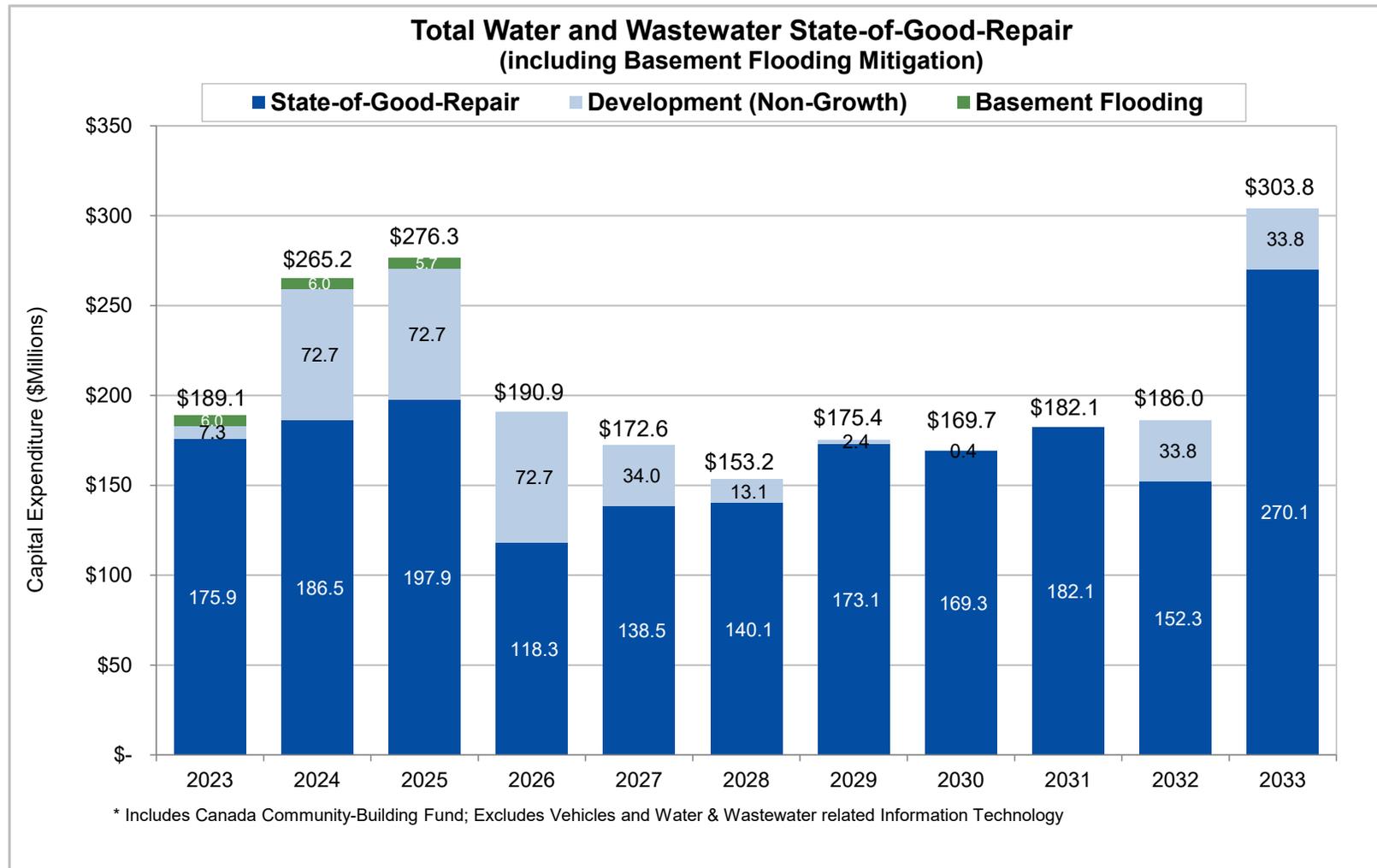
Implementation of the \$2.4 billion Development program will also address state-of-good-repair needs for existing infrastructure in the amount of \$335.4 million. Combined with the non-Development State-of-Good-Repair program of \$1.8 billion discussed below, the total 10-year (2024-2033) State-of-Good-Repair program is \$2.1 billion.

The **\$1.8 billion 10-year State-of-Good-Repair program** is a \$192.5 million increase from the 2023 program. The 2024 Plan has been prepared based on the updated Asset Management Program and Lifecycle Models Update. As discussed earlier, the 10-year State-of-Good-Repair program will continue to be updated through the annual budget process based on the optimized decision making process developed under the Public Work's Asset Management Strategy.

The 10-year water and wastewater State-of-Good-Repair program includes:

- \$1.2 billion for water distribution and wastewater collection systems rehabilitation and replacements, including the Basement Flooding Mitigation program of \$11.8 million.
- \$503.3 million for plants/facilities infrastructure upgrades, replacements, including \$56.3 million for plant maintenance.
- \$32.8 million for SCADA Master Plan implementation and other SCADA related projects.

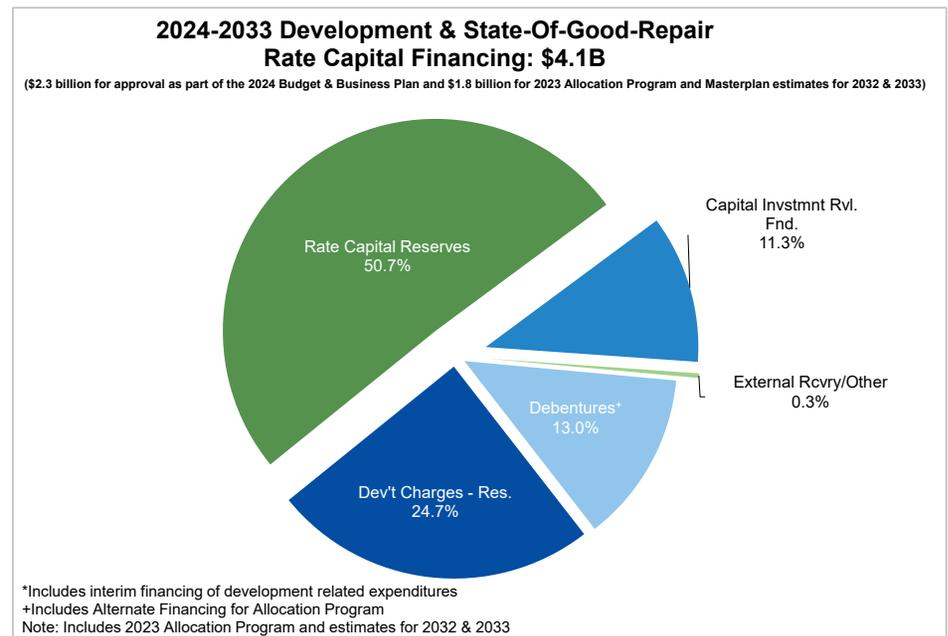
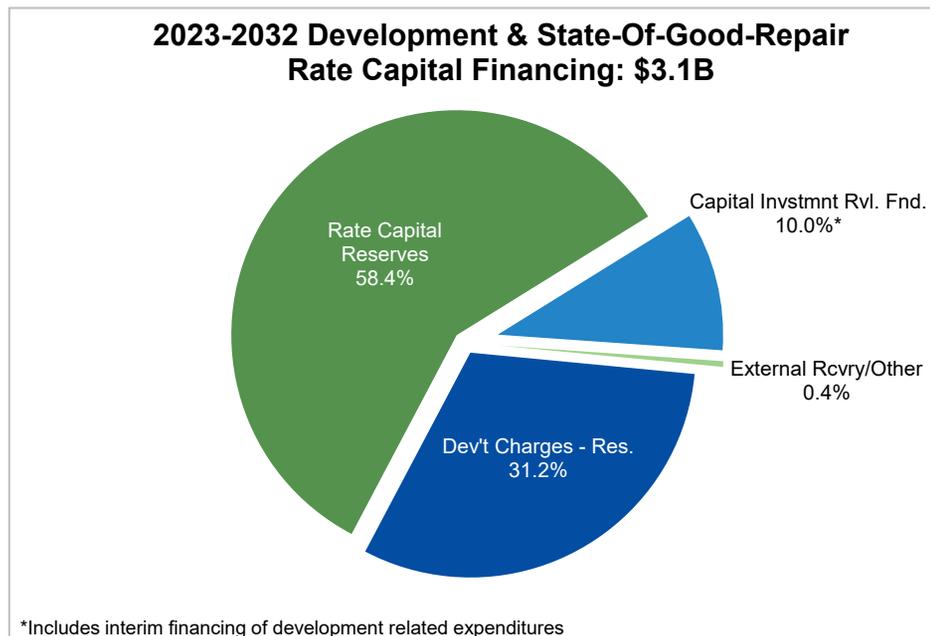
The following graph illustrates the state-of-good-repair (\$2.1 billion), including the Development-related state-of-good-repair infrastructure needs of \$335.4 million over the next 10 years.



# 10-Year Water & Wastewater Capital Financing

The following charts present a breakdown of the 2024 10-year financing plan for the Water and Wastewater capital program, compared to the 2023 Plan.

Financing of the 2024 10-year Water & Wastewater Capital Plan (including the 2023 Allocation Program and 2032 & 2033 development water and wastewater cost estimates) is based on Council-approved financing plans, including Development Financing Plan (CA-08-23/PW-40-23/FN-36-23) and the 2024 Budget Directions (FN-28-23). The development-related infrastructure requirements for 2024-2026 are to be approved as part of Report No. CA-08-23/PW-40-23/FN-36-23, therefore although not approved as part of the 2024 budget, the expenditures for comparison purposes have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water, wastewater and transportation masterplans to reflect the new planning period.

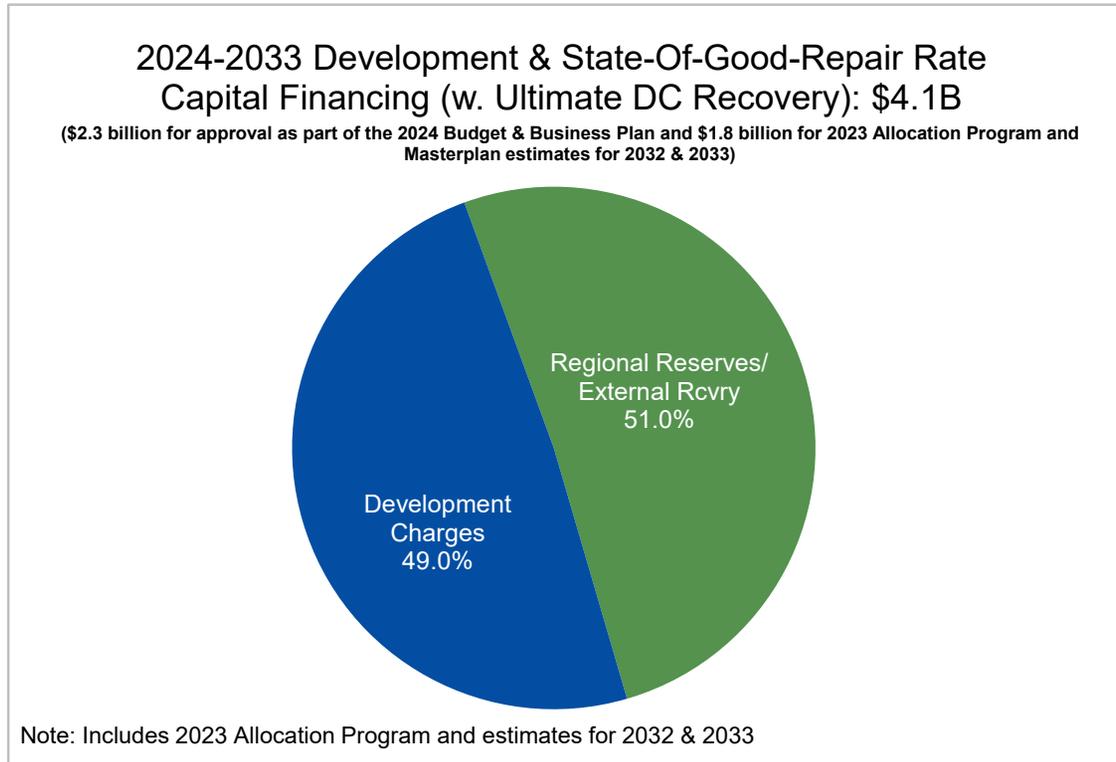


The 2024 Budget and Business Plan includes increasing operating budget contributions to reserves throughout the forecast period. The Regional reserves (including transfers from the Operating Budget, investment earnings, and Canada Community-Building Fund revenues) are used to fund the State-of-Good-Repair (non-growth) infrastructure program. In order to maintain sufficient reserves and adequate ratios between the operating contributions and amortization expenses, the 2023 Water and Wastewater budget increased the total operating contributions to \$128.1 million in support of the Water and Wastewater State-of-Good-Repair capital program. As noted earlier, the financing to the Rate Capital reserve provides sufficient capacity to fund the growing State-of-Good-Repair capital program on a pay-as-you-go basis over the next 10 years.

The funding share of the DCs and the interim financing through the Capital Investment Revolving Fund in the 2024 10-year Development program is less than the 2023 program on a percentage. This is due to the fact that alternative financing (debt) is being used to help finance the residential and non-residential share of significant capacity projects that needed to be accelerated to meet the housing objectives of the Province.

The Capital Investment Revolving Fund is used to provide interim financing for the non-residential development-related costs, in accordance with the Development Financing Plan (CA-08-23/PW-40-23/FN-36-23), which is the framework being utilized to develop the 2024 Budget. This strategy supports the Region's economic objectives and ensures that the capital program is sustained with manageable operating impacts and a minimum requirement for external debt financing. By the end of 2023, the Region's investment from the Capital Investment Revolving Fund is anticipated to be \$300.1 million. These Regional investments will be fully recovered (including interest) from the collection of DCs as non-residential development proceeds in the future.

The following chart illustrates the ultimate funding shares when the Region's interim financing provided for growth infrastructure (i.e., non-residential share) is recovered from future DCs. As noted above, out of the total \$4.1 billion, \$2.1 billion (51.0%) is related to the State-of-Good-Repair capital program and the balance of \$2.0 billion (49.0%) is related to servicing growth. Accordingly, the growth-related cost will be fully funded by DCs (49.0%) and the State-of-Good-Repair program will be funded by the reserves (51.0%) supported by water and wastewater rates and external recoveries.



## State-of-Good-Repair Water & Wastewater Capital Financing

The 10-year Water and Wastewater State-of-Good-Repair capital program identifies \$1.8 billion, with \$196.9 million required in 2024. In the 2024 Budget Forecast, the funding required for the State-of-Good-Repair program will be financed by external recoveries (\$12.4 million) and capital reserves (\$1.76 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, Canada Community-Building Fund 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 2024.

## Development Water & Wastewater Capital Financing

The 2024 10-year Development Water and Wastewater program totals \$2.4 billion and reflects development – related infrastructure requirements for 2024-2026 are to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**, therefore for comparison purposes the expenditures for this time period have been estimated and included in the 10-year capital budget to show magnitude of program. In addition, 2032 and 2033 are estimated based on the 8-year average as expenditures beyond 2031 require updated water and wastewater masterplans.

The program consists of the following:

- **\$2,014.5 billion for servicing Greenfield and Region-wide Capacity.** The program will consist of \$895.0 million of capacity-related projects with region-wide benefits and \$1,146.5 million of distribution/collection projects with Greenfield area specific benefits. The projects identified in Appendix B can commence upon approval of the 2024 Budget. There are expenditure changes within the 2020 Allocation Program requiring cost increases. The remaining growth-related capital projects for water and wastewater will not proceed until the next development financing plan and allocation program is approved by Council.
- **\$148.4 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 \$149.3 million has been identified in the 2024 Budget forecast to facilitate servicing of future employment lands. The projects identified in Appendix B can commence upon approval of the 2024 Budget. There are expenditure changes within the 2020 Allocation Program requiring cost increases. The remaining growth-related capital projects for water and wastewater will not proceed until the next development financing plan and allocation program is approved by Council.
- **\$176.2 million for servicing of Built Boundary areas.** This will support intensification objectives of the Sustainable Halton (ROPA38). Due to the magnitude and timing of these projects, the implementation timing and scope of this program will continue to be reviewed as part of the Budget Process.

The 2024 10-year capital program incorporates the water and wastewater growth-related infrastructure program at an estimated cost of \$2.4 billion which includes development – related infrastructure requirements for 2024-2026 to be approved as part of Report No. **CA-08-23/PW-40-23/FN-36-23**.

The following is a summary of the financing plan for the \$2.4 billion 10-year Development program. DCs, combined with the Regional interim financing through the Capital Investment Revolving Fund, and alternative financing (debt), are used for the financing growth-related projects in the 10-year capital budget.

Development Water/Wastewater Capital 2024-2033 (\$ Millions)						
Program	Total	External Recovery	DC Res Share	Alternative Financing (Debt)	Revolving Fund*	Non-Growth Regional Reserve
Water	\$ 987.3	\$ 0.1	\$ 466.9	\$ 234.7	\$ 265.9	\$ 19.6
Wastewater	1,378.8	2.0	554.5	305.6	201	315.8
<b>Total</b>	<b>\$ 2,366.1</b>	<b>\$ 2.1</b>	<b>\$ 1,021.4</b>	<b>\$ 540.3</b>	<b>\$ 466.9</b>	<b>\$ 335.4</b>

Schedule may not add due to rounding.

\*Non-Res & Oversizing (For 2023 Alloc Program) are Interim Financed from Revolving Fund

This reflects the Region’s financing approach to the growth-related water and wastewater capital program as outlined in the Development Financing Plan Framework (CA-08-23/PW-40-23/FN-36-23), which is the basis for the 2024 Capital Budget financing. The key principles of the Development Financing Plan are consistent with the principles used in previous Regional development financing plans approved by Council and include:

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

Consistent with these principles, the residential funding share of future allocation programs will be provided by the participating residential developers and the Regional funding will be provided mainly from the internal reserve borrowing capacity (e.g. Capital Investment Revolving Fund) while limiting significant debt issuance. The following is a breakdown of water and wastewater infrastructure financing for the 2024 Budget and Forecast:

**Residential Development Financing (\$1,533.2 million):**

- **The Residential-led Greenfield development** in the allocation areas (e.g., Burlington, Milton, Acton and Georgetown) – require a Development Financing Agreement from residential developers to front-end finance, including funding required to address shortfalls in total DC revenues resulting from timing differences in the residential DC revenue collection.
- **The Residential cost in Built-boundary areas** (e.g., Burlington, Oakville, Milton, Acton and Georgetown) – will be funded as part of the Development Allocation Program and by DCs collected at subdivision agreement.

### Non-Residential Development (\$495.4 million):

- **Non-residential cost in Residential-led and Built-boundary areas (\$456.4 million)** – the Region provides interim and debt financing for non-residential costs that will ultimately be recovered from DCs (including carrying costs). Halton currently uses internal borrowing primarily from the Capital Investment Revolving Fund and alternate financing to interim finance these costs.
- **Non-residential share of Employment areas (\$39.0 million)** – the Region will provide front-end financing through the Capital Investment Revolving Fund for servicing the non-residential share of employment lands. The interim financing will be recovered from DCs (including carrying costs). Serviced employment lands are one of the most effective investments the Region can make to promote economic growth in Halton.

### Non-Growth (\$335.4 million):

- **Non-growth (benefit to existing taxpayers) share (\$335.4 million)** – This represents the state-of-good-repair requirements needed to be addressed when existing infrastructure is expanded for growth. \$335.4 million will be financed from capital reserves. Of the \$335.4 million required, \$265.2 million (79.1%) is scheduled for the first five years of the forecast period including:
  - 2023 Allocation Program non-growth expenditures for the 2023 Allocation Program, anticipated to be approved under Report No. **CA-08-23/PW-40-23/FN-36-23** (\$205.1 million)
  - Mid-Halton WWTP expansion from 125 ML/d to 175 ML/d. Design and Construction (OAK) (\$120.4 million).
  - North WWPS expansion of 2,000 L/s at Mid-Halton WWTP (OAK) (\$52.3 million).
  - New 2400mm WWM inlet to Skyway WWTP parallel to QEW. Design and Construction (BUR) (\$29.9 million).
  - 2350 L/s WWPS at Lower Base Line and 4th Line (MIL) (\$19.7 million)
  - 7.5 ML storage expansion at Waterdown Reservoir (existing site) (Zone B1A) (BUR) (\$13.0 million)
  - West River WWPS - Capacity Upgrade to 120 L/s WWPS - Design and Construction, including 450 mm inlet WWM to the station on Service Rd from West River St to West River WWPS (OAK) (\$12.0 million)
  - Agnes St. WWPS Strategy - Construction (HHACTION) (\$7.9 million)

# Halton Region Budget and Business Plan

## STRATEGIC INVESTMENTS



PARAMEDIC SERVICES; WELLINGTON TERRACE ASSISTED HOUSING;  
TRAFALGAR ROAD; LONG TERM CARE

BUDGET REPORT 2024

# Key Investments 2007-2023

While focusing on maintaining existing levels of service during this period (2007-2023), Council approved investments in high priority core service areas through the annual budget process. The following section summarizes previous investments approved by Council through the 2007 to 2023 budgets.

## Health

- Funding of \$625,000 provided to help alleviate hospital offload delay pressures due to Provincial funding shortfalls in the 2016 and 2017 budgets.
- Increased Paramedic Services including an additional 95.3 staff and 21,419.6 relief hours, 7 more paramedic service stations since 2007, and 42 existing ambulance vehicles equipped with power stretchers/lift systems since 2016.
- Region's Paramedic Services, Housing Services and Halton Community Housing Corporation (HCHC) partnered with McMaster University and both Mississauga-Halton and Hamilton Haldimand Niagara Brant Local Health Integration Networks (LHINs) to implement the Community Health Assessment Program (CHAP) pilot project to promote the health of older adults living in social housing (**MO-11-16/SS-17-16, MO-24-19, MO-11-20, MO-02-21**).
- Additional staffing to address increased and emerging needs for prevention and control of infectious diseases, particularly COVID-19, as required by the Ontario Public Health Standards. Two additional Health Promoters have enabled Public Health to better address population health concerns that were prioritized coming out of the COVID-19 pandemic (**MO-09-22**). The additional staff are allocated to work on alcohol misuse and mental health promotion.

## Social & Community Services

- An increased total of 2,071 new housing opportunities created through capital and operating initiatives, since 2008, in partnership with the Federal and Provincial governments.
- Implemented a modified emergency shelter program to provide greater capacity to serve vulnerable residents and acquired the Region's first family emergency shelter facility.
- Additional investment of \$2.1 million to sustain the Halton Rental Assistance Program (HRAP) and Provincially mandated Housing Program (Commercial) to support an increased number of rent supplement units related to COVID-19 pandemic pressures and new housing units in support of the Region's Comprehensive Housing Strategy (CHS) for a total investment in rental assistance of \$6.9 million.
- Supported the development and implementation of the Community Safety and Well-Being Plan with \$200,000 of funding in 2015-2017 and \$130,450 in 2018, to strengthen a collaborative effort between Social & Community Services, Public Health, Halton Regional Police Service (HRPS) and community partners, to improve community safety and well-being in Halton.
- The Halton Region Community Investment Fund (HRCIF) increased from an annual \$702,000 in 2012 to \$4.0 million in 2023, which is an increase of 470%. Since 2012, the HRCIF has committed \$25.7 million through 439 grants for organizations in the areas of community health and social services to respond to current and emerging needs of Halton residents.
- Adult Day Programs expanded to 3 locations, with the most recent enhancement including Saturday programming at the Georgetown location.
- Older Adults Property Tax Deferral launched July 1, 2016 to enable older adults to defer their property taxes and help them stay in their homes. In 2022, this provided relief for 53 households.
- Subsidized Passes for Low Income Transit program (SPLIT) implemented with a total Regional funding contribution of \$6.3 million since 2011, in order to provide affordable transit to Halton's low-income residents.
- Increased food security to Ontario Works (OW) recipients and their families through an increased investment of \$300,000 in 2022 to develop a new program reaching more OW clients, providing a more substantial nutritional basket than the previous program, and simplifying Regional administration.
- Investment in the Our Kids Network increased to \$385,000 in 2017, to support continued efforts in community research and knowledge mobilization.
- Additional 1,200 subsidized child care spaces in Children's Services to meet community need.

## Public Works

- Increased the annual State-of-Good-Repair capital program for water, wastewater and transportation from \$74.9 million in 2007 to \$377.6 million in 2024 to ensure asset life is maximized.
- As part of the implementation of the SCADA Master Plan program, phased investments of \$31.7 million are planned over the next eight years in water, wastewater and landfill SCADA assets.
- Continued review and enhancement of key development review processes to ensure timely reviews of development applications and approvals related to developer contributed infrastructure - this includes implementing process support such as a comprehensive development application tracking system (DATS) as well as online intake and tracking of development engineering files and enhancing electronic application circulation.
- Continued emphasis on customer service and improvements to streamline business processes which will enable Halton Region to contribute to the development and delivery of communities and infrastructure across the local municipalities and address Provincial, Regional and local strategic priorities through the development review and permitting process.
- Halton Region is implementing a responsive state-of-the-art Advanced Transportation Management System (ATMS) to manage traffic on its road network (**PW-10-18, PW-34-21, PW-21-23**). This will allow Halton Region to actively monitor travel conditions, influence the operation of traffic signals, receive information and interact with the Local Municipalities and other agencies through the use of technologies and networks.
- In order to promote increased non-motorized travel, Halton Region plans to implement over \$65 million in active transportation facilities and road safety improvements as part of road widenings, reconstructions and resurfacing projects over the next 10 years.
- Increased the number of road lane kilometres from 878 in 2007 to a projected 1,169 by the end of 2023.
- To reduce energy use, the conversion of high pressure sodium streetlights to LED technology was completed in 2022.
- Continued emphasis on waste diversion from landfill has seen the per cent of waste diverted from landfill increase from 42% in 2007 to projected 60% in 2023, as a result of weekly collection of recyclable material and organic waste, bag tag program for garbage, extended yard waste collection schedule, and sale of backyard composters.
- Annual investment of \$50,000 for continued Sunday operation of the Halton Waste Management Site (HWMS) on Sundays between May and June each year in support of enhanced customer service.
- To implement customer service improvements and efficiencies, an initial investment of \$3.0 million for Halton's Solid Waste Management Strategy Short Term Options (**PW-12-18**) was approved between 2019-2021 at Halton's Waste Management Site.
- In order to increase waste diversion to between 64% and 70%, reduce greenhouse gas emissions by approximately 13,000 tonnes of CO<sup>2</sup> annually, and extend the lifespan of the landfill site to 2050-2054, Council endorsed Halton Region's Solid Waste Management Strategy 2023-2030 (**PW-10-22**).
- Completed the development of a long-term strategy for water meter reading, billing, and replacement (**PW-18-18/FN-25-18**) including an implementation plan (**PW-45-19/FN-35-19, PW-28-21/FN-30-21, PW-12-23/ FN-19-23**) to implement the Advanced Metering Infrastructure project to support radio frequency reading for all Halton residents and businesses.
- To help prevent future flooding (**PW-18-16**), an investment of \$85.3 million in the Region-wide Basement Flooding Mitigation Program was approved between 2016 and 2025.

## Corporate Administration

- Funding contribution totalling \$5.0 million for McMaster University to establish a Centre for Advanced Management Studies, a McMaster Affiliated Family Health Centre and a Teaching Affiliation with Joseph Brant Memorial Hospital.
- \$2.0 million grant provided for the Randle Reef remediation project as part of the Remedial Action Plan for Hamilton Harbour.
- The Burlington Beach Regional Waterfront Park Master Plan begun implementation in 2016, with an initial Regional investment of \$51.8 million by 2035, which will provide a vibrant, world-class, year-round waterfront park in Burlington (**LPS54-15**).
- Annual funding of \$75,000 provided to establish the Regional financial incentive programs for local Community Improvement Plans in support of intensification development (as created through **LPS94-16**).



- Funding provision beginning in 2016, to cost share the Local Municipal Heritage property tax rebate programs to promote the conservation of cultural heritage resources (**FN-45-15**).
- Heritage Services Five-Year Operational Plan (**LPS55-21**) affirms the vision and mission for Halton Region Heritage Services and guide its operations for the next five years within framework of the Master Plan (**LPS62-14**).
- Implementation of a financing plan to stimulate economic development in employment lands by providing Regional interim financing for water and wastewater servicing (to be recovered from future Development Charges (DCs)). This includes Regional debt financing for key employment lands including Milton's Business Park 2, Halton Hills' 401 Corridor and Winston Park's West Business Area (**CS-33-11/PW-53-11/LPS58-11** re: 2011 Water and Wastewater Servicing to Employment Lands in Halton).
- Through approval of Development Financing Plans (**CS-73-08/PWE31-08**; **CS-49-09/PW-20-09/LPS80-09**; **CS-20-12**; **FN-46-19/PW-50-19/LPS112-19**) and Allocation Programs since 2008, the Region has been able to accommodate residential greenfield growth of over 40,000 single detached units, providing approximately \$3.5 billion of water, wastewater and transportation capital infrastructure programs without financial impact to existing taxpayers, to the extent possible under the *Development Charges Act*.
- Continued funding provided to Conservation Halton and Credit Valley Conservation for critical initiatives integral to the safety and well-being of Halton residents, including addressing the impacts of the Emerald Ash Borer invasive species (**FN-39-17**; **FN-26-15**) as well as floodplain mapping (**FN-41-19**).
- Internship and Apprenticeship Program established (2016) and expanded (2017) to ensure employment experiences and opportunities for talented and highly motivated recent graduates.
- Delivery of the Halton Region Centre Redevelopment and Modernization Project.
- Development of the Digital Strategy for Halton Region (**ST-07-21**), which will enhance the delivery of high-quality online digital services including offering 125 of its most frequently used customer-facing services, and the top 50 internal processes and staff experiences, as complete digital services by 2025 (**DI-06-22**).
- Through the approval of the Halton Digital Access Strategy Implementation Plan (**DI-02-22/LPS69-22**), Halton is proceeding with the implementation plan for a one-window approach to support the implementation of 5G technology across the Region. 5G technology is expected to generate significant economic growth over the next decade and this Plan will ensure that Halton is in a position to benefit from this growth.
- Implementation in 2017 of Halton's IT Mobile Strategy to facilitate program requirements and delivery, such as service delivery by community-based staff in the Health department and Long-Term Care facilities.
- Development of the Halton Region Police Service Public Safety Broadband Network which is a dedicated, secure, high-speed wireless data communications network for emergency responders and public safety personnel to communicate with each other during both emergency situations and day-to-day operations, to address the mandated Next-Gen 911 services in Canada.

## Key Investments in 2024

The 2024 Budget continues to focus on maintaining service levels for core services, while making investments to support strategic priorities approved by Regional Council, program enhancements to support the health and well-being of the Halton community, and investments that address pressures driven by growth and increased demand in services, while maintaining the tax rate increase for Regional Services at or below the rate of inflation. The following proposed Tax-Supported Strategic Investment and Rate-Supported Strategic Investment business cases in the 2024 Budget are presented in detail for Council's consideration and review.

# Halton Region

## Budget and Business Plan

### **TAX OVERVIEW**

### **TAX-SUPPORTED STRATEGIC INVESTMENTS**

# Tax-Supported Strategic Investments

Dept.	Division	Strategic Investment / Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Recoveries	Funding & Revenue	Tax Impact
HLTH	Paramedic Services	Paramedics	8.0	7,891.2	\$1,478,268	\$1,562,824	\$ -	\$ (734,527)	\$ 828,297
HLTH	Paramedic Services	Operations Commander	2.0	-	407,322	428,932	-	(201,598)	227,334
HLTH	Paramedic Services	Workforce Management Coordinator Lead	1.0	-	99,482	105,457	-	(49,565)	55,892
HLTH	Paramedic Services	Logistics Officer	1.0	-	106,155	115,730	-	(54,393)	61,337
SCS	Housing Services	HCHC Staffing	3.0	-	412,108	422,110	-	(422,110)	-
SCS	Human Services Planning & Program Support	Halton Region Community Investment Fund	-	-	-	500,000	-	-	500,000
SCS	Services for Seniors	Direct Care Hours	17.0	10,592.2	2,002,143	2,091,331	-	(2,091,331)	-
SCS	Services for Seniors	Emergency Management Specialist	1.0	-	124,990	124,990	-	-	124,990
SCS	Services for Seniors	Workforce Management Data Specialist	1.0	-	137,419	137,419	-	-	137,419
SCS	Employment & Social Services	Integrated Case Manager	2.0	-	210,450	210,450	-	-	210,450
SCS	Employment & Social Services	Senior Program Support Analyst	1.0	-	150,978	150,978	-	-	150,978
PW	Road Operations	Senior Project Advisor	1.0	-	168,527	174,502	-	-	174,502
PW	Road Operations	Traffic Operations & Safety Technologist	1.0	-	110,152	116,127	-	-	116,127
PW	Development Services	Senior Construction Inspector	1.0	-	131,488	139,053	(132,100)	-	6,953
PW	Waste Management	Senior Project Advisor	1.0	-	168,527	174,502	-	-	174,502
PW	Waste Management	Project Manager III	1.0	-	150,978	156,953	-	-	156,953

Dept.	Division	Strategic Investment / Position Title	FTE	Relief Hrs	Personnel Services	Gross Impact	Recoveries	Funding & Revenue	Tax Impact
PW	Infrastructure Management	Infrastructure Master Planning *	-	-	-	-	-	-	108,651
PW	Infrastructure Management	Project Manager II *	-	-	-	-	-	-	21,369
FN	Financial Services & Payroll	Supervisor - Capital Assets	1.0	-	150,978	150,978	-	-	150,978
FN	Financial Services & Payroll	Financial Analyst - Water	1.0	-	123,116	123,116	(123,116)	-	-
FN	Finance Admin	Policy Advisor - Finance	1.0	-	150,978	150,978	-	-	150,978
DIS	Digital Services & Data Management	Senior CRM Analyst	1.0	-	135,358	138,238	-	-	138,238
CS	Supply Chain Management	Procurement	2.0	-	258,474	266,904	(266,904)	-	-
CS	Supply Chain Management	Stockkeeper	1.0	-	89,719	89,919	-	-	89,919
CS	Supply Chain Management	Inventory Planner	1.0	-	111,084	113,218	-	-	113,218
<b>Tax-Supported Strategic Investments Total</b>			<b>50.0</b>	<b>18,483.4</b>	<b>\$6,878,694</b>	<b>\$7,644,709</b>	<b>\$ (522,120)</b>	<b>\$(3,553,524)</b>	<b>\$3,699,085</b>

\* Infrastructure Master Planning and Project Manager II strategic investment business cases can be found in the Rate-Supported Strategic Investments section

## Strategic Investment

### Paramedics

#### Funding Source

Tax

#### Program Details

Department	Health
Division	Paramedic Services
Program	Operations

#### Complement Details

Position Title	Paramedics
FTE Impact	8.0
Relief Hours Impact	7,891.2
Personnel Group	OPSEU_EMS

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 1,478,268	\$ 1,478,268
Materials & Supplies	81,356	10,896
Purchased Services	3,200	3,200
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>1,562,824</b>	<b>1,492,364</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>1,562,824</b>	<b>1,492,364</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	(734,527)	(701,411)
Other Revenue	-	-
<b>Total Revenue</b>	<b>(734,527)</b>	<b>(701,411)</b>
<b>Net Program Expenditures</b>	<b>\$ 828,297</b>	<b>\$ 790,953</b>

#### Business Case

##### Recommendation:

Approve 8.0 FTE Paramedics (4.0 FTE Advanced Care Paramedics and 4.0 FTE Primary Care IV Paramedics), 7,891.2 relief hours, two ambulances, and required equipment to provide two additional 12-hours per day, 7-days per week staffing to address pressures related to increasing call volume (growth) and maintaining response times.

##### Need:

This additional staffing is intended to provide two additional 12-hours per day, 7-days per week ambulances to address pressures related to call volume (growth), response times to emergency calls, population and employment growth, an ageing population, hospital offload delays, paramedic workload, and other pressures. Over the past 10 years (2013 to 2022), call volume (emergency and non-emergency) increased by 51%. For the 12-month period from January 1, 2022, to December 31, 2022, there was an increase in call volume of 5% compared to the previous 12-month period. The number of patients transported between 2013, and 2022, increased by 37%; patient transports in 2022, increased by 4% from 2021. Call volume is anticipated to continue to increase between 3% and 5% annually.

These new resources will be deployed by the provincial communications centre to all areas of Halton Region as required as a component of the Paramedic Services' comprehensive deployment strategy.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$828,000.

##### Implications:

As call volume returns to pre-pandemic levels and continues to increase, this growth impacts the Paramedic Services' ability to maintain service levels and meet response time targets. In 2022, response time targets to life-threatening calls were not met. Without these additional resources, a further increase in response times is anticipated. There will also be an increase in paramedic workload and the potential for an increase in the frequency of paramedics not receiving legislated meal breaks.

##### Alternatives:

None

##### Reference:

Report No. **MO-14-23** (re: Paramedic Services Division Annual Update)

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

## Strategic Investment Operations Commander

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Health
Division	Paramedic Services
Program	Operations

<b>Complement Details</b>	
Position Title	Operations Commander
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 407,322	\$ 407,322
Materials & Supplies	21,210	2,120
Purchased Services	400	400
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>428,932</b>	<b>409,842</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>428,932</b>	<b>409,842</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	(201,598)	(192,626)
Other Revenue	-	-
<b>Total Revenue</b>	<b>(201,598)</b>	<b>(192,626)</b>
<b>Net Program Expenditures</b>	<b>\$ 227,334</b>	<b>\$ 217,216</b>

## Business Case

### Recommendation:

Approve 2.0 FTE Operations Commanders and one Emergency Response Unit to provide support to the Deputy Chief/Manager of Operations through the direct management of field operations.

### Need:

Paramedic Services' operations have continued to increase in size due to growth in call volume and other system pressures. At present, the Deputy Chief/Manager of Operations oversees 12 Operations Superintendents, 250 Paramedics (full and part-time), five Scheduling Coordinators, and two Operations Coordinators. This significant number of direct and in-direct reports has resulted in an excessive workload for the Deputy Chief/Manager of Operations.

The Operations Commander positions will assume responsibility for the delivery of effective day-to-day operations, with each position overseeing six Operations Superintendents and 125 Paramedics, working 12-hour shifts. The paramedic workforce is on duty on different platoons with two distinct rotations in order to cover all shifts over a 24-hour/ 7-day period. The make up of the platoons is such that half the staff (two platoons) are on duty while the other two platoons are off duty. For this reason two Commander positions are required to be able to provide 12-hour/ 7-day leadership coverage. Operations Commander duties would include providing direction and support to assigned Operations Superintendents, ensuring customer service standards are met and concerns are reviewed in a timely manner, and ensuring that the delivery of pre-hospital care is provided in accordance with Regulations and Standards. The Operations Commander positions will enable the Deputy Chief/Manager of Operations to focus on more strategic issues both internally and externally.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$227,000.

### Implications:

The span of control for the Deputy Chief/Manager of Operations has become excessive and unreasonable. Without these new positions, the focus of the Deputy Chief/Manager of Operations will continue to be limited to high priority/time sensitive issues, with limited capacity for strategic initiatives and stakeholder management. There is also a risk that customer service inquiries, Continuous Quality Improvement (CQI) monitoring of the Central Ambulance Communications Centre, paramedic feedback, and other quality activities will be delayed.

### Alternatives:

Approve 1.0 FTE in 2024, with the second 1.0 FTE to be considered in the 2025 budget. This alternative would not provide the same consistent and effective coverage due to the staffing pattern outlined above.

### Reference:

Report No. **MO-14-23** (re: Paramedic Services Division Annual Update)

## Strategic Investment

### Workforce Management Coordinator Lead

<b>Funding Source</b>	Tax
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#### Program Details

Department	Health
Division	Paramedic Services
Program	Operations

#### Complement Details

Position Title	Workforce Management Coordinator Lead
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OPSEU_EMS

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 99,482	\$ 99,482
Materials & Supplies	5,975	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>105,457</b>	<b>99,842</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>105,457</b>	<b>99,842</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	(49,565)	(46,926)
Other Revenue	-	-
<b>Total Revenue</b>	<b>(49,565)</b>	<b>(46,926)</b>
<b>Net Program Expenditures</b>	<b>\$ 55,892</b>	<b>\$ 52,916</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Workforce Management Coordinator Lead for Paramedic Services to address pressures related to managing the Workforce Management Solutions software and payroll and scheduling functions.

##### Need:

This position is required to address pressures related to growth in the Paramedic Services Division.

The Paramedic Services Division currently has 250 Paramedics and 12 Operations Superintendents with approximately 30,000 shifts that require staffing annually. Scheduling is being managed through Workforce Management Solutions (WFM) software not only for frontline Paramedics providing emergency care, but also for Superintendents and Community Paramedics.

The WFM software requires a unique set of skills that are beyond the scope of the current Payroll and Scheduling Coordinator position. While WFM is an enterprise application, the needs within Paramedic Services are unique and require a dedicated resource to understand and navigate the specific nuances. Currently, navigating WFM is taking valuable time away from the scheduling staff duties. This position will be required to navigate WFM issues and investigate and implement efficiencies within WFM for Paramedic Services, as well as perform payroll and scheduling duties. These efficiencies will generate improved business outcomes for the division. The Paramedic Services Master Plan (MO-14-15) also identified the need for additional scheduling and payroll support.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$56,000.

##### Implications:

Payroll and Scheduling positions are at capacity and there is risk of errors that could impact staffing of operations and payroll. Schedulers are spending time managing the WFM application, rather than their primary tasks. This often results in tasks being completed by Operations Superintendents which in turn takes them away from their primary tasks related to managing and supervising front line staff.

##### Alternatives:

There is the potential to utilize a contract employee for this position, however this is not ideal or sustainable due to the training required and risk of turnover.

##### Reference:

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

## Strategic Investment

### Logistics Officer

#### Funding Source

Tax

#### Program Details

Department	Health
Division	Paramedic Services
Program	Logistics

#### Complement Details

Position Title	Logistics Officer
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OPSEU_EMS

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 106,155	\$ 106,155
Materials & Supplies	9,375	1,060
Purchased Services	200	200
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>115,730</b>	<b>107,415</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>115,730</b>	<b>107,415</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	(54,393)	(50,485)
Other Revenue	-	-
<b>Total Revenue</b>	<b>(54,393)</b>	<b>(50,485)</b>
<b>Net Program Expenditures</b>	<b>\$ 61,337</b>	<b>\$ 56,930</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Logistics Officer to provide increased capacity associated with pressures within the Paramedic Services logistics program related to growth and changes to practice as a result of COVID-19 as well as provide an opportunity to expand logistics hours to evenings and weekends to better support 24/7 paramedic operations.

##### Need:

The logistics program is responsible for the procurement, warehousing, tracking and distribution of over 4,500 items required to support operations at 15 paramedic response stations. This includes medications, medical supplies and equipment, personal protective equipment, oxygen, linen, disinfection supplies, uniforms and vehicles. The program is also responsible for regular preventative maintenance and repairs for medical equipment and minor station and vehicle related repairs. Logistics Officers are the primary staff to deploy the Emergency Support Unit.

The logistics program workload continues to increase with service growth, which in turn increases utilization of medication, supplies, equipment etc. New standards of practice have also been implemented as a result of the COVID-19 pandemic, resulting in added pressures on the logistics program, particularly associated with replenishment of personal protective equipment and disinfection supplies and equipment at stations and hospitals. The geographical size of Halton Region, with 15 stations and 4 hospitals, makes regular deliveries a time consuming task, and often require two logistics staff when handling heavy carts and hydraulic tailgate lifts.

The program is currently staffed with five full-time and one part-time Logistics Officers. An additional FTE would allow for adjustments to the logistics program schedules to expand services to include evening and weekend coverage. Since there is no evening and weekend logistics coverage at this time, some needs are addressed by Operations Superintendents.

This investment includes Provincial funding anticipated based on the current cost-share level for a net tax impact of \$61,000.

##### Implications:

Without this position, there is an increased risk of the inability to provide timely delivery and restocking of supplies and equipment and meet legislated deadlines for regular equipment maintenance and repairs. It would also hinder expanding service hours to include evening and weekend coverage, which would result in Operations Superintendents performing some functions and preventing them from performing their primary tasks related to managing and supervising front line staff.

##### Alternatives:

There is the potential to utilize a contract employee for this position, however this is not ideal or sustainable due to the training required and risk of turnover.

##### Reference:

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

## Strategic Investment

### HCHC Staffing

<b>Funding Source</b>	Tax
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#### Program Details

Department	Social & Community Services
Division	Housing Services
Program	HCHC

#### Complement Details

Position Title	HCHC Staffing
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 412,108	\$ 412,108
Materials & Supplies	10,002	252
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>422,110</b>	<b>412,360</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>422,110</b>	<b>412,360</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	(422,110)	(412,360)
<b>Total Revenue</b>	<b>(422,110)</b>	<b>(412,360)</b>
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

#### Business Case

##### Recommendation:

Approve 3.0 FTEs in the Housing Services division to support the growing number of units managed by in Halton Community Housing Corporation (HCHC). These positions will manage assisted housing properties developed/acquired in support of Halton Region's Assisted Housing Portfolio. Additional staff resources will allow for improved customer service, reduced operational risk and compliance with all legislative requirements. Approval will ensure effective management of current and future assisted housing properties.

##### Need:

Since 2014 Halton Region has acquired a number of properties and requested HCHC manage these properties on its behalf. HCHC's housing portfolio has grown from 1,961 units to 2,210 units. In September 2023 HCHC assumed management of 30 Normandy Place, further increasing HCHC's portfolio to 2,280 units. In total 319 new units have been acquired/developed and managed within existing staff complement in the Housing Services Division.

In 2023 Regional Council approved the development of a 52-unit seniors supportive housing building at 263 Kerr Street and 14-units of senior's supportive housing at 1258 Rebecca Street in Oakville which will further increase HCHC's portfolio to 2,346 units. Additional developments/acquisitions are anticipated in the coming years. Additional staff are needed to manage the growing number of tenancies and ensure high quality service is provided to tenants, operational risks are mitigated and all legislative requirements are met. Tenancy management responsibilities include signing leases/renting units, rent collection, arrears management, issuance and management of housing subsidies, delivery of community development activities, eviction prevention, working with partners to support tenants and address community safety, developing policies and procedures, meeting individually and collectively with tenants, and representing the Region/HCHC at Landlord and Tenant Board hearings.

Tenancies have become more challenging as community housing environments now house more multi-barriered individuals and families. More dedicated staff time is needed to meet evolving legislative requirements, regional/corporate objectives and to preserve tenancies at risk/mitigate homelessness. Approving 3.0 FTE in staff resources will allow HCHC to more effectively manage its current portfolio and support future portfolio growth.

##### Implications:

Failure to adequately respond to tenant requests, safety and security concerns or meet legislative requirements puts HCHC and the Region at considerable risk. Unresolved tenant issues can result in reputational damage to Halton Region/HCHC and may lead to escalating tenant conflicts, safety concerns and revenue loss. With more units and complex tenancies to manage, there is a risk that customer service standards, and community development objectives are not met.

##### Alternatives:

HCHC could use temporary contracted staff for some duties, delay activities such as lease signings, and reduce on-site supports.

##### Reference:

Report No. LPS84-21/SS-25-21, HC-17-23, LPS08-23/SS-02-23, LPS47-23/SS-14-23, SS-20-23

## Strategic Investment

### Halton Region Community Investment Fund

<b>Funding Source</b>	Tax
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#### Program Details

Department	Social & Community Services
Division	Human Services Planning & Program Support
Program	Human Services Planning & Investment

#### Complement Details

Position Title	
FTE Impact	
Relief Hours Impact	
Personnel Group	

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ -	\$ -
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	500,000	500,000
<b>Total Direct Costs</b>	<b>500,000</b>	<b>500,000</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>500,000</b>	<b>500,000</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

#### Business Case

##### Recommendation:

Approve a \$500,000 increase in funding to the Halton Region Community Investment Fund (HRCIF) from the current approved budget of \$4.0 million.

##### Need:

The HRCIF enhances the health, safety and well-being of Halton residents through \$4.0 million in annual funding to non-profit human service programs and initiatives. In 2023, a wide range of programs have been funded to support the well-being of children, youth and older adults; increase food security among residents with low incomes; strengthen equity and inclusion; and enhance mental health.

The HRCIF is also an important tool to support the Halton Community Safety and Well-Being (CSWB) initiative. Strong alignment between the HRCIF and CSWB reinforces an integrated approach to planning and investment in keeping with direction in Halton Region's 2023-2026 Strategic Business Plan.

The HRCIF funding framework enables the provision of single year and multi-year grants of up to three years. There is a growing need in the community to stabilize initiatives critical to the human services system in Halton through longer term funding.

A \$500,000 increase in the HRCIF will support Halton Region to meet emerging community needs and fund key human service programs and initiatives.

##### Implications:

An increase of \$500,000 will enhance the capacity of HRCIF to address CSWB and other emergent community priorities.

##### Alternatives:

Maintain the program at 2023 funding levels. This will limit the amount of investment available to address CSWB and emergent priorities.

##### Reference:

Report No. **SS-24-23** (re: Halton Region Community Investment Fund 2023 Funding Summary)

## Strategic Investment

### Direct Care Hours

<b>Funding Source</b>	Tax
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#### Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Long-Term Care

#### Complement Details

Position Title	Multiple positions
FTE Impact	17.0
Relief Hours Impact	10,592.2
Personnel Group	OPSEU_LTC, ONA_LTC

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 2,002,143	\$ 2,002,143
Materials & Supplies	-	-
Purchased Services	89,188	89,188
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>2,091,331</b>	<b>2,091,331</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>2,091,331</b>	<b>2,091,331</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	(2,091,331)	(2,091,331)
Other Revenue	-	-
<b>Total Revenue</b>	<b>(2,091,331)</b>	<b>(2,091,331)</b>
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

#### Business Case

##### Recommendation:

Approve a total of 17.0 FTEs (13.8 Personal Support Worker FTEs, 1.4 Registered Practical Nurse FTEs, 1.4 Registered Nurse FTEs, 0.4 Restorative Lead FTE) and 10,592.2 relief hours to increase the number of direct care hours provided to residents at the Region's three Long-Term Care homes, utilizing funding provided by the Ministry of Long-Term Care.

##### Need:

As reported through Report No. **SS-03-22** (re: Services for Seniors Funding Increase - Direct Care Hours), in October 2021, the MLTC announced an investment providing up to \$270 million in 2021/2022 to Long-Term Care homes across the province to increase staffing levels to provide more direct care hours of care for residents. This additional funding is part of the Province's commitment to hire more than 27,000 Long-Term Care staff over four years and ensure that residents receive, on average, four hours of direct care per day by 2024/2025.

This investment is funded by the Ministry of Long-Term Care in order to reach the system-level average direct care targets set out in the Fixing Long-Term Care Act, 2021. The funding is intended to increase direct care provided by Registered Nurses, Registered Practical Nurses and Personal Support Workers. Direct care is hands-on care that includes personal care, help with dining, bathing and dressing as well as assisting with resident mobility, and medication administration.

The proposed investment in 17.0 FTEs and 10,592.2 relief hours utilizes \$1.96 million in increased Direct Care Hours funding and \$126,000 in PSW Wage Enhancement funding from the MLTC, resulting in no net regional impact. This funding is limited to supporting salary, wage, and benefit costs; any additional fees required to keep the FTEs will need to be funded through increased Regional investment in future years.

##### Implications:

This is a required increase in staffing levels to support the provincial commitment of providing residents with an average of 4 hours of direct care by 2024/2025. This is fully funded with no regional impact.

##### Alternatives:

The funding must be used to increase direct care hours at Long-Term Care homes.

##### Reference:

Report No. **SS-03-22** (re: Services for Seniors Funding Increase - Direct Care Hours)

## Strategic Investment

### Emergency Management Specialist

<b>Funding Source</b>	Tax
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#### Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Shared Services

#### Complement Details

Position Title	Emergency Management Specialist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 124,990	\$ 124,990
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>124,990</b>	<b>124,990</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>124,990</b>	<b>124,990</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 124,990</b>	<b>\$ 124,990</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Emergency Management Specialist to provide emergency planning and preparedness support for the Services for Seniors division.

##### Need:

The Fixing the Long-Term Care Homes Act, 2021, sets forth several requirements for emergency planning and preparedness in Long-Term Care homes, however the Services for Seniors division currently lacks adequate support for business continuity planning (BCP), emergency preparedness and related response training and exercises for staff. To address this, a new Emergency Management Specialist position is required to provide specialized knowledge in Long-Term Care emergency response planning, lead training to build staff and management competencies for more than 900 staff to respond to emergencies, meet regulatory reporting requirements in the LTC homes (e.g. fire, evaluation etc.) and maintain the homes current BCP's, Emergency Response Plan, all related resource documents.

##### Implications:

This is a high risk area requiring dedicated resources to ensure ongoing compliance with the Long-Term Care homes' emergency preparedness obligations and best practices to protect our vulnerable residents and clients.

##### Alternatives:

Without this investment, the emergency management requirements will have to be divided between a number of managers between the homes and shared services including the use of temporary staff to provide resources to help manage the existing gaps and risk.

##### Reference:

N/A

## Strategic Investment

### Workforce Management Data Specialist

<b>Funding Source</b>	Tax
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#### Program Details

Department	Social & Community Services
Division	Services for Seniors
Program	Shared Services

#### Complement Details

Position Title	Workforce Management Data Specialist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 137,419	\$ 137,419
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>137,419</b>	<b>137,419</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>137,419</b>	<b>137,419</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 137,419</b>	<b>\$ 137,419</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Workforce Management Data Specialist to provide scheduling and system support for the Services for Seniors division.

##### Need:

As a result of growth within the Services for Seniors division, and in order to fully utilize and support the Workforce Management system, a Workforce Management Data Specialist position is required.

Long-Term Care, within the Services for Seniors Division, currently has 820 Direct Care staff and 193 Support Staff with approximately 140,500 shifts that require staffing annually. Scheduling is being managed through the Workforce Management system (WFM) not only for frontline staff providing direct care but also for Dietary staff, Life Enrichment and Laundry staff.

This position will support many key functions within the scheduling office such as testing of WFM fixes and enhancements, responding to all scheduling inquiries and investigations, responding to ad hoc requests to confirm WFM configurations, completing all model and rotation pattern change requests from the homes, bi-weekly uploads of reporting relationships, as well as monthly WFM reporting to Administrators. This position will also provide backup support for the bi-weekly payroll processes, and will develop, implement and maintain standard operating procedures and policies for scheduling services and training plans for WFM Champions, Staff and Managers.

##### Implications:

Without this position, the Services for Seniors division would not be able to fully utilize the reporting capabilities and functionality of the Workforce Management system. This position is also essential to support the operational side of system management.

##### Alternatives:

Continue to utilize a temporary contract position for this work, with the increased risk of turnover and loss of Halton-specific expertise.

##### Reference:

N/A

## Strategic Investment

### Integrated Case Manager

#### Funding Source

Tax

#### Program Details

Department	Social & Community Services
Division	Employment & Social Services
Program	Employment & Social Services

#### Complement Details

Position Title	Integrated Case Manager
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	CUPE_SS

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 210,450	\$ 210,450
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>210,450</b>	<b>210,450</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>210,450</b>	<b>210,450</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 210,450</b>	<b>\$ 210,450</b>

#### Business Case

##### Recommendation:

Approve 2.0 Integrated Case Manager FTEs in the Employment and Social Services division to support increased demand in the Ontario Works and Regionally funded Low Income programs.

##### Need:

Demand for assistance through the Ontario Works program has significantly increased. Coming out of the COVID-19 pandemic, from January 2021 to June 2023, the number of individuals applying for Ontario Works assistance has increased by 85% resulting in caseload growth of 42% over this same time period. Over the past 5 years, the number of emergency applications increased by 900% primarily due to Ukrainian arrivals. As a result of the increased volume of applications and growing caseloads, it has become challenging to meet the Ministry of Children, Community and Social Services' mandated standard of 4 business days to process Ontario Works applications. The percentage of Ontario Works applications processed that meet the Ministry's mandated standard has decreased from 81% in 2021 to 53% in 2023.

Low Income Financial Benefits are 100% Regionally funded and promote community well-being through a variety of supports for Halton residents in financial need. Over the past five years, the number of individuals applying for health related supports through the Regionally funded Low Income program has increased by 74%, and the number of individuals purchasing Subsidized Passes for Low Income Transit (SPLIT) passes has increased by 48%.

These programs have relied on temporary contract staff to meet client needs as demand increased following the COVID-19 pandemic, however demand has not returned to pre-pandemic levels and is expected to continue to increase. These additional resources will provide sustainable support for Halton's growing Ontario Works caseload and meet client needs.

##### Implications:

Without these additional resources, service delivery and standards will be diminished, as clients in crisis will experience longer wait times to receive Ontario Works, health related items, transportation subsidies and financial assistance. In addition, there would continue to be a need for ongoing increased costs associated with overtime and temporary staffing resources.

##### Alternatives:

The ongoing use of temporary contract staff and overtime.

##### Reference:

N/A

## Strategic Investment

### Senior Program Support Analyst

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Social & Community Services
Division	Employment & Social Services
Program	Employment & Social Services

<b>Complement Details</b>	
Position Title	Senior Program Support Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 150,978	\$ 150,978
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>150,978</b>	<b>150,978</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>150,978</b>	<b>150,978</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 150,978</b>	<b>\$ 150,978</b>

### Business Case

#### Recommendation:

Approve 1.0 FTE Senior Program Support Analyst to provide support and strategic advice in the Employment and Social Services division. This includes project management; research, strategic planning; preparing environmental scans; and developing cross-functional linkages to ensure approaches/programs align with Regional, Provincial and Federal priorities.

#### Need:

Alignment of provincial modernization efforts with Regional priorities requires review and analysis of data and policy changes, resulting in the development of implementation, communication, training and change management plans. The Employment & Social Services Division currently does not have dedicated resources available to perform these functions. The management team responsible for supporting front-line staff and managing day-to-day operations are currently performing these critical tasks in a limited capacity. Performance of these functions reduces management staff's ability to support staff, provide oversight and ensure compliance with distinct legislation and policies. The competing demands of performing these functions and supporting staff results in limited and/or delayed analysis and implementation of initiatives intended to enhance the customer experience and meet our clients' increasingly complex needs.

The addition of a Senior Program Support Analyst will allow the management team to better support staff, provide additional oversight resulting in enhanced performance and fiscal accountability while at the same time creating capacity within the Division to evaluate and assess programs/services which will position the Region to proactively implement legislative and policy changes and service enhancements. The absence of a dedicated resource to perform these functions is impacting the Division's ability to proactively respond to and manage change. Furthermore, with a dedicated resource to analyze data and policy changes, the Division will be in a better position to evaluate program effectiveness and make service enhancements that improve the client experience and outcomes.

#### Implications:

Demands placed upon the Employment & Social Services Division's managers and supervisors are extremely high. They are required to provide leadership to staff and ensure compliance with provincially & federally mandated programs. They must also interpret/analyze legislative/policy changes, determine risks, mitigation strategies and implementation plans associated with the changes. Without this resource, appropriate oversight may be limited and opportunities to enhance the client experience may be missed.

#### Alternatives:

Continue for management staff to undertake the management of projects, analysis of trends and implementation of initiatives in a limited capacity.

#### Reference:

N/A

## Strategic Investment

### Senior Project Advisor

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Public Works
Division	Road Operations
Program	Road Operations

<b>Complement Details</b>	
Position Title	Senior Project Advisor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 168,527	\$ 168,527
Materials & Supplies	5,975	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>174,502</b>	<b>168,887</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>174,502</b>	<b>168,887</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 174,502</b>	<b>\$ 168,887</b>

## Business Case

### Recommendation:

Approve 1.0 FTE Senior Project Advisor, Road Operations to provide a dedicated resource for overseeing program specific requirements as the subject matter expert to advise on all Road projects and programs to support the regional road network operations and maintenance priorities.

### Need:

A new Senior Project Advisor (SPA) is required to lead, manage, implement, and recommend programs and program specific requirements in regards to regional road operations and maintenance to support the division. The SPA will provide expert, consistent and dedicated support to all Road Operations units, overseeing regulatory requirements, complex contracts and studies to enhance the way the Region does business. The SPA will provide technical leadership necessary to help deliver the State-of-Good-Repair Program and growth related infrastructure. This position will be responsible for streamlining and will act as a central resource for both internal and external stakeholders through dedicated project management.

The Senior Project Advisor will lead and manage the following:

- Design review of all Regional Road infrastructure related State-of-Good-Repair and Growth Projects to support the Engineering and Construction division
- Provide senior technical expertise and support to the Development Services team to enable their timely and efficient review of development proposals
- Ensure compliance with regulatory matters
- Assist as the lead for all Asset Management Plan related projects
- Monitor and implement regional road network programs and systems to support the state-of-good-repair
- Complete project charters, business cases, assessments, studies and implement consultant recommendations

This position is required to address a resource gap, mitigate risks and support the Regions rapidly growing infrastructure system, as well as to help manage the overall State-of-Good-Repair rehabilitation and replacement programs, Capital and Development Urbanization. This includes coordination with local, provincial and boundary road authorities including Conservation Authorities.

### Implications:

The role of the Senior Project Advisor will allow the existing manager, supervisors and project managers to focus on operational matters. It is anticipated that existing and future projects will require a significant time commitment and technical expertise to provide consistent technical advice.

### Alternatives:

Work to be completed by additional temporary contract staff and overtime for existing staff, resulting in an undesirable work/life balance.

### Reference:

N/A

## Strategic Investment

### Traffic Operations & Safety Technologist

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Public Works
Division	Road Operations
Program	Traffic Control & Safety

<b>Complement Details</b>	
Position Title	Traffic Operations & Safety Technologist
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 110,152	\$ 110,152
Materials & Supplies	5,975	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>116,127</b>	<b>110,512</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>116,127</b>	<b>110,512</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 116,127</b>	<b>\$ 110,512</b>

### Business Case

#### Recommendation:

Approve 1.0 FTE Traffic Safety Technologist who will be dedicated to collecting, managing and analyzing information for all traffic, safety and operational matters relating to signals and road assets. The Technologist will manage operations data for the Advanced Traffic Management System as part of the new Traffic Management Centre, and will manage data to support the Comprehensive Road Safety Action Plan and Network screening, which includes collision, vehicle count data, and safety for the Traffic Engineering System.

#### Need:

The current need for an additional Traffic Safety Technologist is based on the growth of the regional road network, and the implementation of the new Traffic Management Centre (TMC) and Advanced Traffic Management System (ATMS). The Regional road network has grown from 227 signalized intersections and 878 lane kilometres in 2007 to 330 signalized intersections and 1,236 lane kilometres projected for 2024. Additionally, the road network has changed to include the addition of red light cameras, speed feedback signs, community safety zones and the potential implementation of an Automated Speed Enforcement program. With the expansion in the road network and addition of new systems and initiatives, the need for dedicated operational data management staff has increased.

Ensuring the accuracy of all relevant data including asset specific data to traffic and Intelligent Traffic Systems (ITS) equipment, such as signal timing program and traffic count data is of paramount importance to the Region's Comprehensive Road Safety Action Plan (CROSAP). In prior years this effort was manageable with the existing staff, however with the regional road network expansion and new programs and initiatives, the division will be unable to deliver the new safety programs in addition to meeting the current needs for capital projects. Approving an additional Traffic Safety Technologist will help to ensure optimal data management.

#### Implications:

The Region is responsible for the operation and maintenance of a safe regional road system as per Provincial mandates and Regional Policy. Without additional resources, the delivery of Council supported initiatives, including the Road Safety and Active Transportation Initiatives (PW-20-23), Advanced Traffic Management System (PW-21-23), and Community Safety Zone Implementation (PW-28-23) will be impacted. In addition, with growth, there will be additional traffic on regional roads to be managed.

#### Alternatives:

Roads Operations is currently under resourced to manage all traffic safety and programs. Dedicated staff are required to manage collision and safety datasets.

#### Reference:

N/A

## Strategic Investment

### Senior Construction Inspector

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Public Works
Division	Development Services
Program	Development Review

<b>Complement Details</b>	
Position Title	Senior Construction Inspector
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 131,488	\$ 131,488
Materials & Supplies	7,565	1,150
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>139,053</b>	<b>132,638</b>
Allocated Charges/Recoveries	(132,100)	(126,006)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>6,953</b>	<b>6,632</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 6,953</b>	<b>\$ 6,632</b>

### Business Case

#### Recommendation:

Approve 1.0 FTE Senior Construction Inspector within the Permits group to ensure adequate coverage of inspection services, increase productivity, and reduce travel required to cover all areas.

#### Need:

The Permits group provides essential services to the residents and businesses within Halton Region by providing oversight of contractor activity related to Permits issued for works in the Regional Road right-of-ways and connections to the Region's water and wastewater systems.

The group currently has four Inspectors which has been insufficient to keep up with the increasing number of permits and required inspections without excessive overtime.

A temporary contract employee has been utilized over the last year to meet the increased need and clear permit close-out backlog and has resulted in an increase in productivity and improved the operational efficiency. Inspection services can now be assigned based on a geographical area reducing travel time between inspection service requests and increasing time available to ensure permit conditions are fulfilled. As a result of the increased focus, there is better protection of Regional infrastructure and the number of complaints on construction activities (both permit and development) have been significantly reduced.

The addition of this permanent resource will allow the Development Services division to continue to provide the required coverage of both permit and development inspections Region-wide. With the anticipated increase in developments associated with the upcoming Allocation program, this level of inspection oversight is required to protect Regional assets and provide uninterrupted services to Halton residents.

This investment will be funded from the Water, Wastewater and Roads Operating budgets.

#### Implications:

If this investment is not approved, there will be an increased workload required for the existing Inspectors (increased number of developments anticipated) and more travel will be required to cover all geographic areas, which will result in increased cost and reduced productivity (less permits inspected in a day or increase in permit close-out backlog).

#### Alternatives:

Maintain four inspectors and supplement with temporary contract resources, with associated risk of loss of knowledge.

#### Reference:

N/A

## Strategic Investment

### Senior Project Advisor

<b>Funding Source</b>	Tax
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#### Program Details

Department	Public Works
Division	Waste Management
Program	Waste Management

#### Complement Details

Position Title	Senior Project Advisor
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 168,527	\$ 168,527
Materials & Supplies	5,975	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>174,502</b>	<b>168,887</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>174,502</b>	<b>168,887</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 174,502</b>	<b>\$ 168,887</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Senior Project Advisor in Waste Management Division to develop and implement detailed plans, recommend policies as well as new programs for the effective operation of integrated waste management programs.

##### Need:

The Senior Project Advisor will provide technical leadership and strategic planning support to the Waste Management division in order to implement the Region's Solid Waste Management Strategy, including support for the development of complex contracts, capital projects and studies to enhance the way the Region provides waste collection, transfer, reuse, and disposal services.

The Senior Project Advisor will:

- Support the achievement of the key deliverables outlined in the Solid Waste Management Strategy
- Develop and implement detailed plans, recommending policies regarding program-specific requirements, as well as new programs in order to meet the Region's diversion target and extend the life of the Halton Waste Management Site (HWMS). Key initiatives that will enable the Region to meet the diversion target include completion of the Region's Automated Cart pilot and development of new service levels and procurement documents for the next collection contract(s), implementation and ongoing support for the transition of the Blue Box program, implementation of various community-based waste diversion programs, digitization of various waste management related processes, and research and development of technology and business solutions to maximize the life of the landfill.
- Proactively identify opportunities for continuous improvement, ensuring programs are updated as waste collection (including Provincial regulations and programs) continues to evolve
- Formulate timely and complex strategies/policies for the effective operation of integrated waste management programs, including both current and long term diversion programs, technologies and projects.

The Senior Project Advisor will also lead feasibility studies and develop recommendations to support system growth and maintain consistent levels of service for Halton residents, ensuring the integrity of Halton's solid waste management system through effective and thorough planning, and execute deliverables outlined in Halton's Strategic Plan related to Climate Change and the Environment.

##### Implications:

The role of the Senior Project Advisor will allow the existing Managers to focus on core service level delivery to continue to meet the dynamic, complex and public-facing waste management needs of the community. It is anticipated that these projects, policies and strategies will require a significant time commitment and dedicated technical leadership to manage the various initiatives.

##### Alternatives:

Continue to utilize temporary contract positions to mitigate implications to the Region noted above, which may impact the effectiveness and efficiency in ensuring operational and strategic priorities can be met.

##### Reference:

Report No. [PW-10-22](#) (re: Recommended Solid Waste Management Strategy 2023-2030)

## Strategic Investment

### Project Manager III

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Public Works
Division	Waste Management
Program	Waste Management

<b>Complement Details</b>	
Position Title	Project Manager III
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 150,978	\$ 150,978
Materials & Supplies	5,975	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>156,953</b>	<b>151,338</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>156,953</b>	<b>151,338</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 156,953</b>	<b>\$ 151,338</b>

## Business Case

### Recommendation:

Approve 1.0 FTE Project Manager III in the Waste Management Division to manage all activities related to planning and implementing the strategic projects outlined in the Solid Waste Management Strategies.

### Need:

Currently, a contract position is coordinating and executing Project Management work in Waste Management. Operational staff assume projects that best fit their line of business, and overload their capacity by performing and overseeing critical operations and customer service while completing project work. The role of the Project Manager is focused on program enhancements and business continuity, and as such, this additional resource is required to provide an overall strategic lens on the division.

The Project Manager III will be responsible for:

- All activities related to planning and implementing strategic projects outlined in the Solid Waste Management Strategy including landfill technologies to extend capacity, waste minimization, automated collection, optimization of landfill gas, evaluation for alternative public waste drop-off depots and optimization of the Halton Waste Management Site
- Supporting the Region's transition of the Blue Box program to an Extended Producer Responsibility System
- The division's 10-year capital budget, leading long range planning, state-of-good-repair alignment, infrastructure needs and strategizing system growth for medium to long term.
- Leading financial reviews, supporting budget development, forecasting and work with all sections of the division and other regional departments to support the planning and implementation of business transformation and change management plans.

The Project Manager III role will allow for the reallocation of work that is currently being done by operational staff, which will enable the Waste Management division to reposition and distribute deliverables to achieve a streamlined, collaborative and efficient business model and maintain levels of service in the operational units.

### Implications:

The role of the Project Manager will focus on the complex strategic initiatives and capital projects to advance key infrastructure in support of growth. It is anticipated these projects will require a significant time commitment and dedicated technical expertise to execute the various initiatives.

### Alternatives:

Continue to utilize temporary contract positions to mitigate implications to the Region noted above. Resourcing this position on a contract basis does not provide organizational stability, as such, may impact the effectiveness and efficiency to providing enhanced customer service and proactively ensuring legislative, operational and strategic priorities can be met.

### Reference:

Report No. **PW-10-22** (re: Recommended Solid Waste Management Strategy 2023-2030)

## Strategic Investment

### Supervisor - Capital Assets

<b>Funding Source</b>	Tax
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#### Program Details

Department	Finance
Division	Financial Services & Payroll
Program	Financial Reporting

#### Complement Details

Position Title	Supervisor - Capital Assets
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 150,978	\$ 150,978
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>150,978</b>	<b>150,978</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>150,978</b>	<b>150,978</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 150,978</b>	<b>\$ 150,978</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Supervisor - Capital Assets to provide adequate review, analysis and reconciliation of the Region's \$5.1 billion in tangible capital assets (TCA). This role will manage and supervise the financial reporting process and resources for TCA by specifically overseeing accounting transactions associated with TCA to ensure these transactions are accurate, complete and compliant with legislation and in accordance with Canadian Public Sector Accounting Standards (PSAB).

##### Need:

The volume of TCA asset inventory owned by the Region has grown significantly since 2009; from \$2.6 billion Net Book Value (NBV) in 2009 to \$5.1 billion in NBV at December 31, 2022 or 96% growth. Given the significant increase in volume of transactions, there is a need to have a Supervisor provide oversight to the transactions and staff resources for TCA. Accounting for TCA is an identified area of Significant Audit Risk due to the volume of transactions and manual processes associated. This role will provide the necessary oversight to review, analyze and reconcile the work of the TCA staff, and provide opportunity for cross-training and business continuity with the other leadership roles in Financial Services.

Additionally, effective for 2023, the new Public Sector Accounting Standard - Asset Retirement Obligations (ARO) has also increased the complexity of the accounting entries and manual processes to be performed, thereby further requiring stability in TCA and enhanced internal controls.

##### Implications:

Without this role, there is a risk that the level of review required to ensure accurate and complete accounting of TCA transactions at the Region is not occurring. This could result in adjustments identified by management or the external auditor and poses risk for potential restatement of the Region's annual consolidated financial statements if the identified adjustment is material.

##### Alternatives:

Continue to have the TCA staff report directly to the Manager, Financial Reporting. With the growth in TCA and implementation of the new ARO standard, adequate review and oversight to ensure strong internal controls and organizational stability is critical.

##### Reference:

N/A

## Strategic Investment

### Financial Analyst - Water

<b>Funding Source</b>	Tax
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#### Program Details

Department	Finance
Division	Financial Services & Payroll
Program	Financial Operations

#### Complement Details

Position Title	Financial Analyst - Water
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 123,116	\$ 123,116
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>123,116</b>	<b>123,116</b>
Allocated Charges/Recoveries	(123,116)	(123,116)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>-</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Financial Analyst - Water to provide support in ensuring the accuracy and completeness of water and wastewater billing data. This role will implement appropriate analytical and monitoring measures to support strong internal controls & reporting and provide enhanced customer service.

##### Need:

Halton Region contracts out water/wastewater billing services to third party Local Distribution Companies (LDCs) that currently obtain customer consumption information for billing purposes through the manual reading of water meters. As reported through Report No. **PW-18-18/FN-25-18** (re: The Long Term Water Meter Strategy) and the Strategic Business Plan, a need was identified to fully automate water meter reading through the implementation of Advanced Metering Infrastructure (AMI). The AMI implementation will provide large data sets of water information which this position will utilize to validate hourly consumption data for revenue assurance review and analysis. This position will be responsible for working with the LDCs to ensure billing and customer information data are correct and for monitoring LDC consumption exception reporting and reconciliation of customer account information, billing and collection related activities. Timely and accurate consumption data reduces the need for back billing, which results in improved customer service and provides reliable information for budgeting and decision making purposes.

This role will also be pivotal in ensuring the AMI customer web portals provide enhanced customer service which involves the interaction between the water customer and LDC Customer Service Representative or Regional staff to provide accurate and timely water consumption data, billing and payment information.

This role will provide support to and therefore will be funded from the Rate-Supported Budget.

##### Implications:

The AMI infrastructure provides analytical tools that this position will utilize, on a sustainable basis, to proactively improve the accuracy and completeness of water and wastewater billing data, which will enhance water customer service. Without this position there is a risk of lost revenues and unreliable billing/consumption data being utilized for budgeting and decision making purposes and the risk that enhanced customer service levels will not be met.

##### Alternatives:

Continue to fulfill this position with temporary resources. Resourcing this position on a contract basis does not provide organizational stability as such, may impact the effectiveness and efficiency to providing enhanced customer service.

##### Reference:

N/A

## Strategic Investment

### Policy Advisor - Finance

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Finance
Division	Finance Admin
Program	Continuous Improvement & Transformation

<b>Complement Details</b>	
Position Title	Policy Advisor - Finance
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 150,978	\$ 150,978
Materials & Supplies	-	-
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>150,978</b>	<b>150,978</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>150,978</b>	<b>150,978</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 150,978</b>	<b>\$ 150,978</b>

### Business Case

#### Recommendation:

Approve 1.0 FTE Policy Advisor – Finance to provide policy support across the Finance department and project management in the development of corporate policies, best practices and plans to address and stay current with operational and strategic decision making and reporting.

#### Need:

The role of the Policy Advisor in Finance will assist the Region in ensuring it remains legislatively compliant and able to proactively address changes operationally and strategically. Policies are the foundation in Finance to achieve Councils priorities and meet operational and legislative requirements. For example, over the next 5 years there are a series of new policies to be implemented as a result of new standards issued by the Public Sector Accounting Board as well, our new post-COVID world has necessitated a review of existing policies to ensure we are meeting the needs of our internal/external customers with enhanced service delivery.

Additionally, this role will centralize documentation across the divisions, provide opportunity for cross-training support in Finance, ad hoc project support and other department representative needs across the organization.

#### Implications:

This role requires specialized, Halton-specific expertise and training which takes time to obtain. Fulfilling this role on a continued temporary basis, will not provide the stability the organization needs to ensure legislative, operational and strategic priorities can be proactively met.

#### Alternatives:

Continue to provide Finance policy advice and other support through the use of temporary resources. Resourcing this position on a contract basis does not provide organization stability, and as such, may impact the effectiveness of the Finance department service delivery.

#### Reference:

N/A

## Strategic Investment

### Senior CRM Analyst

<b>Funding Source</b>	Tax
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<b>Program Details</b>	
Department	Digital & Information Services
Division	Digital Services & Data Management
Program	Digital Services

<b>Complement Details</b>	
Position Title	Senior CRM Analyst
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

<b>Funding Impact</b>		
<b>Operating</b>	<b>2024 Impact</b>	<b>2025 Impact</b>
Personnel Services	\$ 135,358	\$ 135,358
Materials & Supplies	2,880	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>138,238</b>	<b>135,718</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>138,238</b>	<b>135,718</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 138,238</b>	<b>\$ 135,718</b>

## Business Case

### Recommendation:

Approve 1.0 FTE Senior CRM Analyst to support the goal of the Region's Digital Strategy to digitize 125 customer-facing services and 50 internal services by 2025, while ensuring uninterrupted and optimal service delivery

### Need:

The Region's 2019-2022 Strategic Business Plan prioritized the delivery of high-quality digital services to residents and businesses. To achieve this objective, the Region developed "Digital First: A Digital Strategy for Halton Region" to provide enhanced digital services by transforming business processes and services to ensure completed, high-quality online service delivery. The strategy also identified the technologies and infrastructure required to deliver digital services effectively.

As reported through Report No. **ST-07-21** re: "Digital Strategy and Audit and Accountability Fund Update", a number of opportunities to transform and modernize Halton's Customer Relationship Management (CRM) platform and related processes were identified and included a recommendation to upgrade Halton's CRM environment from Siebel to a Salesforce platform.

As reported through Report No. **DI-06-22** re: "Digital Strategy and Customer Relationship Management System Update", in February 2021, Halton received funding through the second intake of the Provincial Audit and Accountability Fund for a project to modernize its CRM System as part of the implementation of the Region's Digital Strategy. To meet the digital transformation objectives of the Digital Strategy, it was recommended to upgrade the current customer relationship environment from Siebel to Salesforce.

The Senior CRM Analyst will provide strategic guidance and product expertise on how to use Salesforce to achieve business goals; develop and implement new functionalities and continuous improvement activities to ensure Salesforce remains up-to-date and relevant to meet constantly evolving business needs; plan, implement and maintain activities related to the Salesforce platform; and support the legacy Siebel CRM platform during the transition.

### Implications:

Without this role, the Region does not have the competencies to continuously develop, deliver and support the 125 customer-facing services and 50 internal services to be digitized by 2025 which will impact the Region's ability to provide high-quality, online service delivery. Online digital services provide increased access to services and create efficiencies in service delivery.

### Alternatives:

External contractors or third party providers will need to be hired. Hiring qualified staff with the necessary skill is very challenging when only temporary positions are offered versus permanent ones.

### Reference:

N/A

## Strategic Investment

### Procurement

#### Funding Source

Tax

#### Program Details

Department	Corporate Services
Division	Supply Chain Management
Program	Supply Chain Management

#### Complement Details

Position Title	Multiple Positions
FTE Impact	2.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 258,474	\$ 258,474
Materials & Supplies	6,180	500
Purchased Services	2,250	1,500
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>266,904</b>	<b>260,474</b>
Allocated Charges/Recoveries	(266,904)	(260,474)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>-</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

#### Business Case

##### Recommendation:

Approve 2.0 FTEs (1.0 FTE Senior Procurement Advisor & 1.0 FTE Supply Chain Management Analyst) to provide support and expertise regarding complex, high-risk and high-value construction and related service procurements.

##### Need:

Halton's Supply Chain Management division facilitates an average annual procurement of \$540 million of goods, services, consulting, and construction. The volume of new procurements continues to increase by an average of 7% per year, with negotiated RFPs increasing approximately 100% in 2022, adding to the procurement complexity. Procurement requirements for construction and related services continue to evolve due to supply chain shortages, legislated requirements, and changing demands. The team is also revising current requirements to include green and social procurement strategies, including the employment of innovative sourcing methods to meet Regional objectives and provide best value.

The volume of procurements has increased by 26% from 2020 to 2022 and in addition there are a higher number of critical projects requiring an expedited procurement timeline. These identified resources will accommodate the increase in volumes and will provide the resources to expedite the procurement process that will facilitate meeting the local municipalities' housing targets and the Strategic Business Plan objectives. These roles will additionally ensure that the Region's procurement activities are in compliance with the Region's Purchasing By-law and recently updated policies and procedures, legislation, industry practice and professional standards. They will also undertake best practice reviews to incorporate risk-mitigating strategies, and enable the Supply Chain Management team to continue to provide expected service levels and expertise to facilitate the short and medium-term forecasted increases in approved procurements.

These roles will support capital programs and will therefore be recovered from the capital budget.

##### Implications:

Without the additional resources, and with the increased procurement requirements for construction and related services, there is a risk of the Region experiencing delays in procurements that could cause delays in the delivery of capital projects.

##### Alternatives:

Due to the complexity of these roles, temporary resources are not feasible. Permanent resources will ensure project deliverables and implementation are not impacted while advancing Regional strategic objectives.

##### Reference:

N/A

## Strategic Investment

### Stockkeeper

<b>Funding Source</b>	Tax
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#### Program Details

Department	Corporate Services
Division	Supply Chain Management
Program	Supply Chain Operations

#### Complement Details

Position Title	Stockkeeper
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 89,719	\$ 89,719
Materials & Supplies	200	200
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>89,919</b>	<b>89,919</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>89,919</b>	<b>89,919</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 89,919</b>	<b>\$ 89,919</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Stockkeeper position to manage inventory and on-demand ordering and expediting on behalf of Fleet Services.

##### Need:

Following an internal review of Fleet Services, Supply Chain Operations and Fleet Services jointly implemented the Fleet Services Stock Keeper pilot at the South Store in September 2022. The review concluded that mechanics' time was being spent on activities which reduced their wrench time. To address this gap, the pilot implemented a Stock Keeper to perform all parts picking, goods issuing, order placement and expediting for inventory and on-demand parts on behalf of Fleet Services, thereby freeing up time for mechanics to spend on wrench time. The pilot's goal was to improve service levels for all client groups, decrease the on-hoist repair cost and turnaround time, while increasing inventory control by operating a closed stockroom. The pilot has exceeded the forecasted benefits, with significant increases to mechanic wrench time, reduced use of outsourced labour and improved inventory control. The efficiencies gained have minimized vehicle downtime for all clients.

The volume of planned work orders completed by Fleet Services in Q1 2023 increased by 33.5% as compared to Q1 2021, which is equivalent to an additional 2.4 mechanics when comparing work orders completed per mechanic in Q1 2023 against the previous 2-year average. A permanent Fleet Services Stock Keeper is being requested to address the increased work order volume and ensure that the efficiencies observed during the pilot continue for the benefit of the Region's internal clients. In addition to reducing non-productive time of the Fleet Services mechanics, this role will ensure adequate inventory control and monitoring, consistent with industry best practice, such as accuracy of work orders processed, reduced value and volume of Fleet Services direct purchase orders placed with major car manufacturers, reduction in obsolete inventory, and an increase in mechanics time available to Fleet Services.

##### Implications:

Without this additional resource, the mechanics will be required to assume the additional work order volume which will lead to a loss in efficiencies that the pilot was successful in creating. The benefit will equate to an estimated 1,500 to 1,650 additional mechanics' hours available to support Fleet Services, minimizing vehicle downtime and increasing turn-around time.

##### Alternatives:

Continue to utilize temporary contract resources, or utilize the mechanics which will lead to a loss in efficiency that will impact the Region's clients.

##### Reference:

N/A

## Strategic Investment

### Inventory Planner

#### Funding Source

Tax

#### Program Details

Department	Corporate Services
Division	Supply Chain Management
Program	Supply Chain Operations

#### Complement Details

Position Title	Inventory Planner
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 111,084	\$ 111,084
Materials & Supplies	2,134	84
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>113,218</b>	<b>111,168</b>
Allocated Charges/Recoveries	-	-
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>113,218</b>	<b>111,168</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
<b>Net Program Expenditures</b>	<b>\$ 113,218</b>	<b>\$ 111,168</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Inventory Planner to facilitate the effective planning, warehousing and distribution of centrally stored supplies on behalf of the Region's internal customers, such as Public Works, Long-Term Care, Paramedic Services and Public Health.

##### Need:

Supply Chain Operations (SCO) manages three warehouses: Woodlands Operations Centre, North Operations Centre, and the Brant Street Warehouse which is leased until the end of 2024. The value of inventory managed by SCO at the three warehouses has increased by 174% since 2018, and includes non-pandemic related stock which has consistently increased in recent years in response to customer needs. Some challenges and risks identified include lack of security and control of inventory for outdoor storage areas, non-temperature controlled spaces being used for overstock which may not be appropriate for all inventory, and sea containers will need to be replaced within the next three years. To continue supporting its customers and address these challenges and risks, SCO requires an Inventory Planner to ensure proper oversight and compliance.

The Inventory Planner will facilitate the effective planning, warehousing and distribution of the centrally stored supplies on behalf of internal customers, such as Public Works, Long-Term Care, Paramedic Services and Public Health. This role will allow the Supply Chain Management team to address the growing demands and continue to meet the service levels and increase reliability when providing service to the key customers for Supply Chain Management.

##### Implications:

SCO has experienced supply chain challenges. To address these delays, SCO has had to increase the amount of critical inventory held to ensure operational readiness is maintained, resulting in a need for expertise in stocking and maintaining the inventory which is important for departmental preparedness. Without the Inventory Planner, there is a risk that the inventory will not be stored, monitored and adjusted to reflect changes in the market which could result in stock outs and delays in providing much needed supplies to departments.

##### Alternatives:

Continue with the current state but adjust planned expansion of services, inventory offerings to other departments and pandemic inventory plans for Public Works, LTC, Public Health and Paramedics Services.

##### Reference:

N/A

# Halton Region

## Budget and Business Plan

### **TAX OVERVIEW**

### **RATE-SUPPORTED STRATEGIC INVESTMENTS**

# Rate-Supported Strategic Investments

Dept.	Division	Strategic Investment / Position Title	FTE	Personnel Services	Gross Impact	Recoveries	Rate Impact
PW	Infrastructure Management	Infrastructure Master Planning	3.0	\$ 472,412	\$ 490,737	\$ (266,768)	\$ 223,969
PW	Engineering & Construction	Capital Project Delivery	6.0	836,453	878,303	(878,303)	-
PW	Infrastructure Management	Project Manager II	1.0	135,358	142,458	(21,369)	121,089
PW	Engineering & Construction	Project Manager III	1.0	150,978	157,553	(157,553)	-
PW	Development Services	Senior Construction Inspector *	-	-	-	-	132,100
FN	Financial Services & Payroll	Financial Analyst - Water *	-	-	-	-	123,116
<b>Rate-Supported Strategic Investments Total</b>			<b>11.0</b>	<b>\$ 1,595,201</b>	<b>\$ 1,669,051</b>	<b>\$ (1,323,993)</b>	<b>\$ 600,274</b>

\* Senior Construction Inspector and Financial Analyst - Water strategic investment business cases can be found in the Tax-Supported Strategic Investments section

## Strategic Investment Infrastructure Master Planning

Funding Source	Rate
----------------	------

Program Details	
Department	Public Works
Division	Infrastructure Management
Program	Multiple

Complement Details	
Position Title	Multiple
FTE Impact	3.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

Funding Impact		
Operating	2024 Impact	2025 Impact
Personnel Services	\$ 472,412	\$ 472,412
Materials & Supplies	18,325	1,080
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>490,737</b>	<b>473,492</b>
Allocated Charges/Recoveries	(266,768)	(257,104)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>223,968</b>	<b>216,388</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	-	-
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	-	-
	-	-
<b>Net Program Expenditures</b>	<b>\$ 223,968</b>	<b>\$ 216,388</b>

## Business Case

### Recommendation:

Approve 3.0 FTEs (2.0 FTEs Senior Project Advisors, 1.0 FTE Project Manager II) to provide dedicated resources to support the monitoring and Implementation of the Water & Wastewater Master Plan, Transportation Master Plan, and related studies to support the growth priorities of the Local Municipalities, as well as provide timely hydraulic modelling review of development applications.

### Need:

The Master Plans to support the water and wastewater system and multi-modal transportation in the Region and the delivery of the Water & Wastewater and Transportation Capital Programs will have to be monitored, maintained and updated on a continuous basis to support the growth priorities of the local municipalities, including the housing pledges. In addition, the effective use and application of the Region's dynamic hydraulic models will be required to meet the demands for review of an increasing number of development applications on Water & Wastewater infrastructure and to identify and mitigate potential basement flooding risks. The Senior Project Advisors and Project Manager II will provide technical leadership necessary to deliver the Master Plans and growth related infrastructure, including active transportation. The positions will be responsible for streamlining information and will act as central resources for both internal and external stakeholders through dedicated project management, and will support the Region's new dynamic hydraulic models to provide additional functionality and capabilities for monitoring the Region's water and wastewater systems. This investment will be funded from the Capital and Water, Wastewater & Roads Operating budgets.

The positions will lead and manage:

- The Monitoring & Implementation Plan developed through the Master Plan to support the continuous and holistic assessment of infrastructure needs and requirements, including timing and delivery.
- The review of development applications to confirm water and wastewater system capacity using dynamic hydraulic models, meeting strict review timelines mandated by Bill 109.
- Implementation of Allocation Programs as it relates to transportation and water & wastewater infrastructure
- Technical leadership to support growth related studies, the Transit Operationalization Study for the Transit Priority Corridors, and monitoring the active transportation network implementation and related mobility recommendations to support the Regions multi-modal transportation system.

### Implications:

The roles will allow the existing Project Managers to focus on the large and increasingly complex and high priority Water & Wastewater related Municipal Class Environmental Assessment Studies necessary to advance key infrastructure in support of growth, and will provide the necessary additional support to the Hydraulic Analysis team required to realize the full potential of the new dynamic hydraulic model's capabilities.

### Alternatives:

Continue to increase workload for existing Project Managers and use external resources (e.g. consultants) to prevent adversely impacting the implementation of the Master Plans to support Local Growth Priorities.

### Reference:

N/A

## Strategic Investment

### Capital Project Delivery

Funding Source	Rate
----------------	------

#### Program Details

Department	Public Works
Division	Engineering & Construction
Program	Engineering & Construction

#### Complement Details

Position Title	Multiple Positions
FTE Impact	6.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 836,453	\$ 836,453
Materials & Supplies	41,850	2,160
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>878,303</b>	<b>838,613</b>
Allocated Charges/Recoveries	(878,303)	(838,613)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>-</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

#### Business Case

##### Recommendation:

Approve 6.0 FTEs (1.0 FTE Senior Project Advisor, 2.0 FTEs Project Manager I, 2.0 FTEs Project Manager II and 1.0 FTE Project Manager III) to provide increased project delivery capacity to mitigate existing capacity shortfalls and prepare for the planned increases in the capital program.

##### Need:

The approval of these six positions will increase capital project delivery capacity of the Engineering & Construction division to mitigate existing capacity shortfalls and prepare for the planned increase in the state of good repair (SOGR) capital program coming out of the Asset Management Plan (PW-01-22/FN-11-22/DI-01-22), future allocation program, and provide increased agility to support the acceleration of infrastructure to support the growth priorities of the Local Municipalities. In addition, the Senior Project Advisor (SPA) will also provide supervision and leadership to Project Management staff within the division and prepare Capital Sections for the planned increase in the state of good repair (SOGR) capital program coming out of the the Asset Management Plan.

These positions will strengthen the Region's internal expertise and the resources needed to be effective in the delivery of the capital programs. The added resources are also needed to stabilize capital workloads with increased focus on quality of capital delivery while maintaining a high level of service to internal/external stakeholders.

These positions present an opportunity for growth within the Engineering and Construction division which promotes retention, staff engagement and maintains corporate knowledge.

This investment will support capital programs and will therefore be recovered from the capital budget.

##### Implications:

In the absence of these additional resources, the proposed Capital Program is not anticipated to be deliverable. Unforeseen needs associated accelerating infrastructure to support growth will compete with the planned capital program for scarce project delivery resources. Therefore, deferral of high risk assets would be expected to result in adverse impacts to costs of operating existing infrastructure, and the ability to service new growth may be at risk. In addition, a reduction in the high levels of customer service currently provided would be expected.

##### Alternatives:

Reduce/defer state-of-good-repair and/or development related capital program and continue to increase maintenance related budgets for existing assets.

##### Reference:

Report No. PW-01-22/FN-11-22/DI-01-22 (re: Asset Management Program and Lifecycle Models Update)

## Strategic Investment

### Project Manager II

Funding Source	Rate
----------------	------

#### Program Details

Department	Public Works
Division	Infrastructure Management
Program	Infrastructure Data Management

#### Complement Details

Position Title	Project Manager II
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT_MMMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 135,358	\$ 135,358
Materials & Supplies	7,100	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>142,458</b>	<b>135,718</b>
Allocated Charges/Recoveries	(21,369)	(20,358)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>121,089</b>	<b>115,360</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ 121,089</b>	<b>\$ 115,360</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE Project Manager II to lead projects for the configuration and management of operational enhancements required to meet increasing complex requirements of the Computerized Maintenance Management System (inforPS) for Halton's Water and Wastewater system services.

##### Need:

A dedicated resource with core competencies in project management and critical knowledge of InforPS is required to drive the configuration and management of operational enhancement to support compliance with current and new regulations/legislation for Halton's Water and Wastewater System that include: On1Call, Ministry of the Environment, Conservation and Parks (MECP) compliance, Drinking Water Quality Management Standard (DWQMS), and Ontario Regulation 588/17 Asset Management (Watermain breaks and Performance Metrics). InforPS is the primary software application for Water and Wastewater systems and as identified by Public Works (PW) and Digital & Information Services (DIS); a dedicated Project Manager on the business side (PW) is required as a primary contact to lead the technical needs of new projects, liaising with DIS staff assigned to vendor management.

There are currently three projects in the queue from Water & Wastewater System Operations, and without a dedicated resource to lead these projects, the tasks are added to duties of the CMMS Operational Support Coordinator. Managing these upgrades is outside the normal skill set of this role and as a result, the projects take longer to deliver and excess overtime is required to continue to support day-to-day activities.

This investment will be funded from the Water, Wastewater and Roads Operating budgets.

##### Implications:

If this investment is not approved, there is a risk of being unable to provide timely and efficient responses to compliance obligations by providing IT with Public Works requirements for enhancements to Computerized Maintenance Management System (inforPS).

##### Alternatives:

Continue to meet this need by utilizing temporary contract resources and staff overtime, however this is not sustainable in the long-term due to the risk of loss of staff knowledge and negative impacts to staff.

##### Reference:

N/A

## Strategic Investment

### Project Manager III

Funding Source	Rate
----------------	------

#### Program Details

Department	Public Works
Division	Engineering & Construction
Program	Technical Services

#### Complement Details

Position Title	Project Manager III
FTE Impact	1.0
Relief Hours Impact	0.0
Personnel Group	OCT/MMSG

#### Funding Impact

Operating	2024 Impact	2025 Impact
Personnel Services	\$ 150,978	\$ 150,978
Materials & Supplies	6,575	360
Purchased Services	-	-
Financial & Rent Expenses	-	-
Grants & Assistance	-	-
<b>Total Direct Costs</b>	<b>157,553</b>	<b>151,338</b>
Allocated Charges/Recoveries	(157,553)	(151,338)
Corporate Support	-	-
Transfer to Reserves - Operating	-	-
Transfer from Reserves - Operating	-	-
<b>Gross Operating Expenditures</b>	<b>-</b>	<b>-</b>
Transfer to Reserves - Capital	-	-
Transfer from Reserves - Capital	-	-
Debt Charges	-	-
<b>Capital Financing &amp; Other Costs</b>	<b>-</b>	<b>-</b>
Provincial & Federal Funding	-	-
Other Revenue	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>

#### Business Case

##### Recommendation:

Approve 1.0 FTE for Project Manager III position within Technical Services to identify immediate upstream assistance with the improvements to the Roads State-Of-Good-Repair asset class rehabilitation/replacement strategies and enable a more effective approach to managing urgent and emergency related rehabilitation.

##### Need:

The need for a dedicated Senior Project Manager (PM III) has become increasingly clear in order to enhance adaptability within the Region's dynamic environment. This position will be critical in ensuring that the planned capital program benefits from a dedicated subject matter expert that will oversee the creation and upkeep of Regional Road design standards that include emerging Active Transportation considerations.

This new position will be responsible for delivering minor capital works such as intersection improvements, culvert and storm rehab and repairs, guide rail replacements, retaining wall rehab and replacements. Currently any minor capital works are absorbed/bundled with a larger capital project. This does not always align with potential urgent need of the minor works and could delay implementation of safety requirements. The position will liaise with Engineering and Construction, Road Operations and Asset Planning to help in the creation of business cases, establish clear project scope, estimate budgets and draft project charters. This position will provide technical expertise, review drawings, specifications and schematics, and oversee day-to-day operations as projects are being executed.

Above all, the escalation of unforeseen minor capital needs originating from aging infrastructure underscores the urgency for heightened coordination and fusion between the Roads state-of-good-repair minor capital initiatives and parallel growth-oriented projects. Proactive involvement in the initial stages of planning and design holds the potential for substantial cost reductions during the construction phase of project execution. Ensuring alignment with the latest standards and best practices will require the dedicated subject matter expert to engage with internal and external stakeholders and agencies. This investment will support capital programs and will therefore be recovered from the capital budget.

##### Implications:

Without a knowledgeable Project Manager III, the endeavor to create and sustain Regional Road design standards that include emerging Active Transportation considerations is likely to encounter obstacles, hindering the proactive implementation of effective Road designs, especially as the Regional road network continues to expand with evolving active transportation requirements. There is currently no other position within Public Works suited to provide subject matter expertise in the emerging field of Active Transportation.

##### Alternatives:

Reduce/defer capital program and increase maintenance related budgets for existing assets. Develop internal active transportation subject matter expert and increase workload within remaining resources.

##### Reference:

N/A

# Halton Region Budget and Business Plan

## OPERATING BUDGET



# Tax-Supported Budget Summary

Tax-Supported Budget Summary (\$000s)									
	2023	2024			Change in Budget				
	Approved Budget	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
Regional Services	\$ 305,536,868	\$ 317,737,051	\$ 3,699,084	\$ 321,436,135	\$ 12,200,183	4.0%	\$ 15,899,267	5.2%	
Police Services	186,039,009	197,241,351	6,545,279	203,786,630	11,202,343	6.0%	17,747,622	9.5%	
<b>Total</b>	<b>\$ 491,575,877</b>	<b>\$ 514,978,402</b>	<b>\$ 10,244,363</b>	<b>\$ 525,222,765</b>	<b>\$ 23,402,526</b>	<b>4.8%</b>	<b>\$ 33,646,889</b>	<b>6.8%</b>	

Schedule may not add due to rounding

Summary of Tax Changes (With 1.7% Weighted Assessment Growth)				
	2024			2024
	Base Budget	Strategic Investments	Requested Budget	Budget Directions
Regional Services	2.3%	1.2%	3.4%	4.0%
Police Services	4.2%	3.5%	7.7%	
<b>Total</b>	<b>3.0%</b>	<b>2.0%</b>	<b>5.1%</b>	

# Net Program Expenditures - Tax

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

Net Dollars	2021	2022	2023		2024			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual <sup>1</sup>	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
<b>Health</b>												
Healthy Families	\$ 3,323,656	\$ 3,606,887	\$ 5,670,056	\$ 4,912,434	\$ 6,015,490	\$ -	\$ 6,015,490	\$ 345,434	6.1%	\$ 345,434	6.1%	
Health Protection	3,942,644	3,828,504	3,801,606	4,296,216	4,050,093	-	4,050,093	248,487	6.5%	248,487	6.5%	
Immunization Services <sup>1</sup>	6,177,555	5,797,980	3,931,166	4,076,173	4,090,118	-	4,090,118	158,952	4.0%	158,952	4.0%	
Infectious Disease Control	1,983,107	4,075,984	3,462,481	4,144,109	3,785,492	-	3,785,492	323,011	9.3%	323,011	9.3%	
Public Health Resources	1,757,071	2,762,818	2,550,827	4,687,204	2,683,011	-	2,683,011	132,184	5.2%	132,184	5.2%	
Total Public Health	17,184,033	20,072,174	19,416,136	22,116,136	20,624,204	-	20,624,204	1,208,068	6.2%	1,208,068	6.2%	
Paramedic Services	20,762,730	22,037,221	25,232,782	24,232,782	25,771,194	1,172,860	26,944,054	538,412	2.1%	1,711,272	6.8%	
<b>Total Health</b>	<b>37,946,764</b>	<b>42,109,394</b>	<b>44,648,918</b>	<b>46,348,918</b>	<b>46,395,399</b>	<b>1,172,860</b>	<b>47,568,259</b>	<b>1,746,481</b>	<b>3.9%</b>	<b>2,919,341</b>	<b>6.5%</b>	
<b>Social &amp; Community Services</b>												
Children's Services	7,390,366	6,722,638	13,087,046	9,787,046	10,734,399	-	10,734,399	(2,352,647)	-18.0%	(2,352,647)	-18.0%	
Employment & Social Services	6,114,466	6,709,776	7,232,708	7,232,708	7,623,087	361,428	7,984,515	390,379	5.4%	751,807	10.4%	
Housing Services	36,410,565	37,354,784	39,475,156	39,975,156	43,245,531	-	43,245,531	3,770,375	9.6%	3,770,375	9.6%	
Human Services Planning & Program Support	7,863,188	8,430,006	9,137,915	8,881,915	9,198,164	500,000	9,698,164	60,249	0.7%	560,249	6.1%	
Services for Seniors	20,906,058	21,585,662	24,020,190	24,320,190	27,535,967	262,409	27,798,376	3,515,777	14.6%	3,778,186	15.7%	
<b>Total Social &amp; Community Services</b>	<b>78,684,642</b>	<b>80,802,866</b>	<b>92,953,016</b>	<b>90,197,016</b>	<b>98,337,149</b>	<b>1,123,837</b>	<b>99,460,986</b>	<b>5,384,133</b>	<b>5.8%</b>	<b>6,507,970</b>	<b>7.0%</b>	
<b>Public Works - Tax</b>												
Waste Management	46,018,416	47,041,090	47,842,264	48,842,264	50,919,111	331,455	51,250,566	3,076,847	6.4%	3,408,302	7.1%	
Road Operations	55,481,980	58,230,151	60,445,283	60,145,283	62,511,730	427,601	62,939,332	2,066,447	3.4%	2,494,048	4.1%	
Development Services	9,117,063	9,308,472	8,088,029	8,088,029	8,348,119	-	8,348,119	260,089	3.2%	260,089	3.2%	
<b>Total Public Works - Tax</b>	<b>110,617,459</b>	<b>114,579,713</b>	<b>116,375,577</b>	<b>117,075,577</b>	<b>121,778,960</b>	<b>759,056</b>	<b>122,538,016</b>	<b>5,403,383</b>	<b>4.6%</b>	<b>6,162,440</b>	<b>5.3%</b>	
<b>Economic Development</b>												
Economic Development	2,903,283	2,964,167	3,627,692	3,427,692	3,712,795	-	3,712,795	85,102	2.3%	85,102	2.3%	
<b>Total Economic Development</b>	<b>2,903,283</b>	<b>2,964,167</b>	<b>3,627,692</b>	<b>3,427,692</b>	<b>3,712,795</b>	<b>-</b>	<b>3,712,795</b>	<b>85,102</b>	<b>2.3%</b>	<b>85,102</b>	<b>2.3%</b>	
<b>Corporate Administration</b>												
Corporate Administration	348,978	5,286,164	-	(250,000)	-	-	-	-	0.0%	-	0.0%	
<b>Total Corporate Administration</b>	<b>348,978</b>	<b>5,286,164</b>	<b>-</b>	<b>(250,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	

Schedule may not add due to rounding

<sup>1</sup>Includes COVID-19 Vaccination Program



Net Dollars	2021	2022	2023		2024			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
<b>Non-Program Items &amp; Fiscal Transactions</b>												
Supplementary Tax Revenue	(6,901,143)	(6,259,632)	(7,300,000)	(7,300,000)	(7,300,000)	-	(7,300,000)	-	0.0%	-	0.0%	
Other Tax Revenue	(4,816,407)	(5,560,515)	(4,700,000)	(4,700,000)	(4,700,000)	-	(4,700,000)	-	0.0%	-	0.0%	
Tax Write-Off Provision	7,267,109	5,819,224	4,900,000	4,900,000	4,900,000	-	4,900,000	-	0.0%	-	0.0%	
Tax Policy Expenditures	452,035	1,260,652	548,000	548,000	548,000	-	548,000	-	0.0%	-	0.0%	
Assessment Services	9,845,574	9,862,415	9,947,500	9,857,500	9,947,500	-	9,947,500	-	0.0%	-	0.0%	
<i>Provincial Offences Act</i> Revenue	(982,527)	(806,490)	(2,327,852)	(1,327,852)	(918,752)	-	(918,752)	1,409,100	-60.5%	1,409,100	-60.5%	
Net Interest Earnings	(7,750,800)	(7,750,800)	(7,750,800)	(7,750,800)	(11,159,900)	-	(11,159,900)	(3,409,100)	44.0%	(3,409,100)	44.0%	
General Expenditures	39,493,492	32,013,306	35,951,053	35,951,053	36,283,463	643,331	36,926,794	332,410	0.9%	975,741	2.7%	
Governance Chargeback	5,348,938	6,177,202	5,633,856	5,633,856	6,185,610	-	6,185,610	551,754	9.8%	551,754	9.8%	
<b>Total Non-Prog Items &amp; Fiscal Transactions</b>	<b>41,956,272</b>	<b>34,755,362</b>	<b>34,901,757</b>	<b>35,811,757</b>	<b>33,785,921</b>	<b>643,331</b>	<b>34,429,252</b>	<b>(1,115,836)</b>	<b>-3.2%</b>	<b>(472,505)</b>	<b>-1.4%</b>	
<b>Boards &amp; Agencies</b>												
Conservation Authorities	10,086,073	10,452,410	10,939,051	10,939,051	11,539,472	-	11,539,472	600,421	5.5%	600,421	5.5%	
Royal Botanical Gardens	818,541	834,912	859,959	859,959	894,357	-	894,357	34,398	4.0%	34,398	4.0%	
North Halton Mental Health Clinic	1,224,274	1,223,818	1,230,900	1,126,900	1,293,000	-	1,293,000	62,100	5.0%	62,100	5.0%	
<b>Total Boards &amp; Agencies</b>	<b>12,128,888</b>	<b>12,511,140</b>	<b>13,029,910</b>	<b>12,925,910</b>	<b>13,726,829</b>	<b>-</b>	<b>13,726,829</b>	<b>696,919</b>	<b>5.3%</b>	<b>696,919</b>	<b>5.3%</b>	
<b>Net Regional Impact Expenditure</b>	<b>284,586,286</b>	<b>293,008,806</b>	<b>305,536,870</b>	<b>305,536,870</b>	<b>317,737,053</b>	<b>3,699,084</b>	<b>321,436,137</b>	<b>12,200,183</b>	<b>4.0%</b>	<b>15,899,267</b>	<b>5.2%</b>	
<b>Halton Regional Police Service</b>												
Police Services	158,449,447	164,753,546	176,850,461	174,750,461	185,451,631	6,545,279	191,996,910	8,601,171	4.9%	15,146,450	8.6%	
Police Services - Debt Charges	3,416,834	3,213,054	5,007,540	5,007,540	7,200,152	-	7,200,152	2,192,612	43.8%	2,192,612	43.8%	
Police Services - Reserves/Capital Transfers	6,965,932	7,979,939	4,181,008	4,181,008	4,589,568	-	4,589,568	408,560	9.8%	408,560	9.8%	
<b>Total Halton Regional Police Service</b>	<b>168,832,213</b>	<b>175,946,539</b>	<b>186,039,009</b>	<b>183,939,009</b>	<b>197,241,351</b>	<b>6,545,279</b>	<b>203,786,630</b>	<b>11,202,343</b>	<b>6.0%</b>	<b>17,747,622</b>	<b>9.5%</b>	
<b>Net Regional Levy Requirement</b>	<b>\$ 453,418,499</b>	<b>\$ 468,955,345</b>	<b>\$ 491,575,879</b>	<b>\$ 489,475,879</b>	<b>\$ 514,978,404</b>	<b>\$ 10,244,363</b>	<b>\$ 525,222,767</b>	<b>\$ 23,402,526</b>	<b>4.8%</b>	<b>\$ 33,646,889</b>	<b>6.8%</b>	

Schedule may not add due to rounding

Net Dollars	2021	2022	2023		2024			Change in Budget				
	Actuals	Actuals	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved		2024 Requested / 2023 Approved		
<b>Corporate Administration</b>												
<b>Finance</b>												
Budgets & Tax Policy	\$ 2,619,798	\$ 3,079,620	\$ 3,412,993	\$ 3,554,918	\$ 3,506,573	\$ 44,116	\$ 3,550,689	93,580	2.7%	\$ 137,696	4.0%	
Capital & Development Financing	2,442,485	2,619,629	2,379,087	2,478,018	2,434,290	30,626	2,464,915	55,203	2.3%	85,828	3.6%	
Financial Services & Payroll	4,672,640	4,914,748	5,462,313	5,689,456	5,785,544	350,330	6,135,875	323,232	5.9%	673,562	12.3%	
<b>Total Finance</b>	<b>9,734,924</b>	<b>10,613,997</b>	<b>11,254,393</b>	<b>11,722,393</b>	<b>11,726,407</b>	<b>425,072</b>	<b>12,151,479</b>	<b>472,014</b>	<b>4.2%</b>	<b>897,086</b>	<b>8.0%</b>	
<b>Digital &amp; Information Services</b>												
Business Solutions & Process Transformation	5,105,871	6,124,465	6,036,377	6,036,377	6,473,433	-	6,473,433	437,056	7.2%	437,056	7.2%	
Digital Services & Data Management	2,424,828	3,145,432	5,140,811	5,140,811	5,247,053	138,238	5,385,291	106,241	2.1%	244,479	4.8%	
Digital Workplace & Technology	14,903,158	15,170,072	14,846,852	14,846,852	16,398,620	-	16,398,620	1,551,768	10.5%	1,551,768	10.5%	
<b>Total Digital &amp; Information Services</b>	<b>22,433,857</b>	<b>24,439,968</b>	<b>26,024,040</b>	<b>26,024,040</b>	<b>28,119,105</b>	<b>138,238</b>	<b>28,257,343</b>	<b>2,095,066</b>	<b>8.1%</b>	<b>2,233,304</b>	<b>8.6%</b>	
<b>Corporate Services</b>												
Capital Construction & Realty	2,836,102	2,834,542	4,555,289	4,469,930	4,855,835	-	4,855,835	300,546	6.6%	300,546	6.6%	
Communications	5,873,373	5,743,142	6,334,193	6,283,686	6,592,341	-	6,592,341	258,147	4.1%	258,147	4.1%	
Energy, Fleet & Facilities	19,610,887	22,639,929	21,739,599	21,657,081	22,191,153	-	22,191,153	451,555	2.1%	451,555	2.1%	
Human Resource Services	5,485,484	5,599,597	6,068,390	6,028,715	6,470,738	-	6,470,738	402,348	6.6%	402,348	6.6%	
Legal Services	8,263,558	10,180,927	10,243,000	10,125,508	11,304,752	-	11,304,752	1,061,752	10.4%	1,061,752	10.4%	
Supply Chain Management	2,914,578	3,422,402	3,544,988	3,302,540	3,634,517	470,041	4,104,558	89,530	2.5%	559,571	15.8%	
<b>Total Corporate Services</b>	<b>44,983,982</b>	<b>50,420,539</b>	<b>52,485,459</b>	<b>51,867,459</b>	<b>55,049,337</b>	<b>470,041</b>	<b>55,519,378</b>	<b>2,563,878</b>	<b>4.9%</b>	<b>3,033,919</b>	<b>5.8%</b>	
<b>Office of the CAO</b>												
Internal Audit	644,950	716,582	816,088	807,953	825,687	-	825,687	9,598	1.2%	9,598	1.2%	
Strategic Initiatives & Government Relations	3,348,828	4,459,170	5,068,786	4,976,921	5,137,307	-	5,137,307	68,520	1.4%	68,520	1.4%	
<b>Total Office of the CAO</b>	<b>3,993,778</b>	<b>5,175,752</b>	<b>5,884,874</b>	<b>5,784,874</b>	<b>5,962,993</b>	<b>-</b>	<b>5,962,993</b>	<b>78,119</b>	<b>1.3%</b>	<b>78,119</b>	<b>1.3%</b>	
<b>Office of the Chair &amp; Regional Council</b>												
Office of the Chair	248,592	253,918	299,604	299,604	308,478	-	308,478	8,874	3.0%	8,874	3.0%	
Regional Council	1,516,069	1,637,579	1,708,630	1,708,630	1,760,424	-	1,760,424	51,794	3.0%	51,794	3.0%	
<b>Total Office of the Chair &amp; Regional Council</b>	<b>1,764,661</b>	<b>1,891,497</b>	<b>2,008,234</b>	<b>2,008,234</b>	<b>2,068,902</b>	<b>-</b>	<b>2,068,902</b>	<b>60,668</b>	<b>3.0%</b>	<b>60,668</b>	<b>3.0%</b>	
<b>Total Corporate Administration Costs</b>	<b>\$ 82,911,203</b>	<b>\$ 92,541,753</b>	<b>\$ 97,657,000</b>	<b>\$ 97,407,000</b>	<b>\$ 102,926,744</b>	<b>\$ 1,033,351</b>	<b>\$ 103,960,095</b>	<b>\$ 5,269,744</b>	<b>5.4%</b>	<b>\$ 6,303,095</b>	<b>6.5%</b>	

Schedule may not add due to rounding



# Corporate Administration Costs

In accordance with MBNCanada, the Region allocates corporate support costs to program delivery departments. This table includes details of the Corporate Administration expenditures that are reallocated through corporate support.

Net Dollars	Total Expenditures				Allocated Recoveries & External Revenues					Net Expenditures / Corporate Support			
	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change 2024 Requested / 2023 Approved	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change 2024 Requested / 2023 Approved		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change 2024 Requested / 2023 Approved
<b>Finance</b>													
Budgets & Tax Policy	\$ 3,064,339	\$ 3,398,836	\$ 3,538,000	\$ 139,164 4.1%	\$ (1,857,353)	\$ (1,913,342)	\$ (1,970,441)	\$ (57,099) 3.0%	\$ 1,206,986	\$ 1,485,494	\$ 1,567,559	\$ 82,065 5.5%	
Capital & Development Financing	3,076,114	2,990,553	3,083,554	93,001 3.1%	(2,680,756)	(2,589,945)	(2,659,246)	(69,301) 2.7%	395,358	400,608	424,308	23,700 5.9%	
Financial Services & Payroll	5,143,266	5,807,104	6,255,175	448,072 7.7%	(870,916)	(1,235,033)	(1,156,226)	78,807 -6.4%	4,272,350	4,572,071	5,098,949	526,878 11.5%	
<b>Total Finance</b>	<b>11,283,719</b>	<b>12,196,493</b>	<b>12,876,729</b>	<b>680,236 5.6%</b>	<b>(5,409,025)</b>	<b>(5,738,320)</b>	<b>(5,785,913)</b>	<b>(47,593) 0.8%</b>	<b>5,874,694</b>	<b>6,458,173</b>	<b>7,090,816</b>	<b>632,643 9.8%</b>	
<b>Digital &amp; Information Services</b>													
Business Solutions & Process Transformation	6,328,423	6,226,344	6,661,521	435,178 7.0%	(510,812)	(1,139,905)	(1,210,337)	(70,432) 6.2%	5,817,611	5,086,438	5,451,184	364,746 7.2%	
Digital Services & Data Management	3,221,870	5,243,526	5,464,002	220,476 4.2%	(73,812)	(250,618)	(236,418)	14,200 -5.7%	3,148,058	4,992,908	5,227,584	234,676 4.7%	
Digital Workplace & Technology	15,314,490	15,099,993	16,735,010	1,635,017 10.8%	(2,846,222)	(2,390,942)	(2,510,477)	(119,535) 5.0%	12,468,269	12,709,051	14,224,533	1,515,482 11.9%	
<b>Total Digital &amp; Information Services</b>	<b>24,864,783</b>	<b>26,569,862</b>	<b>28,860,533</b>	<b>2,290,670 8.6%</b>	<b>(3,430,846)</b>	<b>(3,781,465)</b>	<b>(3,957,232)</b>	<b>(175,767) 4.6%</b>	<b>21,433,937</b>	<b>22,788,397</b>	<b>24,903,301</b>	<b>2,114,904 9.3%</b>	
<b>Corporate Services</b>													
Capital Construction & Realty	2,826,184	4,548,688	4,848,967	300,279 6.6%	(545,546)	(3,857,039)	(4,134,846)	(277,807) 7.2%	2,316,792	641,060	655,698	14,638 2.3%	
Communications	5,726,385	6,345,405	6,601,831	256,427 4.0%	(33,527)	(20,076)	(18,501)	1,575 -7.8%	5,831,959	6,422,580	6,699,905	277,325 4.3%	
Energy, Fleet & Facilities	25,194,273	25,263,481	25,525,855	262,374 1.0%	(13,076,789)	(15,012,990)	(15,613,399)	(600,409) 4.0%	11,935,212	10,170,168	9,819,969	(350,199) -3.4%	
Human Resource Services	6,859,250	7,062,132	7,480,418	418,286 5.9%	(1,875,785)	(2,001,826)	(2,039,558)	(37,732) 1.9%	5,037,319	5,106,568	5,502,394	395,826 7.8%	
Legal Services	10,391,362	10,471,991	11,538,360	1,066,369 10.2%	(4,910,548)	(5,991,874)	(7,199,850)	(1,207,976) 20.2%	5,435,305	4,454,059	4,291,734	(162,325) -3.6%	
Supply Chain Management	3,531,871	3,656,244	4,170,953	514,710 14.1%	(1,438,874)	(1,371,645)	(1,558,797)	(187,152) 13.6%	2,091,667	2,298,054	2,631,732	333,678 14.5%	
<b>Total Corporate Services</b>	<b>54,529,324</b>	<b>57,347,940</b>	<b>60,166,384</b>	<b>2,818,445 4.9%</b>	<b>(21,881,069)</b>	<b>(28,255,450)</b>	<b>(30,564,951)</b>	<b>(2,309,501) 8.2%</b>	<b>32,648,255</b>	<b>29,092,489</b>	<b>29,601,433</b>	<b>508,944 1.7%</b>	
<b>Office of the CAO</b>													
Internal Audit	716,134	816,088	842,357	26,269 3.2%	-	-	(15,000)	(15,000) 0.0%	716,134	816,088	827,357	11,269 1.4%	
Strategic Initiatives & Government Relations	4,485,323	5,068,786	5,135,636	66,850 1.3%	(26,565)	-	-	- 0.0%	4,458,757	5,068,786	5,135,636	66,850 1.3%	
<b>Total Office of the CAO</b>	<b>5,201,457</b>	<b>5,884,874</b>	<b>5,977,993</b>	<b>93,119 1.6%</b>	<b>(26,565)</b>	<b>-</b>	<b>(15,000)</b>	<b>(15,000) 0.0%</b>	<b>5,174,891</b>	<b>5,884,874</b>	<b>5,962,993</b>	<b>78,119 1.3%</b>	
<b>Office of the Chair &amp; Regional Council</b>													
Office of the Chair	253,918	299,604	308,478	8,874 3.0%	-	-	-	- 0.0%	253,918	299,604	308,478	8,874 3.0%	
Regional Council	1,649,735	1,766,130	1,760,424	(5,706) -0.3%	(12,156)	(57,500)	-	57,500 -100.0%	1,637,579	1,708,630	1,760,424	51,794 3.0%	
<b>Total Office of the Chair &amp; Regional Council</b>	<b>1,903,653</b>	<b>2,065,734</b>	<b>2,068,902</b>	<b>3,168 0.2%</b>	<b>(12,156)</b>	<b>(57,500)</b>	<b>-</b>	<b>57,500 -100.0%</b>	<b>1,891,497</b>	<b>2,008,234</b>	<b>2,068,902</b>	<b>60,668 3.0%</b>	
<b>Total Corporate Administration</b>	<b>\$ 97,782,936</b>	<b>\$ 104,064,903</b>	<b>\$ 109,950,541</b>	<b>\$ 5,885,638 5.7%</b>	<b>\$ (30,759,662)</b>	<b>\$ (37,832,735)</b>	<b>\$ (40,323,095)</b>	<b>\$ (2,490,360) 6.6%</b>	<b>\$ 67,023,274</b>	<b>\$ 66,232,168</b>	<b>\$ 69,627,446</b>	<b>\$ 3,395,278 5.1%</b>	

Schedule may not add due to rounding



# Gross Expenditures & Revenues by Program (Tax)

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

	Total Direct Costs					Other Expenditures					Capital Financing & Other Costs					
	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		
				2024 Requested / 2023 Approved					2024 Requested / 2023 Approved					2024 Requested / 2023 Approved		
<b>Health</b>																
Healthy Families	\$ 6,797,295	\$ 10,010,655	\$ 10,364,895	\$ 354,240	3.5%	\$ 2,371,336	\$ 2,845,929	\$ 2,837,123	\$ (8,806)	-0.3%	\$ -	\$ -	\$ -	\$ -	0.0%	
Health Protection	6,211,045	7,058,148	7,308,945	250,797	3.6%	1,896,475	1,944,557	1,942,747	(1,810)	-0.1%	-	-	-	-	0.0%	
Immunization Services	36,766,796	12,672,348	12,031,884	(640,464)	-5.1%	2,704,208	2,566,167	2,568,293	2,126	0.1%	18,500	46,000	46,000	-	0.0%	
Infectious Disease Control	13,057,794	7,454,415	7,469,442	15,027	0.2%	1,933,567	1,816,393	1,879,737	63,344	3.5%	11,166	34,023	34,024	1	0.0%	
Public Health Resources	4,767,969	5,196,062	4,977,417	(218,645)	-4.2%	809,207	969,126	1,121,935	152,809	15.8%	-	-	-	-	0.0%	
<b>Total Public Health</b>	<b>67,600,899</b>	<b>42,391,628</b>	<b>42,152,583</b>	<b>(239,045)</b>	<b>-2.0%</b>	<b>9,714,792</b>	<b>10,142,172</b>	<b>10,349,835</b>	<b>207,663</b>	<b>18.9%</b>	<b>29,666</b>	<b>80,023</b>	<b>80,024</b>	<b>1</b>	<b>0.0%</b>	
Paramedic Services	36,211,353	39,555,538	43,830,129	4,274,591	10.8%	6,261,007	7,074,581	7,479,752	405,171	5.7%	3,086,251	3,203,359	3,349,262	145,903	4.6%	
<b>Total Health</b>	<b>103,812,252</b>	<b>81,947,166</b>	<b>85,982,712</b>	<b>4,035,546</b>	<b>4.9%</b>	<b>15,975,799</b>	<b>17,216,753</b>	<b>17,829,587</b>	<b>612,834</b>	<b>3.6%</b>	<b>3,115,917</b>	<b>3,283,382</b>	<b>3,429,285</b>	<b>145,903</b>	<b>4.4%</b>	
<b>Social &amp; Community Services</b>																
Children's Services	109,397,967	202,195,802	191,572,032	(10,623,771)	-5.3%	3,459,127	4,016,094	4,132,198	116,104	2.9%	50,000	50,000	65,600	15,600	31.2%	
Employment & Social Services	29,515,763	32,279,179	34,618,021	2,338,842	7.2%	2,987,469	2,964,762	2,927,514	(37,248)	-1.3%	-	-	-	-	0.0%	
Housing Services	54,609,080	54,965,182	58,569,974	3,604,792	6.6%	3,133,083	1,949,893	2,731,286	781,393	40.1%	6,500,000	6,500,000	7,650,000	1,150,000	17.7%	
Human Services Planning & Program Support	7,497,416	9,403,034	10,040,654	637,620	6.8%	981,251	1,063,725	1,038,484	(25,241)	-2.4%	-	-	-	-	0.0%	
Services for Seniors	76,646,416	72,490,641	80,531,079	8,040,438	11.1%	11,381,233	12,643,023	13,946,003	1,302,980	10.3%	2,265,223	2,265,223	2,265,223	-	0.0%	
<b>Total Social &amp; Community Services</b>	<b>277,666,642</b>	<b>371,333,839</b>	<b>375,331,760</b>	<b>3,997,921</b>	<b>1.1%</b>	<b>21,942,163</b>	<b>22,637,497</b>	<b>24,775,485</b>	<b>2,137,988</b>	<b>9.4%</b>	<b>8,815,223</b>	<b>8,815,223</b>	<b>9,980,823</b>	<b>1,165,600</b>	<b>13.2%</b>	
<b>Public Works - Tax</b>																
Waste Management	43,946,267	43,547,496	46,560,032	3,012,536	6.9%	4,667,657	5,096,174	5,318,733	222,559	4.4%	7,223,240	7,266,179	7,781,927	515,748	7.1%	
Road Operations	18,179,713	18,694,482	19,819,442	1,124,960	6.0%	3,817,147	4,318,748	4,671,186	352,438	8.2%	37,145,421	38,146,201	39,147,001	1,000,800	2.6%	
Development Services	7,702,468	5,450,437	5,785,867	335,430	6.2%	2,261,428	4,391,473	4,354,170	(37,303)	-0.8%	1,980,000	-	-	-	0.0%	
<b>Total Public Works - Tax</b>	<b>69,828,448</b>	<b>67,692,414</b>	<b>72,165,341</b>	<b>4,472,926</b>	<b>6.6%</b>	<b>10,746,232</b>	<b>13,806,395</b>	<b>14,344,089</b>	<b>537,694</b>	<b>3.9%</b>	<b>46,348,661</b>	<b>45,412,380</b>	<b>46,928,928</b>	<b>1,516,548</b>	<b>3.3%</b>	
<b>Economic Development</b>																
Economic Development	1,998,456	2,599,830	2,678,908	79,078	3.0%	1,143,086	1,225,254	1,231,278	6,024	0.5%	18,500	18,500	18,500	-	0.0%	
<b>Total Economic Development</b>	<b>1,998,456</b>	<b>2,599,830</b>	<b>2,678,908</b>	<b>79,078</b>	<b>3.0%</b>	<b>1,143,086</b>	<b>1,225,254</b>	<b>1,231,278</b>	<b>6,024</b>	<b>0.5%</b>	<b>18,500</b>	<b>18,500</b>	<b>18,500</b>	<b>-</b>	<b>0.0%</b>	
<b>Finance</b>																
Budgets & Tax Policy	3,088,556	3,412,175	3,549,425	137,250	4.0%	(3,136,092)	(3,412,175)	(3,549,425)	(137,250)	4.0%	-	-	-	-	0.0%	
Capital & Development Financing	3,023,805	2,943,287	3,028,529	85,242	2.9%	(2,519,691)	(2,351,287)	(2,436,529)	(85,242)	3.6%	-	-	-	-	0.0%	
Financial Services & Payroll	5,140,947	5,810,008	6,266,052	456,044	7.8%	(4,791,772)	(5,686,758)	(6,142,802)	(456,044)	8.0%	-	-	-	-	0.0%	
<b>Total Finance</b>	<b>11,253,308</b>	<b>12,165,470</b>	<b>12,844,006</b>	<b>678,536</b>	<b>5.6%</b>	<b>(10,447,555)</b>	<b>(11,450,220)</b>	<b>(12,128,756)</b>	<b>(678,536)</b>	<b>5.9%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	
<b>Digital &amp; Information Services</b>																
Business Solutions & Process Transformation	5,763,135	6,218,996	6,654,959	435,963	7.0%	(5,131,148)	(6,034,245)	(6,470,208)	(435,963)	7.2%	-	-	-	-	0.0%	
Digital Services & Data Management	3,083,907	5,239,578	5,460,351	220,773	4.2%	(4,100,774)	(5,158,443)	(5,379,216)	(220,773)	4.3%	-	-	-	-	0.0%	
Digital Workplace & Technology	9,632,974	10,400,412	11,712,892	1,312,481	12.6%	(12,956,193)	(14,717,641)	(16,263,393)	(1,545,752)	10.5%	4,032,876	4,317,230	4,550,501	233,271	5.4%	
<b>Total Digital &amp; Information Services</b>	<b>18,480,017</b>	<b>21,858,985</b>	<b>23,828,202</b>	<b>1,969,217</b>	<b>9.0%</b>	<b>(22,188,115)</b>	<b>(25,910,329)</b>	<b>(28,112,817)</b>	<b>(2,202,488)</b>	<b>8.5%</b>	<b>4,032,876</b>	<b>4,317,230</b>	<b>4,550,501</b>	<b>233,271</b>	<b>5.4%</b>	

Schedule may not add due to rounding



	Total Direct Costs				Other Expenditures				Capital Financing & Other Costs				
	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change	
				2024 Requested / 2023 Approved				2024 Requested / 2023 Approved				2024 Requested / 2023 Approved	
<b>Corporate Services</b>													
Capital Construction & Realty	2,837,094	4,521,268	4,823,098	301,830 6.7%	(2,743,513)	(4,521,268)	(4,823,098)	(301,830) 6.7%	-	-	-	-	0.0%
Communications	5,768,540	6,345,863	6,604,230	258,367 4.1%	(6,039,627)	(6,328,787)	(6,588,729)	(259,942) 4.1%	-	3,000	3,000	-	0.0%
Energy, Fleet & Facilities	18,975,535	17,990,610	17,539,701	(450,910) -2.5%	(18,876,845)	(20,184,272)	(19,975,154)	209,118 -1.0%	4,655,663	5,263,307	5,745,607	482,300	9.2%
Human Resources Services	6,810,024	7,051,954	7,466,379	414,426 5.9%	(6,435,430)	(7,051,954)	(7,466,379)	(414,426) 5.9%	-	-	-	-	0.0%
Legal Services	10,127,450	10,415,333	11,470,714	1,055,381 10.1%	(8,430,642)	(10,177,255)	(11,225,265)	(1,048,011) 10.3%	-	-	-	-	0.0%
Supply Chain Management	3,286,819	3,401,597	3,916,982	515,386 15.2%	(3,213,012)	(3,372,997)	(3,881,982)	(508,986) 15.1%	6,000	6,000	6,000	-	0.0%
<b>Total Corporate Services</b>	<b>47,805,463</b>	<b>49,726,624</b>	<b>51,821,104</b>	<b>2,094,479 4.2%</b>	<b>(45,739,069)</b>	<b>(51,636,532)</b>	<b>(53,960,607)</b>	<b>(2,324,076) 4.5%</b>	<b>4,661,663</b>	<b>5,272,307</b>	<b>5,754,607</b>	<b>482,300</b>	<b>9.1%</b>
<b>Office of the CAO</b>													
Internal Audit	813,512	834,571	858,782	24,212 2.9%	(908,350)	(834,571)	(858,782)	(24,212) 2.9%	-	-	-	-	0.0%
Strategic Initiatives & Government Relations	4,384,006	5,036,602	5,108,314	71,712 1.4%	(2,906,416)	(5,036,602)	(5,108,314)	(71,712) 1.4%	-	-	-	-	0.0%
<b>Total Office of the CAO</b>	<b>5,197,519</b>	<b>5,871,173</b>	<b>5,967,096</b>	<b>95,923 1.6%</b>	<b>(3,814,766)</b>	<b>(5,871,173)</b>	<b>(5,967,096)</b>	<b>(95,923) 1.6%</b>	-	-	-	-	0.0%
<b>Office of the Chair &amp; Regional Council</b>													
Office of the Chair	245,109	290,390	297,923	7,533 2.6%	(284,300)	(290,390)	(297,923)	(7,533) 2.6%	-	-	-	-	0.0%
Regional Council	1,649,735	1,766,130	1,760,424	(5,706) -0.3%	(1,660,330)	(1,766,130)	(1,760,424)	5,706 -0.3%	-	-	-	-	0.0%
<b>Total Office of the Chair &amp; Regional Council</b>	<b>1,894,844</b>	<b>2,056,520</b>	<b>2,058,347</b>	<b>1,827 0.1%</b>	<b>(1,944,630)</b>	<b>(2,056,520)</b>	<b>(2,058,347)</b>	<b>(1,827) 0.1%</b>	-	-	-	-	0.0%
<b>Non-Program Items &amp; Fiscal Transactions</b>													
Supplementary Tax Revenue	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
Other Tax Revenue	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
Tax Write-Off Provision	5,819,224	4,900,000	4,900,000	- 0.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
Tax Policy Expenditures	1,260,652	548,000	548,000	- 0.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
Assessment Services	9,862,415	9,947,500	9,947,500	- 0.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
Provincial Offences Act Revenue	-	-	-	- 0.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
Net Interest Earnings	(496,957)	-	-	- 0.0%	57,280,167	43,632,200	43,632,200	- 0.0%	-	-	-	-	0.0%
General Expenditures	2,573,592	3,543,960	3,346,000	(197,960) -5.6%	12,579,500	7,721,961	8,966,262	1,244,301 16.1%	22,033,294	32,655,016	33,335,460	680,443	2.1%
Governance Chargeback	-	-	-	- 0.0%	6,177,202	5,633,856	6,185,610	551,754 9.8%	-	-	-	-	0.0%
<b>Total Non-Prog Items &amp; Fiscal Transactions</b>	<b>19,018,925</b>	<b>18,939,460</b>	<b>18,741,500</b>	<b>(197,960) -1.0%</b>	<b>76,036,869</b>	<b>56,988,017</b>	<b>58,784,072</b>	<b>1,796,055 3.2%</b>	<b>22,033,294</b>	<b>32,655,016</b>	<b>33,335,460</b>	<b>680,443</b>	<b>2.1%</b>
<b>Boards &amp; Agencies</b>													
Conservation Authorities	10,452,410	10,939,051	11,539,472	600,421 5.5%	-	-	-	- 0.0%	-	-	-	-	0.0%
Royal Botanical Gardens	834,912	859,959	894,357	34,398 4.0%	-	-	-	- 0.0%	-	-	-	-	0.0%
North Halton Mental Health Clinic	1,035,018	1,040,000	1,232,900	192,900 18.5%	188,800	190,900	60,100	(130,800) -68.5%	-	-	-	-	0.0%
<b>Total Boards &amp; Agencies</b>	<b>12,322,340</b>	<b>12,839,010</b>	<b>13,666,729</b>	<b>827,719 6.4%</b>	<b>188,800</b>	<b>190,900</b>	<b>60,100</b>	<b>(130,800) -68.5%</b>	-	-	-	-	0.0%
<b>Halton Regional Police Service</b>													
Halton Regional Police Service	175,263,031	186,017,514	200,805,687	14,788,173 7.9%	5,206,501	2,397,007	2,731,157	334,150 13.9%	7,719,570	9,188,548	11,789,720	2,601,172	28.3%
<b>Halton Regional Police Service</b>	<b>175,263,031</b>	<b>186,017,514</b>	<b>200,805,687</b>	<b>14,788,173 7.9%</b>	<b>5,206,501</b>	<b>2,397,007</b>	<b>2,731,157</b>	<b>334,150 13.9%</b>	<b>7,719,570</b>	<b>9,188,548</b>	<b>11,789,720</b>	<b>2,601,172</b>	<b>28.3%</b>
<b>Net Regional Tax Levy</b>	<b>\$ 744,541,244</b>	<b>\$ 833,048,006</b>	<b>\$ 865,891,392</b>	<b>\$32,843,386 3.9%</b>	<b>\$ 47,095,628</b>	<b>\$ 17,537,048</b>	<b>\$ 17,528,144</b>	<b>\$ (8,904) -0.1%</b>	<b>\$ 96,745,705</b>	<b>\$ 108,962,586</b>	<b>\$ 115,787,824</b>	<b>\$ 6,825,238</b>	<b>6.3%</b>

Schedule may not add due to rounding



	Total Gross Expenditures				Total Revenue				Net Program Expenditures						
	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change	
				2024 Requested / 2023 Approved					2024 Requested / 2023 Approved					2024 Requested / 2023 Approved	
<b>Health</b>															
Healthy Families	\$ 9,168,630	\$ 12,856,584	\$ 13,202,018	\$ 345,434	2.7%	\$ (5,561,743)	\$ (7,186,528)	\$ (7,186,528)	\$ -	0.0%	\$ 3,606,887	\$ 5,670,056	\$ 6,015,490	\$ 345,434	6.1%
Health Protection	8,107,520	9,002,705	9,251,692	248,987	2.8%	(4,279,016)	(5,201,099)	(5,201,599)	(500)	0.0%	3,828,504	3,801,606	4,050,093	248,487	6.5%
Immunization Services	39,489,504	15,284,515	14,646,177	(638,338)	-4.2%	(33,691,524)	(11,353,349)	(10,556,059)	797,290	-7.0%	5,797,980	3,931,166	4,090,118	158,952	4.0%
Infectious Disease Control	15,002,527	9,304,831	9,383,202	78,371	0.8%	(10,926,543)	(5,842,350)	(5,597,710)	244,640	-4.2%	4,075,984	3,462,481	3,785,492	323,011	9.3%
Public Health Resources	5,577,176	6,165,188	6,099,352	(65,836)	-1.1%	(2,814,358)	(3,614,361)	(3,416,341)	198,020	-5.5%	2,762,818	2,550,827	2,683,011	132,184	5.2%
<b>Total Public Health</b>	<b>77,345,357</b>	<b>52,613,823</b>	<b>52,582,441</b>	<b>(31,382)</b>	<b>1.1%</b>	<b>(57,273,184)</b>	<b>(33,197,687)</b>	<b>(31,958,237)</b>	<b>1,239,450</b>	<b>-16.7%</b>	<b>20,072,174</b>	<b>19,416,136</b>	<b>20,624,204</b>	<b>1,208,068</b>	<b>6.2%</b>
Paramedic Services	45,558,612	49,833,478	54,659,143	4,825,665	9.7%	(23,521,391)	(24,600,696)	(27,715,089)	(3,114,393)	12.7%	22,037,221	25,232,782	26,944,054	1,711,272	6.8%
<b>Total Health</b>	<b>122,903,969</b>	<b>102,447,301</b>	<b>107,241,585</b>	<b>4,794,284</b>	<b>4.7%</b>	<b>(80,794,575)</b>	<b>(57,798,383)</b>	<b>(59,673,326)</b>	<b>(1,874,943)</b>	<b>3.2%</b>	<b>42,109,394</b>	<b>44,648,918</b>	<b>47,568,259</b>	<b>2,919,341</b>	<b>6.5%</b>
<b>Social &amp; Community Services</b>															
Children's Services	112,907,093	206,261,896	195,769,829	(10,492,067)	-5.1%	(106,184,455)	(193,174,850)	(185,035,430)	8,139,420	-4.2%	6,722,638	13,087,046	10,734,399	(2,352,647)	-18.0%
Employment & Social Services	32,503,233	35,243,941	37,545,535	2,301,594	6.5%	(25,793,457)	(28,011,233)	(29,561,020)	(1,549,787)	5.5%	6,709,776	7,232,708	7,984,515	751,807	10.4%
Housing Services	64,242,162	63,415,075	68,951,260	5,536,185	8.7%	(26,887,378)	(23,939,919)	(25,705,729)	(1,765,810)	7.4%	37,354,784	39,475,156	43,245,531	3,770,375	9.6%
Human Services Planning & Program Support	8,478,667	10,466,759	11,079,138	612,379	5.9%	(48,662)	(1,328,844)	(1,380,974)	(52,130)	3.9%	8,430,006	9,137,915	9,698,164	560,249	6.1%
Services for Seniors	90,292,872	87,398,887	96,742,305	9,343,418	10.7%	(68,707,209)	(63,378,697)	(68,943,929)	(5,565,232)	8.8%	21,585,662	24,020,190	27,798,376	3,778,186	15.7%
<b>Total Social &amp; Community Services</b>	<b>308,424,027</b>	<b>402,786,559</b>	<b>410,088,068</b>	<b>7,301,509</b>	<b>1.8%</b>	<b>(227,621,161)</b>	<b>(309,833,543)</b>	<b>(310,627,082)</b>	<b>(793,539)</b>	<b>0.3%</b>	<b>80,802,866</b>	<b>92,953,016</b>	<b>99,460,986</b>	<b>6,507,970</b>	<b>7.0%</b>
<b>Public Works - Tax</b>															
Waste Management	55,837,164	55,909,849	59,660,692	3,750,843	6.7%	(8,796,074)	(8,067,585)	(8,410,126)	(342,541)	4.2%	47,041,090	47,842,264	51,250,566	3,408,302	7.1%
Road Operations	59,142,281	61,159,431	63,637,629	2,478,198	4.1%	(912,130)	(714,147)	(698,297)	15,850	-2.2%	58,230,151	60,445,283	62,939,332	2,494,048	4.1%
Development Services	11,943,896	9,841,910	10,140,037	298,127	3.0%	(2,635,423)	(1,753,880)	(1,791,918)	(38,038)	2.2%	9,308,472	8,088,029	8,348,119	260,089	3.2%
<b>Total Public Works - Tax</b>	<b>126,923,341</b>	<b>126,911,190</b>	<b>133,438,358</b>	<b>6,527,168</b>	<b>5.1%</b>	<b>(12,343,628)</b>	<b>(10,535,613)</b>	<b>(10,900,341)</b>	<b>(364,729)</b>	<b>3.5%</b>	<b>114,579,713</b>	<b>116,375,577</b>	<b>122,538,016</b>	<b>6,162,440</b>	<b>5.3%</b>
<b>Economic Development</b>															
Economic Development	3,160,042	3,843,583	3,928,686	85,102	2.2%	(195,875)	(215,891)	(215,891)	-	0.0%	2,964,167	3,627,692	3,712,795	85,102	2.3%
<b>Total Economic Development</b>	<b>3,160,042</b>	<b>3,843,583</b>	<b>3,928,686</b>	<b>85,102</b>	<b>2.2%</b>	<b>(195,875)</b>	<b>(215,891)</b>	<b>(215,891)</b>	<b>-</b>	<b>0.0%</b>	<b>2,964,167</b>	<b>3,627,692</b>	<b>3,712,795</b>	<b>85,102</b>	<b>2.3%</b>
<b>Finance</b>															
Budgets & Tax Policy	(47,536)	-	-	-	0.0%	-	-	-	-	0.0%	(47,536)	-	-	-	0.0%
Capital & Development Financing	504,113	592,000	592,000	-	0.0%	(435,255)	(592,000)	(592,000)	-	0.0%	68,858	-	-	-	0.0%
Financial Services & Payroll	349,175	123,250	123,250	-	0.0%	(159,466)	(123,250)	(123,250)	-	0.0%	189,708	-	-	-	0.0%
<b>Total Finance</b>	<b>805,753</b>	<b>715,250</b>	<b>715,250</b>	<b>-</b>	<b>0.0%</b>	<b>(594,722)</b>	<b>(715,250)</b>	<b>(715,250)</b>	<b>-</b>	<b>0.0%</b>	<b>211,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Digital &amp; Information Services</b>															
Business Solutions & Process Transformation	631,987	184,751	184,751	-	0.0%	(187,309)	(184,751)	(184,751)	-	0.0%	444,678	-	-	-	0.0%
Digital Services & Data Management	(1,016,867)	81,135	81,135	-	0.0%	(72,722)	(81,135)	(81,135)	-	0.0%	(1,089,589)	-	-	-	0.0%
Digital Workplace & Technology	709,657	-	-	-	0.0%	-	-	-	-	0.0%	709,657	-	-	-	0.0%
<b>Total Digital &amp; Information Services</b>	<b>324,777</b>	<b>265,886</b>	<b>265,886</b>	<b>-</b>	<b>0.0%</b>	<b>(260,031)</b>	<b>(265,886)</b>	<b>(265,886)</b>	<b>-</b>	<b>0.0%</b>	<b>64,746</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

Schedule may not add due to rounding



	Total Gross Expenditures					Total Revenue					Net Program Expenditures					
	2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		2022 Actuals	2023 Approved Budget	2024 Requested Budget	Change		
				2024 Requested / 2023 Approved					2024 Requested / 2023 Approved					2024 Requested / 2023 Approved		
<b>Corporate Services</b>																
Capital Construction & Realty	93,581	-	-	-	0.0%	-	-	-	-	0.0%	93,581	-	-	-	0.0%	
Communications	(271,087)	20,076	18,501	(1,575)	-7.8%	(171)	(20,076)	(18,501)	1,575	-7.8%	(271,258)	-	-	-	0.0%	
Energy, Fleet & Facilities	4,754,353	3,069,646	3,310,154	240,508	7.8%	(2,788,663)	(3,069,646)	(3,310,154)	(240,508)	7.8%	1,965,690	-	-	-	0.0%	
Human Resources Services	374,594	-	-	-	0.0%	-	-	-	-	0.0%	374,594	-	-	-	0.0%	
Legal Services	1,696,808	238,078	245,448	7,370	3.1%	(188,557)	(238,078)	(245,448)	(7,370)	3.1%	1,508,250	-	-	-	0.0%	
Supply Chain Management	79,807	34,600	41,000	6,400	18.5%	(40,385)	(34,600)	(41,000)	(6,400)	18.5%	39,423	-	-	-	0.0%	
<b>Total Corporate Services</b>	<b>6,728,057</b>	<b>3,362,400</b>	<b>3,615,103</b>	<b>252,703</b>	<b>7.5%</b>	<b>(3,017,776)</b>	<b>(3,362,400)</b>	<b>(3,615,103)</b>	<b>(252,703)</b>	<b>7.5%</b>	<b>3,710,281</b>	-	-	-	-	
<b>Office of the CAO</b>																
Internal Audit	(94,838)	-	-	-	0.0%	-	-	-	-	0.0%	(94,838)	-	-	-	0.0%	
Strategic Initiatives & Government Relations	1,477,590	-	-	-	0.0%	(25,705)	-	-	-	0.0%	1,451,885	-	-	-	0.0%	
<b>Total Office of the CAO</b>	<b>1,382,752</b>	-	-	-	<b>0.0%</b>	<b>(25,705)</b>	-	-	-	<b>0.0%</b>	<b>1,357,047</b>	-	-	-	<b>0.0%</b>	
<b>Office of the Chair &amp; Regional Council</b>																
Office of the Chair	(39,191)	-	-	-	0.0%	-	-	-	-	0.0%	(39,191)	-	-	-	0.0%	
Regional Council	(10,595)	-	-	-	0.0%	(7,156)	-	-	-	0.0%	(17,751)	-	-	-	0.0%	
<b>Total Office of the Chair &amp; Regional Council</b>	<b>(49,786)</b>	-	-	-	<b>0.0%</b>	<b>(7,156)</b>	-	-	-	<b>0.0%</b>	<b>(56,942)</b>	-	-	-	<b>0.0%</b>	
<b>Non-Program Items &amp; Fiscal Transactions</b>																
Supplementary Tax Revenue	-	-	-	-	0.0%	(6,259,632)	(7,300,000)	(7,300,000)	-	0.0%	(6,259,632)	(7,300,000)	(7,300,000)	-	0.0%	
Other Tax Revenue	-	-	-	-	0.0%	(5,560,515)	(4,700,000)	(4,700,000)	-	0.0%	(5,560,515)	(4,700,000)	(4,700,000)	-	0.0%	
Tax Write-Off Provision	5,819,224	4,900,000	4,900,000	-	0.0%	-	-	-	-	0.0%	5,819,224	4,900,000	4,900,000	-	0.0%	
Tax Policy Expenditures	1,260,652	548,000	548,000	-	0.0%	-	-	-	-	0.0%	1,260,652	548,000	548,000	-	0.0%	
Assessment Services	9,862,415	9,947,500	9,947,500	-	0.0%	-	-	-	-	0.0%	9,862,415	9,947,500	9,947,500	-	0.0%	
Provincial Offences Act Revenue	-	-	-	-	0.0%	(806,490)	(2,327,852)	(918,752)	1,409,100	-60.5%	(806,490)	(2,327,852)	(918,752)	1,409,100	-60.5%	
Net Interest Earnings	56,783,210	43,632,200	43,632,200	-	0.0%	(64,534,010)	(51,383,000)	(54,792,100)	(3,409,100)	6.6%	(7,750,800)	(7,750,800)	(11,159,900)	(3,409,100)	44.0%	
General Expenditures	37,186,385	43,920,937	45,647,722	1,726,785	3.9%	(5,173,080)	(7,969,884)	(8,720,927)	(751,043)	9.4%	32,013,306	35,951,053	36,926,794	975,741	2.7%	
Governance Chargeback	6,177,202	5,633,856	6,185,610	551,754	9.8%	-	-	-	-	0.0%	6,177,202	5,633,856	6,185,610	551,754	9.8%	
<b>Total Non-Prog Items &amp; Fiscal Transactions</b>	<b>117,089,088</b>	<b>108,582,493</b>	<b>110,861,032</b>	<b>2,278,539</b>	<b>2.1%</b>	<b>(82,333,726)</b>	<b>(73,680,736)</b>	<b>(76,431,779)</b>	<b>(2,751,043)</b>	<b>3.7%</b>	<b>34,755,362</b>	<b>34,901,757</b>	<b>34,429,253</b>	<b>(472,505)</b>	<b>-1.4%</b>	
<b>Boards &amp; Agencies</b>																
Conservation Authorities	10,452,410	10,939,051	11,539,472	600,421	5.5%	-	-	-	-	0.0%	10,452,410	10,939,051	11,539,472	600,421	5.5%	
Royal Botanical Gardens	834,912	859,959	894,357	34,398	4.0%	-	-	-	-	0.0%	834,912	859,959	894,357	34,398	4.0%	
North Halton Mental Health Clinic	1,223,818	1,230,900	1,293,000	62,100	5.0%	-	-	-	-	0.0%	1,223,818	1,230,900	1,293,000	62,100	5.0%	
<b>Total Boards &amp; Agencies</b>	<b>12,511,140</b>	<b>13,029,910</b>	<b>13,726,829</b>	<b>696,919</b>	<b>5.3%</b>	-	-	-	-	<b>0.0%</b>	<b>12,511,140</b>	<b>13,029,910</b>	<b>13,726,829</b>	<b>696,919</b>	<b>5.3%</b>	
<b>Halton Regional Police Service</b>																
Halton Regional Police Service	188,189,103	197,603,069	215,326,564	17,723,495	9.0%	(12,242,564)	(11,564,060)	(11,539,934)	24,126	-0.2%	175,946,539	186,039,009	203,786,630	17,747,622	9.5%	
<b>Halton Regional Police Service</b>	<b>188,189,103</b>	<b>197,603,069</b>	<b>215,326,564</b>	<b>17,723,495</b>	<b>9.0%</b>	<b>(12,242,564)</b>	<b>(11,564,060)</b>	<b>(11,539,934)</b>	<b>24,126</b>	<b>-0.2%</b>	<b>175,946,539</b>	<b>186,039,009</b>	<b>203,786,630</b>	<b>17,747,622</b>	<b>9.5%</b>	
<b>Net Regional Tax Levy</b>	<b>\$ 888,392,264</b>	<b>\$ 959,547,640</b>	<b>\$ 999,207,360</b>	<b>\$39,659,720</b>	<b>4.1%</b>	<b>\$(419,436,919)</b>	<b>\$(467,971,762)</b>	<b>\$(473,984,593)</b>	<b>\$ (6,012,831)</b>	<b>1.3%</b>	<b>\$ 468,955,345</b>	<b>\$ 491,575,878</b>	<b>\$ 525,222,767</b>	<b>\$33,646,889</b>	<b>6.8%</b>	

Schedule may not add due to rounding



# Rate-Supported Budget Summary

Regional Water & Wastewater Services											
	2021	2022	2023		2024			Change in Budget			
Rate Supported Services	Actual	Actual	Approved Budget	Projected Actual	Base Budget	Strategic Investments	Requested Budget	2024 Base / 2023 Approved	2024 Requested / 2023 Approved		
Treatment	\$ 71,329,919	\$ 79,520,823	\$ 72,795,321	\$ 76,045,321	\$ 78,302,543	\$ 300,137	\$ 78,602,680	\$ 5,507,222	7.6%	\$ 5,807,359	8.0%
System Services	54,316,031	60,520,754	57,075,653	56,825,653	57,494,636	300,137	57,794,773	418,982	0.7%	719,119	1.3%
Infrastructure Planning & Policy	2,758,762	2,845,287	3,359,324	2,994,324	3,384,637	158,118	3,542,755	25,313	0.8%	183,430	5.5%
Engineering & Construction	12,291,024	13,401,007	16,564,402	14,994,402	16,668,968	1,035,856	17,704,824	104,566	0.6%	1,140,422	6.9%
Public Works Administration	518,882	499,707	1,637,572	2,002,572	1,721,300	-	1,721,300	83,728	5.1%	83,728	5.1%
Recoveries from Capital Projects	(16,683,068)	(18,111,105)	(24,550,854)	(22,980,854)	(24,760,281)	(1,193,974)	(25,954,255)	(209,428)	0.9%	(1,403,401)	5.7%
<b>Gross Operating Expenditures</b>	<b>124,531,550</b>	<b>138,676,473</b>	<b>126,881,419</b>	<b>129,881,419</b>	<b>132,811,802</b>	<b>600,274</b>	<b>133,412,076</b>	<b>5,930,383</b>	<b>4.7%</b>	<b>6,530,657</b>	<b>5.1%</b>
<b>Capital Financing Expenses</b>											
Debt Charges	22,183,328	21,269,054	16,200,700	16,200,700	15,143,672	-	15,143,672	(1,057,028)	-6.5%	(1,057,028)	-6.5%
Transfers to Reserve	95,258,312	101,643,386	109,572,402	109,572,402	119,199,949	-	119,199,949	9,627,547	8.8%	9,627,547	8.8%
Transfers to Vehicle Reserve	1,530,000	1,587,300	1,646,900	1,646,900	1,709,000	-	1,709,000	62,100	3.8%	62,100	3.8%
Transfers to Canada Community-Building Fund Reserve	9,482,000	9,482,000	9,482,000	9,482,000	9,482,000	-	9,482,000	-	0.0%	-	0.0%
Transfers from Reserve	(9,891,670)	(9,882,162)	(6,897,720)	(6,897,720)	(6,897,720)	-	(6,897,720)	(0)	0.0%	(0)	0.0%
<b>Capital Financing Expenditures</b>	<b>118,561,969</b>	<b>124,099,579</b>	<b>130,004,282</b>	<b>130,004,282</b>	<b>138,636,902</b>	<b>-</b>	<b>138,636,902</b>	<b>8,632,620</b>	<b>6.6%</b>	<b>8,632,620</b>	<b>6.6%</b>
<b>Total Gross Expenditures</b>	<b>243,093,520</b>	<b>262,776,052</b>	<b>256,885,701</b>	<b>259,885,701</b>	<b>271,448,704</b>	<b>600,274</b>	<b>272,048,978</b>	<b>14,563,003</b>	<b>5.7%</b>	<b>15,163,277</b>	<b>5.9%</b>
Federal Funding	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	(9,482,000)	-	(9,482,000)	-	0.0%	-	0.0%
Other Revenues											
Bulk Water Charges	(983,396)	(1,104,953)	(850,000)	(850,000)	(1,065,000)	-	(1,065,000)	(215,000)	25.3%	(215,000)	25.3%
Fees for Service	(2,417,167)	(12,740,411)	(2,367,095)	(2,367,095)	(2,449,342)	-	(2,449,342)	(82,248)	3.5%	(82,248)	3.5%
Sewer Discharge Agreements	(808,812)	(1,235,095)	(1,134,872)	(1,134,872)	(1,200,000)	-	(1,200,000)	(65,128)	5.7%	(65,128)	5.7%
Interest Earnings	(3,617,000)	(3,617,000)	(3,617,000)	(3,617,000)	(5,207,900)	-	(5,207,900)	(1,590,900)	44.0%	(1,590,900)	44.0%
<b>Total Revenue</b>	<b>(17,308,375)</b>	<b>(28,179,459)</b>	<b>(17,450,967)</b>	<b>(17,450,967)</b>	<b>(19,404,242)</b>	<b>-</b>	<b>(19,404,242)</b>	<b>(1,953,276)</b>	<b>11.2%</b>	<b>(1,953,276)</b>	<b>11.2%</b>
<b>Net Program Impact</b>	<b>\$ 225,785,145</b>	<b>\$ 234,596,593</b>	<b>\$ 239,434,734</b>	<b>\$ 242,434,734</b>	<b>\$ 252,044,461</b>	<b>\$ 600,274</b>	<b>\$ 252,644,736</b>	<b>\$ 12,609,727</b>	<b>5.3%</b>	<b>\$ 13,210,001</b>	<b>5.5%</b>
<b>Growth Impact:</b>											
Consumption growth (0.8%)										(1,253,237)	-0.5%
Customer Growth (1.4%)										(1,595,875)	-0.7%
<b>Net Increase Requirement</b>										<b>\$ 10,360,889</b>	<b>4.3%</b>

Schedule may not add due to rounding



# Gross Expenditures & Revenues by Program (Rate)

This table sets out the total direct costs, other expenditures, capital expenditures, which total gross expenditures, revenues and net program impact.

	Total Direct Costs					Other Expenditures					Capital Financing Expenditures				
	2022 Actual	2023 Approved Budget	2024 Requested Budget	Change in Budget 2024 Requested / 2023 Approved		2022 Actual	2023 Approved Budget	2024 Requested Budget	Change in Budget 2024 Requested / 2023 Approved		2022 Actual	2023 Approved Budget	2024 Requested Budget	Change in Budget 2024 Requested / 2023 Approved	
Treatment	\$ 61,257,305	\$ 59,141,009	\$ 63,093,981	\$ 3,952,972	6.7%	\$ 15,405,225	\$ 9,626,161	\$ 11,384,950	\$ 1,758,790	18.3%	\$ -	\$ -	\$ -	\$ -	0.0%
System Services	36,518,427	41,766,509	41,812,224	45,716	0.1%	24,831,945	14,354,462	15,003,351	648,889	4.5%	-	-	-	-	0.0%
Infrastructure Planning & Policy	5,565,610	7,590,275	8,182,268	591,993	7.8%	(5,345,989)	(7,199,568)	(7,750,998)	(551,430)	7.7%	-	-	-	-	0.0%
Engineering & Construction	10,212,755	12,668,508	13,729,749	1,061,241	8.4%	(10,212,755)	(12,668,508)	(13,729,749)	(1,061,241)	8.4%	-	-	-	-	0.0%
Public Works Administration	6,022,728	6,054,400	6,085,886	31,486	0.5%	(5,578,776)	(4,451,828)	(4,399,587)	52,241	-1.2%	-	-	-	-	0.0%
Capital Financing	-	-	-	-	0.0%	-	-	-	-	0.0%	124,099,579	130,004,282	138,636,902	8,632,620	6.6%
<b>Total Water &amp; Wastewater Systems</b>	<b>119,576,824</b>	<b>127,220,701</b>	<b>132,904,109</b>	<b>5,683,409</b>	<b>4.5%</b>	<b>19,099,649</b>	<b>(339,282)</b>	<b>507,967</b>	<b>847,249</b>	<b>-249.7%</b>	<b>124,099,579</b>	<b>130,004,282</b>	<b>138,636,902</b>	<b>8,632,620</b>	<b>6.6%</b>
<b>Water &amp; Wastewater Rate Revenues</b>															
Bulk Water Charges	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Gas Tax Revenues	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Fees for Service	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Sewer Discharge Agreements	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Interest Earnings	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
<b>Total Rate Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Rate Impact</b>	<b>\$ 119,576,824</b>	<b>\$ 127,220,701</b>	<b>\$ 132,904,109</b>	<b>\$ 5,683,409</b>	<b>4.5%</b>	<b>\$ 19,099,649</b>	<b>\$ (339,282)</b>	<b>\$ 507,967</b>	<b>\$ 847,249</b>	<b>-249.7%</b>	<b>\$ 124,099,579</b>	<b>\$ 130,004,282</b>	<b>\$ 138,636,902</b>	<b>\$ 8,632,620</b>	<b>6.6%</b>

Schedule may not add due to rounding

	Total Gross Expenditures					Total Revenue					Net Program Expenditures				
	2022 Actual	2023 Approved Budget	2024 Requested Budget	Change in Budget 2024 Requested / 2023 Approved		2022 Actual	2023 Approved Budget	2024 Requested Budget	Change in Budget 2024 Requested / 2023 Approved		2022 Actual	2023 Approved Budget	2024 Requested Budget	Change in Budget 2024 Requested / 2023 Approved	
Treatment	\$ 76,662,530	\$ 68,767,169	\$ 74,478,931	\$ 5,711,762	8.3%	\$ -	\$ -	\$ -	\$ -	0.0%	\$ 76,662,530	\$ 68,767,169	\$ 74,478,931	\$ 5,711,762	8.3%
System Services	61,350,371	56,120,970	56,815,575	694,605	1.2%	-	-	-	-	0.0%	61,350,371	56,120,970	56,815,575	694,605	1.2%
Infrastructure Planning & Policy	219,620	390,707	431,270	-	0.0%	-	-	-	-	0.0%	219,620	390,707	431,270	-	0.0%
Engineering & Construction	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Public Works Administration	443,952	1,602,572	1,686,300	83,728	5.2%	-	-	-	-	0.0%	443,952	1,602,572	1,686,300	83,728	5.2%
Capital Financing	124,099,579	130,004,282	138,636,902	8,632,620	6.6%	-	-	-	-	0.0%	124,099,579	130,004,282	138,636,902	8,632,620	6.6%
<b>Total Water &amp; Wastewater Systems</b>	<b>262,776,052</b>	<b>256,885,701</b>	<b>272,048,978</b>	<b>15,163,277</b>	<b>5.9%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>262,776,052</b>	<b>256,885,701</b>	<b>272,048,978</b>	<b>15,163,277</b>	<b>5.9%</b>
<b>Water &amp; Wastewater Rate Revenues</b>															
Federal Funding	-	-	-	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%	(9,482,000)	(9,482,000)	(9,482,000)	-	0.0%
Bulk Water Charges	-	-	-	-	0.0%	(1,104,953)	(850,000)	(1,065,000)	(215,000)	25.3%	(1,104,953)	(850,000)	(1,065,000)	(215,000)	25.3%
Fees for Service	-	-	-	-	0.0%	(12,740,411)	(2,367,095)	(2,449,342)	(82,248)	3.5%	(12,740,411)	(2,367,095)	(2,449,342)	(82,248)	3.5%
Sewer Discharge Agreements	-	-	-	-	0.0%	(1,235,095)	(1,134,872)	(1,200,000)	(65,128)	5.7%	(1,235,095)	(1,134,872)	(1,200,000)	(65,128)	5.7%
Interest Earnings	-	-	-	-	0.0%	(3,617,000)	(3,617,000)	(5,207,900)	(1,590,900)	44.0%	(3,617,000)	(3,617,000)	(5,207,900)	(1,590,900)	44.0%
<b>Total Rate Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>(28,179,459)</b>	<b>(17,450,967)</b>	<b>(19,404,242)</b>	<b>(1,953,276)</b>	<b>11.2%</b>	<b>(28,179,459)</b>	<b>(17,450,967)</b>	<b>(19,404,242)</b>	<b>(1,953,276)</b>	<b>11.2%</b>
<b>Total Rate Impact</b>	<b>\$ 262,776,052</b>	<b>\$ 256,885,701</b>	<b>\$ 272,048,978</b>	<b>\$ 15,163,277</b>	<b>5.9%</b>	<b>\$ (28,179,459)</b>	<b>\$ (17,450,967)</b>	<b>\$ (19,404,242)</b>	<b>\$ (1,953,276)</b>	<b>11.2%</b>	<b>\$ 234,596,593</b>	<b>\$ 239,434,734</b>	<b>\$ 252,644,736</b>	<b>\$ 13,210,001</b>	<b>5.5%</b>

Schedule may not add due to rounding

# Halton Region Budget and Business Plan

## **POLICIES & PROCEDURES**



# Presentation of Halton Region's Financial Information

## General guidelines

Halton Region prepares and presents consolidated financial statements in accordance with Canadian Public Sector Accounting Standards (PSAS) as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

## Basis of accounting and financial reporting

Halton Region follows the full accrual basis of accounting and recognizes:

- revenues as they are earned; and
- expenditures as they are incurred and measured through the receipt of goods or services and a legal obligation to pay.

As required at year-end, revenues and expenses that have not yet been processed are recognized and then reversed in the following year when the transaction is processed.

Halton Region's Fund-Based budget is converted to full accrual basis of accounting in the following way:

1. The Capital Fund is reported through the Tangible Capital Asset accounts in the Consolidated Statement of Financial Position as per PSAB 3150.
2. Reserves and Reserve Funds are reflected in the Consolidated Statement of Financial Position as "Accumulated Surplus".
3. The Operating Fund is reflected in the Consolidated Statement of Operations (which is adjusted to reflect interest on debt only), amortization expense, gain or loss on disposal of tangible capital assets, post-employment benefits and asset retirement expenses (effective in 2023 as per PSAB 3280).



## Basis of budgeting

The operating budget includes annual expenditures for personnel costs, materials and supplies, purchased services, financial and rent expenses, debt charges, reserve transfers, as well as anticipated Provincial and Federal funding and program fees.

Halton Region's capital budget includes expenditures and financing sources to acquire, construct, upgrade and rehabilitate Regional capital assets such as Regional facilities, roads, bridges, paramedic stations, long-term care facilities and water and wastewater treatment plants, along with the water distribution and collection systems and waste management facilities. The capital budget is established on a project-by-project basis, where the costs usually span more than one fiscal year.

Regional Council approves the operating and capital budgets each year for the period of January 1 to December 31.

The *Municipal Act* requires municipalities to budget for all estimated expenses; however O. Reg. 284/09 provides an exclusion for amortization expenses, post-employment benefits expenses, and solid waste landfill closure and post-closure expenses provided the municipality prepares a report about the excluded expenses that is adopted by Council resolution. Halton Region does not budget for these expenses and satisfies the legislated reporting requirement through Council's approval of the annual consolidated financial statements.

Halton Region uses modified service-based budgeting, reflecting expenditures and revenues based on service delivery and responsibility. Halton applies the framework established by the Municipal Benchmarking Network Canada (MBNCanada) best practices in budgeting by allocating corporate support costs to service delivery departments. The use of this chargeback allocation method results in the distribution of net corporate support costs to direct service delivery areas. Program support chargebacks (Demand Driven Chargebacks) are allocated to various service areas where direct service delivery costs are accumulated based on demand/usage. Corporate management costs (Corporate Sustaining Chargebacks) are also allocated to all service areas based on a pro-rata share of the three most recent years' average of budgeted net controllable costs. Governance costs are allocated to the budgets of both funding sources (tax and rate). In the tax-supported budget, it is shown separately within Non-Program.

## Fund structure and budgeting

Halton Region uses Fund Accounting for budgeting purposes, in which a self-balancing group of accounts is provided for each accounting entity established as the basis for recording and reporting all financial transactions. The Regional budget is composed of two primary funding sources—Tax-Supported Services and Rate-Supported Services.

**Operating Fund:** Activities are budgeted annually for each program based on the estimated operating costs. The factors considered in developing these budgets include inflation, growth, service quality, mandated requirements and customer needs. At the end of any given budget year as part of the year-end closing, any surplus or deficit is transferred to or from reserves and/or reserve funds in accordance with Council-approved policies, ensuring a closing balance of zero dollars in the operating fund.

**Capital Fund:** Capital projects can be budgeted in one year or several years depending on the requirements of the project (i.e., design, land purchase, construction, etc.). The corresponding expenditures may materialize over several years as the project is completed. Upon completion, each project is closed through a semi-annual variance closure reporting process, and any surplus or deficit is transferred to or from the appropriate reserves, reserve funds or Capital Holding Account in accordance with Council-approved policies.

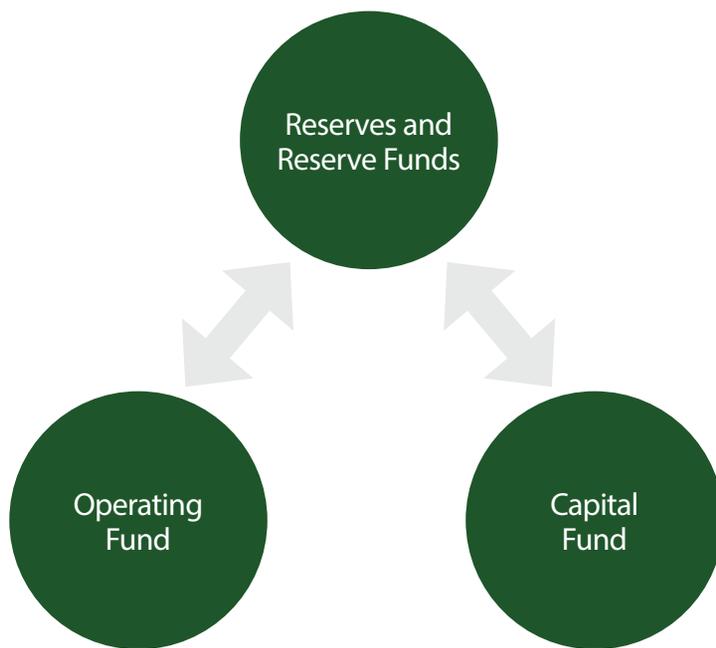
**Reserves and Reserve Funds:** The use of reserves is an integral part of the budget planning process and is an important financial tool in developing short-term and long-term fiscal policies. Prudent use of reserves mitigates fluctuations in taxation and rate requirements and assists in stabilizing the impact of unanticipated occurrences as set out in Report No. CS-83-02, re: Regional Reserve Policy. General principles relating to the use of the reserves are set out in the Financing of State-of-Good-Repair and Financing of Growth sections of the Executive Summary. Budgeted reserve transactions flow through either the operating or capital budgets.

Regional Council approves the creation of Reserves and Reserve Funds for specific liabilities, contingencies and other specific uses. Policies dictate the use of certain Reserve Funds for designated purposes and prevent monies from being diverted to any other use.

The Region also collects development charges (DCs) as provided for in the *Development Charges Act, 1997*. These funds are maintained in separate Reserve Funds that are restricted in use and applied to eligible growth-related capital projects in accordance with the legislation and Regional DC by-laws.

### Fund relationships

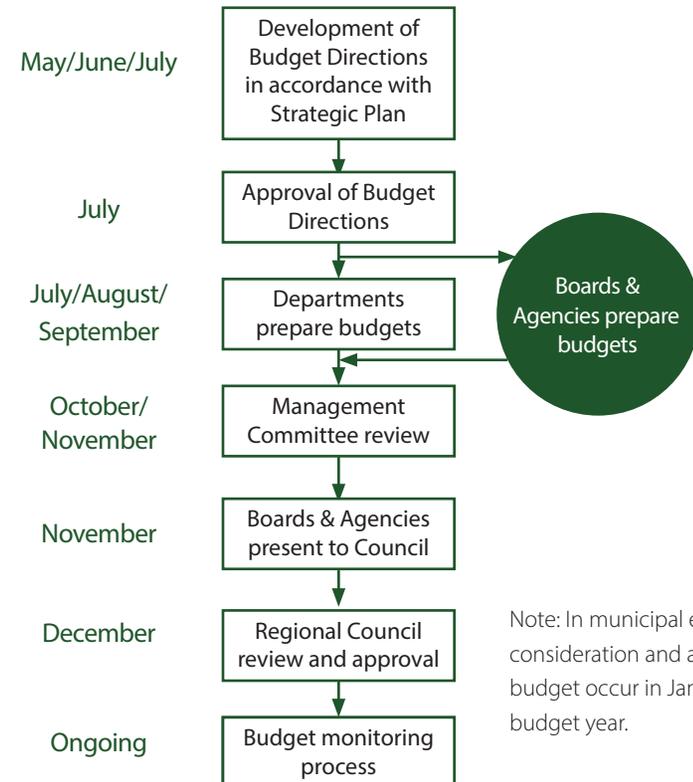
The activities in the Operating and Capital Budgets are mutually exclusive. However, in some cases transactions occur between them as shown below.



# Halton Region's Budget Process

As illustrated below, Halton Region's budget preparations begin in late spring.

Based on a Regional Council-approved Strategic Plan, the Region develops the Budget Directions Report. The Budget Directions Report is a policy document that establishes Council's program and fiscal priorities for the following year's budget, and is considered and approved by Regional Council. Staff also use this as a guide in developing the following year's budget process.



Note: In municipal election years, consideration and approval of the budget occur in January of the budget year.



Operating departments prepare their preliminary budget requests based on the Council-approved Budget Directions Report and Strategic Plan. Preliminary budgets are prepared by all Regional departments with the help of the Budgets & Tax Policy Division and Capital & Development Financing Division of the Region's Finance Department. Finance staff maintain a Budget Information Package, which provides an overview of the budget process, includes specific technical information to assist in the budget preparation and outlines how to input information into the Region's financial system.

Departments include base budget adjustments and strategic investment requests in their preliminary budgets. Strategic investment requests are required for any significant change in direction for the program, changes to funding sources or any change in staffing levels. Preliminary budgets are reviewed by Finance staff, as well as the Management Committee, which is comprised of the Region's most senior staff.

Budget review by senior staff in each department occurs in September and October. At this time, Finance staff also receive budget requests from the boards and agencies funded through the property tax levy. These requests are reviewed with the consulting boards and agencies, and are then incorporated into the proposed budget.

The proposed budget document is compiled by Finance staff and reviewed by the Management Committee in October and November. The final proposed budget document is presented to Regional Council in late November prior to Regional Council approval in December. In an election year, Regional Council begins reviewing the budget in January of the budget year, with adoption targeted for late January. Regional Council review provides for public participation in the budget process.

**Proposed Budget:** The proposed budget is prepared based on the Council-approved Budget Directions Report, the most recent program pressures and economic data, and iterative refinements and reviews by the Management Committee. Operating and Capital Budgets are prepared for services funded from property taxes (Tax-Supported) and from water and wastewater utility rates (Rate-Supported).

**Budget adoption:** Regional Council adopts the Budget by resolution as the Region's annual Budget for the year beginning January 1.

Regional Council meetings are open to the public and are advertised through the Region's social media channels as well as on the Regional website. The following dates are for the review and consideration of the 2024 Budget and Business Plan.

November 15, 2023

- 2024 Boards & Agencies Presentations

December 6, 2023

- 2024 Budget review at Regional Council Budget Workshop

December 13, 2023

- 2024 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 Regional Council, provided that the amount to be collected from property taxes or user rates remains unchanged. Operating budget amendments commonly occur as a result of Provincial funding initiatives for fully subsidized operating programs. The capital budget, if required, can be revised in May/June after the Local Municipalities' budgets are approved in order to align Regional programs with Local Municipalities' work. The capital budget is also amended throughout the year as a result of the public tendering process which formalizes the estimated costs and related financing to undertake specific projects.

### Budget monitoring and reporting

The Region uses a real-time, enterprise-wide financial system. Financial reports are available on-demand for all appropriate staff to monitor actual expenditures and revenues. Operating budget variance reports are presented annually to Regional Council with year-end projections as at April 30 and August 31 and year-end results as at December 31.

Capital budget (life-to-date) variance and project closure reports are presented twice annually at June 30 and December 31.



A meeting of Halton Region Council in Council Chambers.

## 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 Regional 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. Any increase in staff complement must be explicitly approved by Regional Council. New positions are approved through the Region's budget process.

## Master Plans and Asset Management Plans

Master Plans support the long-term program needs for Regional services, including the Official Plan and the Asset Management Plans that ensure Regional assets are maintained in a state-of-good-repair. These plans are developed and updated regularly for specific programs, including housing, Regional facilities, Paramedic Services, transportation and water and wastewater, which then provide the basis for the annual budget and forecast requirements.

## Operating budget forecasts

Operating budget forecasts are prepared and reviewed annually for each program for a 10-year period, based on recommendations included in approved Master Plans, Asset Management Plans and requirements to maintain service levels. The forecasts are designed to provide sustainable funding to maintain existing levels of service and Regional assets in a state-of-good-repair.

## Capital budget forecasts

Capital budget forecasts are presented annually to forecast expenditures on a project-by-project basis. The capital 10-year forecast includes major works required to upgrade, replace or construct capital infrastructure based on Master Plans and Asset Management Plans. The ongoing maintenance of this infrastructure is included in the operating budget. Financing of the forecast capital program (Master Plans and Asset Management Plans) is undertaken at a detailed level and established as a long-term financing plan. The long-term financing plan is then reviewed and approved through the annual budget process and presented at a summary level in the budget.

## Use of one-time revenues

The Region does not utilize one-time revenues for ongoing expenditures. However, one-time revenues may be used to fund non-recurring expenditures subject to Regional Council approval. One-time revenue is transferred to the appropriate reserves in accordance with Regional Council's direction.

## User fees and alternative revenue sources

The Region establishes cost-recovery policies for user fees to determine whether fees collected are sufficient to recover the cost of providing certain goods or services. These policies determine the percentage of full-service cost to be recovered through fees. The level of cost recovery is reviewed and adjusted annually through the budget process to ensure that fees are current, equitable, competitive and sustainable.

## Uses of unpredictable revenues

Certain revenues fluctuate widely year-to-year. At year-end, favourable revenue variances are transferred to the stabilization reserves or other reserves as approved by Regional Council.

## Use of supplementary tax revenue

Supplementary taxes are generated by property tax revenue from new assessments added in-year to the property tax roll. This revenue source is estimated annually and reflected in the Region's operating budget.

## Debt capacity

The Province sets a debt capacity guideline for municipalities of 25 per cent of own revenues. The Region's own guidelines (10 per cent of gross operating expenditures) translate to approximately 13 per cent of the Region's own revenues. The current projected debt capacity for the next 10 years remains well below these targets.

## Penny rounding

As the Royal Canadian Mint ceased distribution of pennies on February 4, 2013, and pennies have been withdrawn from circulation, Halton Region has adopted the Government of Canada's rounding guidelines for cash transactions.

## Halton Reserve Policy Summary (CS-83-02)

### Stabilization Reserves:

<b>Purpose</b>	To address in-year, uncontrollable or unanticipated changes in economic conditions, funding or costs
<b>Target</b>	Tax stabilization 10% of gross expenditures Rate stabilization 15% of gross expenditures
<b>Funding</b>	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
<b>Authority to Access</b>	Council authority required to access funds
<b>Interest Allocation</b>	No interest to be allocated to these reserves

### Program-Specific Reserves:

<b>Purpose</b>	To fund specific programs
<b>Target</b>	Financial plan required for each reserve and reviewed annually
<b>Funding</b>	Based on a financial plan
<b>Authority to Access</b>	Council authority required to access funds, normally established within annual budget or specific Council resolution
<b>Interest Allocation</b>	No interest to be allocated to these reserves

## Halton Reserve Policy Summary (CS-83-02)

### Vehicle/Building and Equipment Reserves:

<b>Purpose</b>	To fund the maintenance and replacement of Regional assets
<b>Target</b>	Based on lifecycle costs of assets
<b>Funding</b>	Based on lifecycle costs of assets Shortfalls in funding may require funding from annual operating surpluses or transfers from other reserves
<b>Authority to Access</b>	Council authority required to access funds, normally established within annual budget or specific Council resolution
<b>Interest Allocation</b>	Interest allocation at year-end based on actual interest earnings

### Capital Reserves:

<b>Purpose</b>	To finance the Region's capital program
<b>Target</b>	Based on capital programs
<b>Funding</b>	Annual operating budget provisions Supplementary taxes Annual operating budget surpluses
<b>Authority to Access</b>	Council authority required to access funds, normally established with annual budget or specific Council resolution delegating authority to staff (e.g., project closures or tender awards)
<b>Interest Allocation</b>	Interest allocation at year-end based on actual interest earnings

## Commodity Price Hedging Policy

The goal of the Commodity Price Hedging Policy is to allow the Regional Treasurer to enter into a fixed price agreement for the future delivery of any or all portions of a commodity, when it is deemed advantageous for the Region to do so. The Treasurer must report annually on all commodity price hedging agreements in place in accordance with the *Municipal Act*, 2001, Regulation 653/05, and the Region's Commodity Price Hedging Policy as approved through Report No. CS-19-07.

The Region considers procuring price hedging agreements for electricity, natural gas, gasoline and diesel, as discussed below:

- For natural gas, Halton Region manages risk by locking into fixed price contracts. From January 1, 2023 to October 31, 2023, approximately 51 per cent of the annual volume was purchased on contract with the remaining 49 per cent purchased at the spot market price. Halton Region has also locked into fixed price contracts for approximately 50 per cent of the estimated annual forecast volume for the period November 1, 2023 to October 31, 2024, and 25 per cent of the estimated annual forecast volume for the period November 1, 2024 to October 31, 2025.
- Halton Region did not enter into a fixed price agreement for electricity in 2023 as it was determined that the Hourly Ontario Energy Price (HOEP) was the lowest cost option at the time.

- Gasoline and diesel fuel are purchased in bulk for vehicles and back-up generators through a competitive bid process. Paramedic Services uses the bulk fuel and also purchases gasoline and diesel fuel at retail outlets with procurement cards when needed. Halton Region entered into a four-year contract term with Canada Clean Fuels in 2020, following an open competitive sourcing process, to enable the bulk purchase of gasoline, diesel, and biodiesel fuels. The initial agreement term extends until December 31, 2024, with an option to renew for two years at the Region's discretion.

Staff will continue to work with consultants to determine the best procurement strategy by reviewing market conditions. As shown below, commodity costs have decreased for electricity mainly due to savings relating to the Industrial Conservation Initiative, which allows eligible customers to manage their global adjustment costs by reducing demand during peak periods, as well as Provincial regulatory changes relating to the recovery of renewable energy costs.

Commodity (\$000s)	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2023 Projected Actual	2024 Requested Budget	Changes in Budget (2024-2023)
<b>Electricity</b>	17,599	16,448	16,544	17,369	17,204	17,341	(28)
<b>Natural Gas</b>	886	927	1,338	1,088	1,275	1,384	297
<b>Gasoline and Diesel</b>	2,467	1,499	2,030	1,575	1,650	1,710	135

Schedule may not add due to rounding.

# Halton Region Budget and Business Plan

## 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 paid or collected. This is also the basis for developing the Region's budget.
<b>Active Transportation</b>	The act of travelling by means of human-powered physical exercise, such as walking or cycling.
<b>Actual</b>	Actual revenue earned and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
<b>Allocated Charges/Recoveries</b>	Transactions related to allocating direct charges and recoveries between departments.
<b>Allowance</b>	A provision for an expected loss or reduction in the value of an asset in order to reduce the reported value of the asset to an amount that reflects its estimated realizable value.
<b>Amortization</b>	The annual expense 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 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 or how reliable a product or service is) and comparing the results to those of highly regarded competitors.
<b>Boards &amp; Agencies</b>	Autonomous bodies that receive funding from Halton Region, including the Halton Regional Police Service, Royal Botanical Gardens, Conservation Halton, Credit Valley Conservation, Grand River Conservation Authority and North Halton Mental Health Clinic.
<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 Book</b>	The official written statement prepared by staff, which presents the proposed budget to Regional Council.

Term	Definition
<b>Budget Directions</b>	A policy document that establishes Council’s program and fiscal priorities for the following year’s budget, which is considered and approved by Regional Council. Regional staff also use this as a guide in developing the following year’s budget process.
<b>Canadian Public Sector Accounting Standards</b>	Authoritative standards for financial accounting and reporting developed through an organized standard-setting process and issued by the Public Sector Accounting Board (PSAB).
<b>Canadian Union of Public Employees (CUPE)</b>	Canada’s largest union, with 740,000 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.
<b>Capital Expenditure</b>	An expense for the acquisition, renovation, maintenance or replacement of fixed assets resulting in an extension of the asset’s useful life; or an expenditure to purchase or construct a specific capital asset or project that spans more than one fiscal year, having a value of at least \$10,000. Typically, a capital expense encompasses a purchase of land and/or the construction of a building or facility.
<b>Case Mix Index (CMI)</b>	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 (FTE) staff positions and relief hours approved by Regional 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 that 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</b>	The payment of interest and repayment of principal to holders of the Region’s debt instruments.
<b>Deficit</b>	The excess of expenditures over revenues in a fund over an accounting period.

Term	Definition
<b>Demand Driven Chargeback</b>	A method that is used to allocate costs that are required for program support purposes. An allocation driver is specified for each area of program support, with the allocation of costs based on the percentage of driver units for a program area as compared to the total driver units.
<b>Development Charges (DCs)</b>	Charges collected from developers that are imposed under the <i>Development Charges Act</i> when land is developed.
<b>Development Charges By-law</b>	By-law approved by Regional Council to authorize the amount and collection of Development Charges under the <i>Development Charges Act</i> .
<b>Expenditure</b>	The disbursement of appropriated funds to purchase goods and/or services.
<b>Fees and Charges</b>	Charges for expenses incurred when services are provided to an individual or groups rather than the community at large.
<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, including Police.
<b>Fringe Benefits</b>	Payment to which participants may be entitled under a plan, including pension benefits.
<b>Full-time Equivalent (FTE)</b>	A measure of staffing equivalent to that produced by one person working full-time for one year.
<b>Geographic Information System (GIS)</b>	A system that integrates existing regional graphic and tabular spatial data into a common shared database.
<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 and 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.

Term	Definition
<b>Gross Expenditures</b>	For Regional Services, the total amount of spending required in order to continue operations and deliver services, net of any recoveries from external sources (e.g. capital, Police) and transfers from reserves. Conversely, after considering Provincial and Federal funding and other revenues, this amount would then be known as “Net Expenditures”.
<b>Halton Community Housing Corporation (HCHC)</b>	A separate Regionally owned corporation that owns and manages social housing units in Halton Region. HCHC has no staff. The Region provides staff support to HCHC.
<b>Halton Police Board</b>	The governing body for the Halton Regional Police Service (HRPS).
<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>	A police agency that contributes to the safety and well-being of the Region’s more than 637,000 residents through the provision of police services.
<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>Land Use Planning</b>	The term given to policy that directs how the land in a community is used. The goal is to balance the needs of the people who live in the area with the needs of the environment.
<b>Levy</b>	Property taxation funding which is raised through taxes.
<b>Local Municipalities</b>	Within Halton Region this includes the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.
<b>Management Committee</b>	The Region’s senior management team comprised of the Chief Administrative Officer (CAO) and six Commissioners.
<b>Municipal Benchmarking Network Canada (MBNCanada)</b>	A partnership project to encourage service excellence in municipal government. Participating municipalities work together to identify and share performance statistics and operational best practices. (Formerly Ontario Municipal CAO’s Benchmarking Initiative (OMBI)).

Term	Definition
<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 (CVA) for all properties.
<b>Net Expenditures</b>	For Regional Services, the amount of spending required in order to continue operations and deliver services, net of any recoveries from external sources (e.g., capital, Police), transfers from reserves, Provincial and Federal funding and other revenues. In other words, the amount to be either levied from property taxes or recovered through water and wastewater rates.
<b>Ontario Disability Support Program (ODSP)</b>	An income redistribution program previously funded by the Province of Ontario (80%) and the Region (20%) to provide payments to individuals with disabilities who are unable to work. Municipal funding for this program was completely phased out in 2011.
<b>Ontario Land Tribunal (OLT)</b>	The Ontario Land Tribunal (OLT) hears and decides appeals and matters related to land use planning, environmental and natural features and heritage protection, land valuation, land compensation, municipal finance, and related matters.
<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>	The union representing 68,000 nurses and health-care professionals and 18,000 nursing student affiliates providing care in hospitals, long-term care, public health, the community, clinics and industry.
<b>Ontario Public Service Employees Union (OPSEU)</b>	A union in Ontario for public sector workers. OPSEU has about 180,000 members across the province working for the Ontario government, inside community colleges, for the LCBO, in the health care sector, and employed in a wide range of community agencies within the broader public sector.
<b>Ontario Works (OW)</b>	A Provincial program jointly funded with, and administered by, the Region to provide social assistance to residents. The Province of Ontario fully funds the social assistance benefits.
<b>Operating Budget</b>	The budget containing allocations for expenditures, such as salaries and wages, materials and supplies, utilities and insurance, to provide government services for the current year.
<b>Performance Measure</b>	Data collected to determine how effective and/or efficient a program is in achieving its objectives.

Term	Definition
<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 (“the Province”)</b>	The Province of Ontario (the Provincial government).
<b>Provincial Offences Act (POA)</b>	An Act that governs how charges are processed and prosecuted. It applies to all Provincial statutes, as well as municipal by-laws and some minor federal contraventions. Most of the POA offences are related to the <i>Highway Traffic Act</i> , the <i>Compulsory Automobile Insurance Act</i> , the <i>Liquor Licence Act</i> or the <i>Trespass to Property Act</i> .
<b>Public Sector Accounting Board (PSAB)</b>	A board under the Chartered Professional Accountants of Canada, which develops standards for municipal financial reporting.
<b>Rate-Supported Budget</b>	Referring to the budget containing expenditures relating to the Water and Wastewater Programs that are funded through water and wastewater rates.
<b>Regional Official Plan (ROP)</b>	Outlines the long-term vision for Halton’s physical form and community character in accordance with the <i>Planning Act</i> .
<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 one of the Region’s reserves is the Tax Stabilization Reserve.
<b>Reserve Fund</b>	Assets segregated and restricted to meet the purpose of the reserve fund, which may be obligatory (created whenever a statute requires revenue received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project, e.g., Development Charges Reserve Funds).
<b>Revenue</b>	Funds that a government receives as income, including property tax payments, water and wastewater rates, fines, Provincial and Federal funding and interest income.
<b>Strategic Plan</b>	A plan to reflect Halton Regional Council’s priorities and focus on what services are important to Halton residents, developed each new term by Council. The 2023-2026 Strategic Business Plan was approved in July 2023.

Term	Definition
<b>Strategic Investments</b>	Any proposed variation in the budgeted expenditures or revenues that are not provided for in the Base Budget, and for which separate budget disclosure is provided for Regional Council’s consideration.
<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>	When total revenues from current operations exceed total expenditures.
<b>Systems, Application, and Products in Data Processing (SAP)</b>	Software used for the Region’s financial and human resource information systems.
<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, rental to others, administrative purposes or the development, construction, maintenance or repair of other TCA; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for sale in the ordinary course of operations.
<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 (CVA) to determine taxes payable.
<b>Tax-Supported Budget</b>	Referring to the collective budget of the Health, Social & Community Services, Economic Development, Waste Management, Roads Operations, Development Services, Corporate Administration, Boards and Agencies and other non-program and fiscal transactions. The net expenditures of these programs are funded by property taxes.
<b>Vacant Home Tax (VHT)</b>	A tax imposed on vacant residential units that meet the criteria established by the designated municipality.
<b>Wastewater Treatment Plant (WWTP)</b>	Halton Region owns and operates state-of-the-art Wastewater Treatment Plants that safely, efficiently and effectively remove contaminants from wastewater prior to discharging it into the environment.
<b>Water Treatment Plant (WTP)</b>	Halton Region owns and operates state-of-the-art Water Treatment Plants that deliver safe, high-quality and cost-effective drinking water.

# Acronyms

Acronym	Term
<b>AHT</b>	Anti-Human Trafficking
<b>ADP</b>	Adult Day Programs
<b>AEFI</b>	Adverse Events Following Immunization
<b>AMI</b>	Advanced Metering Infrastructure
<b>ARB</b>	Assessment Review Board
<b>ATMP</b>	Active Transportation Master Plan
<b>ATMS</b>	Advanced Traffic Management System
<b>AWWA</b>	American Water Works Association
<b>BCA</b>	Business Condition Assessment
<b>BIA</b>	Business Improvement Area
<b>BILD</b>	Building Industry and Land Development Association
<b>BPE</b>	Best Planning Estimates
<b>BSCF</b>	Building Safer Communities Fund
<b>BSO</b>	Behavioural Supports Ontario
<b>BUR</b>	Burlington
<b>CAO</b>	Chief Administrative Officer
<b>CCBF</b>	Canada Community-Building Fund (Formerly Federal Gas Tax)

Acronym	Term
<b>CCEYA</b>	Child Care Early Years Act
<b>CH</b>	Conservation Halton
<b>CHAP</b>	Community Health Assessment Program
<b>CHS</b>	Comprehensive Housing Strategy
<b>CMI</b>	Case Mix Index
<b>COCHI</b>	Canada-Ontario Community Housing Initiative
<b>COHB</b>	Canada-Ontario Housing Benefit
<b>CPI</b>	Consumer Price Index
<b>CPNP</b>	Canada Prenatal Nutrition Program
<b>CSWB Plan</b>	Community Safety and Well-Being Plan
<b>CUAET</b>	Canada-Ukraine Authorization for Emergency Travel
<b>CUPE</b>	Canadian Union of Public Employees
<b>CVA</b>	Current Value Assessment
<b>CVC</b>	Credit Valley Conservation
<b>CWELCC</b>	Canada-Wide Early Learning and Child Care
<b>DATS</b>	Development Application Tracking System
<b>DC</b>	Development Charge
<b>DCA</b>	Development Charges Act

Acronym	Term
<b>DCC</b>	Dental Care Counts
<b>EA</b>	Environmental Assessment
<b>EAB</b>	Emerald Ash Borer
<b>EDU</b>	Ministry of Education
<b>EMR</b>	Electronic Medical Record
<b>ERP</b>	Enterprise Resource Planning
<b>EVBD</b>	Enteric and Vector-Borne Diseases
<b>FTE</b>	Full-time Equivalent
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GOG</b>	General Operating Grants
<b>GRCA</b>	Grand River Conservation Authority
<b>HATCH</b>	Halton Access to Community Housing
<b>HBHC</b>	Healthy Babies Healthy Children
<b>HCHC</b>	Halton Community Housing Corporation
<b>HFG</b>	Home for Good
<b>HFIT</b>	Healthy Families Information Team
<b>HGBC</b>	Halton Global Business Centre

Acronym	Term
<b>HHACTION</b>	Halton Hills - Acton
<b>HHGEO</b>	Halton Hills - Georgetown
<b>HHS</b>	Halton Healthcare Services
<b>HOEP</b>	Hourly Ontario Energy Price
<b>HPP</b>	Homelessness Prevention Program
<b>HPV</b>	Human Papillomavirus
<b>HRAP</b>	Halton Rental Assistance Program
<b>HRC</b>	Halton Regional Centre
<b>HRCIF</b>	Halton Region Community Investment Fund
<b>HRPS</b>	Halton Regional Police Service
<b>HSO</b>	Healthy Smiles Ontario
<b>HSPPS</b>	Human Services Planning & Program Support
<b>HWMS</b>	Halton Waste Management Site
<b>IAH-SIF</b>	Investment in Affordable Housing - Social Infrastructure Fund
<b>iGAS</b>	invasive Group A Streptococcus
<b>IGMS</b>	Integrated Growth Management Strategy
<b>IPAC</b>	Infection Prevention and Control
<b>ISPA</b>	Immunization of School Pupils Act

Acronym	Term
<b>kWh</b>	kilowatt-hour
<b>LCC</b>	Licensed Child Care
<b>LDC</b>	Local Distribution Companies
<b>LED</b>	Light Emitting Diode
<b>LHCC</b>	Licensed Home Child Care
<b>LTC</b>	Long-Term Care
<b>MCCSS</b>	Ministry of Children, Community and Social Services
<b>MCU</b>	Ministry of Colleges and Universities
<b>MECP</b>	Ministry of the Environment, Conservation and Parks
<b>MFIPPA</b>	Municipal Freedom of Information and Protection of Privacy Act
<b>MIL</b>	Milton
<b>ML/d</b>	Megalitres per day (one Megalitre is equivalent to one million litres)
<b>MLITSD</b>	Ministry of Labour, Immigration, Training and Skills Development
<b>MLTC</b>	Ministry of Long-Term Care
<b>MMAH</b>	Ministry of Municipal Affairs and Housing
<b>MNRF</b>	Ministry of Natural Resources and Forestry
<b>MOH</b>	Ministry of Health
<b>MPAC</b>	Municipal Property Assessment Corporation

Acronym	Term
<b>MTC</b>	Make the Connection
<b>NDMP</b>	National Disaster Mitigation Program
<b>NHMHC</b>	North Halton Mental Health Clinic
<b>OAK</b>	Oakville
<b>ODSP</b>	Ontario Disability Support Program
<b>OH</b>	Ontario Health
<b>OKN</b>	Our Kids Network
<b>OLT</b>	Ontario Land Tribunal
<b>OMERS</b>	Ontario Municipal Employees Retirement System
<b>ONA</b>	Ontario Nurses' Association
<b>OPHI</b>	Ontario Priorities Housing Initiative
<b>OPHS</b>	Ontario Public Health Standards
<b>OPSEU</b>	Ontario Public Service Employees Union
<b>OSDCP</b>	Ontario Seniors Dental Care Program
<b>OW</b>	Ontario Works
<b>PHFAA</b>	Public Health Funding and Accountability Agreement
<b>PIL</b>	Payments-In-Lieu (of taxes)
<b>POA</b>	Provincial Offences Act
<b>PPE</b>	Personal Protective Equipment
<b>PRV</b>	Pressure Reduction Valve

Acronym	Term
<b>PSAB</b>	Public Sector Accounting Board
<b>PSAS</b>	Public Sector Accounting Standards
<b>PQI</b>	Pavement Quality Index
<b>RBG</b>	Royal Botanical Gardens
<b>RCCC</b>	Regional Child Care Centre
<b>RCM</b>	Reliability Centred Maintenance
<b>RGI</b>	Rent-Geared-to-Income
<b>RH</b>	Reaching Home - Canada's Homelessness Strategy
<b>ROP</b>	Regional Official Plan
<b>ROPA</b>	Regional Official Plan Amendment
<b>ROW</b>	Right Of Way (taxes)
<b>SAP</b>	Systems, Application, and Products in Data Processing
<b>SCA</b>	Sudden Cardiac Arrest
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SDE</b>	Single Detached Equivalents
<b>SDWS</b>	Small Drinking Water Systems
<b>SFOA</b>	Smoke Free Ontario Act
<b>SH</b>	Supportive Housing
<b>SPLIT</b>	Subsidized Passes for Low Income Transit

Acronym	Term
<b>STI</b>	Sexually Transmitted Infection
<b>TB</b>	Tuberculosis
<b>TCA</b>	Tangible Capital Asset
<b>THRC</b>	The Halton Resource Connection
<b>TODS</b>	Tourism-Oriented Destination Signage
<b>VHT</b>	Vacant Home Tax
<b>WEG</b>	Wage Enhancement Grant
<b>WTP</b>	Water Treatment Plant
<b>WWM</b>	Wastewater Main
<b>WWPS</b>	Wastewater Pumping Station
<b>WWTP</b>	Wastewater Treatment Plant